

1.2. EVALUATION. THE SCHOOL SHALL HAVE AN EXPLICIT PROCESS FOR MONITORING AND EVALUATING ITS OVERALL EFFORTS AGAINST ITS MISSION, GOALS AND OBJECTIVES; FOR ASSESSING THE SCHOOL'S EFFECTIVENESS IN SERVING ITS VARIOUS CONSTITUENCIES AND FOR USING EVALUATION RESULTS IN ONGOING PLANNING AND DECISION MAKING TO ACHIEVE ITS MISSION. AS PART OF THE EVALUATION PROCESS, THE SCHOOL MUST CONDUCT AN ANALYTICAL SELF-STUDY THAT ANALYZES PERFORMANCE AGAINST THE ACCREDITATION CRITERIA DEFINED IN THIS DOCUMENT.

1.2.a. Description of the evaluation processes used to monitor progress against objectives defined in Criterion 1.1.d, including identification of the data systems and responsible parties associated with each objective and with the evaluation process as a whole.

Table 1.2.a.1 Evaluation and monitoring process

Goal	Primary Responsibility	Data systems
Raise the prominence and visibility of the Milken Institute SPH to one of the top ten schools of public health in the country.	<ul style="list-style-type: none"> • Deans • Department Chairs • Executive Director of Communication • AVP, Development 	<ul style="list-style-type: none"> • US News & World Report • USA Today • SOPHAS • Office of Institutional Research • Recruitment Services: Salesforce, PeopleAdmin7 • Media Services: Newswise, Meltwater, EurekAlert!, Google Analytics
Deepen the culture of excellence in education.	<ul style="list-style-type: none"> • Deans • Chairs and Vice Chairs • Curriculum Committee • DrPH Program Director • UG Program Director • MPH Program Committee • Practice Committee • Director of Admissions 	<ul style="list-style-type: none"> • Student Information Reports (Ellucian Banner) • GW Business Intelligence data warehouse accessed through IBM Cognos • SmartEval course evaluations • GW Faculty Annual Reporting System (Lyterati) • Practicum Reports (Simplicity) • Provost's Student Exit Surveys
Propel the School's interdisciplinary research portfolio to national and international prominence.	<ul style="list-style-type: none"> • Associate Dean for Research • Department Chairs • Research Committee • Director of Finance • AVP, Development 	<ul style="list-style-type: none"> • Staff/Faculty Data Banner • SCOPUS • OVPB Research Quarterly Reports
Integrate the School's global health initiatives in alignment with GW's institutional global impact goals.	<ul style="list-style-type: none"> • Dean • Chair of Global Health • OVPB 	<ul style="list-style-type: none"> • Faculty Reports • Academic Offerings Abroad • SOPHAS • SalesForce

Table 1.2.a.1 Evaluation and monitoring process, (continued)		
Goal	Primary Responsibility	Data systems
Leverage health policy expertise to impact policies and improve public health.	<ul style="list-style-type: none"> • Dean • Chair of HPM • Executive Director of Communication • AVP, Development 	<ul style="list-style-type: none"> • Lyterati • SCOPUS • Events tracking
Be at the forefront of GW institutional initiatives on citizenship and leadership.	<ul style="list-style-type: none"> • Deans • Department Chairs • Executive Committee • Ethics Committee 	<ul style="list-style-type: none"> • Faculty Reports • Policy Research Grants • Faculty Recognition
Increase financial strength.	<ul style="list-style-type: none"> • Director of Finance • Dean and Sr. Associate Dean • AVP, Development • Executive Committee 	<ul style="list-style-type: none"> • Financial Reports (Banner, McBud) • Banner • SOPHAS • SalesForce

The Dean, in collaboration with the Senior Associate Dean, has monitored the progress made toward the School's goals and objectives as well as the strategic plan. In July of every year, the Dean provides an annual performance review to the Provost covering a number of bases, including the GW Strategic Plan, the SPH Strategic Plan, and a number of specific goals related to the university campaign and values. Twice annually, the Dean reviews the progress toward implementation of the Strategic Plan at SPH Faculty Assembly meetings. Each fall the SPH presents a public annual report that highlights a number of aspects of its progress. Most recently, progress reports and updates were presented during the Faculty Assembly meetings (or in one case a special State of the School address) in March 2014, December 2014, March 2015, and September 2015; where leadership and faculty were welcomed to provide commentary on these results. The SPH Dean's Council has been updated several times, most notably in April 2012 and September 2014. Previously the SPH was invited to brief the Board of Trustees Medical Center Committee on these same issues; we sought input from them at an early stage in the process, in May 2012. The most recent date for one of these reports was February 2014. Moving forward, the goals and objectives will continue to be monitored on a semiannual basis by the executive administrative and academic leadership of the school.

1.2.b. Description of how the results of the evaluation processes described in Criterion 1.2.a. are monitored, analyzed, communicated and regularly used by managers responsible for enhancing the quality of programs and activities.

1. Departmental Level

Each department has a curriculum committee that meets monthly to review program and course offerings, programmatic goals, student concerns and other issues. Program goals and curricular maps are reviewed annually. Departmental chairs review course evaluations as they become available and establish a plan to improve instruction and student experiences accordingly. The Chairs also monitor progress.

All departments have monthly faculty meetings to discuss strategic initiatives, student concerns, research opportunities and instructional offerings. Some departments also conduct annual strategic planning retreats. Every five to seven years, each department undertakes a comprehensive academic review (see below). Full-time faculty members are required to complete an Annual Report, on Lyterati, which is used by each Department Chair as a tool in faculty performance evaluations. Other resources available to the departments include the practicum evaluations completed by students and practicum preceptors. Chairs have access to a large amount of additional information: such as student course evaluations and exit surveys, budget, and grants data.

2. School level

The School has several mechanisms to monitor progress on our goals, including multiple formal governing bodies with specific charges (see Criteria 1.5). The Admissions Committee plays a key role in monitoring progress on portions of Goals 1 and 2. The APT committee is critical to ensure that we have a diverse and productive faculty. Curriculum quality and pedagogy are reviewed regularly through course evaluations, monthly curriculum meetings, and graduation surveys. We collect data regarding classroom, space and library usage to inform scheduling and plan resource allocation. The MPH core courses are evaluated by a school-wide curriculum committee on a rolling basis, roughly once every two years.

The Dean also meets monthly with the six Departmental Chairs. The Associate Deans monitor research productivity, practice activities and student admissions and report to the Executive Advisory Committee, as well as to the faculty senate at each meeting. Each year the departmental chairs review faculty productivity and teaching excellence with the Dean, along with results from the graduating student and alumni surveys conducted both by the University and the School. The Senior Associate Dean and Associate Deans meet monthly to coordinate cross-cutting issues. The Dean conducts annual reviews of the performance of chairs and Associate Deans and Directors.

The School administration and relevant standing committees review student census data, admissions progress and graduation rates on an ongoing basis. The Dean reviews the progress of the School toward meeting its strategic objectives on an annual basis at a faculty assembly meeting.

3. University Level

Each year the Dean provides an annual progress report to the Provost for review.

Once every five to seven years each department at GW undertakes a major self-study review as outlined below, which is required by the Provost.

The GW Self-Study and Review process is designed to regularly assess and evaluate departmental teaching, research, and community activities. This process consists of an internal self-study. The SPH also requires an external review. The objectives of the process are:

- To assess and evaluate a department’s mission, goals, and objectives as well as its strengths and weaknesses with respect to the teaching, research, and community/public health practice activities of the department;
- To assess and evaluate the extent to which the department’s activities further the missions of the department, School, and University;
- To develop a five-year strategic plan, based on the self-study assessments and evaluations, that will advance the mission, goals and objectives of the Department (within the context of the School and University);
- To provide departmental and other relevant faculty members with the opportunity to express their views about the leadership of the department (especially with respect to the Department’s ability to carry out its mission and to achieve its specific goals and objectives); and.
- To provide external input on departmental programs from the perspective of peers who understand the external environment.

The process consists of an internal review by the Department, the result of which is a self-study document presented to the SPH Executive Advisory Committee. The next step is an external review conducted on-site by a three-member team, which typically lasts one-and-a-half days. This committee provides a written report to the Dean, which is reviewed with the departmental chair and presented to the Provost. The table below presents our progress to date:

Table 1.2.b.: Department Reviews

Department	Self-study period	External review	Provost Review
Health Policy	Fall 2013	Jan 13-15, 2014	Dec. 9, 2014
HSML	Fall 2013	Jan 13-15, 2014	Dec. 9, 2014
Epi/Bio	Spring 2013	Jan 22-24, 2014	Dec. 11, 2014
EOH	Fall 2013	Feb 26-28, 2014	Dec. 19, 2014
EXNS	Fall 2014	Nov 5-6, 2014	Oct. 28, 2015
GH	Spring 2015	To be Scheduled	To be Scheduled
PCH	Winter 2015	To be Scheduled	To be Scheduled

Examples of major changes that have occurred because of these evaluation processes:

- Revamp the Office of Student Affairs and add two additional roles; Assistant Dean for Student Services, Assistant Dean for MPH programs
- Launch 2 Online programs
- Create one-year MPH options

- Changed MPH core
- Inclusion of participation in University faculty development programs in annual review
- Developed and implemented first post-doctoral fellowship program
- Funded and launched the Global Center for Prevention and Wellness (recruited director)
- Launch new MPH track in Global Environmental Health (recruited new faculty director)
- Merged two departments: Health Policy and Health Services Leadership and Management
- Hired first Associate Dean for Practice and created Office of Practice
- Inclusion of practice in APT guidelines
- Broaden student educational programs to increase enrollment

1.2.c. Data regarding the school’s performance on each measurable objective described in Criterion 1.1.d. must be provided for each of the last three years.

GOAL ONE: Raise the prominence and visibility of the Milken Institute SPH to one of the top ten schools of public health in the country.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 1: Recruit and retain a diverse and expert faculty.				
a. U.S. News & World Report; Top 10 Rank for schools of public health.	AY2017/18	16	16	14
b. Establish state-of –the-art laboratory facilities in new GW Science and Engineering Hall.	AY2015/16	Planned	Approved by GW Board of Trustees	Designed
c. Increase endowed professorships.	Ongoing	3	4	5
d. Provide competitive shared resources/cores: <ul style="list-style-type: none"> • Biostatistics and Epidemiology Consulting Service (BECS) • StrongBox (Shared Data Platform) • Colonial1 (Big Data Analysis/Storage) • Sequencing Core • BSL3 laboratory 	AY2013/14 AY2013/14 AY2015/16 AY2015/16 AY2015/16	Established Approved – -	Ongoing Established Planned Approved Approved	Ongoing Ongoing Established Planned Planned
e. Develop a formal and comprehensive faculty training and mentoring program: <ul style="list-style-type: none"> • Faculty Research Advancement • Career Development Program 	AY2014/15 AY2016/17	Approved -	Rollout, partial Planned	Rollout, partial Rollout, partial
f. Increase faculty research through pilot funding and start up packages.	Ongoing	\$893,000	\$1,024M	\$972,000

GOAL ONE: (continued)				
Raise the prominence and visibility of the GW Milken Institute SPH to one of the top ten schools of public health in the country.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 2: Recruit and enroll top-tier students.				
a. Increase student access to financial aid: <ul style="list-style-type: none"> • Graduate assistantships (GA's)/ GRA's/ stipends • Graduate student scholarships. 	Ongoing	\$356,942	\$436,320	\$568,344
		\$1,121,236	1,503,376	\$2,651,552
b. Improve student support services: <ul style="list-style-type: none"> • Hire first Career Counselor • Hire first Director of Financial Aid (FA) • Hire first Assistant Dean for Student Services 	AY2012/13 AY2014/15 AY2014/15	Approved, Hired - -	- - -	- Approved, Hired Approved, Hired
c. Provide flexible educational programming: <ul style="list-style-type: none"> • Offer online MPH (Oct census) • Offer executive hybrid MHA (Oct census) • Offer one year MPH options (yes/no) • Offer Hybrid MPH options (yes/no) 	AY2012/13 AY2013/14 AY2014/15 AY2015/16	• Launched 6/13 - - -	• 107 students • Launched 4/14 (12 students) - -	• 399 students • 32 students • 60 online students • Residential launched Fall 15 • Full launch Jan 16
d. Increase number of newly enrolled international students.	Ongoing	16	9*	23

**Note- new DrPH students only matriculate in even number years. No new DrPH students enrolled in AY 2013-14.*

GOAL ONE: (continued)				
Raise the prominence and visibility of the GW Milken Institute SPH to one of the top ten schools of public health in the country.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 3: Establish and implement a robust communications plan.*				
a. Redesign school website.	AY2013/14	Planned	Phase 1, completed	Phase 2, underway
• Increase number of visits to website.	Ongoing	-	425,044	440,173
• Page views.	Ongoing	-	1,680,630	1,812,988
• Pages viewed per session.	Ongoing	-	3.95	4.12
b. Increase social media presence:	Ongoing			
• Facebook followers		821	1,361	1,929
• Twitter followers		995	1,622	2,190
c. Implement communication and media relations plan for School constituents.	AY 2013/14	<ul style="list-style-type: none"> • Hired Media Relations Director • Purchased-Meltwater, EurekAlert!, and Newswise services 	Launched <ul style="list-style-type: none"> • Faculty/Staff Newsletter • Student Newsletter 	Ongoing Ongoing
d. Create and market Annual Report.	AY2012/13	Complete	Complete	Awards: <ul style="list-style-type: none"> • Marcom, Higher Ed Marketing Report – Gold • Hermes Creative Awards- Platinum

* When the school became independent of the Medical Center, we had to establish many of our own core functions, including communications. In March 2012, the school hired its first Executive Director of Communications. At that point the goal was to quickly establish a standalone communications function for the school. The two areas identified as being critical to the success of the school were digital communications and media relations. By September 2012 a Director of Digital Strategy and a Director of Media Relations were hired. Shortly thereafter a Web development person was added as well as a senior marketing associate. In 2013, the communications office added a Director of Events and just recently another events planner to the staff. The communication team was established from the ground up and established several critical internal and external communication processes including weekly e-newsletters, website redesign, social media strategy, media outreach strategy, google analytics. The team currently supports all faculty research promotion and all department and dean's office communications functions.

GOAL TWO: Deepen the culture of excellence in education.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 1: Provide state-of-the-art facilities for teaching and learning.				
a. Open new SPH building providing optimal learning facilities.	AY2014/15	Construction, underway	Building occupied	18 classrooms, 1 case study room, 3 auditoriums; (18,700 ft ²) + faculty and program offices
b. Provide abundant student space for collaborative work and private study.	AY2014/15 AY2014/15	Construction underway	Building occupied	Student space (~7,300 ft ²)
c. Build student library resource space in new building, connected to printing kiosks.	AY2013/14	-	Built (~325 ft ²)	Operative
d. Provide cutting edge technology for distance education.	AY2013/14	Partner with 2U Inc, provide LMS	Ongoing	Ongoing
e. Design and build teaching laboratory in SEH.	AY2016/17	-	Approved	Designed; 3002 ft ²
f. Migrate physical computing laboratories to virtual computing laboratories.	AY2014/15	-	Planned	Pilot complete

GOAL TWO: (continued)				
Deepen the culture of excellence in education.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 2: Expand range of applied learning opportunities to broader community.				
a. Open convening center in new SPH building.	AY2013/14	Construction underway	Building occupied	4 room center, 220 person auditorium, and overflow room
b. Offer open access symposia, panels, forums in new building.	AY2013/14	-	60	115
c. Strengthen practice Leadership.	AY2012/13	Assoc Dean for Practice hired	Office of Practice created	Ongoing
d. Provide healthy lifestyle classes to community.	AY2013/14	Yoga	Classes offered: <ul style="list-style-type: none"> • Yoga • Metabolic Effects • Zumba 	Additional classes: <ul style="list-style-type: none"> • Dupont Circle Village Program

GOAL TWO: (continued)				
Deepen the culture of excellence in education.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 3: Deepen faculty development for teaching.				
a. Hire a Director of Online Learning.	AY 2013/14	Approved	Hired	Ongoing
b. Provide training for online instructors (# faculty trained).	AY2013/14	11	48	99
c. Increase number of faculty completing professional development training.	Ongoing	21	28	11
Objective 4: Deploy comprehensive and inclusive systems for ongoing evaluation and feedback.				
a. Adapt certificate programs to workforce needs.	AY2012/13	Initiated	Ongoing	Ongoing
b. Review and revamp MPH core.	AY2013/14	Planned	Initiated	Completed
c. Review methods course offerings and sequence.	AY2014/15	-	-	Completed
d. Review undergraduate education programs.	AY2014/15	-	-	Completed
e. Revamp Student feedback for practicum.	AY2014/15	-	Initiated	Completed
f. Implement a new course evaluation system.	AY2013/14	Planned	Planned	Pilot SmartEval
g. Complete academic departmental reviews:				
• Epidemiology and Biostatistics (Epi/Bio)	AY 2013/14	-	Partial	Completed
• Health Policy (HP)	AY 2013/14	-	Partial	Completed
• Health Services Mgt. and Leadership (HSML)	AY 2013/14	-	Partial	Completed
• Environmental and Occupational Health (EOH)	AY 2013/14	-	Partial	Completed
• Exercise and Nutrition Sciences (EXNS)	AY 2014/15	-	-	Partial
• Prevention and Community Health (PCH)	AY 2014/15	-	-	Partial
• Global Health (GH)	AY 2014/15	-	-	Partial

GOAL THREE:				
Propel the School's interdisciplinary research portfolio to national and international prominence.				
OBJECTIVES AND OUTCOMES	TARGET DATE	AY 2012-13	AY 2013-14	AY 2014-15
Objective 1: Foster a culture of research excellence through capacity building, collaboration, and collegiality across departments, faculty, and staff.				
a. Establish new SPH Office of Research Excellence.	AY2013/14	<ul style="list-style-type: none"> Hired Associate Dean of Research. Established centralized pre and post-award staff within the SPH (4). 	Hired Senior Operations Director	Ongoing
b. Establish pre-award shared services model within the Office of Research Excellence.	AY2013/14	-	Hired 1 SPH Pre-award Specialist	Added 1 SPH Pre-award Specialist
c. Implement process to review and support thematic organized research units (ORUs) to support interdisciplinary science.	AY 2013/14	New SPH guidance issued	Reviewed: <ul style="list-style-type: none"> 22 ORUs for SPH inclusion 	Streamlined: <ul style="list-style-type: none"> 7 Chartered & 6 Non-chartered Centers 4 Programs 1 Core
d. Increase number of federally funded interdisciplinary ORUs with SPH PIs/leaders.	AY2013/14	2 <ul style="list-style-type: none"> NIH (DC CFAR) NIH (CTSA) 	4 <ul style="list-style-type: none"> NIH (DC-CFAR) NIH (CTSA) NIMHD(AVANCE) IDIQ (1- HP) 	6 <ul style="list-style-type: none"> NIH (DC-CFAR) NIH (CTSA) NIMHD (AVANCE) CDC (EBOLA) IDIQ (2- HP/Workforce Development)

GOAL THREE: (continued)				
Propel the School's interdisciplinary research portfolio to national and international prominence.				
OBJECTIVES AND OUTCOMES	TARGET DATE	AY 2012-13	AY 2013-14	AY 2014-15
e. Establish a multi-component <i>Faculty Research Advancement Program</i> . Initial roll out included: <ul style="list-style-type: none"> • New Faculty Boot Camp; • Seminar Series; • Facilitating Funds Program; • Mentoring Program; • Scientific Writing Workshops 	AY 2014/15	Approved	Planned	<ul style="list-style-type: none"> • Rollout partial. • Initial SPH investment ~\$170K
f. Facilitate and provide pilot funding opportunities to SPH faculty.	AY2012/13 and ongoing	<ul style="list-style-type: none"> • NIH CTSA Pilot Program (\$169K) (http://ctsicn.org/node/155) • DC-CFAR Awards (\$50K awarded to SPH faculty) (https://dccfar.gwu.edu/pilot-awards-program) 	<ul style="list-style-type: none"> • DC-CFAR (\$130K awarded to SPH faculty) • NIH CTSA Pilot Program (\$197K Awarded) 	<ul style="list-style-type: none"> • SPH Springboard Program (\$150K Awarded) (http://publichealth.gwu.edu/research/faculty-research-development)
g. Institute a Grants Administration Learning Community to foster collaboration, professional development, among SPH grants management staff.	AY 2013/14	Established: <ul style="list-style-type: none"> • Target 4 meetings/year, (20 staff) (>80% attendance) 	Ongoing: <ul style="list-style-type: none"> • Target 8 meetings/year, (24 staff) (>80% attendance) 	Ongoing: <ul style="list-style-type: none"> • Target 8 meetings/year, (28 staff) (>80% attendance)

GOAL THREE: (continued)				
Propel the School's interdisciplinary research portfolio to national and international prominence.				
OBJECTIVES AND OUTCOMES	TARGET DATE	AY 2012-13	AY 2013-14	AY 2014-15
h. Enhance SPH research communications.	AY 2012/13	Established: <ul style="list-style-type: none"> • SPH Research Accelerator Blog • Weekly tailored PIVOT reports • SPH Research Operations Handbook 	Established: <ul style="list-style-type: none"> • SPH on-line Research Portal • SPH on-line Research Policy-Procedure Portal 	Established: <ul style="list-style-type: none"> • Weekly SPH newsletter with research features • Quarterly <i>Research Bedrock</i> synopsis to SPH leadership
Objective 2: Provide state-of-the-art physical research facilities.				
a. Provide Exercise Laboratory facilities in the new Milken Institute SPH Building.	AY2014/15	Construction, underway	Building and laboratories occupied	Accomplished
b. Provide state-of-the-art Public Health Laboratory in GW's new Science and Engineering Hall (SEH).	AY2015/16	Business plan completed.	Approved by GW Board of Trustees to develop 7 th floor of SEH for PH wet laboratories.	Planned and designed 30,818 ft ² : research labs, teaching lab, 26 offices and 90 workstations.

GOAL THREE: (continued)				
Propel the School's interdisciplinary research portfolio to national and international prominence.				
OBJECTIVES AND OUTCOMES	TARGET DATE	AY 2012-13	AY 2013-14	AY 2014-15
c. Establish Public Health and Exercise Laboratory facility management procedures/functions.	AY2015/16	Planned	<ul style="list-style-type: none"> • Hired SPH Building Manager. • Hired Exercise Lab Manager. 	<ul style="list-style-type: none"> • Established processes for core facilities. • Established equipment procurement procedures. • Developed job description for hiring a PH Lab Manager.
Objective 3: Increase externally funded research conducted at the SPH.				
a. Improve efficiencies in pre-award services.	AY2013/14	Conducted SPH pre-award needs assessment.	Established pre-award shared services model within the SPH Office of Research Excellence.	Ongoing
b. Improve efficiencies in post-award services.	AY2015/16	-	-	Post-award needs assessment completed.

GOAL THREE: (continued)				
Propel the School's interdisciplinary research portfolio to national and international prominence.				
OBJECTIVES AND OUTCOMES	TARGET DATE	AY 2012-13	AY 2013-14	AY 2014-15
c. Provide competitive shared resources/cores.	AY2013/14- AY2015/16	Established Biostatistical-Epi Consulting Service (BECS): http://publichealth.gwu.edu/projects/biostatistics-and-epidemiology-consulting-service	Established HIPAA secured server Purchased off-shelf, Colonial1: ('Big Data' analysis and storage, http://publichealth.gwu.edu/research/shared-data-platform-strong-box)	Established Strongbox, 150 users: (Shared data analysis/ storage, 10 software packages; VPN and Onsite, http://publichealth.gwu.edu/research/shared-data-platform-strong-box) Approved: <ul style="list-style-type: none"> • BSL-3 for Public Health Lab • Sequencing Core
d. Increase NIH funding.	AY2013/14	\$6.4M	\$8.7M	\$9.8M
e. Increase direct and indirect funding across departments (from \$33M, FY2010). <i>Note: Does not include Biostatistics Center</i>	AY2012/13	\$38.6M (\$33.8M, Direct; \$4.8M IDC)	\$38.8M (\$33.5M, Direct; \$5.3M IDC)	\$43.1M (\$36.5M, Direct; \$6.6M IDC)
f. Increase number of active awards across ranks* (# awards). *Number of awards and PI's are for active grants. Some PIs have more than one grant and are counted more than once.	AY2012/13	281 <i>Professor=144 Assoc. Prof.=77 Asst. Prof.=32 Res. Scientist=28</i>	285 <i>Professor=124 Assoc. Prof.=85 Asst. Prof.=41 Res. Scientist=35</i>	323 <i>Professor=149 Assoc. Prof.=85 Asst. Prof.=52 Res. Scientist=40</i>
g. Overall success rates on proposals.	40%	45%	49%	40%

GOAL THREE: (continued)				
Propel the School's interdisciplinary research portfolio to national and international prominence.				
OBJECTIVES AND OUTCOMES	TARGET DATE	AY 2012-13	AY 2013-14	AY 2014-15
Objective 4: Enhance the scholarly output of SPH faculty, research staff, and students.				
a. Demonstrate impact/reach of SPH scholarship through tracking number of publications.	AY2015/16	251	270	254
Objective 5: Elevate the visibility of GW SPH research to the school, university, national, and international audiences.				
a. Establish protocol to disseminate research results in multiple formats.	AY2012/13	Estimated research presence on: <ul style="list-style-type: none"> • SPH/GW website • research blog • Huff Post blog • Op-eds • Post press releases to Newswise and EurekAlert! 	Ongoing	Ongoing
b. Increased documentation of SPH presence in high impact news outlets.	AY2013/14	4,000 media hits	5,466 media hits	2,882 media hits

GOAL THREE: (continued)				
Propel the School's interdisciplinary research portfolio to national and international prominence.				
OBJECTIVES AND OUTCOMES	TARGET DATE	AY 2012-13	AY 2013-14	AY 2014-15
Objective 6: Cultivate Doctoral and Post-doctoral research training platforms.				
a. Transfer the PhD in Epidemiology from CCAS to the School of Public Health. Add focus areas in EOH and Physical Activity.	AY2013/14	-	Complete	21 Students
b. Encourage the transfer of the PhD in Biostatistics to the School of Public Health.	AY2015/16	-	-	Discussion with CCAS
c. Launch a PhD in Social and Behavioral Sciences in PH.	AY2016/17	-	-	Approved by GW Board of Trustees, June 2015.
d. Allocate endowment income to support fellowships that attract top tier doctoral students.	AY2013/14	-	Funded 1 PhD Epi student (\$18,172);	\$87,810 to Milken Scholars
e. Develop and implement post-doctoral fellowship structure; hire post-docs. (# Postdocs)	AY2013/14	4	6	8

GOAL FOUR: Integrate the School's global health initiatives in alignment with GW's institutional global impact goals.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 1: Expand expertise and leadership in global health.				
a. Hire a renowned scholar to chair Department of Global Health.	AY2012/13	James Tielsch	-	-
b. Other hires actively engaged in global health research and practice.	Ongoing	<ul style="list-style-type: none"> • Cheng Huang • Mary Ellsberg • Khadi Ndiaye • Amanda Northcross • Rajiv Rimal • Amira Roess • Jack Sandberg • Ron Waldman 	<ul style="list-style-type: none"> • Julie Fisher • Culberto Garza 	<ul style="list-style-type: none"> • Carlos Santos-Burgoa • Manuel Contreras-Urbina • Claire Standley (staff) • Erin Sorrell (staff)
Objective 2: Establish collaborative, organized centers for Global Research and Education.				
a. Sumner M. Redstone Global Center for Prevention and Wellness.	AY2013/14	-	Established with philanthropy	GW Charter planned
b. Reorganize GW Center for Global Health.	AY2015/16	-	Planned	Chartered
c. Center for Social Well-Being and Development.	AY2014/15	-	UNICEF Cooperative Agreement	Ongoing
d. Antibiotic Resistance Action Center.	AY2014/15	-	Planned	Established

GOAL FOUR: (continued)				
Integrate the School's global health initiatives in alignment with GW's institutional global impact goals.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 3: Develop model curricula for global health research and training.				
a. Review and restructure GH MPH tracks.	AY2013/14	-	Completed	Ongoing
b. Complete Academic Program Review.	AY2014/15	-	-	Partial
c. Increase number of students admitted to Peace Corps International.	AY2015/16	12	8	15
d. Create MPH in Global Environmental Health track (# new students).	2012	Launched	9	7
e. Relaunch MPH in Global Health Epidemiology and Disease Control	AY2016/17			Planned
Objective 4: Develop a robust infrastructure for global research.				
a. Support GW Office of the Vice President for Research (OVPR) task force.	AY2015/16	-	-	OVPR initiates process
b. Cultivate highly engaged international practicum sites (# sites).	20	31*	12	17

*Note: Since Dr. Tielsch arrived, the department's focus has been on quality placements at organizations where we have growing relationships rather than simply increasing volume /quantity. Consequently, we dropped several previous sites as we build sites that will best serve our global health students.

GOAL FIVE: Leverage health policy expertise to impact policies and improve public health.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 1. Build strength in health economics and global health policy.				
a. Increase number of full time PhD health economists (# faculty health economists).	6	3	4	5
b. Develop collaborations in global health policy across departments in the SPH and across the University.	AY2015/16	Medical Education Partnership Initiative (Africa)	Global Health Security Program	Ongoing
c. Recruit at least one faculty member in the area of applied global health economics/financing.	AY2015/16	-	-	Planned (search open fall 2015)
d. Recruit senior faculty member to direct MPH in Global Health Policy	AY2014/15	-	-	Hired Carlos Santos-Burgoa
Objective 2. Strengthen linkages between policy and management.				
a. Combine departments of Health Policy and Health Services, Management and Leadership.	AY2014/15	-	Departmental reviews	Implemented
b. Strengthen MPH core by linking health policy and management pedagogically.	AY2013/14	Task force convened	Combined two courses into one	Ongoing
Objective 3. Generate resources to respond to critical policy issues.				
a. Research awards from federal IDIQ mechanism.	Ongoing	\$3 Million	\$0.7 million	\$2.4 Million
b. Develop amicus curiae briefs related to public health issues for Supreme Court or federal court cases.	Ongoing	-	<ul style="list-style-type: none"> • Burwell v Hobby Lobby • Halbig v Sebelius • Pruitt v Sebelius 	<ul style="list-style-type: none"> • King v Burwell • Michigan v EPA
c. Disseminate policy briefs on timely federal and state health policy and public health issues	Ongoing	31	45	48
Objective 4: Support faculty in communicating results of research to policy makers.				
a. Provide ongoing training and support to faculty members for communicating to the public (# receiving formal and informal media training*).	Ongoing	Formal: 8 Informal: 11	Formal: 8 Informal:18	Formal: 8 Informal: 19
b. Respond to policy makers need for expertise (# faculty participating).		28	18	19

* Formal training refers to training conducted by an external, professional media consultant, while informal training is conducted in house with SPH Communications Staff.

GOAL FIVE: (continued)				
Leverage health policy expertise to impact policies and improve public health.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 5: Redesign Health Policy curriculum to be responsive to changing workforce demands.				
a. Review and update Health Policy core curriculum.	Ongoing	Analysis course (3 cr) added	-	Review Fundamentals course
b. Review and update Health Policy electives.	Ongoing	-	Program review	Add electives to curriculum to increase options
Objective 6: Increase funding for PhD students in Public Policy and Admin (HP track).	AY2014/15	-	-	\$130,000 for AY 2016
Objective 7. Convene key stakeholders and decision makers around high priority issues.				
a. Host conferences and public events (# events).	Ongoing	-	60	115

GOAL SIX:				
Be at the forefront of GW institutional initiatives on citizenship and leadership.				
Objectives and outcomes	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 1: Recognize and reward university, community and professional service.				
a. Include service in annual reviews.	AY2012/13	Yes	Yes	Yes
b. Include service in department APT guidelines.	AY2012/13	Yes	Yes	Yes
Objective 2: Foster a mindset of interdisciplinary and inter-professional service leadership among faculty, staff and students.				
a. Support of student organizations providing service.	AY2012/13	Ongoing	Ongoing	Ongoing
b. Review and modify ISCOPEs to better support community engagement and service.	AY2014/15	-	-	Partial
c. Establish a faculty and student advisory board for Office of Practice.	AY 2015-16	-	-	In Progress
d. Collaborate with other university units to develop Interprofessional education vision.	AY2014/15	-	-	Task force convened
Objective 3: Expand the School's faculty and staff-led practice-based partnerships, and the options available for the required student practicum experience.				
a. Increase practica partnerships.	200	136	131	168
b. Design and deploy new system to facilitate practice partnerships.	AY 2015-16	-	Planned	Construction underway
Objective 4: Engage with local institutions to develop and implement policies and programs to improve health locally.				
a. Launch Healthy DC.	AY2015/16	-	-	Planning meetings held with potential partners in DC.
b. Initiate a DC-Health and Nutrition Examination Survey (DC-HANES).	AY2016/17	-	-	Planning

GOAL SIX: (continued)				
Be at the forefront of GW institutional initiatives on citizenship and leadership.				
Objectives and outcomes	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
c. Local Initiatives:				
• DC Developmental CFAR	2010 - 2015	Ongoing	Ongoing	Ongoing
• DC CFAR	2016 – 2021	-	Planned	Funded
• DC DOH-SPH Public Health-Academic Partnership for HIV Epi and Surveillance	2010-2021	Ongoing	Ongoing	Ongoing
• DC DOH Leadership training	2015-2021	-	Planned	Initiated
• DC DOH Staff Professional Development	2010 -2021	Ongoing	Ongoing	Ongoing
• GW Cancer Institute –Prevention AD	2016-2021	-	-	Planned
• Redstone Center	2015-2021	Proposed	Formative	Initiated
• Center for Healthy Aging	2016-2021	Proposed	Proposed	Funding Requested
• Antibiotic Resistance Action Center	2016-2021	Proposed	Proposed	Initiated
• IVY City Air Pollution community assistance	2014-2016	-	Initiated	Ongoing
• Environmental Health Summit- build consortium of environmental/ occupational health researchers from 9 area universities to focus on DC Metro area issues.	2015-2021	-	-	Initiated

GOAL SEVEN: Increase financial strength.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 1: Establish a forward looking budget process that engages all SPH leadership.				
a. Build and implement a transparent and forward thinking budget process.	AY2014/15	-	-	Launched
b. Establish a school-wide budget committee.	AY2015/16	-	-	Planned
Objective 2: Raise \$25M for construction of new buildings.	2018	\$2,030,050 (8.1%)	\$3,080,125 (12.3%)	\$3,140,225 (12.6%)
Objective 3: Meet GW Campaign goals.				
a. Identify thematic areas of giving.	AY2012/13	Academics & Faculty Research; Student FA; Building	Ongoing	Ongoing
b. Establish Redstone Center.	AY2015	-	Proposed and funded	Established and ongoing
c. Restructure Dean's Council into Board of Advisors and Dean's Alumni Council.	AY2015/16	-	-	Proposed and planned
d. Increase donor identification and non-affiliated donor opportunities.	AY2010-AY2021	Ongoing	Ongoing	Ongoing
e. Endow and install Dean.	AY2014/15	Case Statement	Funded	Complete
f. Opening of 950 New Hampshire Avenue.	AY2010-AY2015	Construction	Move offices; grand opening	Move classrooms and exercise labs
g. Dedication of Southby Conference Room.	AY2015	Proposed	Committed	Funded; opened
h. Alumni outreach and events.	AY2010-AY2021	Ongoing	Ongoing	Ongoing
i. Increase faculty and staff giving rate.	AY2010-2021	11.0%	11.2%	14.85%
j. Increase Alumni giving rate.	AY2010-AY2021	4.76%	5.05%	5.1%

GOAL SEVEN: (continued)				
Increase financial strength.				
OBJECTIVES AND OUTCOMES	TARGET	AY 2012-13	AY 2013-14	AY 2014-15
Objective 4: Create more opportunities for revenue growth.				
a. Build student enrollment to sustainable levels.	AY2016/17	1,101	1,156	1,428
b. Build event revenue stream.	AY2012-AY2018	\$0 (no building)	\$0 (no building)	\$77,491
c. Maintain indirect cost recoveries sufficient to support research facilities and administration.	Ongoing	\$4.6M	\$4.8M	\$5.2M

1.2.d. Description of the manner in which the self-study document was developed, including effective opportunities for input by important school constituents, including institutional officers, administrative staff, faculty, students, alumni and representatives of the public health community.

Strategic planning and outreach to both internal and external constituencies has been a priority of the Dean since her arrival in August 2010. A large emphasis has been placed on communications and engagement.

An experienced Associate Dean for Academic Affairs was hired in August of 2011. Part of her charge was to begin preparing the school for our self-study while also simultaneously leading the path for the academic agenda of this school. The Associate Dean has dedicated much of the last four years towards strengthening the School's academic infrastructure and preparing us for the self-study process by:

- Partnering with the Provost's Office, the Registrar and other entities in GW's central administrative offices to overhaul data systems to more effectively track trends. This has been especially complex in the context of the former Medical Center (which often did not update data about the SPH in central systems) as well as the reorganization process (which required multiple recoding efforts);
- Leading a process with the SPH Curriculum Committee faculty members to overhaul the School's core MPH curriculum and ensure processes for regular review of the core;
- Restructuring the offices of Student Affairs and Admissions to create operations that meet the increased expectations within governance and service to the School's student population and to streamline processes to increase efficiencies;
- Addressing a number of aspects of our strategic plan: (1) bringing innovative program offerings such as the distance education and online/executive education platforms; (2) developing the one-year MPH track; (3) leading processes to improve undergraduate education; (4) supporting the development and approval of our new PhD programs; and (5) leading processes to reassess our approaches to quantitative and qualitative analyses;
- Supporting our faculty in the creation of the new MPH tracks in Global Environmental Health and Public Health Nutrition, and in obtaining approval for the new PhD in Social and Behavioral Sciences in Public Health;
- Refining the certificate and degree offerings to position the School to meet the ever-changing demands of the industry. This also resulted in elimination of the MPH, Public Health Management track, the MS, Exercise Science, Clinical Exercise Physiology concentration, the BS, Exercise Science, Pre-Dietetics concentration, the Minor in Health and Wellness and 15 certificate tracks;
- Building cross-cutting collaborations with other Schools at the University to further increase the students' accessibility to a larger portfolio of academic/practice offerings;

- Establishing a faculty-driven process to prepare the Self-Study document itself; and
- Engaging student participation as ambassadors of the school, departmental liaisons, participants in new student webinars, and active members of all school committees (exempt APT).

In the spring of 2014, the SPH Dean appointed an accreditation working group representing all academic departments and led by the Associate Dean for Academic Affairs. This group met regularly throughout the year and into the spring of 2015 and served as the liaisons to each department to both gather information and keep all faculty informed at monthly departmental faculty meetings. Other key constituents were included for input and comment throughout, including: student leadership and subject matter experts (online program directors, undergraduate directors, finance director, executive director of communications). The Associate Dean reported progress at all Executive Advisory Committee meetings and faculty assemblies held between January 2014 and the present. The Dean and the Departmental Chairs reviewed the preliminary drafts. In June 2015, the Dean held a half-day retreat for all deans, department chairs, major unit department heads, and the accreditation working group for a review and discussion of the draft document.

Faculty, students, alumni, advisory boards and key university officials have received copies of the self-study report. Public comments have been solicited to a dedicated site: sphaccred@gwu.edu. Constituents were notified through targeted emails, social media and faculty, staff and student newsletters. **See ERF 1.2.d.: Third Party Comments.**

1.2.e. Assessment of the extent to which this criterion is met and an analysis of the school's strengths, weaknesses and plans relating to this criterion.

This criterion is met.

Strengths:

- The School strategic planning and monitoring process is ongoing.
- Evaluation occurs at the departmental, school and university levels.

Challenges:

- Multiple systems to collect data are not adequately connected. Despite our best efforts to improve data systems and our access to systems at GW, collating data for departmental reviews and the CEPH Self-Study continues to require a tremendous effort on the part of Deans, departmental representatives, Chairs, Executive Directors, and staff.

Future Plans:

- Start the next Strategic Planning Cycle in Spring 2016. This effort will be informed not only by the CEPH report but also a comprehensive review of our progress under the current strategic plan, an environmental reassessment, engagement of the new Dean's Advisory Board and Alumni Advisory Council, and the involvement of many of our newer faculty members who were not on board in 2014.