Date: March 15, 2010

To: Members of Strategic Alignment/Budget Reduction Review Committee

Subject: Strategic Alignment and Budget Reduction of Division of Health Sciences (including report from CHHS)

A. Overall plan

The Colleges of Health and Human Sciences (CHHS), Pharmacy (CP), and Veterinary Medicine (CVM) are aligned in the Division of Health Sciences. This alignment has created an opportunity to build on existing strengths and partnerships to advance the following goals, in support of Phase II of the OSU strategic plan for the area of Improving Human Health and Wellness:

- **TO DEVELOP AN INTEGRATIVE, CROSS-DISCIPLINARY RESEARCH, TOGETHER WITH INTERDISCIPLINARY GRADUATE PROGRAMS.**

- **TO TRANSFORM THE COLLEGE OF HEALTH AND HUMAN SCIENCES INTO AN ACCREDITED COLLEGE OF PUBLIC HEALTH AND HUMAN SCIENCES, WITH DUAL DVM-MPH AND PHARM.D-MPH PROGRAMS.**

- **TO ENHANCE OUTREACH TO STAKEHOLDER COMMUNITIES.**

It is expected that these goals will serve as a framework for engaging faculty and students around topics of shared interest. Based on existing strengths of the constituent colleges, it is anticipated that the spectrum of overlapping interests will extend from molecular/cellular to whole animal to social/behavioral studies (see figure below). Regardless of the ultimate conceptual model employed, program priorities will be consistent with those of the university, funding agencies, and corporate partnerships, and disciplinary work must be strong and linked to interdisciplinary projects.
B. Integrative, cross-disciplinary research and graduate programs:

Initial efforts will be focused on building capacity in the division to support faculty grant development efforts and interdisciplinary project planning. These research initiatives will expand our capacity to attract faculty and ultimately compete for substantial interdisciplinary research funding opportunities with federal agencies, industry, and major foundations. Efforts will engage our undergraduate, professional and graduate students in meaningful and exciting research opportunities.

Outcomes will be measured based on: (1) the number and success of interdisciplinary research groups that are formed; (2) involvement of undergraduate students, professional students, graduate students, post-docs and faculty in these groups; (3) the quality and quantity of the interdisciplinary grant proposals (research grants, training grants and corporate partnerships) developed, submitted and funded; (4) addition of quality research space and equipment resources to existing inventories; (5) the quantity and quality of scholarship produced; and (6) enrollment and graduation rates of divisional graduate programs.

Specific initiatives:

1. **Build grant-related infrastructure by establishing a divisional Office of Pre-award Support.**

   These functions will be coordinated by a professional faculty member, who will work with principal investigators, staff in the constituent colleges and the Health Sciences Business Center, and the Office of Sponsored Programs (OSP), to accomplish a variety of tasks, including: serving as a central hub of information gathering and dissemination on grant proposal development; identification of funding priorities that align with faculty expertise; budget development including budget justification template materials; assisting with subcontract development; technical assistance with electronic format/submission; technical editing and graphic assistance in figures/charts/tables; managing divisional databases for submissions, resubmissions, and annual tracking of grant awards; and troubleshooting with OSP to manage proposal sign-off and submission.

   **Estimated budget:** $75K/year, funded from returned overhead pro-rated within the three colleges.

2. **Implement a Division of Health Sciences pilot project RFP to fund collaborative research projects on contemporary topics of interest with potential for a return on investment with additional funding from external sources.**

   This program will be managed on an annual basis, with the first RFP announced in April, 2010 and reviewed with decisions by June 1, 2010. It is understood that current pilot awards within Colleges exist; yet the goal will be to build capacity for Division Research Initiatives. A divisional review committee with external members will be appointed and identified in the RFP.

   **Estimated budget:** $150K/year.

3. **Develop strategies to leverage RERF and BUC funds to prioritize research laboratory space renovation and equipment acquisition for the Division.**
A research space review committee will be established to work with the constituent colleges and Facilities Services to review space allocations, assess needs and develop recommendations for consideration by college deans. Particular attention will be committed to collaborative use of space and potential for shared research equipment purchases. In addition, this committee will develop a long-term strategy for capital construction projects necessary for expansion of the divisional research program.

4. **Recruit and engage undergraduate students in research labs, aligning with the existing HHS-URAP model for a broader array of students and faculty opportunities.**

Administrative oversight of the initial application and selection process will be handled in Office of Pre-award Support. Project announcements and recruitment will occur during the Spring term and will be posted on a Division of Health Sciences website. **Estimated budget: $15K/year.**

5. **Offer a grant writing workshop program, focused on Divisional needs and NIH related applications.**

A tentative workshop outline has already been established with a two-day seminar on campus in August 2010. The workshop will be arranged with Grant Writers Seminars and Workshops, LLC, specifically with David Morrison, PhD as the consultant. Selection of participants will be in collaboration with department chairs on a space-limited basis. **Estimated budget: $4K/per PI over the 8 months of the grant development and review process.**

6. **Create a divisional system for mentorship of early career faculty and preliminary review of research grant proposals.**

Organized at the divisional level to advance integrative, cross-disciplinary research, this mentorship and review process will be coordinated by interested faculty on an as needed basis. Efforts will be to establish teams of researchers who can align their experience and expertise with various aspects of the conceptual framework of the Divisional research mission.

7. **Development of cross-disciplinary graduate programs for doctoral and masters degrees and affiliated educational opportunities for graduate students and divisional faculty.**

There is an urgent need for cross-disciplinary graduate programs in underserved areas of clinical and translational research involving animal models of disease and biomedical investigation. These programs will be used as an organizational infrastructure to facilitate development of a community of students and faculty across the Division. They will be complementary to existing graduate programs focusing on molecular/cellular biology and social/behavioral studies (see figure above). By involving participants from all constituent colleges in the Division as well as faculty from other colleges and divisions, the programs will be able to achieve the critical mass of extramurally funded research programs necessary for interdisciplinary education of graduate students. In anticipation of the establishment of these graduate programs, CVM is in the process of terminating its doctoral program in
Comparative Veterinary Medicine and will incorporate its existing masters program in Veterinary Science into a new MS program. While the specifics regarding participation of CP and CHHS in the establishment of the new programs have yet to be decided, it is anticipated that their involvement will be sufficient to establish a divisional identity to the new programs. While it is probable that the new programs may involve faculty in other divisions, administrative responsibility will reside in the Health Sciences Division.

To promote creation of a divisional community of student and faculty scholars, aligned with interdisciplinary research focused in areas of emphasis identified by extramural funding agencies, the following will be initiated at the divisional level:

- Seminar program for faculty and graduate student presentation of current research interests and research methodology
- Seminar presentations by notable invited speakers who have published benchmark papers in areas of divisional interest
- Periodic poster sessions hosted in the Colleges to engage students and faculty about shared topics of interest (e.g. infectious disease, neurological disease, cancer, aging, lipid metabolism, caloric balance, obesity prevention, nutrition, musculoskeletal injuries, therapy/prophylaxis)

These events could be communicated via a shared electronic calendar on the divisional website and could be available for course credit.

C. Transformation of the College of Health and Human Sciences (CHHS) into an accredited College of Public Health and Human Sciences:

CHHS is in the process of implementing a phased transition to become an accredited College of Public Health and Human Sciences (CPHHS). This initiative is part of a larger, statewide effort involving a variety of stakeholders to develop a fully functioning public health system. A CLHO/AOC capacity assessment conducted in 2008 identified local health departments as having only 57% of the capacity of a fully functioning public health system as defined by the National Association of County and City Health Officials. The greatest gaps were in public health policy development, program evaluation, and research; three domains supported by academic institutions. An accredited College of Public Health and Human Sciences will address these identified gaps and will train the public health workforce Oregon needs now and in the future. Accredited college status will also qualify OSU to apply for a number of new and substantial resources, including prevention research centers, grants and service contracts. When the transformation of CHHS into a new CPHHS is completed, the division will feature three accredited professional degree programs, with dual degree programs across the three constituent colleges.

Specific initiatives:

1. Establish an accredited College of Public Health and Human Sciences.
   The process of transforming CHHS into an accredited CPHHS is well underway. Initial steps involved redesign of the organizational structure of CHHS and creation of MPH program tracks in Epidemiology and Biostatistics. Thereafter, the focus shifted to capacity development, including targeted faculty recruitment, growth in extramurally funded grants
and contracts, and development of legislative support. The final step in the process will involve formal submission of an application for accreditation in July 2011, with approval of accreditation expected in 2014.

2. **Creation of dual degree programs (DVM-MPH and PharmD-MPH).**

Development of dual degree programs is necessary to realize the vision of employing a one medicine-one health approach to public health. Such an approach recognizes the importance of controlling the spread of disease between animals and people, and the imperative that translational research be conducted to facilitate the “bench-top to bedside” development of therapeutic modalities and products.

To accomplish this objective, it is necessary that:
- policy be approved to allow dual use of graduate and professional degree courses;
- dual degree curricula be developed and approved by the Graduate Council; and
- programs be funded and advertised in preparation for recruitment and admission of students.

D. **Enhanced outreach to stakeholder communities:**

With the development of integrated, cross-disciplinary research and graduate programs, and establishment of an accredited CPHHS, it is essential that these and the existing professional service programs, together with their affiliated clinical and diagnostic service units, be positioned to transfer knowledge and best practices to stakeholder communities, consistent with the mission of a Land Grant university. Existing outreach activities being delivered at the College and unit level will be supplemented with several new initiatives designed to create a divisional outreach identity. These initiatives will: (1) provide important information to public audiences and assist them in topic areas related to the expertise of the Division of Health Sciences (e.g., behaviors to prevent disease transmission among humans and animals, and safe use of medications); (2) promote healthy communities; and (3) enhance and elevate the profile of the Division among the public.

**Specific initiatives:**

1. **Schedule Health and Wellness Program Days.**

These will be scheduled once or twice per year, and each will be focused around a particular theme. The programs will highlight the ways in which the Division’s colleges reflect a unified view of health and wellness. Faculty, researchers, staff, and/or students can host the programs. The specific activities can include presentations, specialized demonstrations, Q&A sessions, consultation opportunities, etc. The programs can be designed to fit with urban, suburban, or rural audiences, and to address various age ranges (children, adults, or seniors). Family-oriented programs can be designed as well. Speakers would be drawn from faculty, local professionals (e.g., veterinarians, pharmacists, etc.), and local agencies or organizations that are relevant for the particular topics.

Potential themes for the Program Days include:
- Diseases, immunizations and zoonotic diseases
- Nutrition, exercise and obesity
- Medication safety
• Use of antimicrobial agents and antimicrobial resistance
• Human – animal bond

2. Vaccination clinics.
These are currently conducted within the field of pharmacy, and to a more limited degree, by veterinary groups for animal vaccination. But they could be expanded, and in some cases they might be able to incorporate information (if not actual vaccinations) regarding both humans and animals.

3. Recruitment of students into health care professions.
This would principally involve delivery of programs in high schools, community colleges, and four-year colleges to encourage students’ career paths in any of the disciplinary fields represented in the Division.

4. Integration of Divisional health and wellness activities with Extension activities of 4-H, FCH, and Public Health Practice and expansion across the state of Oregon as needed and possible.

A number of other outreach initiatives are also being considered – the list above represents several examples of high-value programs that could be initiated in the near future.

E. Budgetary implications of alignment plan:
The budgetary implications of implementing academic and system guidelines are detailed in the individual reports submitted by CHHS, CP, and CVM. Aside from budget savings that may result from reorganization of divisional advancement, development and IT functions (pending development of OSU institutional plans and deliberations at the divisional level), it is not clear what savings in budgets might result from the initiatives described above. Indeed, successful implementation of these goals will require investment by both the colleges and the university (see budget estimates for research initiatives).

F. Involvement of divisional constituents in plan development:
• In the fall of 2007, a steering committee was appointed by deans of CHHS, CP, and CVM to develop a proposal in support of Phase II of the OSU strategic planning process. This committee included faculty from each of the colleges as well as other faculty representing life sciences departments across campus. The committee’s proposal was submitted to the Provost in May 2008 and it guided refinement of the OSU strategic plan to include an initiative focusing on Improving Human Health and Wellness (“healthy people bubble”). It also served as a foundation for recent development of the proposed plan for alignment of missions in the Division of Health Sciences.
• A divisional social event was scheduled in December 2009 to provide faculty and staff the opportunity to start developing a divisional community.
• Following two divisional leadership meetings to identify broad alignment goals (these were initially based on the work of the strategic planning steering committee), four
faculty-working groups were appointed to develop more specific proposals. The working groups included faculty who chair major standing committees and college administrators.

- Two divisional meetings have been held to review and refine development of the alignment proposal.
- Final drafts of the working group proposals are available to the Strategic Alignment and Budget Reduction Review Committee. Hard copies will be provided on request, or they can be accessed via:
  
  http://www.hhs.oregonstate.edu/division-health-sciences

- Faculty in each of the constituent colleges have been updated on the planning process and have been invited to participate in the working groups. It is expected that these working groups will be reorganized into a task force to continue formulation of divisional realignment plans.