

School Assembly Notes

February 12, 2025

1. Welcome
2. Dean's updates
3. Faculty Affairs, a summary; Haire-Joshu
4. Open conversation
5. Other



1. Welcome

Dean Sandro Galea (sgalea@wustl.edu) welcomed attendees to the School of Public Health assembly.

School Assembly

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2. Dean's Update

Dean Sandro Galea shared school-wide updates.

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Supplemental Guidance to the 2024 NIH Grants Policy Statement: Indirect Cost Rates

Notice Number:
NOT-OD-25-068

Key Dates

Release Date: February 7, 2025

Related Announcements

None

Issued by

Office of The Director, National Institutes of Health (OD)

Purpose

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The National Institutes of Health (NIH) awards a large number of grants providing substantial federal funding for research purposes. These grants include significant payments for "indirect costs," defined as "facilities" and "administration." 45 CFR 75.414(a). The "facilities" category is "defined as depreciation on buildings, equipment and capital improvements, interest on debt associated with certain buildings, equipment and capital improvements, and operations and maintenance expenses." *Id.* And the "administration" category is defined as "general administration and general expenses such as the director's office, accounting, personnel, and all other types of expenditures not listed specifically under one of the subcategories of "Facilities" (including cross allocations from other pools, where applicable). *Id.*

In issuing grants, NIH generally uses the indirect cost rate negotiated by an "agency with cognizance for F&A/indirect cost rate (and other special rate) negotiation." Grants Policy Statement at IIA-66; see 45 C.F.R. 75.414(c)(1). NIH may, however, use "a rate different from the negotiated rate for either a class of Federal awards or a single Federal award." 45 C.F.R. 75.414(c)(1). NIH may deviate from the negotiated rate both for future grant awards and, in the case of grants to institutions of higher education ("IHEs"), for existing grant awards. See 45 CFR Appendix III to Part 75, § C.7.a; see 45 C.F.R. 75.414(c)(1).

In deviating from the negotiated indirect cost rate, NIH must "implement, and make publicly available, the policies, procedures, and general decision-making criteria that their programs will follow to seek and justify deviations from negotiated rates." 45 C.F.R. § 75.414(c)(3).

In accordance with 45 CFR 75 and its accompanying appendices, this Guidance implements and makes publicly available NIH's updated policy deviating from the negotiated indirect cost rate for new grant awards and existing grant awards, effective as of the date of this Guidance's issuance. Pursuant to this Supplemental Guidance, there will be a standard indirect rate of 15% across all NIH grants for indirect costs in lieu of a separately negotiated rate for indirect costs in every grant.





Trump Administration to Lay Off Nearly All of U.S. Aid Agency's Staff

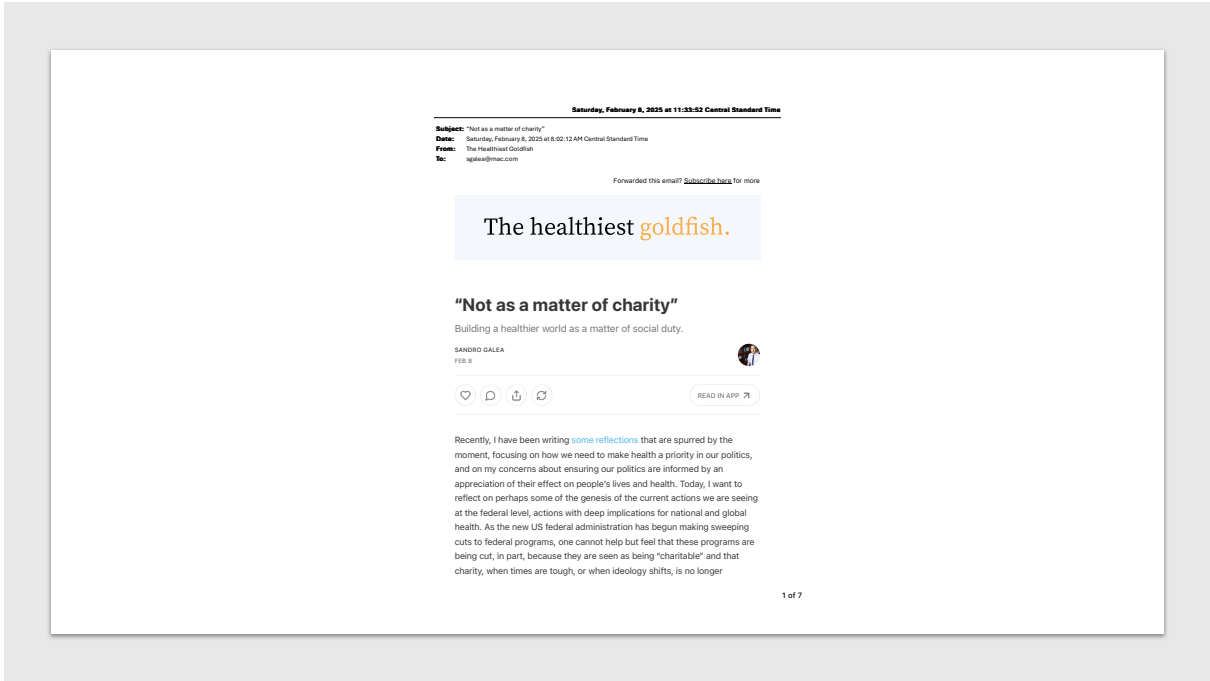
Officials for the agency were notified of the planned cuts on the same day they learned that about 800 awards and contracts administered through U.S.A.I.D. were being canceled, three people said.

[Share full article](#)    904



Food provided by the U.S. Agency for International Development being distributed in South Sudan in 2023. The agency's staffing in Africa and many other regions could be shrunk to dozens or less. *Jim Hays/brook for The New York Times*







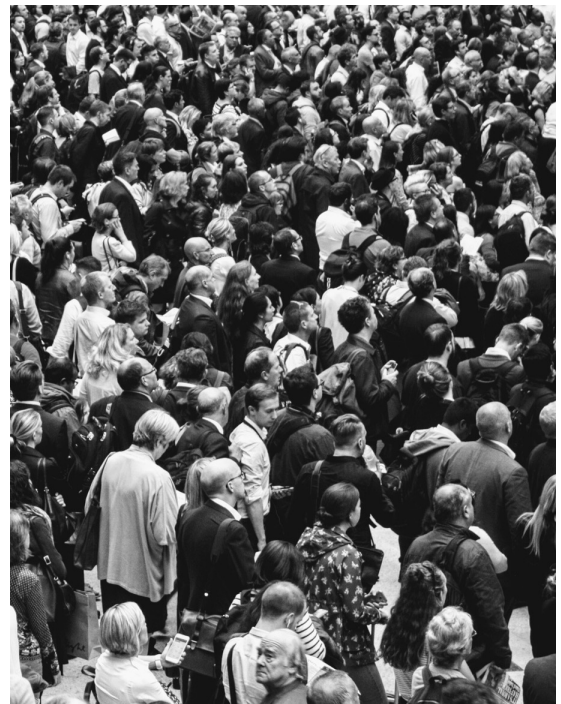
To build a school that leads with excellence in interdisciplinary population health science and scholarship, distinction in educational programs, and a deep commitment to local and global impact

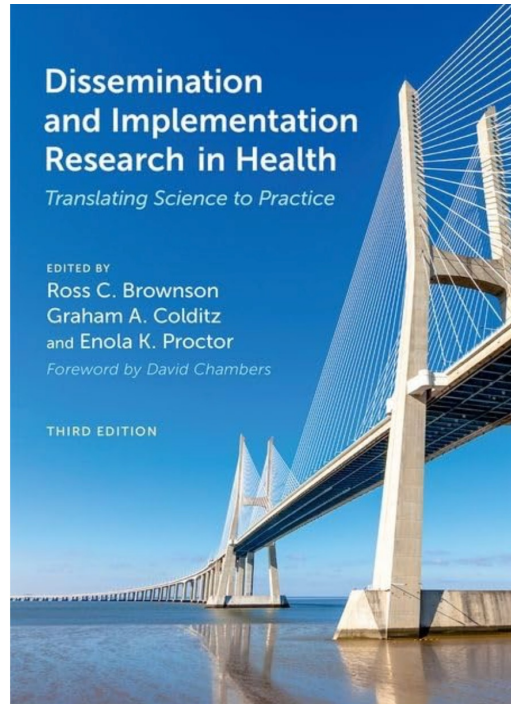


4 new directions in public health x 4 strategies



- 1 New ways of thinking
- 2 New ways of doing the work
- 3 Better pathways to impact
- 4 Novel partnerships





Building an exceptional School of Public Health



Engage world-class faculty

Recruit innovative, intellectually curious, and heterodox thinkers who are animated by the call of science and scholarship.



Nurture outstanding teachers and students

Build a curriculum that is rooted in public health fundamentals with the flexibility to evolve as the field progresses, and offer both in-person and digital learning options.



Public Health plus

Forge partnerships across WashU's nine schools and with the public and private sectors to create a big-tent movement for public health.



Prioritize local and global impact

Pursue research, education, and practice that help build a better world, starting in St. Louis and extending our reach globally.





Sarraf named a top public health student

By [Neil Schoenharz](#) | January 21, 2025

SHARE  

Danielle Sarraf, a joint master's of business administration and master's of public health student at Washington University in St. Louis, was named one of 10 "Students Who Rocked Public Health 2024" by the Journal of Public Health Management & Practice.

A key focus of Sarraf's public health work has been her involvement in the [Study of Adolescent Lives After Migration to America \(SALaMA\)](#), a program dedicated to addressing mental health challenges within marginalized communities.

She has contributed to two significant initiatives: PhotoVoice and "Forward with Peers." Sarraf has supported the implementation and management of PhotoVoice, a participatory research methodology, which has empowered community members to use photography as a tool for self-expression and allowed newcomer students the opportunity to share their stories of displacement, identity and discrimination.

"I grew up admiring my father's global impact as an ophthalmologist and believed direct patient care was the best way to contribute to health care," Sarraf said. "However, I later realized my strengths were better suited to address systemic health issues on the population level through public health and business. Therefore, I aim to create an impact by improving community health, addressing the social determinants of health and promoting equitable access to quality care."

Read more about her and other honorees on the [Journal of Public Health Management & Practice website](#).



Study of Adolescent Lives after Migration to America (SALaMA)

HOME PEOPLE PARTNERS METHODOLOGY FINDINGS RESEARCH DISSEMINATION

The Study of Adolescent Lives after Migration to America



3. Faculty Affairs, a summary; Professor Hair-e Joshu
Professor Haire-Joshu shared updates from the Office of Faculty Affairs.

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Faculty Affairs: A Summary
School of Public Health
Debra Haire-Joshu
Leah Kemper



Overview

A roadmap

- Why the OFA
- What we are building
- What's next



OFA mission, guiding principles



Mission — To foster success of all faculty at every stage of their careers, partnering with them to build a thriving academic community and achieve excellence in public health teaching, research, and service.

Guiding principles — service, transparency, equity, respect, partnership

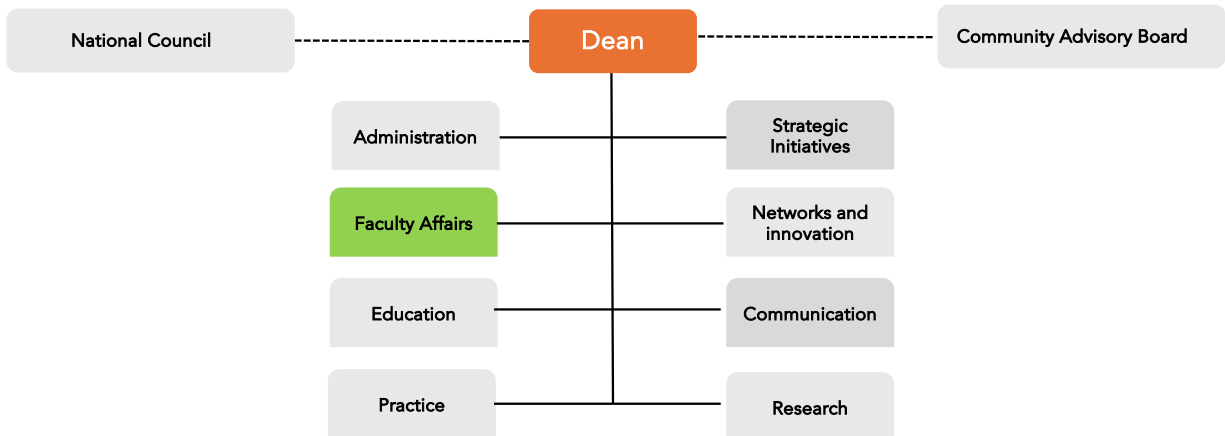


OFA Objectives

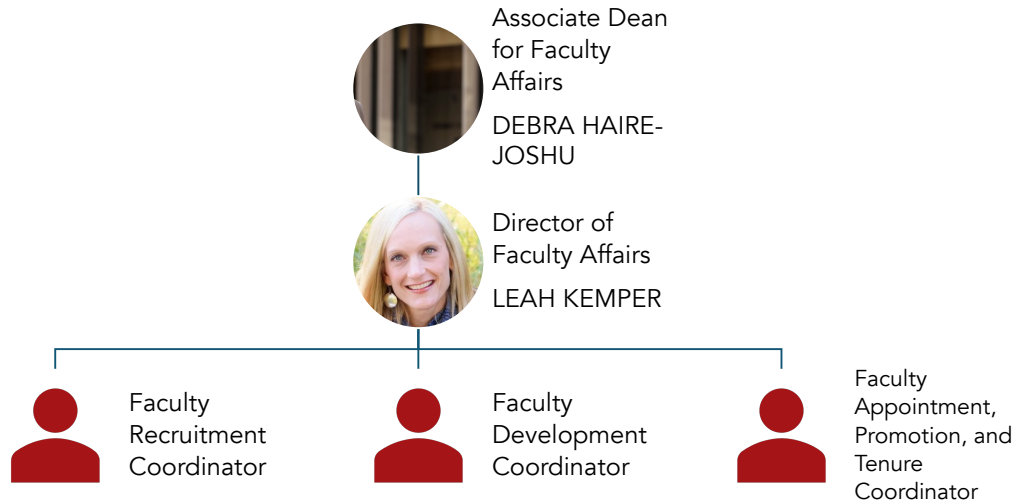


1. Foster professional development
2. Enhance work-life balance
3. Cultivate a supportive and inclusive environment
4. Facilitate faculty-administration communication
5. Provide guidance on academic policies and procedures

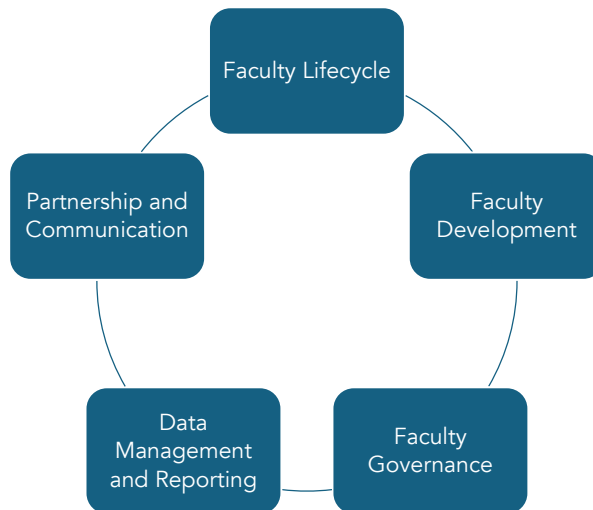
School of Public Health Organizational Chart



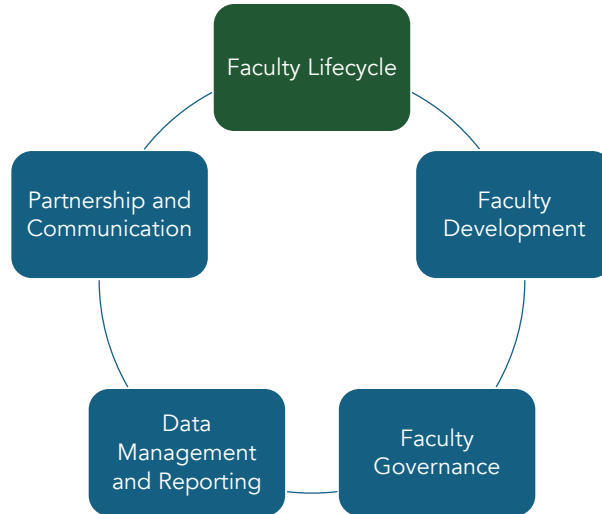
Office of Faculty Affairs (Born 01/01/2025)



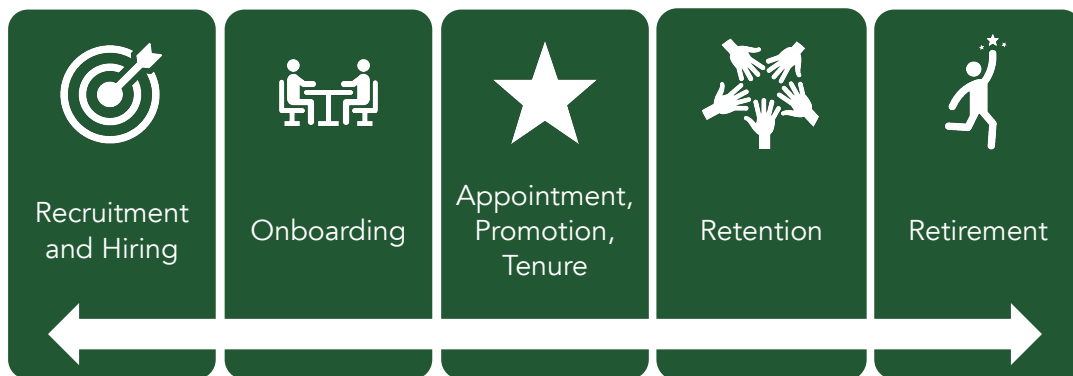
What we are building: Areas of focus



What we are building: Areas of focus



Faculty Lifecycle:
Provide guidance and support from recruitment to retirement



Faculty Lifecycle

Recruitment and Hiring

- Facilitate efficient faculty searches, diverse candidate pools, manage hiring process
- Job descriptions, postings
- Applications, Interviews, Visits
- Documentation, Offer letters

Onboarding

- Provide orientation and resources for new faculty to integrate in SPH
- Welcome packets, Orientation
- HR and other office contacts
- Training materials

Recruitment activities to date

Faculty Recruitment Committee

- Drake, Haire-Joshu, Iwelunmor, Iannotti, Kemper, Joynt Maddox, Kreuter, Stark
- Goal: 40 faculty
- Timeline: October 1-May 30

SPH Recruitment To date

- Applications: N= 358 (300 complete)
- Zoom interviews: N=73
- Campus visits = 10 scheduled/completed
- **SPH Faculty onboard/accepted N=19**

Joint Appointments

- Evanoff, Haire-Joshu, Kemper, Reis
- Applications: N=25
- Schools represented: N=5



What's next?

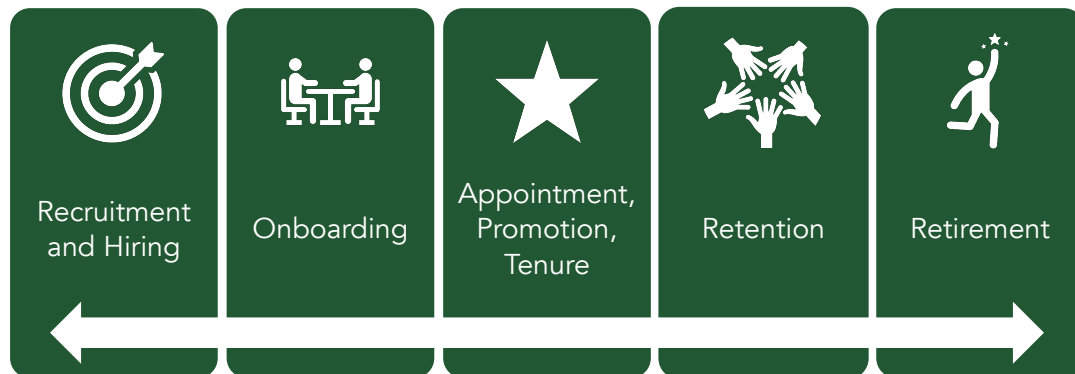
Recruitment

- Evaluate recruitment processes and adapt as needed
- Systematize the process

Onboarding

- Populate and build out virtual resources
- Organize steps of onboarding process
- Assess individual faculty needs
- Provide access to general and individualized resources

Faculty Lifecycle:
Provide guidance and support from recruitment to retirement



Appointment, Promotion, and Tenure (APT)

Provide clear policies, procedures, and criteria for faculty appointments, promotions, and tenure that is publicly available

<https://schoolofpublichealth.washu.edu/policies/>

What's next?

- Initiate APT committee (April 2025)
- Develop promotion packet guidelines
- Initiate annual review and feedback process

R&R

Retention

Implement strategies and programs to retain high-performing faculty

- Supportive, inclusive environment
- Work-life balance policies
- Quality mentoring programs
- Evaluate, track outcomes/progress

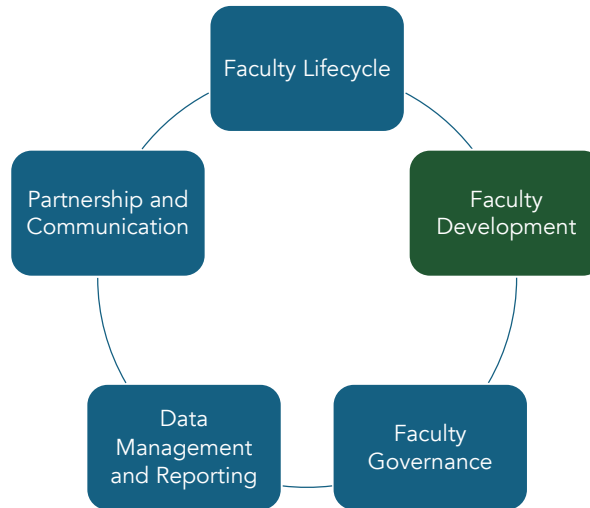
Retirement

Provide guidance to faculty approaching retirement

- HR resources
- Individualized consultations
- Proactive planning



What we are building: Areas of focus



Faculty Development



Address aspects of faculty member's professional life (e.g. teaching), for continuous individual growth in supportive context

Serve as **resource hub** in collaboration with SPH/WashU offices:

1. Professional growth--workshops, training programs
2. Leadership development--prepare for administrative roles
3. Teaching and research excellence—education research networks
4. Faculty mentorship



What's next?

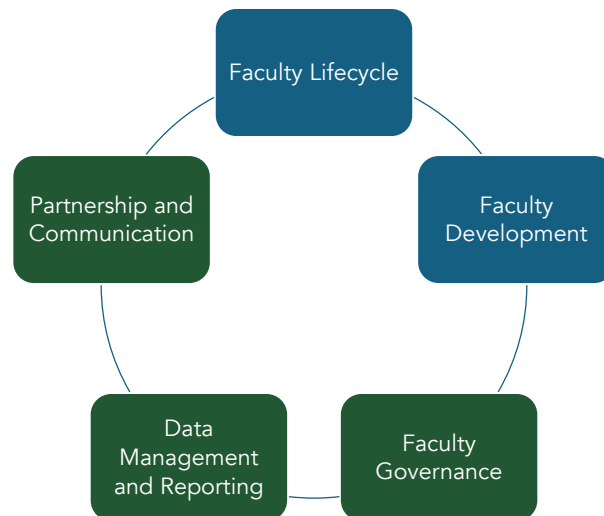
Develop resource hub

- Develop directory of resources
- Populate the website

Faculty Mentorship Program

- Evidence based training for mentors and mentees
- Matching process
- Individual objectives and goals
- Regular meetings
- Resources
- Networking opportunities

What we are building: Areas of focus



Faculty governance



Promote active faculty participation in decision-making processes of the SPH contributing to overall direction of the School

What's next?

- Access to SPH and university policies and procedures
 - Faculty Handbook [March 1, 2025]
- Support the faculty senate
 - <https://schoolofpublichealth.washu.edu/faculty-senate-bylaws/>
- Support SPH strategic planning process (2026)

Data management and reporting



Ensure data accessibility and availability to guide decision making

- Construct best practices OFA infrastructure

What's next?

- Establish centralized database ensuring data quality, confidentiality [**Interfolio**]
- Generate routine and ad hoc reports on progress
 - Individual faculty reporting
 - OFA Annual report card



Partnership and communication



Use regular Communication Channels to share information, ideas (policy updates, faculty news, upcoming events)

- <https://schoolofpublichealth.washu.edu>

What's next?

- Foster a sense of community through networking activities, social events, informal gatherings (podcasts, faculty music events)
- Seek regular feedback to identify areas for action (OFA email)

Conclusions



- OFA in its infancy—opportunity
- Based on best practices and SPH principles
- OFA is a service to address faculty needs
- Input welcome—chance to build something new and different

Questions and/or suggestions



4. Open conversation

Dean Sandro Galea opened the floor for conversation.

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Thank you

