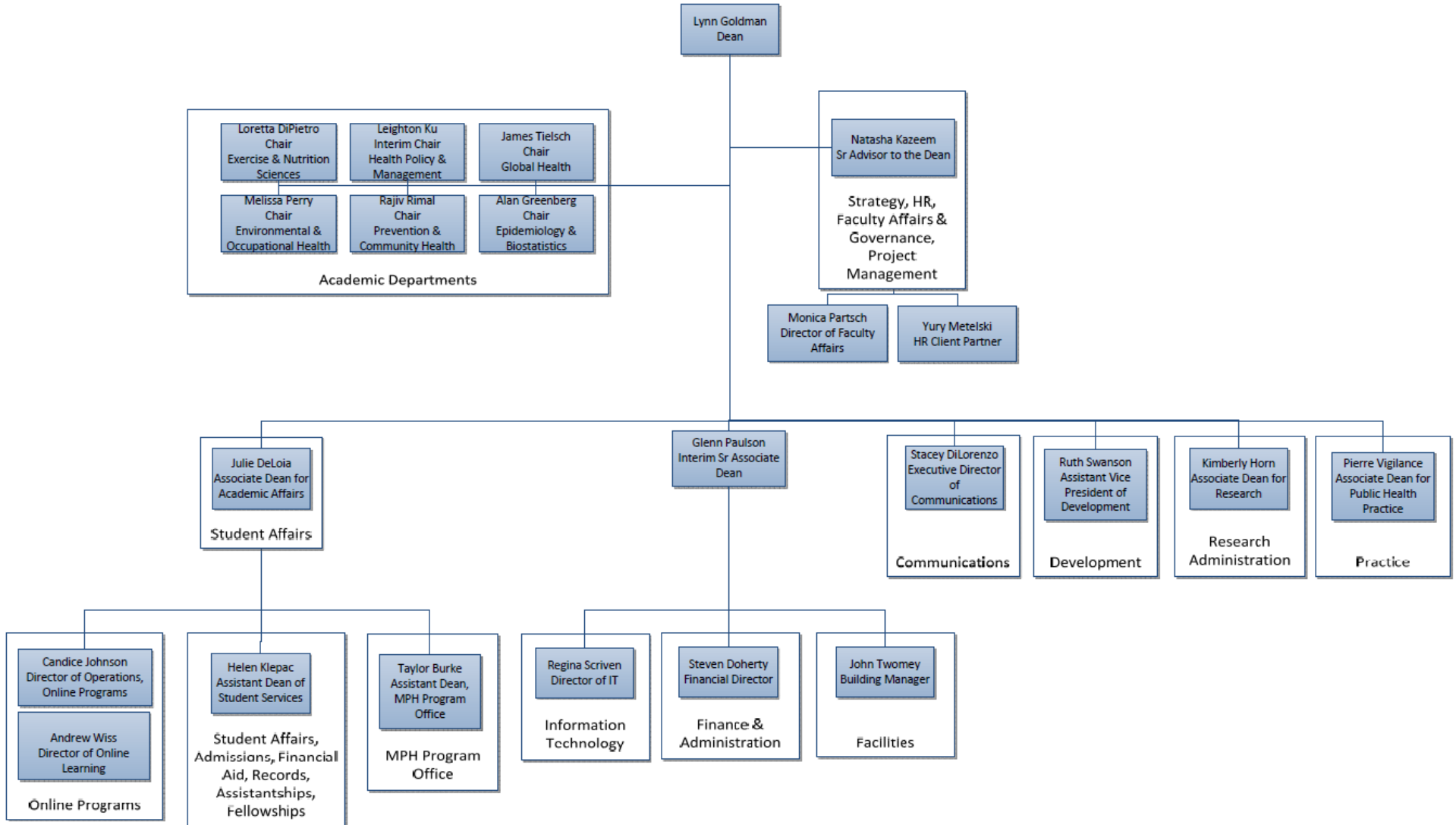**1.4   ORGANIZATION AND ADMINISTRATION.** *THE SCHOOL SHALL PROVIDE AN ORGANIZATIONAL SETTING CONDUCIVE TO PUBLIC HEALTH LEARNING, RESEARCH AND SERVICE. THE ORGANIZATIONAL SETTING SHALL FACILITATE INTERDISCIPLINARY COMMUNICATION, COOPERATION AND COLLABORATION THAT CONTRIBUTE TO ACHIEVING THE SCHOOL'S PUBLIC HEALTH MISSION. THE ORGANIZATIONAL STRUCTURE SHALL EFFECTIVELY SUPPORT THE WORK OF THE SCHOOL'S CONSTITUENTS.*

1.4.a.One or more organizational charts showing the administrative organization of the school, indicating relationships among its component offices, departments, divisions or other administrative units.

The Milken Institute SPH has four Associate Deans and six academic department Chairs reporting to Dean Goldman in addition to several operational department heads.

Milken Institute School of Public Health
Office of the Dean

Lynn Goldman
Dean

Academic Departments

Loretta DiPietro
Chair
Exercise & Nutrition
Sciences

Leighton Ku
Interim Chair
Health Policy &
Management

James Tielsch
Chair
Global Health

Melissa Perry
Chair
Environmental &
Occupational Health

Rajiv Rimal
Chair
Prevention &
Community Health

Alan Greenberg
Chair
Epidemiology &
Biostatistics

Strategy, HR, Faculty Affairs & Governance, Project Management

Natasha Kazeem
Sr Advisor to the Dean

Monica Partsch
Director of Faculty
Affairs

Yury Metelski
HR Client Partner

Glenn Paulson
Interim Sr Associate
Dean

Julie DeLoia
Associate Dean for
Academic Affairs

Student Affairs

Stacey DiLorenzo
Executive Director
of
Communications

Communications

Ruth Swanson
Assistant Vice
President of
Development

Development

Kimberly Horn
Associate Dean for
Research

**Research
Administration**

Pierre Vigilance
Associate Dean for
Public Health
Practice

Practice

Candice Johnson
Director of Operations,
Online Programs

Andrew Wiss
Director of Online
Learning

Online Programs

Helen Klepac
Assistant Dean of
Student Services

**Student Affairs,
Admissions, Financial
Aid, Records,
Assistantships,
Fellowships**

Taylor Burke
Assistant Dean,
MPH Program
Office

**MPH Program
Office**

Regina Scriven
Director of IT

**Information
Technology**

Steven Doherty
Financial Director

**Finance &
Administration**

John Twomey
Building Manager

Facilities

1.4.b. Description of the roles and responsibilities of major units in the organizational chart.

Dean. Lynn R Goldman, MD, MS, MPH, Professor of Environmental and Occupational Health and the Michael and Lori Milken Dean, is responsible for the oversight of all academic, student, operational, research, financial and service functions of the SPH. The Dean represents the School to the University, alumni, donors, regulatory bodies, and governmental institutions at local, national and international levels. The Dean ensures the continued success of the School. The Dean reports to the provost of the university.

Senior Associate Dean. Glenn Paulson, PhD, Professor of Environmental and Occupational Health, is serving as the interim Senior Associate Dean for AY2015/16. In this role he ensures that the School has a sound administrative and financial infrastructure that effectively supports its research, educational and public health missions, through coordination of finances and management of resources, capital expenditures, physical infrastructure and business and finance functions. He oversees all fiscal affairs of the School, including preparation and oversight of the operating budget, monitoring cash flow and expenditure plans, fund management and grants and contracts management. This position reports to the Dean of the School.

Associate Dean for Academic and Student Affairs. Julie A. DeLoia, PhD, Professor of Exercise and Nutrition Sciences, provides leadership and vision for the school's educational mission as the Milken Institute SPH continues to solidify its reputation for excellence in innovative and integrative public health curriculum. The position provides leadership, management and coordination to ensure excellence in all areas of undergraduate education and graduate education, and doctoral training, including our online programs. Major areas of responsibility include oversight of all academic programs and curriculum, accreditation of several programs within the School, student support and student performance, and recruitment and admissions. The Associate Dean has been intimately involved in the programming aspects of the new academic building the School occupied in 2014. Dr. DeLoia reports to the Dean of the School and serves on the SPH Leadership Group, the SPH Curriculum Committee and the SPH Admissions Committee as well as a number of university-wide academic committees.

Associate Dean for Research. Kimberly Horn, EdD, MSW, Professor of Prevention and Community Health, provides vision and leadership for the SPH's research mission as it promotes and builds its extramural funding base, expands its reputation for scholarly excellence, and maintains its commitment to practice-based and interdisciplinary research. The Associate Dean is expected to be both a catalyst and guiding force with the SPH Research Committee as the SPH plans and develops major new research initiatives and externally funded research centers. Current areas of research focus in the SPH include: health policy, health law, global health interventions and partnerships, violence prevention, HIV/AIDS epidemiology and treatment, obesity reduction, health information technology, health quality, health services and outcomes research, occupational safety, children's environmental health, cardiac disease,

and healthy aging. Dr. Horn reports to the Dean of the SPH and serves on the SPH Leadership Group and the Research Committee, as well as a number of university-wide research committees.

Associate Dean for Practice. Pierre Vigilance, MD, MPH and Professor of Global Health, is responsible for facilitating the continued development of the practice mission and service learning programs within the SPH. The Associate Dean provides leadership for the development, implementation, and evaluation of all practicum/internship/residency/and service learning activities. This position oversees ISCOPES. Dr. Vigilance reports to the Dean of the SPH and serves on the SPH Leadership Group as well as the Practice Directors Committee. Dr. Vigilance often represents the SPH with the Metropolitan Washington Council of Government health committees, the local chapter of the APHA and other efforts involving our practice partners.

Department Chairs. Department Chairs work closely with department faculty on all aspects of the work of the department including student admissions, program management, fiscal management, grant application and research production. Each Department Chair is responsible for faculty development, provides input into the appointment, tenure and promotion decisions and conducts annual evaluations of all faculty. The Department Chairs manage the teaching, service, and research activities of the department and are responsible for their department budgets. The Dean and the Senior Associate Dean meet with the Department Chairs on a monthly basis. The Department Chairs report directly to Dean Goldman.

Senior Advisor. Natasha Kazeem. The Senior Advisor reports directly to the Dean and represents the Dean in key meetings, as well as accompanies the Dean to major events/meetings, and facilitates the pre and post interactions to ensure successful outcomes and effective communications across the School. The Senior Advisor prioritizes events and issues for the Dean and handles issues that impact operations while managing the Dean's commitments, as well as develops recommendations to improve operational performance, analyzes business operations, processes and services to evaluate performance and determine areas of potential cost reduction, program improvement or policy change. This position directs, plans and implements objectives and activities to ensure continuing operations and maximization of productivity while providing counsel and coaching to assist leadership, departments and teams with annual and long-term planning, group problem solving and process and service improvement.

Assistant Dean for Student Services. Ms. Helen Klepac is responsible for directing and overseeing the overall activities related to student recruitment, retention and completion of degree, as well as providing services for undergraduate and graduate learners. The Assistant Dean assists in enrollment forecasting and participates with the leadership team in developing long-term growth strategies. She also works with University offices to help bring efficiencies to the admissions and enrollment processes, including financial aid, student accounts and registration. The Assistant Dean reports to the Associate Dean for Academic and Student Affairs.

Assistant Dean for MPH Programs. Taylor Burke, JD, LLM, Associate Professor of Health Policy and Management, serves as the Assistant Dean for MPH Programs. In this role, Professor Burke serves as the academic lead advocate for the MPH program as a whole and chair of a newly formed MPH committee. He also serves on the Curriculum Committee and the Admissions Committee on an *ad hoc* basis. He is responsible for leading periodic reviews of the MPH curriculum and managing MPH administrative staff members. He reports to the Associate Dean for Academic and Student Affairs.

Financial Director. Steven Doherty, the SPH Financial Director (FD) is responsible for developing and directing the budget process and overall business planning of the School and interacts with the relevant University financial offices in collection and generation of financial data. The FD works with department administrators on oversight and reporting on the financial performance of the School compared to the annual budget; review of income and expenditures for accuracy; quarterly projections; explaining major variances; and, when needed, developing corrective actions. The Financial Director manages all financial reporting for the School. This position directs salary administration functions, reviews contracts to ensure compliance and budgets, and assesses business plans for contracts. The Financial Director develops financial analyses for new business opportunities, both internal and external, and ensures that appropriate systems and policies/procedures are in place to manage the School's business in compliance with institutional policies and regulations, as well as any external financial requirements. The Financial Director reports to an official in the VPFA's office and has a functional reporting line to the Interim Senior Associate Dean.

Executive Director of Communications. Stacey DiLorenzo works with the GW External Relations Office to place features, news stories, and advertisements in local, regional and national media, conducts background research and prepares and implements strategic plans to accomplish the Milken Institute SPH communication and promotional goals, manages all internal communications, oversees all web content for the School, and manages all social media strategies. The Executive Director works with faculty members to develop editorial articles on issues for general media as well as professional publications, works in conjunction with faculty to design conferences and workshops around important issues, works with faculty to identify and secure prominent media personalities and communications scholars to serve as guest lecturers for classes and special programs, and provides faculty media training. Her team creates projects designed to attract prospective students, faculty peers from other institutions, and medical professionals as well as the production of SPH periodicals, publications and research reports. Ms. DiLorenzo reports to the Dean of the School.

Assistant Vice President of Development and Alumni Relations. Ruth Swanson works closely with the Dean, her senior leadership team, faculty, the School's development and alumni relations staff, the Dean's Advisory Board and senior members of GW's Department of Alumni Relations to establish programs for the identification, cultivation and solicitation of high priority donor prospects. The position coordinates and supports fundraising efforts of the Milken Institute's Dean's Advisory Board and those of other campaign-related volunteers. The AVP, Development and Alumni relations is responsible for

developing and executing annual and long-term development plans to create philanthropic strategies that advance the SPH priority programs and significant fundraising goals, and oversees data management for the pool of prospects to ensure the accurate capture of prospect tracking, stage progression, contact reports, proposals, philanthropic capacity/inclination and biographical data.

The Assistant Vice President reports directly to the Associate Vice President for Development and Campaign Director within the division of Development and Alumni Relations and has a functional reporting line to the Dean of the School.

1.4.c. Description of the manner in which interdisciplinary coordination, cooperation, and collaboration occur and support public health learning, research and service.

Instructional Activities

Public health, by its very nature, is interdisciplinary. Within the School, there are many avenues of collaboration and cooperation. Learning across disciplines is facilitated through: 1) courses that are taught by faculty from more than one department (examples: PubH 6001, PubH 6006, PubH 6437); 2) academic programs sponsored by more than one department (MPH in Global Environmental Health, MPH@GW, BS-PH) or more than one school (joint degree programs); 3) courses taught by faculty in department other than the department offering the course or program (PubH 6277, PubH 6552, PubH 6561); and 4) seminars and symposia that are open to all of the SPH community.

The School provides public health education to the broader university by offering undergraduate courses in Health and Wellness (HLWL) as well as Lifestyle and Physical Activity (LSPA), opening our graduate level courses to non-SPH majors, and through joint degrees and certificate programs. At the undergraduate level, we also offer a minor in Public Health to non-majors (~70 students/year). The Master of Public Policy (Health Policy Track), conferred by the Trachtenberg School of Public Policy includes both required and recommended courses from the School of Public Health (http://tspppa.gwu.edu/health-policy), as does the PhD in Health Policy (https://tspppa.gwu.edu/phd-field-health-policy). The Master of Science in Biostatistics, offered by the Columbian College of Arts and Sciences is jointly administered and taught with the Milken Institute SPH Department of Epidemiology and Biostatistics.

Interdisciplinary Scholarship

Currently, our SPH has eight Chartered Centers; five Unchartered Centers; four Programs and one Core. All these ORUs are described on our website: http://publichealth.gwu.edu/research/centers-institutes.

By nature, the Centers and Institutes are actively engaged in the conduct of integrative multidisciplinary or interdisciplinary scholarship, including research and/or educational activities, and require involvement of faculty from multiple SPH departments and, for Institutes, at least two GW colleges or schools.

Thesis committees for doctoral students often include faculty members from more than one department as well.

Governance and Oversight

All of the Standing Committees of the school (See Criteria 1.5) include representation from all departments and students (except for APT, which does not include students).

Faculty Recruitment and Appointments

Search committees for faculty recruitment include subject matter experts regardless of departmental affiliation. Major searches, such as for an endowed professorship, a chair or a dean, include faculty from many departments as well. Many faculty hold secondary or joint appointments in a second department, which helps facilitate both communication and interdisciplinary research.

Service Activities

Our students and faculty are involved in service at many levels; through formal service organizations such as ISCOPES (http://smhs.gwu.edu/iscopes/), service learning at the undergraduate level, and participation in funded projects such as the Avance Center (http://avancegw.org/our-work/adelante/). More information about service activities that support public health are enumerated in Criteria 3.2.

1.4.d 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 actively promotes collaboration through learning, scholarship and service.
- The new physical building enables cross-departmental experiences.
- The School is committed to providing a structure by which interdisciplinary academic scholarship, research and teaching can flourish.
- SPH and GW Centers and Institutes support interdisciplinary scholarship.
- SPH has developed partnerships within the University and externally in order to increase the exposure of our faculty and students to some of the most current public health challenges.
- The School has promoted collaboration through established taskforces, teams and committees both internal and external to the School.

Challenges:

- None identified.

Future Plans:

- Create a formal Antibiotic Resistance Action Center
- Explore additional collaborative degree offerings with The School of Medicine and Health Sciences and the School of Nursing on healthcare informatics.