

E2. Integration of Faculty with Practice Experience

To assure a broad public health perspective, the school employs faculty who have professional experience in settings outside of academia and have demonstrated competence in public health practice. Schools encourage faculty to maintain ongoing practice links with public health agencies, especially at state and local levels.

To assure the relevance of curricula and individual learning experiences to current and future practice needs and opportunities, schools regularly involve public health practitioners and other individuals involved in public health work through arrangements that may include adjunct and part-time faculty appointments, guest lectures, involvement in committee work, mentoring students, etc.

- 1) *Describe the manner in which the public health faculty complement integrates perspectives from the field of practice, other than faculty members’ participation in extramural service, as discussed in Criterion E5. The unit may identify full-time faculty with prior employment experience in practice settings outside of academia and/or units may describe employment of part-time practice-based faculty, use of guest lecturers from the practice community, etc.*

Faculty Experience

Given the university’s prime location in Washington, DC, GWSPH has access to numerous public and private sector experts who serve as panelists for forums and symposia, guest lecturers for numerous courses and even as faculty for group discussions or course leads. These practitioners provide a multitude of learning opportunities for students, both formal and informal. Recent guest lecture highlights include Dr. Anthony Fauci, who led the 14th Annual Southby Distinguished Lectureship in Comparative Health Policy during National Public Health Week 2023, and Vice President Kamala Harris and other Cabinet Members, who visited on Martin Luther King Jr. Day 2023. In May 2023, PBS aired a documentary called *Invisible Corps*. The documentary is on the US Public Health Service (USPHS) and featured not only GWSPH but also DrPH students, who interviewed Dr. Jerome Adams, the former Surgeon General and vice admiral of the USPHS (see ERF > Criterion E > Criterion E2 > E2.1: Faculty PH Practice).

Additionally, many GWSPH PIF have current or past public health practice experience that they incorporate into their instruction. Current experiences range from temporary placements through the Intergovernmental Personnel Act (IPA) Mobility Program, consultancy work, collaborations with field practitioners and service opportunities. Several faculty members bring years of expertise from prior careers. These perspectives are integrated into the educational experiences of our students. Students repeatedly list faculty subject-matter expertise as a strength of their program.

PIF Practice Experience
AcademyHealth American Psychological Association amfAR, The Foundation for AIDS Research Booz Allen Hamilton Bureau of Health Workforce at HRSA California Department of Public Health Health Policy Research and Development (affiliated with Powell Goldstein LLP) Massachusetts Department of Public Health Metal Workers Union of Quilmes, Argentina National Academy of Sciences National Bureau of Economic Research (NBER) New York City Department of Mental Health

<p>New York State Department of Health Office of the National Coordinator for Health Information Technology (ONC) Peace Corps Qatar Foundation The National Association of Community Health Centers The World Bank U.S. Department of Justice U.S. Government Accountability Office (GAO) United Nations Programme on AIDS (UNAIDS) United Nations World Food Programme US Centers for Medicare and Medicaid Services (CMS) US Central Intelligence Agency US Department of Energy US Department of Homeland Security US Department of Labor US Environmental Protection Agency (EPA) US Food and Drug Administration (FDA) US Occupational Safety and Health Administration (OSHA) US Public Health Service US Senate Veterans Health Administration Wisconsin Supreme Court World Health Organization</p>
Non-PIF Practice Experience
<p>3M Adventist Health care Alaska Department of Health and Social Services Centers for Disease Control and Prevention (CDC) Elizabeth Glaser Pediatric AIDS Foundation Hogan Lovells Law Firm Metrics for Management MITRE National Center for Health Statistics National Institutes of Health (NIH) National Hispanic Council on Aging Pan American Health Organization Sabin Vaccine Institute UNICEF United Nations World Food Programme University Research Co., LLC USAID</p>

Example No. 1: [Robert Bonar, Jr., DrHA](#), has 40 years of experience in health care management and leadership. Prior to joining GWSPH as the program director of the MHA degree program, Dr. Bonar served as Chief Executive Officer for several health care systems across the United States. He led Children’s Hospitals and Clinics of Minnesota in Minneapolis/Saint Paul from 2014 to 2017, Seton Family of Hospitals and Dell Children’s Medical Center in Austin, Texas, from 2003 to 2014 and Children’s Hospital of The King’s Daughters in Norfolk, Virginia, from 1994 to 2002. Dr. Bonar brings his rich background of clinical service, middle management and senior leadership with direct board of governance exposure experience to the students in the MHA program.

Example No. 2: [Melissa M. Goldstein, JD.](#) is Teaching Associate Professor at GWSPH. Over the last several years, she has participated in two IPA Mobility Programs. Under the Obama administration, Professor Goldstein served in the Office of Science and Technology Policy at the White House, where she focused on the President's Precision Medicine Initiative, federal regulations governing research with human subjects (the Common Rule), the Biotechnology Coordinated Framework and other issues at the intersection of law, science and ethics. In 2010, Professor Goldstein served another IPA as Senior Advisor to the Chief Privacy Officers at the Office of the National Coordinator for Health Information Technology, HHS.

Example No. 3: [David Michaels, PhD, MPH.](#) is an epidemiologist and, since 2017, a full-time professor at GWSPH in the Department of Epidemiology. He held leadership positions at the Occupational Safety and Health Administration (OSHA) since 1998 and first became a GWSPH faculty member in 2001. Dr. Michaels was nominated by President Barack Obama and confirmed by the Senate in 2009 for the position of Assistant Secretary of Labor for OSHA and became the longest-serving administrator in OSHA's history. Dr. Michaels brings his considerable expertise to the classroom, focusing on the relationship between safety and health management systems, operational excellence and sustainability. During the COVID-19 pandemic, Dr. Michaels sought to improve the protection of workers exposed to the virus by serving on two expert panels at the National Academy of Sciences, Engineering and Medicine.

Example No. 4: [MaryBeth Musumeci, JD.](#) joined GWSPH full-time as Teaching Associate Professor of Health Policy and Management in 2022. Previously, Professor Musumeci worked for over a decade at the Kaiser Family Foundation, first as a Senior Policy Analyst and then as Associate Director in the Program on Medicaid and the Uninsured. She was responsible for providing the Foundation with legal and policy analyses related to Medicaid eligibility, benefits and delivery system reforms affecting seniors, people with disabilities and those dually eligible for Medicare and Medicaid. Professor Musumeci also spent eight years as a civil legal aid lawyer, most recently at the Community Legal Aid Society, Inc. in Wilmington, Delaware, where she focused on Medicaid, Supplemental Security Income, other public benefits programs and civil rights and accessibility issues.

Example No. 5: [Paul Ndebele, PhD, MS.](#) is Senior Research Regulatory Specialist in the GWSPH Office of Research Excellence and Professorial Lecturer in the Department of Global Health. Prior to joining GW, Dr. Ndebele served for five years (2013–2018) as Director at the Medical Research Council Zimbabwe (MRCZ). He has worked as a bioethicist across the globe, including at the US National Institutes of Health, University of Botswana, University of Malawi and Michigan State University.

Curriculum

GWSPH programs focus on developing practice-based skills, as evidenced by program competencies, course learning objectives and nonacademic requirements. For example, students in the MPH in Physical Activity in Public Health degree program perform physical activity assessments using state-of-the-art technology, available in the basement of our 950 New Hampshire building. All GWSPH students are required to complete a minimum of eight hours of professional enhancement activities which supplement the academic curriculum and prepare students to actively participate in the professional community. Oftentimes, these activities are public health-related lectures, seminars, or symposia featuring field experts. Last, recognizing the importance of engaging with thought leaders and health care decision-makers, MHA students participate in a fellowship or residency, where they work for a health care organization.

Agreements and Sponsored Projects

GWSPH faculty engage in several collaborative agreements and sponsored projects with public health practitioners. Aside from IPA placements, as discussed above, GWSPH has had formal

agreements with both national and international organizations. Examples of such sponsored projects include the following:

- [Manya Magnus, PhD, MPH](#), worked on the District of Columbia Clinical Trials Unit (DC CTU) in the Department of Epidemiology, which houses the GW HIV Prevention Trials Network Clinical Research Site (GW HPTN CRS) and the Whitman-Walker AIDS Clinical Trials Group Clinical Research Site (WW ACTG CRS). The DC CTU is one of 35 NIH-funded CTUs globally studying novel approaches to preventing, treating and curing HIV. In 2020, with the emergence of COVID-19, the DC CTU responded by partnering with faculty from the GW School of Medicine and Health Sciences and the GW HPTN CRS to implement COVID-19 vaccine trials for the Moderna mRNA vaccine. Becoming a site of the newly founded COVPN (COVID Vaccine Prevention Network) within the DC CTU, GW recruited 350 people into the Moderna trial, with among the most diverse participants of all the sites. Meanwhile, the WW ACTG CRS became a site of the newly founded ACTIV (Accelerating COVID-19 Therapeutic Interventions and Vaccines) Network, testing novel COVID-19 treatments. The DC CTU is an excellent example of the partnership between epidemiologists, clinicians, lab scientists and the community in tackling some of the most significant public health challenges of our era.
- [Marsha Regenstein, PhD](#), worked on a sponsored project with the Missouri Foundation for Health regarding an evaluation of the state public health system's capacity to respond to COVID-19. Dr. Regenstein used a case-study approach to document the experiences of professional stakeholders involved in the response and residents' personal experiences from three geographically diverse regions of Missouri (see ERF > Criterion E > Criterion E.2 > E2.1: Faculty PH Practice).
- [Jane Hyatt Thorpe, JD](#), worked on several sponsored projects that focused on the exchange of protected health information. In 2019, Professor Thorpe received funding from Bloomberg Philanthropies for the Pennsylvania Department of Drug and Alcohol Programs and Vital Strategies to assess potential options to improve the ability of stakeholders to share patient health information for care coordination, public health preparedness and prevention and related purposes. In 2021-2023, Professor Thorpe received funding from the CDC to research and assess legal and policy issues regarding interoperability for public health agencies.

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

Strengths

- GWSPH's location in the nation's capital supplies ready access to qualified experts from around the globe. The proximity to campus means that students can meet many public health experts in person, ask personalized questions and receive career advice. The COVID-19 pandemic opened new opportunities to bring experts from the field into the classroom and via Zoom.
- These qualified experts often serve as practicum preceptors, offer other field experiences and provide guest lectures and special event presentations and discussions.
- The school's APT criteria include practice requirements for full-term faculty. This component is highly valued during the annual performance review, promotion and tenure processes.
- [Patricia MacTaggart, MBA, MMA](#), was named a 2024 HIMSS Changemaker in Health Award Finalist.

Challenges

- While GWSPH has geographical access to public health leaders and experts, these individuals are often tremendously busy, and scheduling conflicts may arise, forcing us

to pivot to alternative plans. For example, the head of OSHA, who is coming to give a guest lecture, may get called to the White House, and our faculty have to be ready to step in as needed.

- For practitioners to serve as adjunct faculty at GWSPH, most are required to join a union,⁸⁸ which may dissuade some experts from joining as instructors.

Future Plans

- GWSPH will continue to support faculty who work on IPAs and other collaborative agreements.
- GWSPH plans to continue to support non-PIF faculty with their practice.

⁸⁸ Exclusions and exemptions from membership to the union are found in Articles I and II of the Collective Bargaining Agreement. Membership for these individuals is optional rather than required (see ERF > Criterion A > Criterion A1 > A1.3: Bylaws-Policy Documents).