FY24 JHU Annual Review for Gilbert Morgan

Employee Information

First Name

Gilbert

Last Name

Morgan

Position Title

Academic Program Manager

Manager

Sally Safi

Organizational Unit

10001214-PFRH Education Administration Office

Personnel Area

School of Public Health

Goals and Major Responsibilities

Comments on Goals and Major Responsibilities

Gilbert Morgan:

Enhance Recruitment and Admissions Processes: Actively working on updating and fixing the answer forms on SOPHAS to reflect new criteria based on student and faculty feedback, ensuring a more accurate and streamlined admissions process. Collaborating with Kristen and front office to promote our degree programs effectively.

Expand Alumni Engagement: Continue to expand on previous goals by further refining alumni engagement strategies, including the development of targeted communication plans and increased involvement in alumni events and initiatives.

Course and Curriculum Development: Introduced and implemented a new Special Studies form designed to capture detailed student progress, facilitating better tracking and support for individualized study plans. Continue to enhance the PhD annual review forms to address potential issues early on, ensuring students receive the guidance and support they need throughout their studies.

Sally Safi:

Gilbert will design and implement a tracking system for PFRH special studies forms, both for proposal/dissertation-related work (one form) and for other special studies work (another form). This will involve (1) building consensus among the doctoral committee for implementing use of the special studies form for PFRH PhD students, (2) informing students signed up for special studies (and faculty) that the special studies form will be required, and (3) tracking completion of forms each term (deadline for form: last day of the add period each term). A CoursePlus site for special studies may be a useful tool.

Gilbert will also use a revised PhD credentialing form (reflecting changes/updates to PhD academic requirements) to credential PFRH PhD students.

Streamlining PhD admissions for the coming year in an important priority.

Working with others on alumni engagement would also benefit the department!

Core Values

Diversity. Be open. Embrace and value different backgrounds, opinions, and experiences.

Excellence and Discovery. Be the best. Commit to exceptional quality and service by encouraging curiosity, seeking information, and creating innovative solutions.

Leadership and Integrity. Be a role model. Inspire others to achieve their best and have the courage to do the right thing.

Respect and Collegiality. Be kind. Listen to understand and embrace others’ unique skills and knowledge.

Gilbert Morgan:

Diversity: Incorporate feedback from diverse groups to continuously improve the academic and social environment within the department.

Excellence and Discovery: Continue to seek innovative solutions to emerging challenges, maintaining a commitment to excellence.

Leadership and Integrity: Continue to empower colleagues and students to take on leadership roles, fostering a sense of ownership and responsibility. Maintain a strong commitment to integrity in all actions, ensuring that decisions and initiatives are ethical and transparent.

Respect and Collegiality: Provide mentorship and support to colleagues and students, fostering a collegial and supportive environment.

Sally Safi:

Agree

Overall Self-Rating

Employee's Overall Self-Rating

Rating

Highly Exceeds Expectations

Overall Rating

Manager's Overall Rating

Rating

Highly Exceeds Expectations

Overall Comments

Please use the space below to capture any other comments about annual outcomes.

Gilbert Morgan:

I continue to enjoy my work at PFRH, finding it both rewarding and fulfilling. The environment and collaborative spirit within the department have greatly contributed to my professional growth. I am committed to enhancing my skills and knowledge to better serve our students, faculty, and alumni. Looking ahead, I aim to take on more responsibilities and further develop my leadership capabilities, particularly in areas such as alumni engagement and course development. I am eager to contribute to new initiatives and support the ongoing success and reputation of our programs.

Sally Safi:

Especially with all the changes happening at Hopkins due to PhD unionization, there is plenty of opportunity to problem solve and adjust the PFRH PhD program to meet evolving School and student needs. I appreciate Gilbert sharing ideas and thoughtfully considering others' ideas as we strategize how to continue offering excellent PFRH education programs. I appreciate his collaborative approach and willingness to take on new responsibilities.

Professional Development

Professional Development Goals are included for discussion, but will not be rated during the Annual Review. These goals are intended to enhance job-related skills and capabilities for current or future roles.

Comments on Professional Development

Gilbert Morgan:

See the following:

Networking Opportunities: Would like to seek out networking opportunities with professionals in similar roles at other institutions to exchange best practices and gain new insights into academic program management.

Diversity and Inclusion: Would like to attend training sessions on diversity, equity, and inclusion to further promote an inclusive and supportive environment for all students and staff.

Will continue to look for courses in "Leadership & Management Development" that can promote growth in my position.

Signatures

Signature does not imply agreement or disagreement. It is only an acknowledgement that the discussion occurred.

After signatures have been added, a copy of this document will be sent to the employee's HR representative.

FY23 JHU Annual Review for Gilbert Morgan

Employee Information

First Name

Gilbert

Last Name

Morgan

Position Title

Academic Program Manager

Manager

Sally A Safi

Organizational Unit

10001214-PFRH Education Administration Office

Personnel Area

School of Public Health

Goals and Major Responsibilities

Comments on Goals and Major Responsibilities

Gilbert Morgan:

Area of Need from mid-year

1. TA and faculty relationships have been contentious over the academic year. My goal is to bring oversight to the teaching assistants. This includes clarifying the roles of TAs, providing feedback from TA roles to faculty and work with faculty to make roles to make roles of TA clearer. Would also bring conflict resolution skills when challenges arise. Creation of best practices and update of TA work agreements.

2. Course management/course development has been unclear with faculty at times. Would like to take a more leadership role in the early stages of course development. This includes clarifying the steps faculty need to take in order create courses and creation of department depository of CAS approved courses.

3. Better streamlining of tracking/credentialing for both PhD and master’s students. New tracking system in SIS that can be onboarded. Will bring to department that allows faculty and student to see live tracking of grades and course scheduling.

4. Creation of up-to-date workplan, that includes Microsoft teams with the entire education department (ME, Caroline, Kristin, Kristen and Sally) in order to better triage and manage work flow. This way we can ensure better communication and easier flow of tasks & documentation

Responses:

1. TA and faculty relationships improved over the course of the year and roles became more clearer with new TA form.

2. Helped in the overhaul of courses needed by CEPH. Reviewing of courses, including objectives and syllabi still needed. Would like to take on that role for next year. Also need to area of interest courses.

3. New auditing system will need to be implemented, would like to take that on as a new role. Credentialing for PhD students was more streamlined this year.

4. This was created and maintained over google sheets. Roles and responsibilities were more defined.

Sally Safi:

Gilbert will continue to be involved in refinement of the TA form to ensure faculty and students communicate expectations and have positive working relationships. Over the past year, Gilbert contributed to development/collection of materials needed for PFRH CEPH review, the PFRH T32 HEAAL proposal, and MCH CoE reports. In the coming year, he will be involved in coordinating and shaping further revisions to PFRH curriculum including refining PhD research methods course requirements and requirements currently tied to PFRH Areas of Interest. Gilbert manages the credentialing of PFRH PhD students and will work with Sally in the coming year to explore, understand, and implement the new School course auditing tool. Gilbert also expressed interest in taking on more responsibility in bolstering PFRH work to highlight and connect with alumni, which is an area of need. Finally, Gilbert would like to create and implement an information session for master's students on applying to the PFRH PhD program.

Core Values

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Excellence and Discovery. Be the best. Commit to exceptional quality and service by encouraging curiosity, seeking information, and creating innovative solutions.

Leadership and Integrity. Be a role model. Inspire others to achieve their best and have the courage to do the right thing.

Respect and Collegiality. Be kind. Listen to understand and embrace others’ unique skills and knowledge.

Gilbert Morgan:

Diversity - Something that I openly embraced. I have been respectful and mindful of others. In my role, I work with people from various backgrounds and have always been genuine and treated others with dignity. More emphasis on IDARE issues, which I used to mediate sensitive issues among students and faculty.

Excellence and Discovery - I have created many solutions to programmatic problems in the department, which are still being implemented. One example being the transparency of committees. I have crafted language and led out in discussions with students on the processes and responsibilities of the Education Office. This past year I lead in open houses and overhauled student tracking to catch potential problems such as under enrollment and missed milestones.

Leadership and Integrity - I have led and sat on a number of schoolwide committees and participated in departmental initiatives (CEPH changes). I have also resolved conflicts and have been a voice or reason in many contentious matters.

Respect and Collegiality - Always willing to listen and have adapted to the changing atmosphere and perspectives of students.

Sally Safi:

Gilbert respects the diversity of students, faculty, and staff. He is kind and supportive and is a valued resource to students.

Overall Self-Rating

Employee's Overall Self-Rating

Rating

Highly Exceeds Expectations

Overall Rating

Manager's Overall Rating

Rating

Highly Exceeds Expectations

Overall Comments

Please use the space below to capture any other comments about annual outcomes.

Gilbert Morgan:

Another year under my belt where I have highly exceeded my expectations and took on new projects and challenges. Worked closely with Sally and Kristen to make operations in the Education office more transparent and smoother.

Sally Safi:

Gilbert is a knowledgeable and compassionate colleague who plays an important role in supporting PFRH students and faculty, particularly those involved in the PFRH doctoral program. I appreciate his willingness to take on additional tasks and make improvements to the PFRH Education Office. I look forward to partnering with him on new initiatives including the PFRH curriculum review and expanded alumni outreach/connection efforts, and many ongoing activities.

Professional Development

Professional Development Goals are included for discussion, but will not be rated during the Annual Review. These goals are intended to enhance job-related skills and capabilities for current or future roles.

Comments on Professional Development

Gilbert Morgan:

Continuing to expand knowledge and skills, including taking on courses and more tasks. Currently enrolled in a SAS course and program management. Still looking to expand my role in the department in hopes of becoming Sr. Academic Manager.

Sally Safi:

I support Gilbert continuing to take advantage of professional development and other learning opportunities!

Signatures

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After signatures have been added, a copy of this document will be sent to the employee's HR representative.

Employee:

07/07/2023

Manager:

07/07/2023

Sally Safi

FY25 JHU Midyear Review for Gilbert Morgan

Employee Information

First Name

Gilbert

Last Name

Morgan

Position Title

Academic Program Manager

Manager

Sally Safi

Organizational Unit

10001214-PFRH Education Administration Office

Personnel Area

School of Public Health

Goals and Major Responsibilities

Comments on Goals and Major Responsibilities

Gilbert Morgan:

Enhancing Recruitment and Admissions Processes

SOPHAS Updates & Process Improvements: Continue refining and updating SOPHAS answer forms to align with evolving criteria based on feedback from students, faculty, and staff. This includes ensuring a more seamless application experience, reducing inconsistencies, and improving transparency in admissions criteria.

Collaboration & Outreach: Partnering with Kristen McCormick and the front office to strengthen outreach efforts, including targeted recruitment campaigns, clearer program messaging, and enhanced engagement strategies for prospective students.

Process Optimization: Exploring ways to integrate technology and automation where applicable to make admissions more efficient, such as pre-screening tools or improved data tracking.

Expanding Alumni Engagement

Strategic Communication Plan: Develop and refine alumni engagement strategies by implementing targeted communication plans that foster stronger connections between alumni and the department. This may include periodic newsletters, updates on department initiatives, and highlights of alumni achievements.

Event Involvement: Increase alumni participation in department events, such as career panels, networking sessions, and mentorship programs, to create meaningful opportunities for engagement.

Database & Tracking: Improve tracking of alumni career trajectories and involvement with the department, ensuring that engagement efforts are data-driven and aligned with the interests and expertise of alumni.

Course and Curriculum Development

Special Studies Tracking System: Design and implement a robust tracking system for PFRH special studies forms. This will involve:

Structuring Two Distinct Forms: One for proposal/dissertation-related work and another for other special studies activities.

Consensus Building & Implementation: Working with the doctoral committee to gain consensus on formal adoption of the special studies form for PFRH PhD students.

Communication & Compliance: Informing students and faculty of the new process and ensuring completion of forms by the last day of the add period each term.

CoursePlus Integration: Exploring the feasibility of using CoursePlus as a central hub for form submissions and tracking.

PhD Credentialing & Academic Requirement Updates: Utilize a revised PhD credentialing form that reflects recent updates to academic requirements, ensuring accurate tracking and validation of PhD students' progress.

Streamlining PhD Admissions

Application Review & Refinement: Continue to refine the application review process to increase efficiency, ensuring that applicants' materials align with departmental priorities and expectations.

Faculty Involvement & Decision-Making: Strengthen coordination with faculty reviewers to maintain consistency in application evaluations.

Process Enhancements: Work on developing a standardized checklist or rubric to streamline the review process and improve transparency in admissions decision-making.

Alumni & Departmental Engagement Initiatives

Collaboration with Alumni & External Affairs: Continue working on initiatives to strengthen the department’s ties with alumni, leveraging their expertise for student mentorship, career advising, and departmental growth.

Faculty & Student Involvement: Encourage faculty and student participation in alumni events to foster stronger relationships across all levels of the department.

Sally Safi:

For recruitment and alumni engagement, it will be key to work with Mary Alice, Erin Hager, and others. We welcome you to join new and ongoing efforts.

For special studies and credentialing, I appreciate all your efforts to roll out improved processes this year. Will be important to continue to implement these processes, track and store files, and follow up on missing forms to ensure 100% completion rate.

For PhD admissions, thanks for a huge effort in a record-breaking year. Welcome thoughts on how to further refine screening process in future cycles to reduce faculty burden.

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Respect and Collegiality. Be kind. Listen to understand and embrace others’ unique skills and knowledge.

Gilbert Morgan:

Diversity: I embrace and value different backgrounds, perspectives, and experiences. I welcome and seek out voices that may differ from my own. I foster an inclusive environment by encouraging open, respectful dialogue where everyone feels valued. I advocate for equity by removing barriers to equal opportunities and supporting inclusive policies and initiatives.

Excellence and Discovery: I commit to quality and service by striving for excellence in research, student support, and daily work. I maintain high standards of responsiveness and efficiency. I encourage curiosity and continuous learning by embracing innovation and problem-solving. I pursue knowledge using data-driven, research-informed approaches and contribute to meaningful advancements in my field.

Leadership and Integrity: I lead with professionalism, dedication, and ethical decision-making. I inspire and support others to reach their full potential. I uphold honesty, transparency, and accountability while making fair and ethical decisions, even in difficult situations. I demonstrate courage by taking initiative in solving challenges, driving positive change, and standing up for what is right.

Respect and Collegiality: I listen to understand, ensuring all voices are heard and acknowledged. I show empathy, patience, and professionalism in every interaction. I recognize and appreciate the unique skills and expertise of others, fostering teamwork and collaboration. I create a supportive and positive community where kindness and respect are the foundation of every relationship.

Sally Safi:

Agree!

Overall Comments

Please use the space below to capture any other comments about midyear progress.

Gilbert Morgan:

I continue to find my work at PFRH both rewarding and fulfilling. The department’s collaborative spirit and commitment to excellence have played a significant role in my professional growth, providing me with opportunities to contribute meaningfully to our students, faculty, and alumni.

As I reflect on my role, I am committed to enhancing my skills and knowledge to better support the department’s evolving needs. I strive to improve efficiency in recruitment and admissions, strengthen alumni engagement, and contribute to course and curriculum development. My goal is to take on more leadership responsibilities, particularly in areas that align with the department’s long-term strategic initiatives.

Looking ahead, I am eager to contribute to new initiatives that enhance the student experience, streamline academic processes, and strengthen our connections with alumni and external partners. I value the opportunity to collaborate with colleagues and faculty on innovative solutions that maintain the department’s reputation for excellence. As the higher education landscape continues to evolve, I look forward to embracing new challenges, adapting to change, and supporting the continued success of our programs.

Sally Safi:

Thanks for your many contributions to the department in supporting current students and faculty, overseeing PhD admissions, and problem-solving as issues arise. Mary Alice is taking a lead on some alumni engagement efforts including updating and maintaining the alumni database and creating an alumni newsletter. Agree we can/should develop new initiatives to involve alumni in the department including interacting with current students. The master's program has worked hard on recruitment efforts this year, and we plan to do more next year. I welcome your ideas for specific actions and contributions to implement!

Professional Development

Professional Development Goals are included for discussion, but will not be rated during the Annual Review. These goals are intended to enhance job-related skills and capabilities for current or future roles.

Comments on Professional Development

Gilbert Morgan:

Expanding Networking Opportunities: I aim to actively seek out networking opportunities with professionals in similar roles at other institutions. By engaging in discussions with peers across academic program management, I can exchange best practices, gain new insights, and explore innovative strategies to enhance recruitment, admissions, and student support. Participating in professional organizations, conferences, and webinars will be a key focus to stay informed about industry trends and emerging best practices.

Leadership and Management Growth: I will continue to seek professional development opportunities in Leadership & Management Development that align with my role and future career aspirations. This includes identifying relevant courses, training programs, or mentorship opportunities that enhance my ability to manage projects, lead initiatives, and contribute to strategic decision-making within the department. Strengthening these skills will allow me to take on greater responsibilities and make a lasting impact on PFRH’s programs and student experience.

Sally Safi:

I support efforts to learn from others at different institution, as well as participating in Leadership & Management opportunities.

Signatures

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Employee:

03/27/2025

Gilbert Morgan

Manager:

03/28/2025

Sally Safi