

**Comprehensive Program Review (CPR)
School of Public Health
Georgia State University
July 2020**

The following programs are critical to the institutional mission and thus MEET the institution's criteria for retention:

Bachelor of Sciences with a major in Public Health (51220101)

The SPH began offering the Bachelor of Science in Public Health (BSPH) degree in fall 2016 semester. The University System of Georgia (USG) Board of Regents (BOR) approved BSPH program proposal included a recruitment goal of 100 and 225 public health undergraduate students in the first and second years of the program, respectively. Both goals were exceeded, with 151 and 282 students enrolled at the end of the 2016 and 2017 academic years, respectively. The quality of SPH undergraduate students compare favorably to the overall GSU averages for APR required measures (high school GPA, SAT and ACT composite, freshman index) during the APR review period. Also, while overall GSU averages declined in all areas over the two year period, SPH made gains in nearly all measures. SPH graduated its first class of 7 BSPH students in May 2018.

Master of Public Health (51220101)

The SPH's first degree offering, the Master of Public Health (MPH) degree, enrolled its first students in fall 2004 semester, and it has grown to be the 3rd most popular graduate/professional major at GSU, just behind the JD and MBA degree programs. During the 2016-2017 reporting cycle, the GSU SPH ranked first in percentage of Black/African-American master's students in Association of Schools and Programs of Public Health (ASPPH) member schools. The 6-year retention rate of MPH students for those entering during AY 2011-2012 was 78% percent. The SPH has a 100% pass rate on the Certified in Public Health (CPH) exam offered by the National Board of Public Health Examiners (NBPHE) during the APR review period. GSU SPH graduate outcomes for the APR review period are nearly identical to national trends—74% employed, 10% continuing their education/training, 4% seeking employment, 2% not seeking employment, and 10% unknown. The SPH graduate student to tenure track faculty ratio has improved from 21:1 in fall 2015 to 17:1 in fall 2017. However, this ratio is still larger—sometimes three or four times more—than the ratios in most of the other high-producing units at GSU. SPH increased its graduate-level credit hours by 34% between FY2016 and FY2018.


Doctor of Philosophy with a major in Public Health (51220101)

The Doctor of Philosophy (PhD) program in the School enrolled its first cohort in fall 2011. Support for PhD students has been prioritized, and four years of grant/external or teaching funding has been available to nearly all full-time PhD students during the APR review period. The 6-year graduation rate of PhD students for those entering during AY 2011-2012 was 89%. Public health doctoral students and graduates are both coproducing and leading quality research, with at least one recent graduate's paper already earning the Web of Science Highly Cited Paper distinction given to a paper receiving enough citations to place it in the top 1% of the academic field of Social Sciences.

Provost/VPAA Signature and Date _____

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Provost/VPAA's Designee Signature and Date _____

 7/30/20

Appendix: Academic Program Review (APR) Action Plan

Status of Action Items from Prior Review (2009-2010)

A 2009-2010 Action Plan was not approved. Instead, the then-Institute of Public Health transitioned to a standalone college, the School of Public Health (SPH), at Georgia State University (GSU).

Major Findings in Current Review (2018-2019) and Action Steps for the Coming Cycle

1. Although School leaders have sought inclusive processes while establishing a school, not all faculty feel included in the decision-making process.
 - a. Department Chairs will foster faculty engagement by holding regular department meetings—at least four per academic year—in their newly established departments where faculty input will be sought. Accordingly, Chairs will communicate feedback and concerns from the faculty to the Dean. Timeline: ongoing.
 - b. The Dean and college-level offices will continue to make regular presentations regarding decisions made in their area to faculty at school-wide faculty meetings held at least two times per academic year. Timeline: ongoing.
 - c. The Dean will shift the Academic Affairs Committee chair position away from a college-level associate dean to an elected faculty member. Timeline: Fall 2019 semester.
 - d. The Dean will shift the Faculty Affairs Committee chair position away from a college-level associate dean to an elected faculty member. Timeline: Fall 2019 semester.
 - e. The College Administrative Officer (CAO) will share the School's budget with Department Chairs at least quarterly per academic year. Timeline: ongoing.
 - f. Given the new college structure (two departments), the Dean will revisit the strategic plan through a School-wide process that reviews, refreshes, and/or deepens the existing mission, vision, values, goals, and objectives. Missing strategy and tactics will be added. Timeline: FY 2022

2. Given the recent reorganization in SPH, external reviewers recommend the School pause and invest time, energy, and, if possible, resources into stabilizing and building the staff infrastructure to support all of the efforts that have been initiated, before pursuing continued growth in new areas.
 - a. The CAO will conduct an evaluation of staff support in the School, identifying gaps in service and opportunities for enhanced operational efficiencies, and will present the findings to the School's Executive Committee. Timeline: FY 2020.
 - b. The CAO will establish a staff committee dedicated to fostering a culture of collaboration to increase productivity and provide training in operational processes within the School to boost efficiency. Timeline: FY 2020.
 - c. The Assistant Dean for Academic Programs will work with departments to achieve strategic course scheduling that better utilizes faculty resources, recognizes their

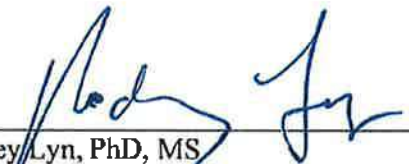
contributions to instruction, and maximizes offerings from a learner perspective.
Timeline: ongoing.

- d. Department Chairs will include an evaluation of *all* instruction—classroom, integrative learning experiences (dissertation, thesis, etc.), advisee mentorship, etc.—in annual reviews required of faculty for promotion and/or tenure. Timeline: ongoing
3. Students highlight gaps in available courses, research opportunities, and financial support that may be due to rapid growth in enrollments.
 - a. The Assistant Dean for Academic Programs will work with departments to achieve an appropriate balance of daytime, evening, and online courses to support diverse needs of students and ensure accessibility of our academic programs. Timeline: ongoing.
 - b. The recently hired Development Director will design and execute a comprehensive alumni engagement plan aimed at increasing the number of individual gifts from alumni, and will also implement a robust development strategy to generate major and planned gifts and partnerships with private organizations to fund scholarships and practicum experiences for students. Timeline: ongoing.
 - c. The Associate Dean for Research and Faculty Affairs will emphasize the need for external funding proposals to include GRA positions. Timeline: ongoing.
 - d. Department Chairs will encourage their faculty to engage non-paid students in their research. The need for a formal research-volunteer program will be explored. Timeline: ongoing.
 - e. Department Chairs will review course capacity for all courses and teaching capacity for all faculty members, ensuring equitable and efficient course staffing. Timeline: FY 2021 and ongoing.
 4. Students report inadequate faculty and staff numbers charged with fostering connections to professionals and organizations in the community that could provide a network for service-learning, internships, and, ultimately, jobs and long-term career guidance. SPH's practicum and career office only contains one employee, despite exponential growth in student and alumni numbers and needs.
 - a. Each Department will have at least one department-level faculty member serve as instructor for the MPH practicum experience. Timeline: FY 2020.
 - b. The Dean will examine financial resources and opportunities for budget redirection to expand the SPH's practicum and career office, with the goal of strengthening our connections to community and agency partnerships in order to provide the most beneficial practicum, mentorship, and training experiences. Timeline: FY 2020 and ongoing.
 5. Faculty expressed concern about the level of support for continued research production and collaboration.
 - a. The Associate Dean for Research and Faculty Affairs and the CAO will explore the possibility of realigning research staff duties based on funding needs (e.g., shifting post-award staff to pre-award duties when grant submission numbers are high). Timeline: FY 2020.
 - b. The Associate Dean for Research and Faculty Affairs and the CAO will encourage better communication and feedback from faculty and staff around research support, so

that both parties are able to collaborate on achieving best practices. Timeline: ongoing.

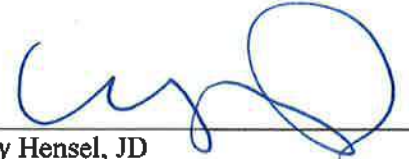
- c. The Associate Dean for Research and Faculty Affairs will develop resources (guidance docs, trainings, etc.) for the research process (what tasks can be done by research support staff; guidance on timing of submitting proposals). Timeline: FY 2020 and ongoing.
- d. The CAO will reintroduce research staff to faculty at a FY 2020 college-wide faculty meeting and clarify their unique roles and areas of support for the research process, and will introduce research staff to faculty at every new faculty orientation. Timeline: FY 2020 and ongoing.
- e. The Associate Dean for Research and Faculty Affairs will ensure that all new faculty have appropriate mentorship to facilitate collaborations and grant submissions. Timeline: FY 2020.

Signatures



Rodney Lyn, PhD, MS
Interim Dean and Senior Associate Dean for Academic and Strategic Initiatives
Associate Professor, Department of Health Policy and Behavioral Sciences

10/15/19
Date



Wendy Hensel, JD
Interim Provost and Senior Vice President for Academic Affairs
Professor of Law

10/22/19
Date