

Milken Institute School
of Public Health

THE GEORGE WASHINGTON UNIVERSITY

HEALTHIER AND SAFER COMMUNITIES POWERED BY PUBLIC HEALTH

*A Strategic Plan for the Milken Institute
School of Public Health*



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INTRODUCTION FROM THE DEAN

We have come a long way since our days as a small program tucked away within the School of Medicine and Health Sciences in Ross Hall, but our history and fighting spirit have made us who we are today—an independent, top-ranked public health research and education powerhouse. We are poised to do our part in helping to realize President LeBlanc’s vision of transforming the university to pre-eminence as a comprehensive global research university.

Right now we are pursuing innovative solutions to complex and thorny public health problems. While the challenges we face and the problems we need to solve are intricate as well as formidable, the tools and technology we have in our hands now—and even more in the future—will allow us to continue being on the front lines of public health innovation.

We are now in the top third of public health schools, when the 2019 rankings are released in the spring our hope is to get within striking distance of the top ten. We are the only public health school in the nation’s capital and this provides us with wonderful access to outstanding faculty and students. Because of the expertise of our faculty and our location, we have enormous exposure to and influence on policy related to public health—in the city of Washington, D.C., nationally and internationally.

We embarked on the GWSPH strategic plan 2.0 about a year ago, shortly after completion of our last cycle of reaccreditation. This new strategic plan will guide us in our efforts to grow and develop the School from that point (2016) through our next accreditation review, which is scheduled to end in 2023. We designed a process that involved everyone at our school involving multiple open and transparent conversations that ultimately generated a clear course forward for the years to come. We formed various committees to seek input on curriculum, degrees, research, recruitment, etc to name a few. We shared multiple drafts with many stakeholders and finally we held a series of open forums so that anyone at our school could come and voice their input. The process was lengthy but very successful in making everyone at our school feel part of the process. It is in this spirit of collaboration that I am proud to present the GWSPH 2018 strategic plan.

My heartfelt thanks to all who have contributed their time, energy, intellect and passion to the creation of the GWSPH strategic plan!

Lynn Goldman



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BRIEF OVERVIEW OF THE MILKEN INSTITUTE SCHOOL OF PUBLIC HEALTH

The Milken Institute School of Public Health (GWSPH) was formally established on July 1, 1997 as the first school of public health in Washington D.C. It remains the only public health school in the nation's capital, located on the Foggy Bottom campus of the George Washington University. When the GWSPH opened its doors, it brought together a number of academic programs strewn across the University. For instance, the signature MPH degree was offered in the School of Medicine and Health Sciences. The founding of the GWSPH was an opportunity to integrate these disparate public health programs and build a powerhouse school that would educate future public health leaders and practitioners. Now as GWSPH celebrates its 21st year, the vigor and enthusiasm that created the vision for the school has been rekindled as the institution solidifies its place as a world-renowned hub for science, learning, research, community engagement and applied practice.

The School has transformed into a bright jewel within the GW crown. GWSPH has six academic departments and all programs based at 950 New Hampshire Avenue, Washington D.C., a 115,000 square foot award-winning LEED Platinum certified building. The building is one of its kind not only for the University but for the District of Columbia. Our home provides a central location for faculty, students, alumni and staff to make face-to-face connections and convene with prominent leaders to exchange ideas. The building is also a focal point for hosting public health events as we continue the tradition of hosting dynamic and engaging speakers in the field of public health. We also have world class laboratories that are housed within the Science and Engineering Hall on the GW campus. The research in those labs focuses on environmental health, genomics, computational biology, molecular epidemiology, and microbiomics, as

well as research on issues like antimicrobial resistance; HIV/AIDS, HPV and related viruses; nutrition, air pollution and endocrine effects of environmental contaminants.

GWSPH offers diverse programming from a wide range of degree programs. The school offers undergraduate degrees, masters degrees and doctoral degrees; both DrPH and PhD programs. Our MPH includes 16 distinct programs ranging from Public Health Communication and Social Marketing to Epidemiology and Biostatistics. The school also offers 3 distinct undergraduate degree programs plus 4 minors, 4 MS programs, 4 DrPH programs and 3 PhD programs. In addition GWSPH offers has both an online and a residential MPH, Masters of Health Administration (MHA) and Masters of Health Informatics and Analytics (MHIA) degrees. As the only school of public health in DC, we have been able to recruit a world-class faculty – 335 strong – who have not only studied public health but also led and transformed public health. Our students have access to many “only-in-DC” opportunities, such as internships at the White House, on Capitol Hill, or with HHS, EPA, PAHO, APHA, and other national or global health organizations, unmatched by any other schools of public health in the world. Our faculty and students are tackling some of public health's biggest problems through our groundbreaking research, whether by studying vectors and microbiomes to prevent infectious outbreaks and antimicrobial resistance in our state-of-the-science laboratories and genomic core, or by working with government and community partners to end the HIV epidemic in DC, or by using big data and environmental surveillance to study the impact of climate change; GWSPH is changing the world through the research we do, the students we educate, and the practice and policies we transform.

GWSPH MISSION, VISION, VALUES, AND GOALS

George Washington University Priority Initiatives

Mission: The mission of the George Washington University is to educate individuals in liberal arts, languages, sciences, learned professions, and other courses and subjects of study, and to conduct scholarly research and publish the findings of such research.

Vision: The George Washington University aspires to be a preeminent comprehensive global research university.

Strategic Plan for the George Washington University:

Current Initiatives:

- Building and supporting research generating groundbreaking discoveries and innovative ideas;
- Enhancing the student experience;
- Supporting and strengthening partnerships with alumni, parent and friend communities to advance priorities and sustain our mission; and
- Building an institutional culture that fosters and maintains a commitment to service, engagement, belonging and respect, creating a positive, warm and welcoming environment for all.

GWSPH Mission

We advance population health, wellbeing, and social justice locally, nationally, and globally by:

- Applying public health knowledge to enhance policy, practice, and management;
- Conducting rigorous, basic, applied, and translational research; and
- Educating the next generation of public health leaders, policy makers, practitioners, scientists, advocates, and managers.

GWSPH Vision

Healthier and safer communities powered by public health.

GWSPH Values

GWSPH shares the following core values:

- Achieving excellence in all of our endeavors;
- Promoting a culture of service that respects the contributions of all members of our community;
- Embracing social justice and diversity as we work to realize health equity for all individuals and communities, however they are identified;
- Aspiring to innovative, ethical and evidence-based policy, research, practice, management, and pedagogy; and
- Engaging in sustainable practices that promote healthy environments





PROGRAMMATIC GOALS AND OBJECTIVES

Our programmatic goals support our mission of advancing population health, wellbeing, and social justice locally, nationally, and globally by establishing specific objectives with regard to research, education, applied public health and global health.

1. Propel GWSPH interdisciplinary research portfolio to national prominence; relevance to public health policy, practice and management nationally and internationally; and excellence.

1.1 Increase GWSPH Research by:

1.1.1 Encouraging average individual faculty and staff research productivity for GWSPH as a whole, as measured by: extramural direct research support, F&A support, and average proportion of faculty time devoted to research.

1.1.2 Building research partnerships as measured by research in collaboration with other disciplines and/or academic institutions; community engagement; and broadening support by government agencies, foundations, industry and other funders.

1.1.3 Increasing student engagement in research, including grant support as well as research opportunities within the curriculum.

1.1.4 Increasing pilot funding support for improving the quantity, diversity and impact of faculty, staff and student research.



1.2 Increase the Impact of GWSPH Research by:

1.2.1 Measuring the scientific impact of GWSPH research by numbers of peer reviewed publications; impact factors for peer reviewed journals; contribution to significant scientific, health administration and policy innovations nationally and globally; and citations in scientific journals.

1.2.2 Recognition of GWSPH faculty, staff and students by pre-eminent science and professional societies and other bodies.

1.2.3 National and international recognition of GWSPH research as measured by coverage in news reports; web outlets and other media channels; and presentation in national and international scientific forums.

1.2.4 Policy impact of GWSPH research as measured by its use by policy makers in the three branches of the US federal, state and local governments and/or international organizations like the WHO, the World Bank, and major global NGOs.

1.3 Increase GWSPH Return on Investment for Research by:

1.3.1 Increasing the ratio of awards to proposal submissions.

1.3.2 Increasing the return on investment from GWSPH research support strategies: faculty start-ups, and protected research time; pilot funds; staff training; cost-sharing; and other investments.

GOALS OVERVIEW

Our goals serve to move forward our mission of advancing population health, wellbeing, and social justice locally, nationally, and globally.

Programmatic Goals

Programmatic goals encompass those activities that directly advance the mission of the school via scholarship, research and teaching. While some of these goals are already in progress, all will be carried out over the next five years. These goals include:

- Propel the school's interdisciplinary research portfolio to national prominence;
- Innovate comprehensive educational strategies and excellent curricula that produce graduates capable of addressing key public health, health equity and health care challenges;
- Position GWSPH as a premier school for applied public health education, scholarship, and practice in the nation; and
- Leverage the new university vision of a pre-eminent, global research university while embodying the university's strategic plan of increased collaboration within the school and across the university expanding the footprint of George Washington University on global health and development, specifically in low and middle-income countries.

Facilitating Goals

Facilitating goals encompass those activities that support the achievement of our programmatic goals, including efforts required to generate organizational and cultural changes—as well as resources—in order to support our programmatic goals. These include:

- Maximize diversity and inclusion;
- Improve the student experience;
- Deepen the culture of service in support of education, research and practice;
- Develop and strengthen ties to communities and potential collaborating organizations, locally, nationally and globally;
- Recruit and support the development of an outstanding faculty and staff;
- Strengthen our financing for education, research and applied public health activities; and
- Develop and strengthen alumni relationships.

GWSPH is changing the world through the research we do, the students we educate, and the practice and policies we transform.

Our students have access to many “only-in-DC” opportunities, such as internships at the White House, on Capitol Hill, or with HHS, EPA, PAHO, APHA, and other national or global health organizations, unmatched by any other schools of public health in the world.

2. Innovate comprehensive educational strategies and excellent curricula that produce graduates capable of addressing key public health, health equity and health care challenges as our students prepare for careers as public health leaders, policy makers, practitioners, scientists, advocates and managers.

2.1 Establish a new Department of Biostatistics and Bioinformatics

2.1.1 Establish a new Department of Biostatistics and Bioinformatics that will encompass data analytics, biostatistics and bioinformatics with the intention of establishing new educational programs (undergraduate, graduate and professional) in these areas

2.2 Strengthen our Masters Programs

2.2.1 Overhaul the MPH degree by:

2.2.1.1 Rebuilding the MPH curriculum to increase the flexibility of program requirements; expanding curricular content; breaking down barriers; incorporating newer educational technologies and embracing the new CEPH competency-based standards.

2.2.1.2 Improving the joint MD/MPH program as well as seeking new opportunities to create other shorter joint MPH programs.

2.2.1.3 By 2019, develop and implement a new MPH core curriculum.

2.2.1.4 Adding new focus areas to the MPH@GW.

2.2.1.5 Increasing MPH student satisfaction with advising, mentoring and career development support by GWSPH staff and faculty.

2.2.1.6 Continuing to achieve a very high level of

success among our MPH students as evidenced by graduation and post graduate employment and/or continued education in health.

2.2.2 Build the online MHA@GW and HealthInformatics@GW Programs

2.2.2.1 By AY2019, implement a growth potential plan for the HealthInformatics@GW program.

2.2.2.2 By AY2020, increase annual student enrollment in MHA@GW program by 10%.

2.2.2.3 By AY2022, develop and implement one or more industry specific concentration(s) in the MHA@GW program - such as quality improvement, data management and/or strategic planning - through expanded elective credit opportunities.

2.2.3 Strengthen the academic MS Programs by AY 2020

2.2.3.1 Assess the curriculum of GWSPH MS programs.

2.2.3.2 Develop a plan to strengthen GWSPH MS programs' curriculum and student recruitment.

2.3 Expand our Undergraduate Education Offerings

2.3.1 Maintaining a very high level of success among our undergraduate students as A Strategic Plan for the Milken Institute School of Public Health evidenced by retention at GW, graduation rates from GW, and post graduate employment and/or continuation of their education.

2.3.2 Establish a new BS in nutrition sciences and develop proposal(s) for one or more additional undergraduate degree(s.)

2.3.3 Increasing undergraduate student enrollments and access to the public health major and minor while maintaining the high quality of the programs.

2.3.4 Increasing undergraduate student and alumni satisfaction with advising and career support.

2.4 Expand and Enhance our Doctoral and Postdoctoral Education Offerings

2.4.1 Develop a new curriculum model for professional (DrPH) and academic (PhD) programs to provide a superb educational experience for students that produces both excellent public health practitioners and scientists.

2.4.2 By 2022, increase the number of PhD programs by at least three (to include the PhD in Social and Behavioral

Sciences in Public Health as well as the PhD in Health Policy) and consider whether additional programs should be departmentally-based or schoolwide.

2.4.3 By 2019 adopt a set of schoolwide policies for recruitment, education, assessment and funding for postdoctoral fellows.

2.4.4 By 2020 recruit all doctoral (PhD and DrPH) students annually.

2.4.5 Continuing to achieve a very high level of success among our doctoral students as evidenced by postgraduate employment in health and research careers.

2.5 Develop and Deliver Short Courses for Professional Audiences

2.5.1 In collaboration with the Provost developing a series of short courses to be delivered online on the 2U platform.

2.5.2 Developing new partnerships with agencies and organizations in the DC area and other practice communities, to develop courses to address DC workforce needs.

2.5.3 Developing summer institute programs targeted to agencies and organizations in the DC area and beyond, to satisfy needs for advanced public health training.

2.6 Enhance Student Research and Applied Public Health Experiences

2.6.1 Working across graduate and undergraduate programs, identify opportunities to build research and applied public health experiences into the curriculum.



3. Position GWSPH as a premier school for applied public health education, scholarship, and practice in the nation. Applied public health is intertwined in every aspect of our work in research, education, and global health in addition to the following objectives by which we seek to specifically advance this goal.

3.1 Target faculty recruitments among leading figures in public health and health management

3.2 Elevate the recognition and role of public health practice in areas such as monitoring and evaluation; evidence-based practice guidelines; and implementation research, and increase the scholarship in such areas

4. Leverage the new university vision of a preeminent, global research university to expand the footprint of George Washington University on global health and development, targeted to specific low and middle-income countries. While global health is a crosscutting area that has much overlap with our goals for education, research and applied public health there additionally are specific objectives by which we seek to advance this goal.

4.1 Increase GWSPH Global Health Activities

4.1.1 Focusing growth of GWSPH global activities in areas such as research, technical assistance and policy analysis/development.

4.2 Expand formal global partnerships

4.2.1 Prioritizing agencies involved with global health research, education and technical assistance worldwide, including representatives of the diplomatic community in Washington DC such as, science attaches and others at embassies.

4.2.2 Recruiting adjunct faculty from among noted international public health leaders.

4.3 Expand global educational opportunities

4.3.1 Creating more options for students to conduct research at GW and abroad in areas related to global health and development

4.3.2 Increasing global health course offerings

4.3.3 Minimizing barriers to taking global health courses across GW schools.

4.4 Develop a GW-wide center for global health and development

FACILITATING GOALS AND OBJECTIVES

Our facilitating goals support our mission of advancing population health, wellbeing, and social justice locally, nationally, and globally by underpinning our programmatic goals and objectives. In so doing we recognize the tremendous contributions of all members of our community; the importance of reflecting our values of social justice and diversity in all that we do to promote the success of our school; the responsibility of every member of our community to be ethical and evidence-based; and our commitment to sustainability and promotion of healthy environments.



GWSPH offers diverse programming from a wide range of degree programs, and it offers undergraduate degrees, masters degrees and doctoral degrees; both DrPH and PhD programs.

1. Maximize diversity and inclusion.

1.1 Complete and Implement a Diversity and Inclusion (D&I) Plan

1.1.1. Further integrating D&I into all the academic offerings at the School

1.1.2. Optimizing the experience of diverse students at the School, for example, increasing access to mentors and services, attracting more underrepresented students/international students, retaining underrepresented students, and addressing the needs of students who work and have other outside commitments

1.1.3. Developing a more diverse and inclusive faculty, e.g., by: addressing faculty diversity training; attracting more underrepresented faculty; retaining diverse faculty and supporting their success and development as academic leaders; and providing formal mentorship opportunities

1.1.4. Address the recruitment, training, development and advancement of a diverse staff e.g., by: attracting more underrepresented staff across all levels; retention; and fostering managers who promote inclusive leadership

1.1.5. Creating and fostering a culture in which diversity and inclusivity flourish by addressing a number of issues, e.g.: accessibility and related signage, access by diverse groups to GWSPH space, gender-neutral bathrooms, prayer space, and communications

1.2 Build and Support the International GWSPH Student Base

1.2.1 Broadening recruitment of students and faculty from all parts of the world to increase our international diversity.

2. Improve the student experience.

2.1 Enhance Student Advising

2.1.1 By the end of AY2019 have a plan in place for increasing student satisfaction with advising and career services.

2.1.2 Enhancing training and mentoring for staff advisors.



2.2 Include Student Engagement in GWSPH committees

2.3 Enhance Student and Staff Access to GWSPH Space

2.3.1 Addressing student and staff concerns about study areas, meeting spaces and other aspects of the school environment that can improve experiences and build community.

2.4 Generate Increased Scholarship Support

2.4.1 Supporting student scholarships at all levels and establish support for international education and research.

2.4.2 Building annual giving to the Capital Connection fund.

3. Deepen the culture of service in support of education, research and practice.

3.1 Enhance Education Support Services

3.1.1 Improving faculty and staff access to schoolwide data and resources that support educational objectives.

3.2 Increase Research Support Services

3.2.1 Increasing the administrative support to GWSPH researchers to enable faculty to carry out larger and more complex research efforts, including international research.

3.2.2 Nurturing research interaction with innovators in public health to facilitate groundbreaking research.

3.2.3 Fostering the integration of methodologic expertise, to support GWSPH and university research

3.3.3 Developing channels to translate GWSPH research into practical tools and interventions.

3.3 Improve Support for Applied Public Health

3.3.1 By the end of AY2020 overhaul the applied public health infrastructure and the GWSPH process for assuring completion of applied public health experience for MPH students.

3.3.2 Increasing APH opportunities for undergraduate students.

3.4 Support Global Health Efforts

3.4.1 Establishing a point of coordination within the school for staff who facilitate international education activities, international research, and the needs of international members of our community (students, faculty and staff.)

3.4.2 Enhancing relations between the GWSPH faculty and staff and other units within the University.





As the only school of public health in DC, we have been able to recruit a world-class faculty — 335 strong — who have not only studied public health but also led and transformed public health.

4. Develop and strengthen ties to communities and potential collaborating organizations, locally, nationally and globally.

4.1 Increase Capacity for Community Based Research

4.1.1 Increasing the capacity to carry out research in partnership with communities both within the DC area and globally.

4.2 Input on Pedagogy from Prospective Employers

4.2.1 Obtaining external perspectives on competencies that reflect current workforce requirements.

4.3 Expand and Enhance Applied Public Health Partnerships

4.3.1 Strategically expanding to create new and strengthen existing partnerships that support applied public health education, scholarship and technical assistance opportunities for staff, students and faculty.

4.3.2 Increasing the visibility of the SPH role as a convener in critical issues in public health practice, policy and management.

4.4 Global Health Relationships

4.4.1 Develop new strategic relationships for education, research and applied public health experiences with institutions in low- and middle-income countries; international agencies; and global health NGO's.

5. Recruit and support the development of an outstanding faculty and staff.

5.1 Increase Faculty and Staff Research Capacity

5.1.1 Providing opportunities for faculty and staff to enhance their individual research skills, and to embrace new technological developments such as eHealth and data analytics.

5.2 Enhance the Research Environment

5.2.1 Building multidisciplinary collaborative research groups with shared interests and provide a platform for seminars and building connections across GW.

5.2.2 Expanding the availability of research facilities and cores including genomics and other lab enhancements; data analytic capacity, and social sciences research capabilities.

5.3 Support Faculty Teaching Capacity

5.3.1 Developing a Master Teachers Academy to support the professional development of faculty.

5.4 Reward Faculty, Student and Staff Excellence in Applied Public Health

5.4.1 Reinforcing excellence in practice in the GWSPH APT process via assessment of the GWSPH APT criteria and implementation for practice-based scholarship by department and schoolwide APT committees.



5.5 Build Global Health Faculty and Staff

5.5.1 Increasing the proportion of GWSPH faculty with primary or secondary interest in global health issues.

5.5.2 Developing and/or recruiting staff who can support the GWSPH global health efforts and coordinate with other offices across GW.

6. Strengthen our financing for education, research and applied public health activities.

6.1 Develop revenues to support GWSPH activities

6.1.1 Increasing support for four major priority areas: student support, faculty support (endowed chairs and professorships), centers and facilities.

6.1.2 Continuing to increase the diversity of revenue sources for the GWSPH in terms of: novel educational programs and approaches; new sources of funding for research; new sources of gift revenue from donors and foundations.

6.1.3 Generating funding via research grants, training grants and donations to support doctoral and postdoctoral fellows.

6.2 Continue to develop strong internal financial and management systems to utilize resources effectively and efficiently

7. Develop and strengthen alumni relationships.



As GWSPH celebrates its 21st year, the vigor and enthusiasm that created the vision for the school has been rekindled as the institution solidifies its place as a world-renowned hub for science, learning, research, community engagement and applied practice.



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