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February 21, 2016

To: Howard Frumkin, Dean, School of Public Health  
John T. Slattery, Vice Dean for Research and Graduate Education, School of Medicine

From: David L. Eaton, Vice Provost and Dean  
Rebecca Aanerud, Associate Dean for Academic Affairs

RE: Review of the Department of Global Health (2014-2015)

This memo outlines the recommendations from the review of the Department of Global Health in the School of Public Health and School of Medicine. Detailed comments on the review can be found in the documents that were part of the following formal review proceedings:

- Charge meeting between review committee, department, and administrators (November 3, 2014)
- Department of Global Health self-study (February 24, 2015)
- Site visit (April 16-17, 2015)
- GPSS Report (May 7, 2015)
- Review committee report (May 19, 2015)
- Departmental response to the review committee report (August 31, 2015)
- Graduate School Council consideration of review (January 21, 2015)

The review committee consisted of:

Scott Davis, Professor and Chair, UW Department of Epidemiology (Review Committee Chair)  
C. Leigh Anderson, Professor, UW Evans School of Public Affairs  
Warren D. Johnson, Professor and Director, Center for Global Health, Weill Cornell Medical College  
Maurizio Vecchione, Sr. Vice President of Global Good & Research, Intellectual Ventures

The Department of Global Health was established in 2007 and is administered by both the School of Medicine and the School of Public Health. The department offers the Master of Public

Health; Doctor of Philosophy; Graduate Certificate in Global Health; and the Undergraduate Minor in Global Health.

A subcommittee of the Graduate School Council presented findings and recommendations to the full Council at its meeting on January 21, 2016. After discussion, the Council recommended the department submit a review report on its academic programs in three years (2018-2019), as described below. At that point, the Council will make a formal recommendation regarding the timing of the next full academic program review. Specific observations and recommendations regarding the program that were called out by the Council include the following.

#### Program Strengths

The review committee's overall assessment was that the Department of Global Health is outstanding, a world-class and unique organization recognized for its "internationally renowned faculty, dedicated staff, and accomplished students." Observations included the following:

- The Department is large and productive, with 28 centers, programs and initiatives; 350 participating faculty representing 41 departments and 15 schools and colleges; and nearly 500 students, residents and fellows.
- Its Ph.D. program is unique and strongly multidisciplinary.
- The diversity among students enrolled in the programs is recognized.
- Faculty demonstrate a passion for education and contributions to the development of this new field.
- There is general excitement over the newness of the program and its global reach.
- Diversity and interdisciplinarity enthrust faculty, staff, and students.

#### Program Challenges & Risks, with Review Committee Recommendations

- The review committee drew attention to the department's "historic reliance on an undiversified revenue portfolio" and encouraged efforts to develop new revenues.
- The department had no formalized strategic plan and was strongly encouraged to develop this as a tool for financial planning.
- The Advisory Board can be reconfigured to optimize members' contributions to the department.
- The department should strengthen the connection of its students to alumni, as well as to local and remote opportunities for employment.
- Departmental growth is viewed as both likely and beneficial, but also presents a challenge. Offering larger classes should not be considered a growth model for the graduate programs.

#### Areas of Concurrence and/or Disagreement

The department agreed with all review committee recommendations. Specific responses included:

- The department agreed that constructing a strategic plan to address financial sustainability is needed and expressed plans to move forward quickly.
- The department initiated the process of reconfiguring its external advisory board.

- A comprehensive survey of Master of Public Health (MPH) alumni is being undertaken to address concerns from students about student services and data systems. The department will work to revise systems including the departmental website.
- With regard to student internships and in-country partnerships, the department accepted that these could be improved, and it is taking steps to improve these connections.
- The department plans to prioritize packaging the Global Health “product” better, with a view to improving attraction of donors as well as students, potential partners, employers, and colleagues.
- The department also agrees that care must be taken in expanding its academic and other programs. It recognizes the need to intentionally develop active learning classroom experiences and to provide more individual mentorship when growing programs, anticipating that faculty will need to spend more time on teaching activities. This will prompt the department to review its faculty compensation model.

#### Graduate School Council Recommendations

The Graduate School Council commends the Department of Global Health on the strength of its programs, faculty, and students. Given the newness of the department, its growth trajectory, and the fact that no PhD students have yet graduated, the Council recommends the department submit to the Graduate School Council a review report in three years (2018-2019). This report should focus on the department’s academic programs and should specifically include the following components:

- 1) Indications of success for the PhD and MPH programs, including:
  - a. Enrollment, selectivity, completion, and any other relevant data for the PhD program;
  - b. Stability of the curriculum/course offerings for the MPH program.
- 2) Development of a departmental strategic plan that contains a focus on the department’s academic programs. This should include academic growth and stability, enrollment goals, and sustained program quality.
- 3) Information on any developments in growing the department’s undergraduate minor or in establishing an undergraduate major.
- 4) An outline of the financial stability of the department’s academic programs, specifically appropriate compensation mechanisms for faculty teaching in those programs.

After reviewing the report, the Council will formally recommend a timeline for the next full academic program review. This recommendation will be either for a ten-year review (2024-2025) or, if the Council has concerns about the department’s academic programs based on information contained in the report, may be for a shorter period.

We concur with the Council’s comments and recommendations.

cc: Gerald Baldasty, Interim Provost and Executive Vice President  
Patricia Moy, Associate Vice Provost for Academic and Student Affairs, Office of the Provost  
Janice DeCosmo, Associate Dean, Undergraduate Academic Affairs

Shirley Beresford, Senior Associate Dean, School of Public Health

Judith Wasserheit, Chair, Department of Global Health

Stephen Gloyd, Associate Chair, Department of Global Health

Members of the Graduate School Council

David Canfield-Budde, Director, Academic Affairs & Interdisciplinary Programs, The  
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GPSS President