

360° Review Summary – Dean Ashish Joshi

School of Public Health, University of Memphis

Academic Year 2025–2026

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The 360° review of Dean Ashish Joshi was conducted during Fall 2025. The process was led by a representative committee of faculty, staff, students, and external stakeholders and supported by the Center for Research in Educational Policy (CREP). It included multiple focus groups (President’s Council, Provost’s Leadership Team, Council of Deans, faculty and staff, and graduate students), faculty/staff and student surveys, and review of the Dean’s Statement of Accomplishments. Data from all sources were triangulated to assess leadership effectiveness, organizational culture, institutional impact, and areas for continued development.

Overall, the review reflects a School of Public Health that has undergone rapid transformation under Dean Joshi’s leadership. Stakeholders widely recognize him as a visionary, energetic, and mission-driven leader whose tenure has significantly strengthened the School’s infrastructure, visibility, and community impact. At the same time, the review surfaces important themes related to communication, pacing, and delegation that warrant focused attention as SPH transitions from a period of rapid expansion to one of long-term sustainability.

Across senior leadership groups, Dean Joshi is consistently described as innovative, entrepreneurial, and highly collaborative. Members of the President’s Council, Council of Deans, and Provost’s Leadership Team emphasized his strategic vision, responsiveness, and strong institutional presence. His ability to move ideas into action, elevate the visibility of SPH locally and internationally, and actively engage in undergraduate and graduate recruitment was cited as distinctive among academic deans. These efforts have contributed to enrollment growth, increased international student recruitment, and enhanced institutional reputation.

Faculty and staff feedback affirms these strengths while also highlighting the cultural climate Dean Joshi has fostered. Participants described him as accessible, inclusive, and supportive of innovation, with a leadership style that encourages participation and shared purpose. Major accomplishments include substantial growth in faculty size, expanded administrative capacity through dedicated offices for recruitment, research development, career readiness, and communications, and increased external funding and interdisciplinary collaboration. Faculty and staff report high confidence in his strategic vision and fiscal management.

Survey data reinforce these findings, showing strong agreement that Dean Joshi has been effective in increasing enrollment, supporting external funding, building community partnerships, and advancing student engagement. However, the same data also reveal areas of possible concern related to internal communication, delegation, human resource management, and transparency. Faculty and staff noted that decisions and initiatives are sometimes communicated after

implementation, compressed timelines can strain capacity, and delegation is not always perceived as clear or empowering. These patterns suggest the possible need for more deliberate change management and workload balancing.

Graduate students reported a generally positive academic experience, highlighting faculty quality, community-engaged learning, research opportunities, and SPH's distinct public health identity. Dean Joshi is viewed as accessible and personally invested in student success, particularly through support for research dissemination, conferences, and professional networking. At the same time, students identified variability in advising, practicum and internship support especially for biostatistics PhD students and mixed experiences related to advocacy and follow-through on student concerns.

Student survey results reflect similar patterns. Students rate faculty engagement, staff responsiveness, and community-based learning opportunities positively, and a majority agree that the Dean demonstrates effective leadership and vision. Lower ratings were observed in areas related to financial aid communication, student voice in decision-making, career preparation, and national and international reputation. Open-ended responses included both strong praise for faculty excellence and concerns about program-level consistency, particularly within the MHA program, underscoring the importance of addressing localized issues before they affect broader institutional confidence.

Across all data sources, the review identifies several core strengths: strategic growth and infrastructure development; strong research, innovation, and community engagement; visible and student-centered leadership; and increased institutional visibility for the School of Public Health. Together, these strengths have positioned SPH as an increasingly influential academic and civic partner with local, national, and global reach.

The review also highlights key themes requiring attention to ensure organizational sustainability. These include the need for more proactive, two-way communication; stronger shared governance and faculty engagement in planning; moderated pacing of new initiatives; clearer delegation and leadership development at the mid-management level; and greater consistency in student experiences across programs.

To build on existing success, the committee recommends that Dean Joshi strengthen communication and listening practices through structured consultation and follow-through; moderate the pace of initiatives while enhancing delegation and accountability; expand advocacy and applied career pathways for graduate students; and address professionalism and consistency through systematic program review. At the School level, continued investment in advising, practicum coordination, career services, cross-college collaboration, and regular climate assessment is encouraged.

In conclusion, the 360° review affirms Dean Ashish Joshi as a dynamic and impactful leader who has guided the School of Public Health through a period of remarkable growth and increased visibility.

The opportunities identified are not corrective but developmental, reflecting the need to balance innovation with sustainability, communication, and trust-building. With targeted attention to these areas, Dean Joshi and SPH are well positioned to consolidate recent gains and advance the School into its next phase of institutional maturity.