

School Assembly

October 7, 2025

1. Welcome
2. Dean's updates
3. Resources for faculty for research; Debra Haire-Joshu
4. Cortex resources; Natalie Self
5. Faculty Senate update; Rodrigo Reis
6. Staff Administrative Advisory Council Update; Leah Kemper
7. Other





1. Welcome

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

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2. Dean's Update
Dean Sandro Galea shared school-wide updates.

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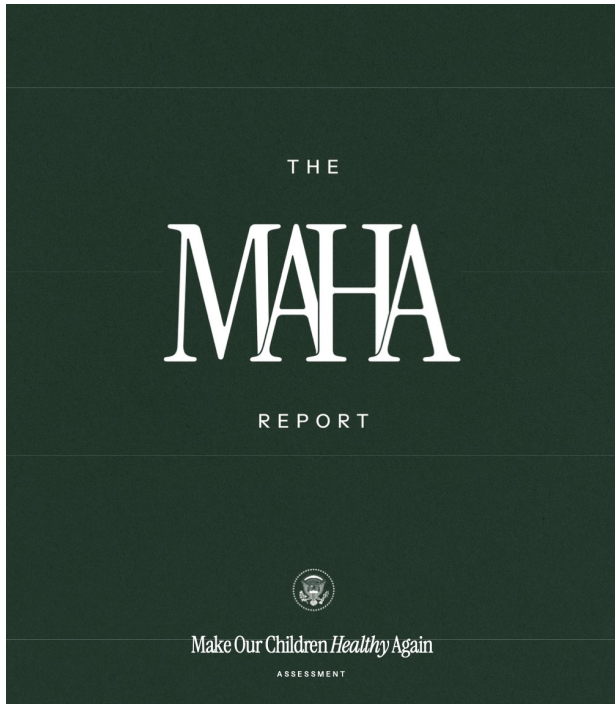
1. Who we are
2. Strategic planning
3. Annual survey

1. Who we are



A school that leads with excellence in interdisciplinary population health science and scholarship, distinction in education, and a deep commitment to local and global impact





 **ST. LOUIS POST-DISPATCH**

Q Search St. Louis Post-Dispatch

Layoffs, spending cuts hit Washington University in St. Louis

Monica Obradovic | Post-Dispatch 17 mins ago 0





“

Hope and fear cannot occupy the same space. Invite one to stay.

”

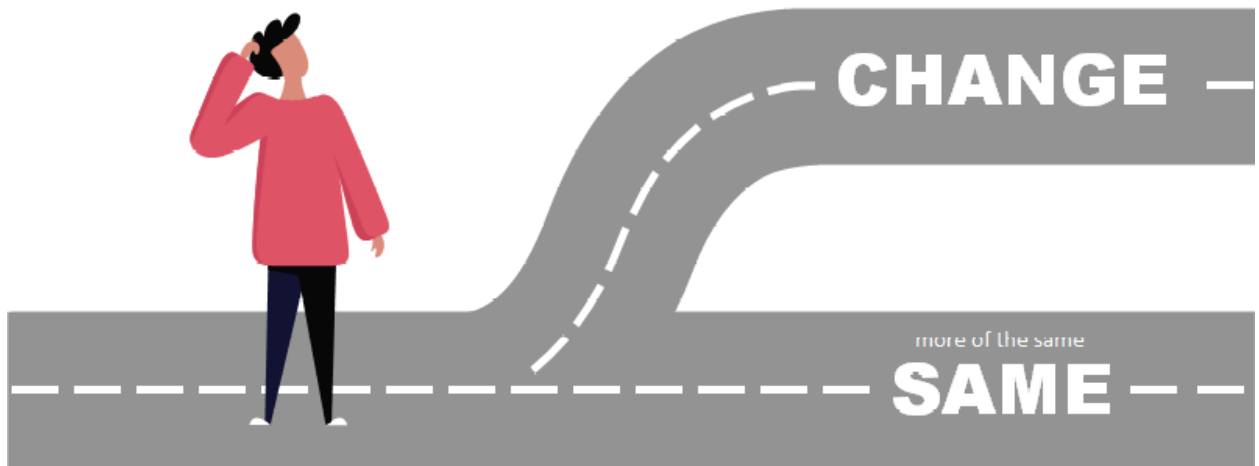
“

Optimism and hope are not the same. Optimism is the belief that the world is changing for the better; **hope is the belief that, together, we can make the world better.**

”

Rabbi Jonathan Sacks. To heal a fractured world.





2. Strategic planning, or, aligning our vision with action



Mission, vision, values

Revisions from the all-school retreat

Revisions

Vision: To ensure all can live ~~longer~~, healthier, fulfilling lives.

Mission: To promote health and well-being through excellence in interdisciplinary population health science and scholarship, distinction in educational ~~programs~~, and a deep commitment to local and global impact.

Values: The School of Public Health is committed to excellence, ~~hard work~~ diligence, compassion, and integrity. ~~The School aspires~~ We aspire to be an optimistic, inclusive, collaborative community = of faculty, staff, students, alumni, and friends of the school = that is pragmatically focused with a sustained focus on advancing ~~the~~ our ~~shared~~ mission.



Cleaned Up

Vision: To ensure all can live healthier, fulfilling lives.

Mission: To promote health and well-being through excellence in interdisciplinary population health science and scholarship, distinction in education, and a deep commitment to local and global impact.

Values: The School of Public Health is committed to excellence, diligence, compassion, and integrity. We aspire to be an optimistic, inclusive, collaborative community with a sustained focus on advancing our shared mission.

Strategic questions, measures, indicators

Revisions from the all-school retreat



Strategy 1: Engage world-class faculty and staff

Strategic Question	Measure	School-Level Indicator
1. What resources have faculty and staff garnered to support world class science and scholarship?	External funding	a. Total dollars in external funding applied for and awarded annually, and segmented by: - Type of funding (Federal vs. Non-Federal) - Average per faculty
2. In what ways do the university- and school-level research infrastructures create facilitators or barriers to productivity?	Quality of research infrastructure	a. Retention of research administrators at university- and school-levels b. Average time from award to setup in Workday c. Research teams' satisfaction with pre-award and post-award supports
3. To what extent are faculty and staff disseminating their scholarship?	Academic publications	a. Annual # new publications by primary faculty b. Average # new publications per primary faculty annually
	Non-academic publications	c. Annual # new publications by primary faculty, total and by type (e.g., op-ed, blog post, policy/policy brief, podcast, etc.) d. Average # new publications per primary faculty annually
4. In what ways is the scholarly work of the SPH advancing the conversation towards a better world for all?	Field-Weighted Citation Impact (FWCI)	a. Four-year average FWCI of all publications by SPH primary faculty
	Innovations	b. # patent disclosures, # patent filings, # patents issued, and # patent citations for SPH-generated ideas c. # WashU startups initiated by the SPH
5. To what extent do faculty, staff, and students engaged with the SPH feel a sense of belonging within the school?	Tenure and promotion	a. % of eligible faculty who are promoted/granted tenure annually b. % of staff who are promoted annually
	Faculty and staff retention	c. Five-year primary faculty retention d. Five-year administrative staff retention
	Sense of belonging and well-being	e. % of SPH community reported sense of belonging f. % of SPH community reported well-being
6. In what ways are faculty and staff externally recognized for their leadership and service?	Awards and recognitions	a. #/type of awards and recognitions received
	Leadership and service	b. % primary faculty and % staff with leadership positions c. % primary faculty and % staff engaged in extramural service

Strategy 2: Nurture outstanding teachers and students

Strategic Question	Measure	School-Level Indicator
1. To what extent is the school attracting and retaining a broad student population?	Successful enrollment	a. Yield (%) b. # applications
	Background of students	c. % students with prior work experience d. Geographic representation of student body
2. To what extent are our curricula preparing students to address current and future public health concerns?	Quality of curriculum	a. Student satisfaction with quality of instruction b. Student satisfaction with quality of curricula c. Adherence to curricular standards
	Effectiveness of curriculum	d. Years to degree completion e. Employer feedback on SPH graduates' preparedness for the workforce f. Alumni feedback on their preparedness for the workforce
3. To what extent is our training of teachers preparing students to address current and future public health concerns?	Faculty engagement in professional development	a. # professional development trainings offered by SPH on teaching and instruction b. # unique teaching instructors participating in teaching and instruction-related professional development trainings
4. To what extent does the SPH contribute to the scholarship of teaching?	Curricular expansion	a. New courses, modalities, and programs launched
	Publications	b. # academic and non-academic publications about education and training
5. How satisfied are students, faculty, and staff with their experiences of professional development in the SPH?	Mentorship opportunities	a. Overall # formalized mentoring opportunities and unique # for students, staff, and faculty b. Overall % satisfaction with mentor-mentee relationships and disaggregated by constituency (e.g., faculty, staff, PhD students, MPH students)
	Student practicum experience	c. % satisfaction with practicum experience d. Practicum site satisfaction with students
	Student research experience	e. # WashU students engaged in SPH research activities, segmented by academic degree f. % satisfaction with research experience g. Student participation in publications, conferences
	Graduates' employment rate	a. Overall student employment rates upon graduation and disaggregated by program b. Overall employment rate one-year post-graduation and disaggregated by program
6. How do students fare after graduation?	Alumni satisfaction	c. Overall % of alumni satisfied with their SPH experience and disaggregated by program



Strategy 3: Public Health plus

Strategic Question	Measure	School-Level Indicator
1. What infrastructure exists within the SPH to facilitate interdisciplinary collaborations?	Infrastructure	a. Policies that incentivize interdisciplinary collaboration b. Opportunities created by SPH to facilitate collaborations c. Suggested improvements to infrastructure
2. What resources have faculty, staff, and students garnered to support and catalyze interdisciplinary science?	Funding awarded for interdisciplinary science	a. Total amount awarded to support interdisciplinary science, including total brought in for the school and segmented by: - Awardee (Innovation Research Networks, Research Centers) - Funding Type (Internal, External)
3. How strong is our interdisciplinary curriculum?	Interdisciplinary teaching	a. # courses (cross-taught, cross-listed, cross-registered) b. # dual degrees offered c. # students enrolled in each dual degree program
4. How engaged have faculty, staff, and students been in interdisciplinary science, both inside and outside the university?	Interdisciplinary collaborations	a. Total active # interdisciplinary collaborations, adhering to Times Higher Education's (THE's) definition of interdisciplinary science and including: # internal collaborations # secondary appointments at WashU by school # of co-PIs # publications between primary and secondary faculty b. Annual # new interdisciplinary collaborations
5. How strong are our interdisciplinary collaborations, and in what ways have they contributed to the literature and influenced the field?	Strength of interdisciplinary collaborations	a. Network Mapping
	Interdisciplinary science publications	b. Total # interdisciplinary publications, adhering to THE's definition of interdisciplinary science c. Annual # new interdisciplinary publications

Strategy 4: Prioritize local to global impact

Strategic Question	Measure	School-Level Indicator
1. What infrastructure exists within the SPH to facilitate local and global collaborations?	Infrastructure	a. Policies that incentivize external collaboration b. Opportunities created by SPH to facilitate collaborations c. Suggested improvements to infrastructure
2. What has been the measurable impact of SPH activities on our local and global community's health?	Impact of external collaborations	a. Total direct and indirect funds going to non-WashU partners and disaggregated by: - Sector (e.g., public, private) - Type of allocation (e.g., research grant subcontracts, vendors, contracts) b. Case studies and quantifiable data about impact of external collaborations at the following levels: - Individual - Community - Policy
3. In what ways is the SPH seen as a good community partner? What are opportunities for improvement?	Community perceptions of the impact of Public Health at WashU	a. Perceived impact of the School of Public Health from the following constituencies: - Community-engaged research partners - Current and potential employers of alumni - Practicum supervisors - Current and potential funders - Policymakers
4. To what extent has the SPH partnered with our local and global community to advance population health science? How sustainable are these partnerships?	Local and global collaborators	a. Total # collaborators and disaggregated by: - Location - Sector b. Duration of partnerships c. # capacity building opportunities offered by the SPH d. Reciprocity, mutuality, and strength of partnerships



Looking ahead

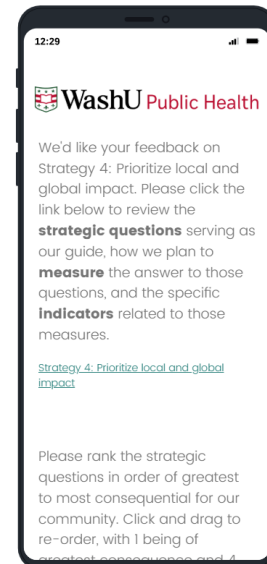
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What matters?

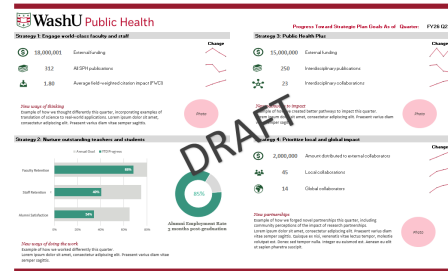
July-November 2025

Process

- Meet with interest holders
- Finalize school-level indicators



August-November 2025



September 2025-May 2026

- Strategies, tactics, and timelines for each school-level indicator

3. Annual survey

2025 Survey Participants

- SPH primary faculty
- SPH secondary faculty
- SPH staff
- SPH postdoctoral candidates
- SPH students



2026 Survey Participants

- SPH primary faculty
- SPH secondary faculty
- SPH staff
- SPH postdoctoral candidates
- SPH students
- Adjunct faculty
- SPH alumni
- Employers
- Research partners
- Practicum supervisors

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Timeline



Thank you!



3. Resources for faculty for research; Debra Haire-Joshu
On behalf of the Office of Networks and Innovation, Office of Faculty Affairs, and Office of Research Affairs, Debra Haire-Joshu (djoshu@wustl.edu) presented information on resources available to faculty and research tea



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4. Cortex resources; Natalie Self
5. Faculty Senate update; Rodrigo Reis
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7. Other





The School of Public Health provides a range of services and resources that support our faculty and their research.

Three offices supporting research

Office of **Faculty Affairs**

OFA

Professional development
Faculty-admin communication
Academic policies guidance

Office of **Networks & Innovation**

ONI

Innovation Research Networks
Interdisciplinary research
Partnership building

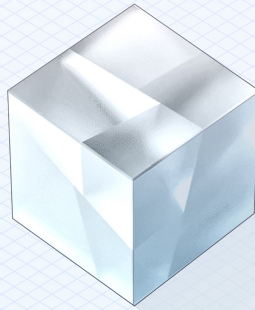
Office of **Research Affairs**

ORA

Proposal development
Funding acquisition
Grant administrative support



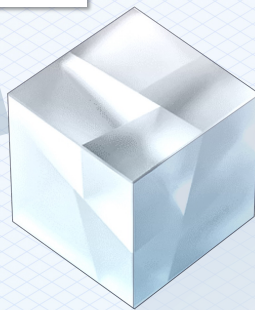
Access seamlessly integrated resources in one place



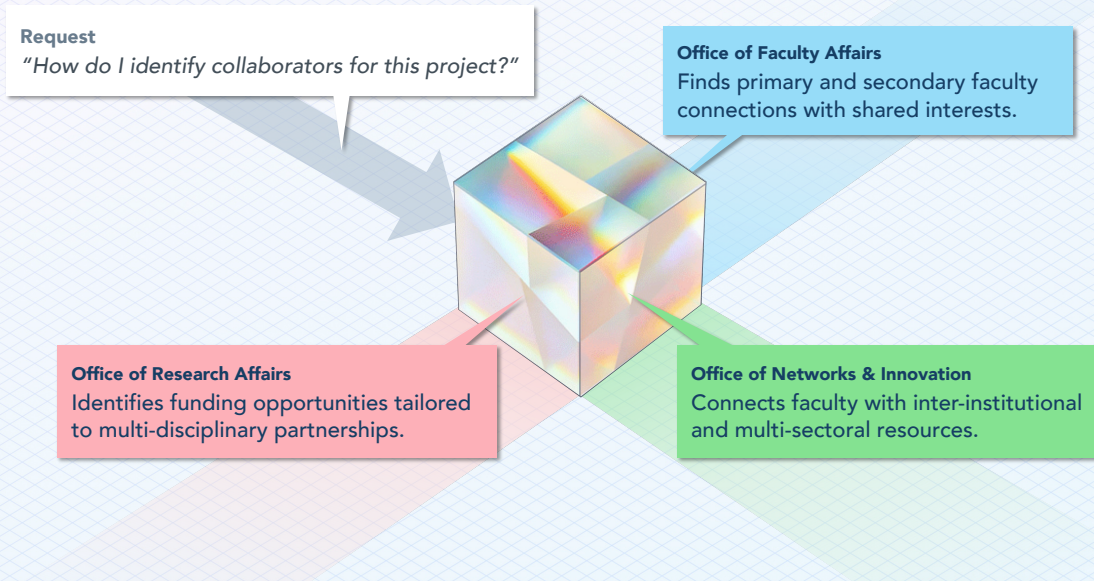
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Request

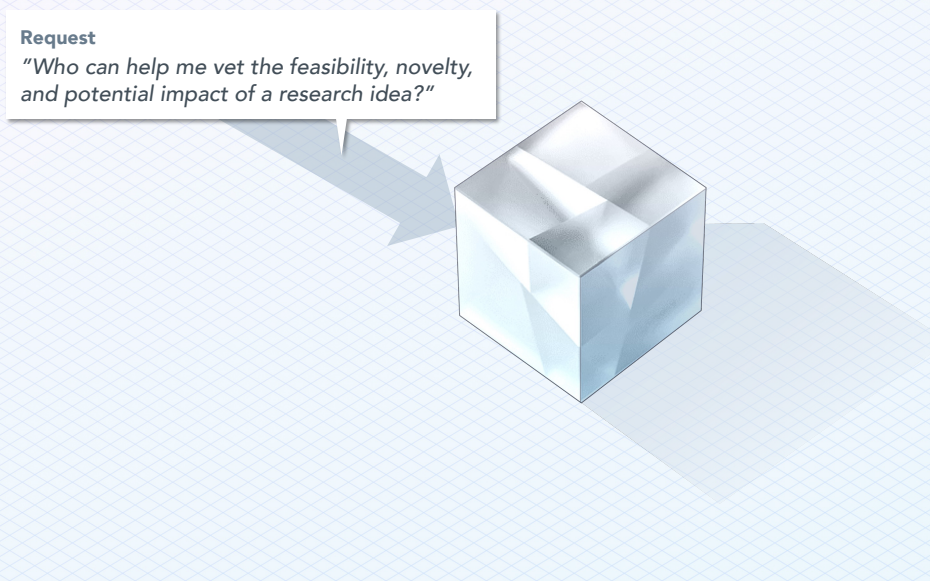
"How do I identify collaborators for this project?"



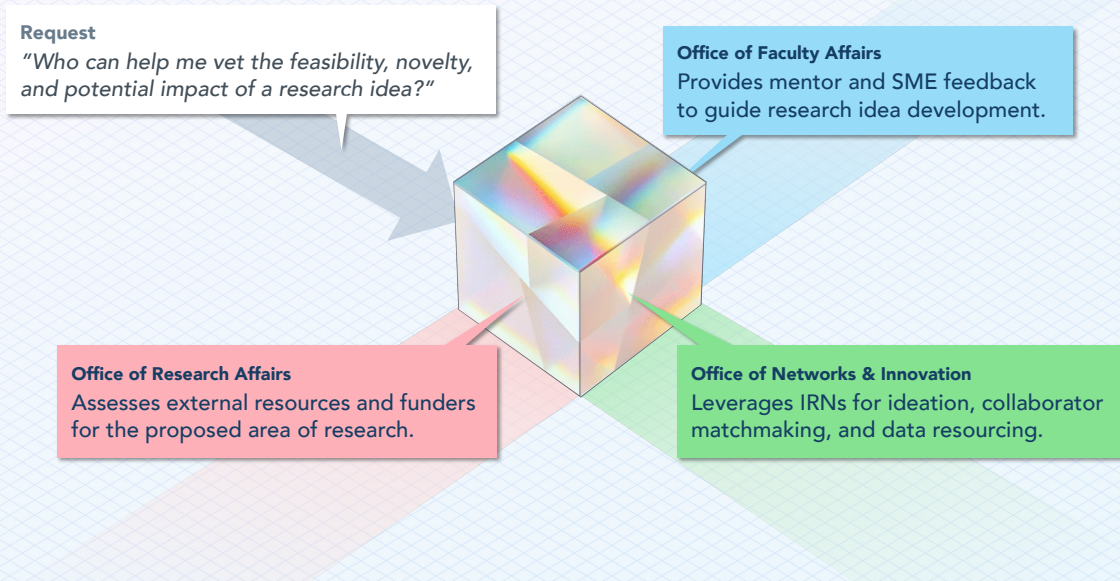
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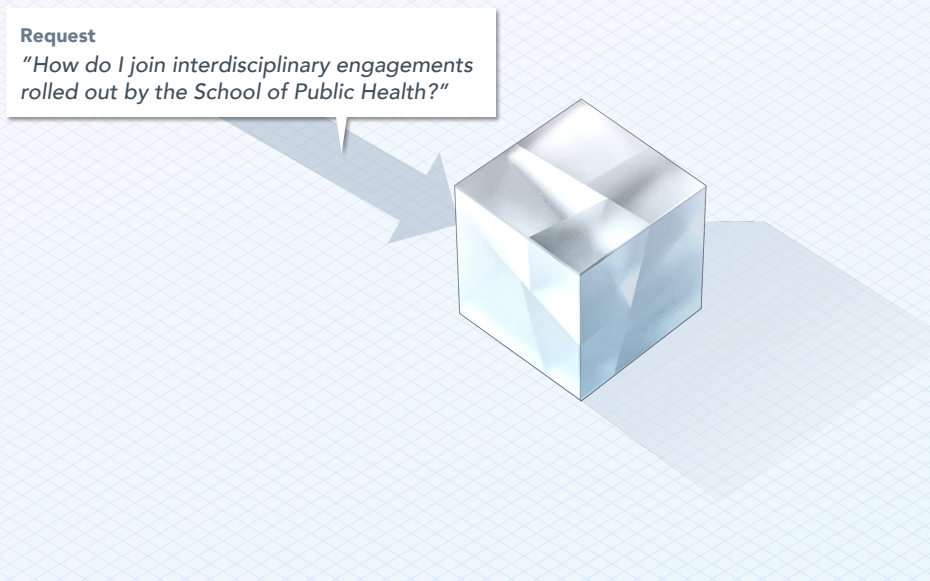
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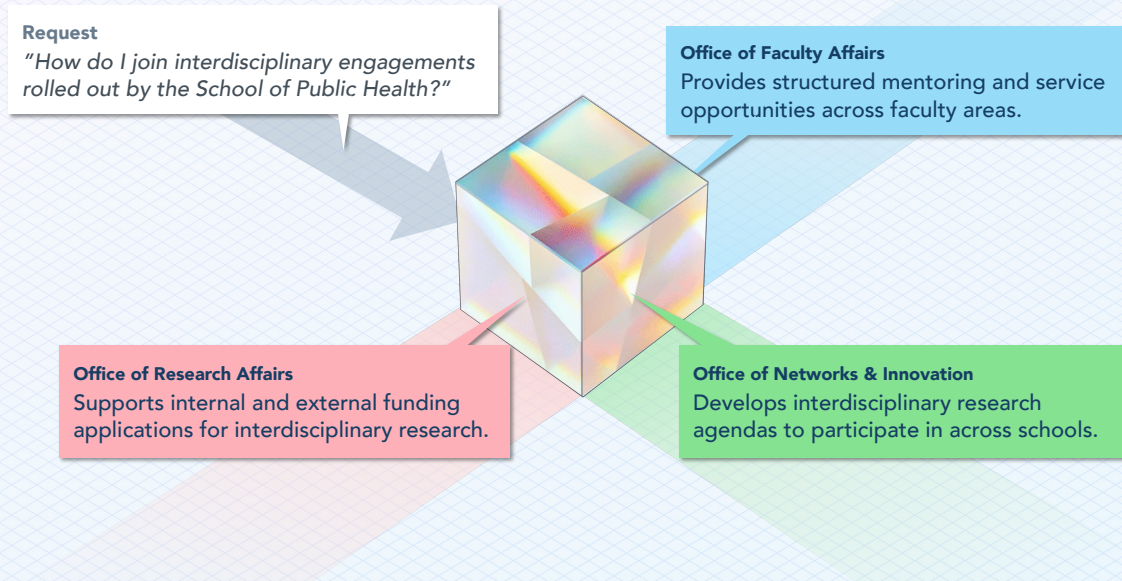
Access seamlessly integrated resources in one place



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Supporting faculty career development



☐ Sample services available to SPH

Recruitment	Onboarding	Promotion & Tenure	Retention	Retirement
- Access resources and consultations to identify competitive funding opportunities - Connect with interdisciplinary research networks aligned with your interests - View clear career advancement pathways at SPH	- Participate in comprehensive faculty orientation - Access networking opportunities to build community with fellow faculty - Connect with IRNs and leverage existing data assets - Create competitive proposals, plan budgets, align with University OVCR	- Review research, teaching, and service expectations - Access timelines, processes, and milestones - Attend workshops on dossier prep and procedural navigation - Leverage signature annual convenings for impact	- Access mentorship and coaching programs across various career stages - Use skill-building workshops for growth and development - Mobilize resources for a diversified funding base - Manage awards and renewals	- Access resources for career transitions within and outside the university - Receive support for program closeout, handoff, and reporting - Participate in recognition programs honoring faculty achievements



Supporting faculty career development



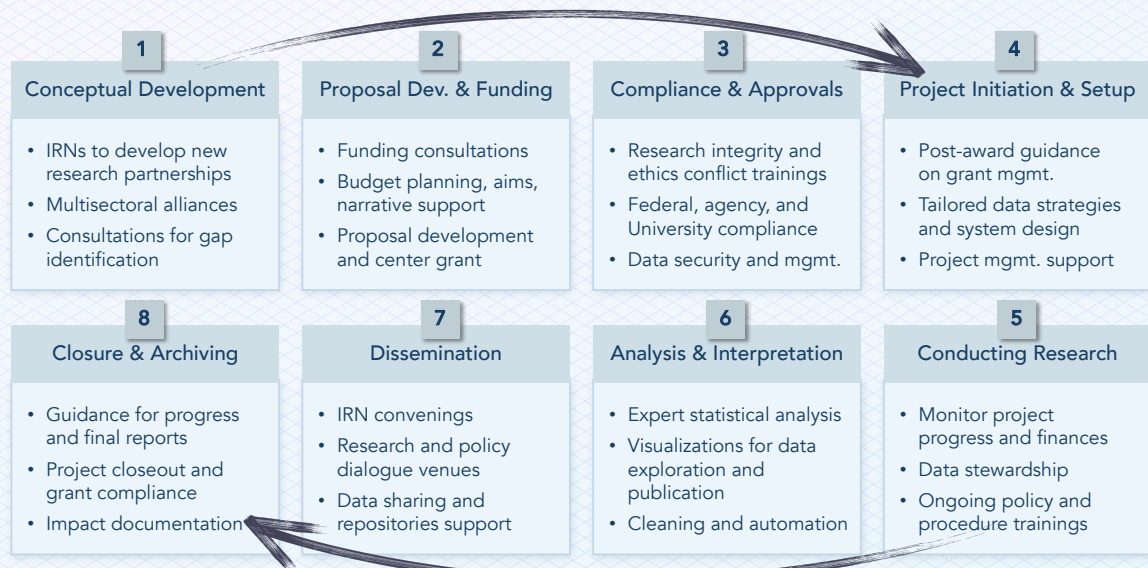
Faculty Affairs (OFA)

Networks & Innovation (ONI)

Research Affairs (ORA)



Enabling your research at each project stage



Enabling your research at each project stage



Key contacts and additional information about each office

<i>Office of</i> Faculty Affairs  Dr. Debra Haire-Joshu [email] Associate Dean, Faculty Affairs Leah Kemper [email] Director, Faculty Affairs Read more about OFA	<i>Office of</i> Networks & Innovation  Dr. Morven McLean [email] Executive Director, Networks & Innovation Ben Cooper [email] Director, Data Management & Analytics Read more about ONI	<i>Office of</i> Research Affairs  Dr. Lisa Klesges [email] Associate Dean, Research (interim) Dr. Susan Vorkoper [email] Director, Research Development Read more about ORA
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4. Cortex resources; Natalie Self

Natalie Self (nself@cortexstl.org), Senior Vice President of Equitable Economic Impact, presented on the resources available to the School of Public Health community in the Cortex Innovation District. If anyone has questions about upcoming events and activities, feel free to sign up for the Cortex newsletter [here](#). For any questions about space rental or other resources, please reach out to Natalie directly.



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5. Faculty Senate update; Rodrigo Reis

Rodrigo Reis (reis.rodrico@wustl.edu), Faculty Senate chair, shared updates from the Faculty Senate. He introduced the members of this committee and shared their charter. Rodrigo noted that the group is actively working on Faculty Senate bylaws. He also invited fellow faculty colleagues to reach out to him or anyone else on the senate to share ideas for the committee to add to their future agendas.



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6. Staff Administrative Advisory Council update; Leah Kemper

Leah Kemper (kemper@wustl.edu), Staff Administrative Advisory Council chair, shared updates from the Staff Administrative Advisory Council. She noted the members of this committee and shared their charter. Leah noted that the group will hold their first meeting later this week. The committee will begin by working on additions to the Annual School Survey as well as staff development and recognition opportunities. She also invited fellow staff colleagues to reach out to her or anyone else on the council to share ideas for the committee to add to their future agendas.



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Staff Administrative Advisory Council update

Leah Kemper, Chair

Staff Administrative Advisory Council (SAAC)

- Council members
 - **Mary Adams**, Senior Research Administrator, Prevention Research Center
 - **Caroline Clasby**, Director of Admissions and Recruitment
 - **Zach Flauaus**, Senior Web Developer/ Designer and Digital Strategist
 - **Eliana Goldstein**, Public Health Research Coordinator II, Politi Lab
 - **Leah Kemper**, Director of Faculty Affairs
 - **Alexis Marsh**, Senior Innovation Research Network Manager, Health Communication Collaborative
 - **Christy Potthast**, Director of Financial Management & Grants Administration
 - **Cindy Schwarz**, Associate Director, Center for Obesity Prevention and Policy Research
 - **Susan Vorkoper**, Director of Research Development
 - **Sydney Zarate Sada**, Special Projects Coordinator, Office of the Dean



Charge for the SAAC

- Broadly charged with considering and recommending action, as appropriate, on all matters affecting the professional concerns of the SPH staff and may examine and recommend action on broad issues affecting the general SPH and University community
- Initial agenda items
 - Review of the SPH survey with the evaluation team
 - Staff Development
 - Formal staff development opportunities
 - Staff awards
 - Informal staff events/ community building
- Reach out to Leah Kemper (kemper@wustl.edu) with items/topics for consideration by the council



7. Other

Dean Sandro Galea welcomed attendees to share any addition updates before closing out the session.

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