

C3. Staff and Other Personnel Resources

The school has staff and other personnel adequate to fulfill its stated mission and goals. The stability of resources is a factor in evaluating resource adequacy.

- 1) *A table defining the number of the school’s staff support for the year in which the site visit will take place by role or function in the format of Template C3-1. Designate any staff resources that are shared with other units outside the unit of accreditation. Individuals whose workload is primarily as a faculty member should not be listed.*

Staff are presented by category of responsibility. Staff that are paid through GWSPH’s budget are identified in the table below. Data are from fall 2023.

Template C3-1

Role/Function	FTE
Academic Affairs (10)	10.0
Accreditation and Evaluation (1)	1.0
Admissions (3)	3.0
Career Services (2)	2.0
Development (1)	1.0
Finance and Administration (13)	13.0
Human Resources (2)	2.0
Other Non-Instructional Staff (11)	10.5
Public Health Practice and Training (6)	5.5
Research Administration–Post-Award (5)	5.0
Research Administration–Pre-Award (10)	10.0
Research Support (236)	223.52
Student Affairs (24)	23.5

See ERF > Criterion C > Criterion C3 > C3.1: Staff FTE.

- 2) *Provide a narrative description, which may be supported by data if applicable, of the contributions of other personnel.*

Several personnel are either shared with other entities at the university or are a part of the university’s centralized resources and support model. All these sharing relationships were developed since our last accreditation review. These include:

- Before the pandemic, the university eliminated the GWSPH Development and Alumni Relations unit and established a sharing arrangement with the Schools of Nursing and Medicine and Health Sciences. This office engages alums as well as public and private donors on behalf of GWSPH. The FTE listed is a composite of several individuals who provide some level of effort to GWSPH.
- Before the pandemic, the university decided that the GWSPH Managing Director of Finance and Administration would be shared with another school, GSEHD. This individual is responsible for financial oversight of the school and supervision of other financial staff.
- In FY ’21, the university decided that the two GWSPH Human Resources Client Partner staff members would be shared with the GW Office of the General Counsel.

- Research administration at GW has long involved collaborations between departments, schools, GW's Office of the Vice Provost for Research (OVPR) and GW's Grants and Contracts Administrative Services (GCAS). The staff reductions in fall 2020 eliminated all general funded research support positions in GWSPH departments and created Research POD 2, one of three central organizations to provide research award support to faculty. Funded by GWSPH, POD 2 oversees the complete life cycle of a sponsored research project from inception to award closeout. POD 2 is shared with GW Law. Over time, OVPR has gradually pushed more responsibilities onto POD 2. Moreover, the POD has not been staffed to provide post-award support, so that GWSPH has needed to create some additional research positions in departments as well as its Office of Research Excellence to provide the needed support.
- Information technology has always been mostly centralized; however, the GWSPH client support group was eliminated, and today the university provides 24/7 generalized assistance through its centralized IT department. Within that department, there are individuals shared with SEAS and LAI who are dedicated to assisting with GWSPH's information technology support.
- Research computing and academic technology services were always centralized but were moved into IT since the last review.
- When staffing reductions occurred, the GWSPH marketing and communications team was eliminated, and there is now a centralized resource that provides two individuals (1.5 FTE) who are dedicated to marketing GWSPH programs and access to many other services. Additional hires may be forthcoming.
- Operations and Facilities Management and Events manages all university buildings, facilities and labs, coordinates the booking, set-up and break-down of rooms for events and is responsible for the operational practices for space management, equipment and contracts. GWSPH event staff and a lab manager position were eliminated in fall 2020 in favor of centralized support; however, that support did not materialize, and two new positions were created to serve these needs.

Additional personnel who support the daily activities and mission of GWSPH but are not considered staff include:

- Graduate assistants who act as teaching assistants and front desk admin and graduate research assistants who assist faculty in their research (160 students in 2022-2023)
- Federal work study students who provide project assistance (generally 1-2 per year)
- Students who provide departmental or grant assistance
- Consultants who provide expertise and support on specific projects
- Colonial temps who provide as-needed support
- Safety and security personnel who reside in the lobby of the main GWSPH building

3) *Provide narrative and/or data that support the assertion that the school's staff and other personnel support is sufficient or not sufficient.*

Overall, GWSPH staff and other personnel support are sufficient to meet the school's needs. Departments have access to department-specific as well as centralized school and university-level support.

As GWSPH has grown in students and faculty, staff support has also grown proportionally. Over the last several years, additional staff members such as Senior Associate Dean for Diversity, Equity and Inclusion, Assistant Program Director for GWSPH Program Administration and Director of Academic Planning and Accreditation were hired to address the strategic goals of the school.

Additionally, leadership changes at GW reversed plans to centralize much of our staff at the university level. As a result, several key staff members have returned to GWSPH, providing dedicated, knowledgeable support. The university recognizes that centralization of resources is not effective in all cases and is currently looking for ways to drive more resources into the schools.

In this area, as in others, GWSPH showed remarkable resilience after a material reduction in staff that created enormous challenges. In most areas, GWSPH has recovered from these reductions.

- 4) *If applicable, assess strengths and weaknesses related to this criterion and plans for improvement in this area.*

Strengths

- GWSPH is proud of the dedication that our staff shows to the school and our mission. This is evidenced by some staff's length of employment at GW and GWSPH. These longtimers (12+ years) provide a deep bench of invaluable institutional knowledge. We also have a number of staff with educational and practice experience in public health across the many divisions. We have hired a number of graduates of GWSPH degree programs and several already-hired staff have decided to obtain public health degrees at GWSPH.
- The tremendous expertise of the research staff at GWSPH enables the school to hold the largest research portfolio at the university. Additionally, the research staff enables the Biostatistics Center to be at the forefront of cutting-edge research by supporting large clinical trials. The Center recently celebrated its [50th anniversary](#).
- GWSPH employs a diverse staff. Over 42% of our benefit eligible staff self-identify as American Indian or Alaskan Native, Asian, Black or African American or two or more races. Additionally, approximately one-third of our staff served in the US military.
- The university has instituted a [GW Staff Council](#) that is intended to lift the voices and opinions of the staff at the university to help shape institutional decisions. GWSPH staff are well-represented on the Council.
- In most areas GWSPH has recovered, all or in part, from the material staff reductions, even while maintaining the morale (and loyalty) of staff.

Challenges

- Like many academic institutions, fiscal resources were constrained during the COVID-19 pandemic, limiting our ability to replace and hire additional staff. Economic recovery has been slow, though progressing. Another unexpected ramification of the pandemic is the candidate expectation of a hybrid work environment. This has made it difficult to hire for student-facing roles, which by definition cannot be hybrid.
- GWSPH faces stiff hiring competition in the DC metro area. While GWSPH is the only school of public health, there is an abundance of public health-focused private and public employers plus other universities in the area, some of which can offer better compensation packages than GWSPH. Additionally, the high cost of living in DC, a limited staff career ladder at GWSPH and limited work flexibility also hinder staff hiring and retention success.
- The centralization of services and individuals during the COVID-19 pandemic resulted in stress and confusion as roles were eliminated or reshuffled. GWSPH is still facing challenges in obtaining desired services and products from these centralized services.
- Some of the new administrative structures (like the Research POD and the centralized marketing group) have created ambiguity and have not been conducive to building staff identification with and loyalty to GWSPH.
- Unilateral decisions that certain staff could be shared across multiple schools has created a perception of overwork and has impeded communications.

Future Plans

- GWSPH is planning to expand professional development opportunities for staff in the coming years.
- GWSPH is planning to hire a joint staff member, who will be shared with University Career Services. This individual will be available onsite at GWSPH to assist undergraduate students with their career needs (as discussed in [Criterion B5](#)) and to provide a better student experience.
- GWSPH is working with GW Human Resources to review classifications and salary ranges for staff to remain competitive.
- GWSPH is also working to provide more effective onboarding strategies for staff, increasing diversity, equity and inclusion resource support (including the work that comes out of the GWSPH Diversity and Inclusion Action Committee) and expanding professional development opportunities.
- GWSPH has continued to engage leaders in shared areas like Human Resources, Finance and Development as part of the leadership of the schools.
- GWSPH hired consultants to assist the school in negotiating shared service agreements with the university's centralized services so expectations and deliverables are aligned. Additionally, GWSPH decided to hire internal staff whose sole focus is the school.