



**SCHOOL OF PUBLIC HEALTH**

**Annual Report  
2007 – 2008**

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Dean**

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# Boston University School of Public Health

## Annual Report 2007-2008

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## Dean's Summary

This has been a productive year for the School of Public Health. Sponsored research award dollars have increased 48% over last year – a testimonial to the hard work of our faculty in an era of declining funding. We taught 18,700 credit hours – an increase of 1700 hours over last year. We have achieved 97.5% salary parity for male and female faculty. We moved almost half of our faculty and staff to 44,300 square feet of space in Crosstown Center, consolidating our operations into three buildings.

A new governance model has invigorated the School, widening participation and bringing new ideas, energy, and transparency to decision making. We have two new Associate Deans, for Education and for Research. The Management Committee has proved to be a strong and welcome advisor to the Dean, improving and accelerating operational efficiency. We have worked to develop a faculty performance evaluation instrument which will be tested and implemented before next year's round of merit raises, and which will promote clarity about performance expectations. The staff is working hard, contributing to the mission of the School, and energetically taking responsibility for improving quality of life issues for employees.

BUSPH has always taken pride in being an engaged school. In the past year, the Center for International Health and Development has conducted research projects and provided technical assistance in twenty-eight countries spanning Africa, Asia, Eurasia and the Americas. Research fieldwork continues at five overseas offices in Africa (including three offices in Zambia, one in South Africa, one in Kenya) and two in Central Asia (in the Republics of Tajikistan and Kyrgyzstan). The Practice Office placed more than 280 students in practicum placements in 32 countries around the world. Our Prevention Research Center has partnered with the Boston Public Health Commission, the Boston Housing Authority, and health centers around the City to improve the health of public housing residents. And if you were to stop at the Saturday Morning Breakfast Club at the Sportsmen's Tennis Club, you would find BUSPH faculty, staff, and students talking with residents of Dorchester about health issues in their community.

At the University level, faculty and administrators are taking part in different phases of BUworks including the business process optimization phase and participation on the faculty advisory committee. Faculty have participated in the planning and development of the Boston University Medical Campus Genome Science Institute, a newly instituted collaborative aimed at unifying research and academic endeavors among BUMC faculty across the disciplines of genetics and genomics.

We have, of course, faced challenges. We have begun to deal with a structural deficit by increasing revenue and cutting expenditures, a process which will take several years resolve. We face mounting competition from a steadily increasing number of new schools of public health, the majority of which are public schools with low tuitions. We need to reinvigorate the curriculum to reduce redundancies. We have begun the process of examining how our departments can more strategically serve the mission of the School. And we will continue to monitor gender equity to maintain or surpass the outstanding levels of salary and leadership equity we have already achieved.

The attached report describes all of these activities in greater detail. The exhibits provide a summary of grant activity, a list of sources of support for '08, and the School's operating budget. The appendix provides a description of funded research projects.

## Education

In 2007-2008, the School of Public Health continued to offer a large and varied set of educational programs, ranging from undergraduate to doctoral level courses. Master's level education still constitutes the largest portion of our educational program, and we also have robust and growing undergraduate and doctoral level offerings.

The School of Public Health faculty taught 40 courses in the two summer terms, 96 courses in the fall semester and 100 courses in the spring, excluding directed studies and directed research. These courses accounted for 18,700 credit hours of instruction. The SPH Committee on Curriculum and Academic Policy approved 14 new courses over the past year, which is indicative of the School's ongoing efforts to address the evolving education needs of public health students. Our courses continue to receive high student satisfaction ratings; the median overall student satisfaction score for all courses was 4.00 on a 1-5 scale.

In the 2007-2008 academic year, the School of Public Health graduated 291 students with Master of Public Health degrees. Notably, nine of these students were from the BS/MPH program, which graduated its first student last year. We graduated 12 doctoral students, five with a Doctor of Science in Environmental Health, four students with a Doctor of Science in Epidemiology, and three who were the first graduates from two newer doctoral programs at SPH: the first graduate from the Doctor of Science in Health Services Research and the first two graduates from the Doctor of Public Health program. Additionally, five students each graduated from the Master of Science in Epidemiology and the Master of Science in Health Services Research program. Six students received the PhD in Biostatistics and eight students received a Master of Arts in Biostatistics through our joint program with the Graduate School of Arts and Sciences.

The School's public health minor, offered in the College of Arts and Sciences and in the Sargent College of Health and Rehabilitation Sciences continues to be of substantial interest to undergraduates. In Spring 2008, 100 undergraduates enrolled in PH510, Introduction to Public Health, 57 undergraduates enrolled in PH511, Pathogens, Poverty, and Populations: An Introduction to International Health, and 27 enrolled in a section of EP711, a graduate course in Epidemiology that is offered on the Charles River Campus. The BS/MPH program continues to grow, and we submitted a proposal to CAS to implement a joint 4+1 BA/MPH degree program.

### The Summer Institute in International Health

The Summer Institute in International Health (SIIH) is in its fourth year and continues to offer courses in June, July and August. The SIIH offers certificate programs to BU students and students from other institutions, as well as to public health professionals from across the country and developing nations. The 2008 SIIH offers nine courses of which two are stand-alone, 8-credit certificate courses; four can be paired to create two additional 8-credit certificate courses or may be taken individually, and three are available as individual courses only. Of the three individual courses, one is a field practicum. Any of the courses can be taken for graduate credit toward the MPH. New this

year are a certificate program in Design, Implementation, Monitoring, and Evaluation of International Health Programs and a non-certificate course on Reproductive and Sexual Health in Disaster Settings. Other courses cover topics such as community development, corruption, leadership, and disaster management. As of the end of June, this year's enrollment currently stands at 156, up from 140 in 2007.

### The Office of Teaching, Learning and Technology

The Office of Teaching, Learning and Technology provides individual assistance to faculty and sponsors campus discussion groups and workshops on exploring alternative teaching strategies, improving classroom instruction, and advancing the use of technology in scholarly activities. Luncheon workshops, offered throughout the year, enhance collegial relations and promote a multidisciplinary exchange of insights and support for efforts at improvement and innovation. This year, the office held 7 faculty workshops on topics including: Assessment and Evaluation: Tools to Promote Effective Assessment; Difficult Dialogues – Working with International Students at SPH; Teaching for Mastery; Using Textbooks and Readers Effectively (and getting students to read them). This year the office initiated a faculty book club. Books read and discussed in small groups were “What the Best College Teachers Do” and “The Courage to Teach.”

The office is directed by the educational technology manager, who provides individual consultation on course design and the development of instructional materials and activities. A range of media-based projects which provide technology support for SPH as well as BUSM and BMC grant-funded projects, are developed through the office.

This year the educational technology manager developed and co-directed a 3-week intensive faculty development program for young faculty teaching in new schools of public health in India. The program was offered in collaboration with the Boston University Global Health Initiative.

In an attempt to foster interdisciplinary teaching and learning and to critically evaluate our curriculum, the educational technology manager has collaborated with an *ad hoc* integration group to focus on infectious disease content within the entire curriculum. This horizontal integration group, with members from several departments, is reviewing course syllabi and other materials to identify opportunities for collaboration among faculty in different departments.

### DrPH Program

The DrPH program, with students in IH, MCH, and SB, enters its fifth year with its largest class ever. This incoming class will bring the total number of students to 44. The students are experienced public health professionals with an average age of 35 and 6 years of public health related experience. The DrPH integrated curriculum model at BUSPH has significantly increased its appeal with the implementation of the Schools of Public Health Application Service (SOPHAS), for the DrPH Program received more than 70 applications in 2007. The program accepted fourteen students, twelve of whom chose to matriculate at BUSPH.

Over the past year five DrPH students represented the program to the practice community by completing their practica both locally and abroad. Of particular significance was Syamak Moattari's (IH) policy analysis work on road traffic injuries for Harvard University's Initiative for Global Health, which earned him an invitation from Fuad Al-Hinai, Oman's Ambassador to the United Nations, to attend a general assembly meeting of the U.N. devoted to improving global road safety. His experiences prompted him to write a memorandum reviewing road traffic crash data to public health officials in his home country in Iran. This memo was received positively, and the response Syamak's analysis promised efforts to improve conditions for drivers and pedestrians in Iran.

## Research

This year the School of Public Health's research program had its best year ever. In spite of the school's relatively small size, it has the third largest research program within Boston University, and the highest faculty research productivity of the top schools within the University. The growth in this year's program is quite impressive (Table 1). Last year there were 270 applications and 152 awards for a total of \$27.6 million in grant funding. This year, in spite of the continued flat funding levels for major granting organizations, the school had 281 applications and 187 awards for a total of \$41 million in grant funding. This represents a 48% increase in award dollars over last year, and the results exceeded our most optimistic projections.

### SPH Portfolio

Table 2 displays the breakdown of this year's awards by awards and sub-awards and by department/center. Of the 187 funded projects, 96 (51%) are direct awards and 91 (49%) are sub-awards, approximately the same ratio as last year. There is a direct relationship between the external funding environment and the record number of applications that have been submitted over the last several years. The increase in applications from 2006 – 2008 has been part of a concerted effort by investigators to submit more applications, and resubmit an application more times, to a funding agency, because they recognize that we are in a prolonged period of reduced funding. The fact that there were 281 applications this year (up from 270 last year), reflects the faculty's understanding that they need to aggressively pursue funding.

### Funding Sources

An examination of the sources of support for current projects shows that the School continues to enjoy a fairly diverse funding portfolio. This has partially protected us from the relative decrease in funding from the NIH. The largest single source of support for faculty investigators continues to be the NIH (75 projects, 40% -- up from 36% last year)); this is followed by Foundation support (34 projects, 18%), CDC (24 projects, 13%), other Federal funding sources (22 projects, 12%), HRSA (10 projects, 5%), and USAID (8 projects, 4%). Comparing last year's portfolio with this year's, the most impressive change is the increase in awards from the NIH: 55 in '07 to 75 in '08.

While it is often difficult to correctly interpret the year-to-year changes in the School's research portfolio, it now seems that last year's drop in funding and this year's very large increase in funding are probably somewhat misleading. Last year's downturn was largely due to the average additional resubmission required to receive funding in the current research environment. Although investigators submitted their proposals twice last year, the proposals were not funded until the third submission, which actually happened this year. The fact that the faculty continue to get grants approved and funded in this increasingly competitive climate bodes well for the future, because it means that the quality of their work is recognized for its excellence by peer-reviewed funding agencies.



These trends, however, need to be taken into account when making projections, since we now know that faculty will need to submit an application at least twice to achieve funding success.

It should again be noted that the School's research numbers do not reflect any grants funded from the Veterans Administration for faculty based at our VA affiliated centers. Including these grants in our totals, which provide direct support for faculty and staff salaries, would increase SPH's funding by about \$5 million.

### Research Administration

The School has focused on developing a close working relationship with the Medical Campus Office of Research Administration (ORA). Together, the School and ORA are committed to improving communication for more effective collaboration. A "Grants Application Tracking System" that the School has developed is an example of this collaboration. When an investigator is beginning the application process for a grant submission, basic information about the application, including the date due to the funding agency, is entered into a web page that ORA staff can view, which enables them to plan for the volume of applications in the "pipeline" at the School. Our goal for the future is to expand this application to track applications as they travel from the School to submission to ORA, and from ORA to the final submission to the funding agency.

Another primary goal of the School has been fostering a culture of compliance among investigators and grant administrators. There are two noteworthy ongoing activities to ensure that this relationship is sustained. All grants managers at the School convene on a monthly basis to discuss and share ideas, questions, and problems encountered in their daily grant management activities. Staff from ORA participate in these monthly meetings to reinforce and strengthen communication lines.

The second activity has been the School's development of a "Grants Management Database System." This database has been designed to provide the grants managers with the tools necessary to proactively monitor grant activity from the submission of an application, through the lifetime of a grant, to the final closeout. A variety of reports are available such as summaries of grant activity expenses/encumbrances, real-time research coverage of departmental faculty/staff, "Other Support" reports for inclusion in grant applications, and reports summarizing the amount of Facilities and Administrative cost recovery for each grant. Another important work in progress provides departments the ability to download data from UIS and upload it into the "Grants Management System" to reconcile grant expenses. In the near future, the System will also provide principal investigators and chairs reports to monitor department research activity.

## Administration

### Leadership Changes

In February 2008, Professor Leonard Glantz announced that he would step down from his position as Associate Dean of Academic Affairs at BUSPH after 30 years of administrative responsibilities. Leonard returned to faculty status in the Department of Health Law, Bioethics, and Human Rights as of July 1. A gifted teacher who consistently won semester teaching awards as well as the School-wide Scotch Award for Excellence in Teaching, Leonard has been a sought after mentor who has guided many students through the school. Leonard has also been a thoughtful and dedicated advisor to deans, department chairs, faculty, and staff, and all of us will continue to seek his wise counsel in the years to come.

Building institutional development is a critical activity for the School and it requires strong and successful leadership. Professor Mark Prashker, who was serving as Associate Dean of Research and Institutional Development, will give up his role in research and dedicate himself full-time to development as of the first of July. He has built a strong and successful research operation which will continue to flourish under Professor Roberta White. During Mark's tenure from 2004-2008, the School's research awards grew from \$25 million to \$41 million, a remarkable achievement considering that grant funding, nationally, has flattened. As a result of Mark's leadership and the hard work, talent, and reputation of our faculty research now accounts for more than two-thirds BUSPH's income. Bobbie will continue and expand on Mark's efforts, mentoring young faculty and advocating for researchers.

Two Associate Dean searches were conducted this spring drawing from the highly qualified internal faculty-candidate pool. Alan Jette, Director of the Health and Disabilities Research Institute, chaired the search for an Associate Dean for Research while Deborah Bowen, Professor and Chair of the Department of Social and Behavioral Sciences, led the search for an Associate Dean for Education. After several rounds of interviews and open faculty-staff forums, both searches resulted in successful hires. Roberta White, professor and chair of the Department of Environmental Health, was appointed Associate Dean for Research, as mentioned above. Bobbie is the Director of the BUSPH Center for Interdisciplinary Research in Environmental Exposures and Health and scientific director of the Research Advisory Committee on Gulf War Sciences, a congressionally mandated committee focused on providing advice to the Department of Veterans Affairs on research of Persian Gulf War illnesses. As a neuropsychologist, Bobbie has studied the effects of exposures to industrial chemicals and chemical pollutants on brain function, using both behavioral measures and neuroimaging techniques. The author of many scientific papers, Bobbie brings extensive research experience to this important leadership position. Bobbie continues to chair the Department of Environmental Health in addition to taking up her duties as Associate Dean of Research on July 1, 2008.

Lisa Sullivan, professor and chair of the Department of Biostatistics, was appointed Associate Dean for Education. Like Leonard Glantz, whom she succeeds, Lisa is the

recipient of numerous teaching awards, including the BUSPH Norman A. Scotch Teaching Award and the prestigious Metcalf Award, presented by Boston University for excellence in teaching. From 2003-2006, Lisa served as assistant dean for undergraduate education at BUSPH and was instrumental in developing a minor program in public health open to undergraduate students. She is also the principal investigator of the Summer Institute in Biostatistics, which gathers talented mathematics students from around the United States to promote interest in the field of biostatistics and its many career opportunities. Lisa has served as a member of the planning committee and serves as an inaugural member of the Association of Schools of Public Health/Pfizer Public Health Academy of Distinguished Teachers and recently completed the Executive Leadership in Academic Medicine Fellowship Program. Lisa has also been an active researcher. She has worked as a statistician on the Framingham Heart Study, is involved in a variety of multidisciplinary research projects, and is the author or co-author of two textbooks. Like Bobbie, she brings enormous talent and energy to the Associate Dean position.

After more than five years leading the Department of Maternal and Child Health, Milt Kotelchuck stepped down from his role as chair to devote more time to his teaching and research. Under Milt's steady leadership, the MCH department expanded its educational and research efforts. The department now has over \$6 million in federal training programs and is one of only 12 departments in the country to be awarded a prestigious MCH Bureau Title V Maternal and Child Public Health Leadership Education grant. Under Milt's leadership, the department expanded its funding base and pursued studies in areas such as family and community health, cesarean childbirth, mental health, brief interventions, and disability. Milt, who now serves as a senior member of the MCH faculty, has also been funded to lead a major effort to link administrative databases to study maternal and child health outcomes.

With the strong support of Milt and the MCH faculty, Associate Professor Lois McCloskey assumed the role of department chair ad interim in January 2008. Lois, who has worked well with department faculty and the School leadership, is providing a smooth and effective leadership transition for the department.

Members of the SPH Governing Council recognized that this leadership transition provided the School with an opportunity to examine the evolving field of maternal and child health. Therefore, a Dean's Task Force on Maternal and Child Health was convened and worked throughout the spring and summer to identify the major strategic opportunities in MCH and to define how best to position the School's work in this area.

## Governance

The School of Public Health has made several changes in governance this year in response to the faculty's desire to have more input into School administration, and to promote openness and transparency. These new arrangements, which distinguish between governance and management roles, increase participation, promote a more open process, and engender greater effectiveness and efficiency in School leadership.

The Management Committee, which meets weekly, is responsible for the day-to-day operational management of the School. Membership is comprised of all associate deans, the director of communications, a department chair designated by the Department Chairs Group, which was established some years ago, and the Chair of the BUSPH Faculty Senate.

At the same time, we established a Governing Council (GC), chaired by the Dean, and consisting of associate deans, all department chairs, designated center directors, the elected Chair and Vice Chair of the BUSPH Faculty Senate, and the Director of Communications. It advises the Dean on planning, budgeting, space, faculty appointments and promotions, School-wide policy setting and other strategic decisions. In addition, the Dean consults with the GC on all senior administrative appointments and on major expenditure decisions. It meets monthly and the standing agenda includes a report from the Faculty Senate and the Management Committee.

In March 2007, we established a Faculty Senate Working Group comprised of six previously elected members of the BUSPH faculty. The Working Group held open meetings throughout the summer and produced by-laws for a Faculty Senate which the faculty voted to approve at the September 2007 Faculty Assembly. The purpose of the Senate is to provide a structured forum for faculty input into the governance of the School, increase and improve communication among all members of the faculty, and create a climate that is as inclusive and transparent as possible.

These new structures are working well. The Management Committee moves operational issues through the School quickly and efficiently. The establishment of a Governing Council has resulted in more faculty participation and better policies overall. The Faculty Senate meets regularly and has divided into subcommittees. They have sponsored a town meeting with the Gender Equity Task Force about its report, reviewed and commented on policy revisions proposed by the Appointments and Promotions committee, and commented to the Dean on procedures for reviewing and approving major policy and planning initiatives.

Each of these groups provides valuable advice to the Dean.

### Gender Equity

Gender Equity continues to be a matter of importance at the School. The SPH Gender Equity Task Force (GETF) has completed its final year-one report to the Dean and the faculty. This report documents that female faculty at SPH are paid at 97.5% of male faculty salaries, which is the third highest ratio among the schools at BU and greatly exceeds the salary equity percentage for women in the US as a whole. The report points out that SPH has female-male parity in senior leadership positions (associate deans and department chairs) and that, adjusted for rank, attrition rates are similar for female and male faculty. The report also documents that female faculty at SPH are substantially less satisfied with a number of aspects of their professional lives.

The GETF report contains a number of recommendations that are now under consideration by the Governing Council. One continuing area of focus will be gender equity in salaries. The Governing Council has approved the allocation of up to \$100,000 for an additional round of salary equity adjustments. Department chairs have been asked to make recommendations, and central administration and finance staff are also looking at salary distribution data to pick up possible salary inequities that are not flagged by the chairs. The School has made a commitment to monitor salary and other equity issues on a continuing basis, and the Governing Council will soon decide which of the GETF recommendations to implement and in what time frame.

## Space

After many years of planning and negotiation, the School of Public Health moved into 44,300 square feet of new space at Crosstown Center (801 Massachusetts Avenue) this winter. The addition of Crosstown enabled the School to reallocate a significant amount of space, and for the first time in many years, the entire School was consolidated into three primary locations: Talbot, Crosstown, and 580 Harrison Avenue. Accomplishing this, of course, involved many moves and, by year-end, approximately 80% of faculty and staff had moved to new quarters.

The moves began in August 2007 when Join Together moved from One Appleton Street to join The NIAAA Youth Alcohol Prevention Center and the Health and Disabilities Research Institute at 580 Harrison Ave. Then, in December, six departments moved to Crosstown: Biostatistics, The Center for International Health and Development, Data Coordinating Center, the Global Health Initiative, International Health, and Social and Behavioral Sciences. In one (memorable) week, 93 offices, 158 people, 76 workstations, 40 doctoral carrels, and thousands of crates were moved from four locations to Crosstown. Thanks to more than a year's worth of hard work by Sally Dwyer, BUSPH's Operations Manager, and months of planning and organizing by Department move managers, faculty reported being pleasantly surprised at how painless the move to Crosstown was.

During the spring semester, the Talbot building was spruced up and six more departments moved or expanded into larger quarters: Health Policy and Management, Environmental Health, Epidemiology, the Practice Office, and Student Affairs. Faculty, staff, and students are making good use of their new space and new locations.

## Finance

The School of Public Health began the year with a projected budget deficit. Although the School took steps to increase revenue and restrict expenditure growth during the year, FY08 ended with a budget deficit of \$616,421. With income totaling \$56,251,512, the deficit was 1% of income, or 3% of the discretionary budget. The deficit will be covered from the Dean's reserves. Table 3 reflects the BUSPH operating budget for FY2003 – FY2008.

The deficit, which was expected, resulted primarily from two exogenous factors. First, FY2008 was the third and final year of transition for BUSPH assuming responsibility for its full share of Medical Campus service costs (facilities, support services, fringe benefits, and debt service). BUSPH's shared service costs increased as new facilities, such as Crosstown, came on board, and as the accuracy of allocation methods improved. In FY07 SPH paid \$5.4 million for shared services whereas the School assumed over \$7 million in shared service costs in FY08.

Second, in 2007-2008, a new Charles River Campus undergraduate tuition-sharing model went into effect for undergraduate cross-registration. The new model reimbursed BUSPH at a rate of 40% of the undergraduate tuition rate, rather than the previous rate of 82%. This reduced tuition revenue from undergraduate cross-registrants by approximately \$700,000.

Meanwhile, the FY08 budget was helped by the BUSPH faculty's success in securing sponsored research. While grant funding nationally has flattened, and some of our funding agencies have actually reduce their budgets, SPH research application dollars grew by 46% and research award dollars increased by 48%. This had a direct positive impact on our FY08 budget as total research dollars increased by 6% and indirect cost recovery increased by 10%.

The School's leadership took action to increase revenue and reduce the costs that we control. For example, the School's Governing Council funded only a very few new strategic initiatives that are directly related to revenue generation, held some administrative vacancies open, borrowed to finance some necessary capital expenditures, and renegotiated some existing debt. At the same time, we recognize that the deficit resulted from long-term and hard to change commitments. For that reason, the School is treating the budget gap as a "structural deficit" that will take time and major changes in policy to reverse. We are now engaging the BUSPH faculty and staff in thoughtful discussion about the School's operating assumptions and commitments in an effort to devise a solution to BUSPH's structural deficit.

## Office of Student Affairs

The offices of the Registrar, Career Service, and Student Services were grouped together with Admissions this year under the name Office of Student Affairs (OSA). OSA's team-building efforts have focused on improving communication and enhancing and extending programmatic offerings to prospective applicants, students, and graduates, using no new financial resources. These activities were overseen by the Associate and Assistant Dean of Students. Admissions staff have worked creatively to increase the yield of accepted applicants by developing an accepted students segmentation scheme to more effectively focus yield efforts.

Beginning this fall, the Student Services Office staff are initiating a new two-day student orientation which will provide new students with a longer, more intensive introduction to the School and the City. Student Services staff have also carefully laid the groundwork for revitalizing student government and School-sponsored student organizations.

The Career Services Office, purchased and implemented a new, comprehensive, online career resourced called the "Vault." We have been working with the other Medical Campus student services offices, and with Vice President Bill Gasper, and University Dean of Students, Ken Elmore, to make sure that BUSPH students have complete access to all University student resources, and to better facilitate cross-campus coordination of student services. As a result, a new two-tiered student health insurance plan has been developed that better meets the needs of students on both campuses.

Over the last academic year, the Admissions Office, directed by Brad Peloquin, made significant changes including hiring Jeffery Dubinski, who has prior experience in recruitment and yield efforts. The admissions assistant position was also upgraded and streamlined so as to more efficiently respond to admissions queries, move partially completed applications to completed ones, and oversee our prospective and accepted student days.

We recruited prospective students at five times more national sites this year than last. This year's applications increased by 263, from 1,536 to 1,799. Combined with the prior admissions cycle (Fall 2006), this represents an increase of 33% in applications over the last two years, managed by the same number of staff. We anticipate that the increase in national recruitment will begin to yield more applications over the next several years. The number of applications received from men and from international students has also increased.

The most dramatic change in the admissions process was segmenting accepted students into eight different tiers, based upon our anticipated ability to yield them, which allowed more efficient use of our time to secure the students we want. We anticipate a slight increase in yield over Fall 2007 and will sharpen the segmentation approach further next academic year. We had a fall 2008 goal to matriculate 235 new standard MPH students and 40 new dual degree students. With a major drop in applicants from the School of Social Work, we may not be able to meet the dual degree goal, but expect to meet or exceed the goal for standard applicants.

The Registrar's Office, under the direction of Chris Paal, faithfully serves students through her attention, detailed planning, consulting with deans, faculty members, and her other OSA colleagues. Chris and other OSA staff provide substantial academic advising to students, as well.

In career services, Director Maria McCarthy, enhanced options offered BUSPH students and alums through collaboration innovation. This year, the office of career services

- Purchased and implemented The "Vault" an online, searchable career library resource that provides up-to-date professional listings for students and alumni
- Collaborated with the BUSPH Public Health Practice Office on new programming initiatives including implementing the "Beyond the Classroom" series, where professionals discuss their career paths with students, and a joint new student orientation session
- Developed a resource library for students and alums of the School in space made available in the reorganization of the Talbot Building in February of 2008
- Designed and implemented an online version of the Career Services survey of BUSPH graduates

Because our career services office is so successful, Boston College has agreed to utilize us as a practice site for their Master's in Higher Education program students who are studying career services. Beginning in September, 2008, their interns will work for us 10 hours a week under the supervision of the director for the entire academic year.

The office of student services, under the direction of Mary Murphy-Phillips, continued work to enhance student life and encourage student leadership development at the BUSPH. Some of the many noteworthy moments from and improvements during 2007-2008 are listed below:

- Once again our students participated National Public Health Week ("Climate change: Our Health in the Balance," April 7-13, 2008), sponsored annually by the American Public Health Association. They taught students at Chelsea, East Boston and Natick High Schools about environmental issues, and sponsored a student health fair on the BUMC campus.
- Students developed and submitted a video presentation to the American Public Health Association titled "This is Public Health" which the APHA has posted to its site as one of two key videos introducing people to the field of Public Health.
- Student services allocated an office within the Talbot building to provide a physical home for officially recognized BUSPH student organizations.
- For the second year in a row, BUSPH Rotaract members captured the Madness Against Malaria fundraising tournament, besting 112 teams that participated from around the world. Dubbing themselves the Beantown Skeeter Beater Repeaters, the BUSPH team raised \$8,500, which will buy 1700 insecticide-treated bed nets.



- BUSPH students organized a Town Hall Meeting on Modern Day Slavery, “21<sup>st</sup> Century Slavery: Abolition in our Time” co-sponsored by the BUSPH Rotaract, BUSPH Office of Student Services, the BU Student Global Health Organization, the BU Public Health Association for Minorities (PHAM), the BUSPH based Global Health Initiative, the Center for International Health and Development, and the BU Physicians for Human Rights.
- Student Services created an executive board for the Student Advisory Committee.
- The office redirected money within its budget to increase OSA support for BUSPH students whose papers were accepted for presentation at the annual APHA and Global Health Conferences.

## Practice Office

In the 07-08 academic year, the Public Health Practice Office (PHP) has continued its mission to facilitate collaboration between academic and professional public health organizations. In addition to the student-oriented Practicum Program, we have also developed a number of other initiatives to promote our work. The Partnership for Effective Emergency Response has earned the Practice Office a leadership role in Boston emergency preparedness community. The Community Partnerships and Pfizer-sponsored Grand Rounds Program have improved BUSPH's relationships with Boston community health organizations. The Professional Development Seminar Series has provided valuable training opportunities to students, staff, alumni and public health practitioners. The Practice Office's involvement with the Massachusetts Public Health Regionalization Project has put BUSPH in a position to effectively promote equitable public health delivery across the state. Finally, the New England Alliance for Public Health Workforce Development, the Academic Health Department/EpiCenter and the Local Public Health Institute of Massachusetts are all programs which have promoted best practices among the academic and professional public health workforce.

### Practicum Program

During the 07-08 academic year Scott Harris and Katie Horrigan have overseen more than 280 student practica in 32 different countries. At the annual Community Partner's Appreciation Event two practicum students were recognized for outstanding excellence in public health practice. In addition a long time BUSPH collaborator, Rob Restuccia, received the Gail Douglas Award for his contributions to public health practice and the practicum program. In an effort to continually improve the practicum program, the office undertook a review of student and field supervisor evaluations. Additionally, focus groups with field supervisors and former practicum students were asked to discuss the various components of the program. The participants made a number of valuable suggestions, many of which have already been implemented, including a revised Learning Contract, and the development of a Faculty Practicum Handbook. In the next academic year the practicum program will also implement a more sophisticated computerized tracking system and more rigorous hour requirements.

### Professional Development Seminar Series

Under the direction of Dr. Anne Fidler, the Practice Office offered a year-long series of Professional Development Workshops. These monthly workshops were designed to complement the academic training of MPH students, providing practical, skills-based educational opportunities to students, faculty, staff, alumni, and practice partners. The seminars, taught by BUSPH faculty, were well-attended and well-received. The series covered such topics as Essentials of Public Health Consulting, Writing a Winning Grant Proposal, Overview of Data Management, and Public Health Leadership. The series will be offered again in the 2008-2009 academic year.

The Practice Office partnered with the Office of Career Services to present the "Beyond the Classroom" series. In a panel discussion format, public health professionals discussed their career paths with students, and answered questions related to professional

development. In many cases, Beyond the Classroom events lead to unique practicum opportunities for BUSPH students and greater collaboration with the School.

### **Community Partnerships and Pfizer-Sponsored Grand Rounds Program**

In January, Alveta J. Haynes joined the BUSPH Practice Office to facilitate the office's relationships with community and public health programs locally in Boston. With a commitment to focusing on health disparities in communities that surround BUSPH, the Community Partnerships program has spearheaded a number of initiatives, including "Club House Chats" and the "Saturday Morning Breakfast Club." These programs bring BUSPH faculty, students, and health professionals to Sportsmen's Tennis Club in Dorchester to address health issues experienced by people living in the Dorchester neighborhood. These collaborations provide BUSPH students with opportunities, develop community health programs, and establish practica. The connections Ms. Haynes made with community leaders around Boston has provided an important foundation for her upcoming projects, a 2-part discussion series on the impact of CORI (Criminal Offender Registry Information) on community health, and a 2-part seminar series on heart health among women of color.

### **Partnership for Effective Emergency Response (PEER)**

The Partnership for Effective Emergency Response (PEER) is a collaborative effort to enhance the emergency communication capacity of Greater Boston health organizations during health and medical emergencies. This 11-month initiative coordinates between hospitals, local health departments, long-term care facilities, ambulance services, and community health centers that serve 2.2 million people and 62 cities and towns in Massachusetts. PEER is funded with a grant from the U.S. Department of Health and Human Services Office of the Assistant Secretary for Preparedness and Response (ASPR). At the end of January, Jennifer Tsoi joined the Practice Office as the PEER program manager. Since that time, PEER has completed a communications assessment report of current emergency communication practices and a survey of stakeholders to gather baseline information on existing emergency response protocols, collaborative planning efforts and available resources. From this foundation, PEER developed interim recommendations for organizing emergency communication between different types of health organizations across Greater Boston. PEER trainers have also offered ongoing professional development training opportunities to PEER partners and stakeholders. At this time, a draft communications system is being reviewed by the PEER Management and Communications Teams. A no-cost extension was approved by ASPR on June 27, 2008. This will give the PEER project an additional six months, with a new project end date of February 25, 2009.

### **Massachusetts Public Health Regionalization Project**

The Practice Office continues to lead the Massachusetts Public Health Regionalization Project with financial support from the Massachusetts Department of Public Health (MDPH), the National Association of County and City Health Officials (NACCHO), and the Robert Wood Johnson Foundation. The project strives to strengthen the Massachusetts public health system by creating a state-funded regional structure for

equitable delivery of local public health services across the Commonwealth. Several milestones were achieved this year, including a website, proposed legislation to update the Massachusetts General Laws to allow for various models of regional structures, and a statewide meeting with over 225 local and state public health officials attending. At the conclusion of this meeting there was overwhelming support for the project. A working group and various sub-committees meet monthly to move the work forward.

### **New England Alliance for Public Health Workforce Development**

Now in year 8 of a 10 year grant cycle, the Practice Office continues to host the Health Resources and Services Administration's (HRSA) funded Public Health Training Center. In the last reporting year, 45 distinct training courses and modules were delivered to almost 4,000 public health workers in New England. The Alliance Advisory Council will convene this summer to continue planning for a new emerging leadership training and mentoring program.

### **Academic Health Department (AHD)/EpiCenter**

This joint project involved the Practice Office, BUSPH Department of Epidemiology, Cambridge Health Alliance, and the 27 communities in MDPH Emergency Preparedness Region 4b and was funded in 2006 – 2007 by the American Society of Public Health. Funding for the AHD program was not continued by ASPH, but we are working with Prof. LaMorte, epidemiology students, and MDPH to develop and deliver education modules on basic computer skills, Excel, and the new online surveillance system MAVEN.

### **Local Public Health Institute of MA**

Working through MDPH vendor Policy Studies Inc, the Practice Office leads the effort on quality improvement for the 45 hour *Foundations for Local Public Health Practice* course. This course is offered throughout Massachusetts twice a year and provides a broad orientation to local public health, including resources and skills to use on the job. The Practice Office also coordinates the local public health competency project which is working to identify the core set of competencies for the local public health workforce and agency governing bodies.

# Development and Alumni Relations

## Development

BUSPH strategic planning has identified the importance of development to the School's future success. This past year we launched our Decade of Development. This initiative represents two commitments from the School and its leadership: to invest the financial resources, time and energy to ensure that we have the foundation for a successful development program, and to raise the funds needed for the School to be able to invest in the future. We recognize that creating the infrastructure for development at the School will necessarily take time to be done correctly. We also recognize that the University will likely be launching a capital campaign in the next 12 months. Our goal is to be a step ahead of other University efforts so that we are well placed to take advantage of the excitement and momentum that a University wide campaign can generate.

At BUSPH we do not have the alumni base to be able to raise significant amounts of unrestricted support from this source. Given this reality we have developed a different strategy. We have created a new Dean's Advisory Board (DAB) with two main charges--to help with development and to advise us on strategy. We launched our new DAB this past fall and have held three meetings this past year. The primary outcome of the board meetings has been the development and approval of a case statement that reflects the School's priorities for fund raising over the next decade. The case statement is the end result of a process that involved several drafts and discussion both with the DAB and the School's Governing Council. This marks the first time that the School has created a consensus statement that describes the areas where we are world class and which represent our key priorities for significant fund raising.

The case statement reflects the philosophy that, at BUSPH, we believe that everyone has the right, and deserves the opportunity, to live a healthy life. With the launch of our Decade of Development, we are committed to addressing five major public health challenges:

- Addressing and preventing addiction
- Ensuring affordable, quality health care for all
- Creating a clean environment
- Eliminating health disparities
- Promoting global health

These challenges represent complex issues that require commitment and focus on the part of our faculty, students and alumni. We have chosen these topics, not because they are easy to solve, but because they are difficult. These challenges represent problems that are at the core of Public Health, and they are areas where the School can make meaningful contributions. In order to tackle these difficult public health problems, we are committed to raising the funds to ensure that our faculty and students have the necessary resources to make a real difference in improving the lives of individuals throughout the world.

To help us with these ambitious development efforts, we have recruited Ute Lutjens as our new Director of Development. Ute, who started in May, brings many years of

experience in development and operations in academic and corporate settings. Most recently, she was the Senior Corporate Relations Officer at the Simmons School of Management responsible, among other things, for corporate sponsorships for the premier annual Simmons Leadership Conference that increased the school's scholarship fund. She devised sophisticated cultivation and solicitation strategies and included faculty and alumnae in the process. Ute's previous success includes not only bringing new donors to the school, but also developing strategic partnerships that benefited other areas of the school, thereby raising the school's awareness, reputation and revenue. We are extremely fortunate to have someone with Ute's experience and enthusiasm joining the School at this important time in our development foundation building.

## Alumni Relations

This past year was a very productive one for BUSPH's Office of Alumni Relations. Our goals included launching a new Spring annual alumni event, improving our alumni contact information and strengthening our Alumni Board. Under Harriet Brand's guidance we were able to accomplish all of these goals.

We held our first annual Spring Alumni Symposium in April. The Symposium topics focused on controversies in public health. Creating and implementing the symposium was truly a collaborative effort involving the SPH Alumni Board and the Office of Alumni Relations. Evaluations from the almost 100 attendees tell us that the six highly acclaimed SPH faculty presenters set the bar very high for future versions of this event.

Updating alumni contact information continues to be a challenging, multi-faceted, on-going project. This past year's efforts included the following:

- Hiring a part-time student worker devoted to database updates
- Sending out five mailings that enabled the Office to receive notification of forwarding addresses for alumni who relocated
- Gathering contact information from alumni who attended events run by the Office of Alumni Relations

These efforts have helped. At the start of the year, the database contained 2018 e-mail addresses for 5120 alumni (39%). Presently, there are 2184 e-mail addresses for 5461 alumni (40%). Accuracy of addresses has improved by over 20%.

The BUSPH Alumni Board is an underutilized resource for BUSPH. Efforts were made this year to develop relationships with members, find meaningful, manageable tasks for them to perform, and recruit new participants. The Spring Symposium was largely an Alumni Board driven function, and we are developing other vehicles for the Board to engage even more with the School. There are currently 12 Board members. The Board rewrote its by-laws this year, and the revised by-laws will permit up to 15 members. The new by-laws also authorize the formation of several subcommittees including the Membership and Events subcommittees which are already active.

## Communications and School Relations

During its third year of operation, the Office of Communications and School Relations continued to build and expand the School's communication program. We have done this by improving our web presence and by introducing web tools that will draw in and engage, as well as inform, faculty, staff, students, alumni, prospective students and prospective faculty. We have also taken on a number of important publication projects and reorganized staff positions to accommodate the future needs of the School and plans of the office.

In December, the team launched a redesigned *BUSPH Insider*, the School's internal web site, which is also the launching pad for stories about faculty and students for the external web ([sph.bu.edu](http://sph.bu.edu)). A few months later, we introduced a new, easier to use and more functional web calendar, which can be accessed for posting by all School constituents with a Kerberos password. It is widely used by faculty and staff and is the School's central event listing site. We also installed a digital asset management system that allows for database storage and control of all photos and other digital files, which had previously been stored somewhat haphazardly on discs or individual computers. This system has been fully integrated with our Web sites allowing us not only to store and find pictures through simple naming conventions, but also to post pictures to our sites on the fly.

After many months of development, we are now ready to launch a new BUSPH student web site in July, the *Student Insider* ([sph.bu.edu/studentinsider](http://sph.bu.edu/studentinsider)), which will replace and improve upon an outmoded student listserve used by the Office of Student Services. The *Student Insider* will mimic the functionality of the original *BUSPH Insider*, allowing for the daily posting of student news, photos and events, as well as the ability to send out email news alerts to students on demand. The two web sites are set up to allow news and announcements to be shared between them through a simple web "tagging" tool. The *Student Insider* is also a repository of essential student resources such as registrar forms, career links and student organization information. In the months ahead, we intend to add message board functionality and other interactive tools to engage students.

This has also been a busy publications year for our office. In collaboration with Associate Dean for Students Ngina Lythcott and her staff, we completely rewrote and redesigned of the BUSPH admission catalog, taking the lead among the University's schools and colleges to cast our publications according to the University's newly approved branding standards. We also made the decision to bring back the printed version of the academic Bulletin, and we are publishing a faculty supplement to the admission catalog, which will help connect prospective students with faculty.

Simultaneously we worked to replace an out-of-date Web-based catalogue with a new up-to-date version fed from current listings from UIS. Furthermore on the publication front, we published the 2006-2007 Dean's Report, which focused on the School's newly launched Decade of Development in fundraising.

Earlier this year we eliminated the semi-annual BUSPH alumni magazine *Health Sphere*, and used the funds to turn a half-time administrator position into a full-time web

administrator position. This enabled us to better handle web administration requests from across the School, while continuing to execute longer web development projects.

With robust web communications infrastructure in place, we moved to improve significantly the content of our web sites by ramping up our writing talent and including more articles about student activities and faculty research. Without adding staff positions, we reorganized in a way that has allowed us to hire two new writer staff members who will greatly enhance our Web content. Michelle Salzman, a writer/editor currently working both at both Houghton Mifflin Harcourt Publishing and at the Harvard Education Publishing Group, brings solid writing, editing and web marketing skills to the position of web writer/project coordinator. Lisa Chedekel, a Pulitzer Prize-winning reporter for the *Hartford Courant*, will join the staff as writer/manager of media relations. Both Michelle and Lisa will begin their jobs this summer. With these new staff members in place, we will begin work in the fall to build the web tools that will allow us to begin regular Web-based communication with our alumni.

Last but not least, the office organized and ran the successful Bicknell Lectureship event last September to present the topic: The HPV Vaccine: Is it Really a Public Health No-Brainer? The two-day event was planned by Environmental Health Professor and Chair Emeritus David Ozonoff and the Bicknell Event Committee. This office managed all the event planning, publicity and arranged to have the event video taped for streaming from BUiverse, the University's multi-media web site.



## Department and Research Unit Summaries

### Department of Biostatistics

The Department of Biostatistics had an extremely successful year in teaching, research and service. The *Chronicle of Higher Education* ranked faculty in the BUSPH Department of Biostatistics as the tenth most “scholarly productive” among biostatistics faculty at the nation’s top research universities. Ranking criteria included: number of peer-reviewed publications, citations, books, honors and awards, and amount of federal grant money received. The Department offered 36 courses to 880 students, and applications for academic programs continue to grow. Six members of the faculty received BUSPH *Excellence in Teaching* awards this year. Department faculty secured 6 new grant awards (in addition to 30 currently underway) in methodological and collaborative research areas, produced more than 200 publications in prominent journals and were invited to present research findings at numerous conferences in the US and abroad. Faculty actively participated in departmental, BUSPH and University committees, including the newly formed Faculty Senate, the Gender Equity Task Force, the Genome Science Institute and the University Research Council. Faculty hold leadership positions on NIH review panels and serve on the editorial boards for major medical journals.

### Department of Environmental Health

During the FY07 academic year, the Environmental Health (EH) faculty were highly productive in scholarly public health work, dedicated as teachers, and advocated for improved public health world-wide. The department taught twenty courses, won several teaching awards, and received Phase I approval to develop a Master of Science (MSc) degree. Our doctoral program entered its first year of an NIEHS training grant. Approximately \$5,000,000 in research-related funds was awarded to faculty through BUSPH, with additional funds at other sites (VA, BUSM). EH faculty members published 49 papers, plus 5 in press, and made 65 presentations at scientific meetings. Media recognition of faculty research included articles in the *New York Times*, WBUR and other major outlets. EH doctoral students received special notice, including a Switzer Environmental Fellowship, a BUSPH Dean's prize and awards at international meetings. The Center for Ecology in Public Health (CEPH) was established this year; an initial project examined health and sanitation practices in Chemax, Mexico. Finally, the faculty was extremely active in BU, BUSPH and EH committees while also serving as reviewers and editors to a wide variety of journals as well as NIH. Notable contributions to BUSPH include work on the Faculty Senate, the Gender Equity Task Force, and the BUMC Disparities committee.

### Department of Epidemiology

Over the course of the 2007-2008 academic year, the Epidemiology department has continued to have substantial enrollment in its degree programs and courses. The Department offered 21 courses from Summer 2007 through Spring 2008, and generated a total of 2,473 credits for approximately \$2.58 million in tuition. These figures are similar to those from 2006-2007. The core Epidemiology course (EP712) for concentrators had

enrollment of more than 100 students for the sixth year in a row, and a second section of the core course for non-concentrators (EP711) was offered again in Spring 2008 on the Charles River Campus.

### Department of Health Law, Bioethics & Human Rights

Wendy Mariner was elected chair of the B.U. Faculty Council, and was also awarded the 2008 Jay Healey Distinguished Health Law Teacher Award, presented annually at the National Health Law Professors Conference. Michael Grodin gave the Provost's lecture at Stony Brook, "Medical Ethics in the Shadow of the Holocaust." George Annas received The University of Indiana's (Indianapolis) School of Medicine and School of Law's McDonald-Merrill-Ketchum Memorial Award for promoting greater understanding between the professions of law and medicine. He also addressed patient advocates in Tokyo in February on the occasion of the 3d edition of the *Rights of Patients* being published in Japanese translation. 2008 marks the 50<sup>th</sup> anniversary of health law at Boston University, having been initiated with the opening of the Law-Medicine Institute in 1958. We are planning a 4 day academic celebration from September 24 to September 27 on both BU campuses.

### Department of Health Policy and Management

The Department of Health Policy and Management had a very strong year in its educational and research activities. With respect to education, approximately 50 new M.P.H. students joined the department. There were over 100 M.P.H. concentrators in total as well as 15 MSc students and 13 DSc students. The department offered over 25 courses and established new optional educational tracks in health policy and healthcare management. The department's doctoral program, which is now in its fifth year of existence, made further strides as one its current students received a dissertation grant from the Agency for Healthcare Research and Quality and one of its new recruits for the 2008-2009 cohort is a recipient of the highly prestigious Gates Millennium Scholarship. In terms of research, department faculty secured new external funding commitments of more than \$4 million from government and private funding entities. Additional grant funding was secured from VA's HSR&D through the department's two affiliated VA funded centers. The department's faculty also published over 50 articles in peer reviewed journals. Many of these articles were published in prestigious medical, public health, and health services research journals. Moreover, this year several faculty members were co-authors on a paper that was selected for the Peter Reizenstein Prize for the best article published in the *International Journal for Quality in Health Care* in 2006. The department also continues to develop research collaborations with other schools within Boston University including the School of Medicine and School of Management.

### Department of International Health

The Department of International Health (DIH) successfully managed rapid growth over the past year, enrolling the largest number of students of an BUSPH academic department. Highlights include conducting a faculty search process that resulted in hiring 5 new faculty members; matriculating over 100 new MPH students; graduating 94 MPH students and graduating our first DrPH student. The DIH offered 43 courses with a total student enrollment of 862 students for a total of 2,807 credit hours. Department faculty

also taught 116 credit hours of directed study instruction to 58 students. The total tuition revenue generated by the department was approximately \$3,000,000.

While we grew the class size, we also needed to make adjustments to our curriculum to maintain the quality of our educational programs. We undertook a series of curricular reforms with the objective of improving the experience that students have with introductory and departmental core classes. IH 700, IH 702 and IH 704 all were revised to accommodate the larger numbers without sacrificing the educational quality of the classrooms. The forthcoming year will allow us to continue with our planned curriculum reform and focus on fully incorporating the new faculty into the teaching and research mission of the school.

### **Department of Maternal and Child Health**

This year the Department of Maternal and Child Health experienced notable growth in its academic and research programs and transition in its leadership, and invested in a dynamic process of planning for its future. Enrollment in the MCH/MPH Program remained strong with 30 new concentrators or 11% of the newly matriculated student body of BUSPH, and a total of 79 MCH concentrators. In addition, the department is home to 9 DrPH students, with 5 accepted for admission in 2008-09. The department had 8 DrPH students, 4 of whom passed their oral exams, and 4 are in the process of dissertation fieldwork and writing. One-third of our students were from under-represented minorities, maintaining the consistent average of the past several years. Our faculty, consisting of seven full-time and two part-time along with two adjunct faculty, taught 16 courses for the MPH program and 5 for the DrPH program. Research grants and contracts to the faculty in the MCH Department totaled over \$4 million, representing notable growth over prior years. The hallmark of the Department's research agenda is its focus on translating evidence into clinical and public health practice at the local, state and federal levels. MCH faculty published 25 peer-reviewed articles in public health and clinical journals with significant impact on research and practice. They covered high visibility issues, including technology and childbirth, emergency department-based screening and prevention, and racial disparities in perinatal health. The faculty made a total of 44 presentations to regional, national and international audiences. In summary, 2007-2008 was a banner year for the MCH Department. Scholarly productivity and research funding climbed, even as the curriculum expanded and drew non-concentrators to the study of women's and family health.

### **Department of Social and Behavioral Sciences**

This year has been a year of carving out an identity for our department, learning about grant submissions, and attempting to create an infrastructure that will sustain the department. The annual report outlines progress on these three fronts and provides plans for future activities. The department faculty engaged in a dialogue about what social and behavioral sciences was in a school of public health and how it interacted with the other departments and the Medical School. We identified two areas of strength that define us and that we want to promote to potential students, colleagues, and to the outside world. They were intervention/communication and health disparities. Each of the faculty fit into one or both of these areas, and we are supporting them with teaching and research

activities. In addition, new faculty will be recruited into one of the two areas to enhance our abilities to remain strong in these areas. Department faculty had not been submitting grants over the past three or four years with the frequency needed to obtain funding, or if they had been submitting grants, they had done so without critical review or strategic planning. We implemented several processes meant to help faculty submit more and better grants, with the hope of raising the percentage funded, the actual funding levels, and ultimately the quality of the research conducted in the department by students. Finally, the search for a replacement Department Administrator has lead to frustration and consideration of alternative structures for running the department.

### **Data Coordinating Center**

The Data Coordinating Center (DCC) continues to be an important resource for research activities for the Boston University School of Public Health and the entire Boston University Medical Center community. The DCC provides a valuable infrastructure for research at BUMC by offering a continuum of support from grant preparation to the publication of results. The 30+ staff members are currently responsible for the data management and analysis of over 55 research projects, including three NIH-funded Centers. This year, DCC staff made contributions as authors on 37 published papers (four as first authors), and collaborated on 27 abstract presentations (seven first author presenters). The DCC also participates in non-research public health initiatives, including: a Massachusetts Department of Health opioid overdose prevention program; quality improvement analysis, including assessment of racial disparities, at Boston Medical Center; and collaboration with the SPH Center for International Health, analyzing and reporting on global antiretroviral drug procurements using data synthesized from online databases maintained by the Global Fund to Fight AIDS, Tuberculosis, and Malaria and the World Health Organization's Global Price Reporting Mechanism. Fiscally, the DCC continues to be very strong, with an increase in revenue generated from research activities grossing approximately \$2.4 million in direct costs. In addition to its role in research, the DCC also provides infrastructure and technological support to the School by developing, constructing and maintaining multiple database applications for BUSPH.

### **Center for International Health and Development**

The applied research program of the Center for International Health and Development (CIHD) completed some major research projects and returned to a rapid growth and diversification trajectory in the 2007-2008 academic year. This year saw the publication and broad dissemination of several key research findings, continuation of more than fifty active Center projects, receipt of thirty-nine new research awards, and the submission of more than seventy new proposals to diverse donor institutions. Center-based direct cost expenditures for the year totaled \$6.4 million which generated approximately \$900,000 in indirect revenue. Over \$7.5 million in new awards commitments were received in FY 08. These numbers reflect a 25% increase over the previous fiscal year. In addition, CIHD faculty continued to contribute to the teaching and educational activities of the Department of International Health and the School of Public Health through our teaching, advising, committee service, and placing of students in field practice sites. Selected research activities are highlighted below.

## Global Health Initiative

The Global Health Initiative has continued to focus on three interconnected themes, developing research and education programs with India by working with the public, academic and private sectors in that country, building capacity and leadership in global public health, and involving public health concerns in the larger plans at BU for a program in emerging infectious diseases. GHI has developed several formal working relationships with the Indian government and with other sectors to science and public health collaborations with BU. Among other achievements, GHI conceptualized and then secured funding for a faculty development program for the new public health schools being created to meet the acute shortage of qualified public health workers. It was run for the first time in late May-early June through the Summer Institute for International Health within the Department of International Health. Finally, GHI is leading the Collaborative Core for the new National Emerging Infectious Diseases Laboratories Institute at BU Medical Campus, bringing a downstream public health implementation perspective to the pathogenesis-to-product translational research mission of this federally funded laboratory.

## Health & Disability Research Institute

The Health & Disability Research Institute (HDR) is focusing its research on the development of a new generation of health outcome instruments for use in health care settings and in implementing a wide-range of health services research.

During AY 2008, the HDR faculty submitted 21 new and continuing proposals that represented a total annualized amount of \$3,240,420. Twenty one awards were received in FY '08, representing Total Annualized Award amount of \$2,623,714. In comparison, FY '07 awards totaled \$1,533,332.

Of these awarded dollars, \$595,919 in annual indirect costs was generated by HDR during AY 2008.

Of the annualized awards, 79% of the funding came from NIH/PHS grant awards, 8% from private sources, and 13% from NIDRR/DOE. In FY '07, 48% of awards were NIH/PHS grants.

## Health and Disability Working Group

Over the most recent academic year, HDWG was involved in three state/local projects, three national initiatives, and the conclusion of a fourth national initiative. These include:

- The Catalyst Center, a cooperative agreement with the Maternal and Child Health Bureau of the Health Resources and Services Administration (HRSA) to improve access to insurance and the financing of care for children and youth with special health care needs;
- The Evaluation Center for HIV Oral Health (ECHO), a HRSA-funded initiative to support and evaluate 15 demonstration programs to expand access to oral health care for people living with HIV; and

- The Peer Education Evaluation and Resource (PEER) Center, a HRSA-funded initiative to support and evaluate 3 HIV peer education training sites in their work to build organizational capacity to support peer programs and train peer trainers (new this academic year).
- Dissemination of findings from a national evaluation of 10 Outreach programs funded to engage and retain marginalized populations in HIV care.
- An environmental scan of long term care services in Massachusetts for elders and working age adults with disabilities for the Massachusetts Medicaid Policy Institute in order to identify the policy and program implementation issues related to the passage of Chapter 211.
- An assessment of health care access and quality monitoring for children in out-of-home placement in Massachusetts, with policy and systems change recommendations to the MA Department of Social Services.
- A cost effectiveness evaluation of the House Calls Program operated by Urban Medical Group in Jamaica Plain, a home – visiting primary care program for frail elders living in the community.

Findings from these initiatives were published in a journal supplement to AIDS Patient Care and STDs, and presented at 3 oral and 1 poster session at APHA, 3 posters at the National Oral Health Conference, and accepted for presentations at the International Conference on AIDS, the Ryan White All-Grantee meeting and the U.S. Conference on AIDS. The Catalyst Center's State-at-a-Glance Chartbook on Financing Care for Children and Youth with Special Health Care Needs is now available online at [www.hdwg.org/catalyst/](http://www.hdwg.org/catalyst/).

### Join Together

Join Together has been a program of SPH since 1991 that has to date generated more than \$40,000,000 in grant funds to help communities throughout the country improve substance use disorder prevention, treatment and policy. In the current year, Join Together implemented the first year of a multi-year grant from the Robert Wood Johnson Foundation that supports its core internet based information services and received new funding to support its growing online continuing education programs for treatment and prevention counselors, policy advocacy and screening/brief intervention programs for risky alcohol and drug use. Join Together also became the principal dissemination arm for the SPH/NIAAA Youth Alcohol Prevention Center.

### Partners in Health and Housing Prevention Research Center

In 2007-8, the PHH-PRC initiated a new Core Research project, *Resident Health Advocates on the Move (RHAM)*. Jo-Anna Rorie, Associate Professor of Maternal Child Health, and Alan Geller, Associate Professor of Epidemiology, co-direct the RHAM program. This project tests a Resident Health Advocate intervention in public housing developments to increase health screening visits on the Boston Public Health Van and to measure the number of appointments with primary care physicians kept by participants.

Phase I was completed in September 2007, with excellent results. The protocol has been modified to continue in the summer of 2008. Also, the first major PHH-PRC publication appeared this year in the American Journal of Public Health (January 2008) : *“Use of a Population-Based Survey to Describe the Health of Boston Public Housing Residents.”*

### Youth Alcohol Prevention Center

The Center is in its final year of a five year \$10,000,000 National Center Grant from NIAAA. The theme of the Center is to better understand the etiology and consequences of youthful alcohol use and to develop and test interventions to prevent or reduce early consequential drinking. By the end of this period, all the research activities had completed active data collection and were analyzing and publishing results. A renewal proposal was completed and defended in a “reverse site visit.” Final decision on the competitive renewal will not be made until late Fall 2008. Based in SPH, the Center has engaged investigators from the BU schools of Public Health, Medicine, Social Work and Arts and Sciences. The Center was awarded its second Diversity Supplement to support further training and development of alcohol research skills for Hyeouk Chris Hahm, PhD, Assistant Professor of Social Work. The Data Core for the Center is staffed by the SPH Data Coordinating Center and the Education Core now operates in collaboration with Join Together.

## Compendium of Faculty Accomplishments and Awards

**Adrienne Cupples**, Professor of Biostatistics was the invited speaker at the Distinguished Lecture Series at Yong Loo Lin School of Medicine at the University of Singapore, where she was a Visiting Professor.

**Timothy Heeren**, Professor of Biostatistics, received the Norman A. Scotch Award for Excellence in Teaching. This is the highest award for teaching at the Boston University School of Public Health.

**Alexander Ozonoff**, Assistant Professor of Biostatistics, has been appointed to the Editorial Advisory Board of *Stochastic Environmental Research and Risk Assessment*.

**Lisa Sullivan**, Professor of Biostatistics, received the 2008 best paper award in the area of population sciences in *Circulation* from the American Heart Association.

**Patricia Hynes**, Professor of Environmental Health, served on the Healthy Homes Expert Panel in December, 2007. The panel meets to evaluate the strength of scientific evidence on housing interventions and health is sponsored by the Centers for Disease Control National Center for Environmental Health.

**Roberta White**, Professor and Chair of Environmental Health, testified at a hearing of the US Senate Committee on Veterans' Affairs on environmental exposures linked to Gulf War Illness. She also was an invited speaker at the Child Neurology Society meeting.

**C. Robert Horsburgh**, Professor and Chair of Epidemiology, was named the national co-chair of the Tuberculosis Epidemiologic Studies Consortium, established by the CDC to strengthen, focus, and coordinate tuberculosis (TB) research.

**Michael A. Grodin**, Professor of Health Law, Bioethics, and Human Rights, received honorable mention in 2008 for the Kenneth Schwartz Center Compassionate Caregiver Award. He was also listed in the 2007 edition of *America's Top Physicians*, produced by the Consumers' Research Council of America.

**Wendy Mariner**, Professor of Health Law, Bioethics, and Human Rights, received the 2008 Jay Healey Distinguished Health Law Teacher Award. The award is given by health law faculty at all US schools, who meet annually under the auspices of the American Society of Law, Medicine and Ethics. She also was invited to participate in the 2007-2008 Center for Health Law Distinguished Speaker Series at St. Louis University School of Law.

**Dan Berlowitz**, Professor, **Graeme Finck**, Associate Professor, **Amy Rosen**, Professor, and **Lewis Kazis**, Associate Professor, all of the Department of Health Policy and Management, were awarded the prestigious Peter Reizenstein Prize by the International Society for Quality in Health Care for the best paper published in the *International Journal for Quality in Health Care* in 2006.



**James Burgess**, Associate Professor of Health Policy and Management, has been appointed to the Editorial Board of *Health Sciences Research*.

**Rani Elwy**, Assistant Professor of Health Policy & Management, was an invited expert on an episode of PBS's *A Place of Our Own*. The episode focused on advocating for children with special needs.

**Stephen Haley** and **Alan Jette**, both Professors in the Department of Health Policy & Management, received the Chattanooga Research Award from the American Physical Therapy Association. This award honors the best clinical research article published in *Physical Therapy*.

**Lewis Kazis**, Professor of Health Policy & Management, received the Association of Academic Physiatrists Ernest W. Johnson Excellence in Research Writing Award for best research paper published in the *American Journal of Physical Medicine and Rehabilitation* in 2007.

**Matthew Fox**, Assistant Professor of International Health, was awarded the 2007 Abraham Lilienfeld Prize from the Society for Epidemiologic Research.

**Davidson Hamer**, Associate Professor of International Health, was elected to a fellowship from the Infectious Diseases Society of America.

**James Wolff**, Associate Professor of International Health, was awarded the Community Clinician of the Year Award by the Massachusetts Medical Society.

**Eugene Declercq**, Professor of Maternal and Child Health, received the Hannah Purn Award from the Massachusetts Chapter of the American College of Nurse-Midwives for his service to the midwifery community in Massachusetts. It is named for a Massachusetts midwife who was banned from practicing midwifery in 1907.

**Joanna Rorie**, Associate Professor of Maternal and Child Health, received a Professional Award for Community Service from the Boston & Vicinity Club of the National Association of Negro Business and Professional Women's Club.

# **SCHOOL OF PUBLIC HEALTH**

## **Annual Report**

**2007 – 2008**

### **Exhibits**

**Boston University School of Public Health**  
**July 2007-June 2008**  
**Research Awards Summary: Applications and Awards**  
**Table 1**

**Applications**

Department	FY 07 # App	FY 07 \$ App	FY 08 # App	FY 08 \$ App	+/- 08-07 \$ App	+/- 08-07 App %
Admissions	0	-	0	-	-	-
Biostatistics	34	4,259,493	38	5,575,172	1,315,679	31%
Data Coordinating Center	12	801,213	17	1,038,640	237,427	30%
Dean's Office	0	-	0	-	-	-
Environmental Health	37	9,981,427	36	11,566,164	1,584,737	16%
Epidemiology	28	5,058,580	25	5,837,065	778,485	15%
Global Health	2	651,303	2	162,622	(488,681)	-75%
Health & Disabilities Research Institute	18	3,846,141	19	2,877,295	(968,846)	-25%
Health Law, Bioethics & Human Rights	0	-	0	-	-	-
Health Policy & Management	54	7,519,084	50	9,449,582	1,930,498	26%
International Health (DIH)	2	-	1	49,997	49,997	-
International Health, Center for	38	10,189,190	39	19,960,749	9,771,559	96%
Join Together	0	-	0	-	-	-
Maternal & Child Health	10	1,374,062	8	945,252	(428,810)	-31%
Public Health Practice	4	606,792	7	2,813,866	2,207,074	364%
Social & Behavioral Sciences	26	4,167,304	32	7,554,436	3,387,132	81%
Teaching, Learning and Technology	2	131,890	1	73,386	(58,504)	-44%
Youth Alcohol Prevention Center	3	1,989,799	6	6,080,319	4,090,520	206%
<b>SPH TOTAL</b>	<b>270</b>	<b>50,576,277</b>	<b>281</b>	<b>73,984,545</b>	<b>23,408,268</b>	<b>46%</b>

**Awards**

Department	FY 07 # Aw	FY 07 \$ Aw	FY 08 # Aw	FY 08 \$ Aw	+/- 08-07 \$ Aw	+/- 08-07 Aw %
Admissions	0	-	0	-	-	-
Biostatistics	20	2,052,295	23	2,452,887	400,592	20%
Data Coordinating Center	6	252,147	9	626,462	374,315	148%
Dean's Office	0	-	0	-	-	-
Environmental Health	19	5,540,064	24	7,827,508	2,287,444	41%
Epidemiology	18	3,075,695	22	5,636,046	2,560,351	83%
Global Health	2	70,504	2	162,622	92,118	131%
Health & Disabilities Research Institute	3	397,927	17	2,419,733	2,021,806	508%
Health Law, Bioethics & Human Rights	0	-	0	-	-	-
Health Policy & Management	30	3,594,067	26	5,202,987	1,608,920	45%
International Health (DIH)	0	-	0	-	-	-
International Health, Center for	24	6,168,468	24	6,832,600	664,132	11%
Join Together	0	-	1	140,000	140,000	-
Maternal & Child Health	6	832,046	9	1,510,243	678,197	82%
Public Health Practice	3	410,995	6	2,875,758	2,464,763	600%
Social & Behavioral Sciences	17	3,191,416	20	2,406,452	(784,964)	-25%
Teaching, Learning and Technology	0	-	0	-	-	-
Youth Alcohol Prevention Center	4	2,029,926	4	2,885,428	855,502	42%
<b>SPH TOTAL</b>	<b>152</b>	<b>27,615,550</b>	<b>187</b>	<b>40,978,726</b>	<b>13,363,176</b>	<b>48%</b>

**Boston University School of Public Health  
Sources of Support July 2007 - June 2008  
Table 2**

Department	Direct Awards	Sub-Awards	Total Awards	Foundations	NIH	HRSA	CDC	USAID	Other				Industry	Institutes	Hospitals /Universities/ Re-search	Total
									Federal	Other						
BioStatistics	3	20	23		21		1						1			23
Data Coordinating Center	-	9	9		7							2				9
Environmental Health	15	9	24	6	5		4		8						1	24
Epidemiology	14	8	22	1	15		4		1				1			22
Global Health	2	-	2	2												2
Health & Disabilities Research Institute	10	7	17	1	11		1						2	2		17
Health Policy & Management	15	11	26	5	5	6	3		5						2	26
International Health, Center for	12	12	24	4	5		3	8	2				1	1		24
Maternal & Child Health	8	1	9	2		3	4									9
Public Health Practice	3	3	6	1		1	1		1				1		1	6
Social & Behavioral Sciences	10	10	20	11	4		3		1						1	20
Youth Alcohol Prevention Center	3	1	4		2										2	4
Join Together	1	-	1	1												1
<b>Total</b>	<b>96</b>	<b>91</b>	<b>187</b>	<b>34</b>	<b>75</b>	<b>10</b>	<b>24</b>	<b>8</b>	<b>20</b>	<b>11%</b>	<b>4%</b>	<b>13%</b>	<b>6</b>	<b>3</b>	<b>7</b>	<b>187</b>
<b>% of Total Awards</b>	<b>51%</b>	<b>49%</b>		<b>18%</b>	<b>40%</b>	<b>5%</b>	<b>13%</b>	<b>4%</b>	<b>11%</b>				<b>3%</b>	<b>2%</b>		<b>4%</b>

**Boston University School of Public Health  
Operating Budget  
Table 3**

	<u>ACTUALS 2003-04</u>	<u>ACTUALS 2004-05</u>	<u>ACTUALS 2005-06</u>	<u>ACTUALS 2006-07</u>	<u>ACTUALS 2007-08</u>
<b>INCOME</b>					
Tuition and Fees	\$ 15,161,827	\$ 15,449,464	\$ 18,030,674	\$ 19,167,144	\$ 20,533,117
Grant & Contracts- Direct Revenue	22,915,727	22,513,998	26,110,101	25,519,390	26,972,518
Grant & Contracts- Indirect Revenue	4,741,972	4,994,250	6,074,069	5,966,531	6,517,176
Gifts, Endowment Income and Designated	2,538,212	2,753,368	1,509,093	1,799,389	1,556,678
Other Indirect Revenue	79,256	43,657	69,955	55,920	97,573
Other Income	77,932	575,208	242,238	531,276	498,450
Medical School Support for Socio Medical Sciences	175,000	175,000	175,000	76,000	76,000
<b>TOTAL INCOME</b>	<b>\$ 45,689,927</b>	<b>\$ 46,504,945</b>	<b>\$ 52,211,129</b>	<b>\$ 53,115,650</b>	<b>\$ 56,251,512</b>
<b>EXPENDITURES</b>					
Administration	\$ 2,023,251	\$ 2,264,561	\$ 2,540,869	\$ 3,039,811	\$ 2,789,343
Support Svcs (Reg, Admiss. & Student Svcs.)	1,275,495	1,118,173	1,021,249	1,130,851	1,271,705
Instructional and Academic Support & Other Programs	6,435,165	7,165,249	8,070,268	8,967,644	9,084,384
Scholarship Program	1,743,379	2,050,246	1,906,441	1,980,999	2,165,856
Research Support	359,218	606,987	455,478	469,438	379,593
Grants & Contracts Direct Costs	22,993,659	22,513,998	26,110,101	25,519,390	26,972,518
Other Restricted and Designated Funds	2,538,212	2,753,368	1,509,093	1,799,389	1,556,678
Fringe Benefits	1,959,280	2,336,332	2,692,317	3,050,824	3,345,161
<b>BU/BUMC PAYMENTS</b>					
Tuition Sharing on Cross Registrants	254,002	302,937	450,770	549,019	1,252,037
Talbot Capital Contributions	400,000	400,000	896,659	866,362	710,989
BUMC Shared Services*	5,100,565	4,943,982	4,815,221	5,424,612	7,089,670
University Contribution		250,000	250,000	250,000	250,000
<b>SPH RESERVE CONTRIBUTION</b>					
SPH Surplus/(Deficit)	607,702	(200,888)	1,492,664	67,311	(616,421)
<b>TOTAL EXPENDITURES</b>	<b>\$ 45,689,927</b>	<b>\$ 46,504,945</b>	<b>\$ 52,211,129</b>	<b>\$ 53,115,650</b>	<b>\$ 56,251,512</b>

\* Beginning in 2005-2006 SPH makes direct payments for services. In previous years payments were based on taxation of revenue

# **SCHOOL OF PUBLIC HEALTH**

## **Annual Report**

**2007 – 2008**

### **Appendix**

#### **Funded Research Projects**