



Northeastern Bouvé College of Health Sciences

March 26, 2020

To: Susan Powers-Lee, Chair Senate Agenda Committee
Debra Franko, Senior Vice Provost for Academic Affairs

From: Carmen Sceppa, Dean Bouvé College of Health Sciences

Re: Reorganization of the School of Health Professions into two new schools

Cc: Department Chairs and Task Force Leads (Kristin Greenwood, Lorraine Book, Carey Barry, Sharon Harlan, Robert Volpe, Diane Fitzpatrick and Shan Mohammed)

In October 2018 Bouvé College voted in favor of a reorganization of the college such that the current School of Health Professions (comprised of five departments) would be divided into two new schools (*representing two distinct themes*):

- **School of Public Health** – including the departments of Health Science and Applied Psychology; and
- **School of Rehabilitation and Clinical Sciences vs. Clinical and Rehabilitation Sciences** – *title to be finalized* – including the departments of Physical Therapy, Movement and Rehabilitation Sciences; Physician Assistant; and Communication Sciences and Disorders.

Two task forces were created to work with faculty and staff. The department structure and governance within each of the two new schools will be maintained. There will be a step-wise approach to initially create the themes of the new schools with additional plans for leadership and accreditation as well as strategic investments and philanthropy to ensure the success of these two new schools in subsequent years.

Below please find the proposal for each of the two new schools for your review. We are hoping this proposal can come to the Senate floor at one of the April meetings this academic year. A representative from each of the task forces will attend the Senate meeting when scheduled to provide background information and answer questions.

Please let me know if you need any additional information. Thank you in advance for your attention to this matter.

Sincerely,

A handwritten signature in cursive script that reads 'Carmen Sceppa'.

This memo outlines a short vision and deliverables for one of the thematic schools of Bouvé College of Health Sciences created through the separation of the current School of Health Professions.

Theme: School of Public Health

Why this matters?

Globally, the health challenges we face are formidable, including aging populations, deteriorating public physical infrastructures and rising costs of health care; unhealthy food systems and a sedentary-promoting environment; rising levels of depression, anxiety and social isolation; widening social inequality and severe racial health disparities; environmental contamination from an increasing number of contaminants; natural and human-made disasters; preparing for and responding to global pandemics; impacts of widening income inequality; health risks associated with the changing nature of work and automation; and the far-reaching health impacts of climate change.

Treating health problems at an individual level is important, but insufficient. Innovative prevention approaches are needed to address the leading social, environmental, and behavioral causes of chronic disease and preventable deaths. To improve health and alleviate suffering across the lifespan, we need to explore new 21st century approaches that harness interdisciplinary collaboration and emerging opportunities made possible by data, analytics, and technological advances.

How will this define us as a Leader?

Unlike any other School of Public Health, the NU School of Public Health will explore how data, digital technologies, and novel analytic methods can address the grand health challenges at both the personal and societal levels and how new digital methods and technologies can engage and empower citizens to understand and promote their own health through community level solutions. We will develop more precise tools to study how personal, societal and environmental health risks and behaviors respond to interventions at different scales. We will advance new technologies to activate citizens, both individually and collectively, to address health disparities and other challenges in their communities. We will advance methods that inspire scientists, communities and students to collaborate on big data for evidence-based measurement of national and global health problems.

The School of Public Health will impart knowledge and skills needed to positively impact the health of large populations through a focus on humanics - defined as the integration of human capacities and systems thinking with technological and data literacy. The NU School of Public Health will enhance the data literacy, technological literacy, and human and social literacy of health professionals and those from other disciplines whose work impacts the health and well-being of others. Applying these literacies to public health practices such as analytical assessment, policy development and program planning, community-based research, and administration and management, will transform the practice, leadership and systems-thinking skills of current and future public health professionals. Unlike any other School of Public Health, the NU School of Public Health will explore how data, digital technologies, and novel analytic methods can address the grand health challenges at both the personal and societal levels and how new digital methods and technologies can engage and empower citizens to understand and promote their own health through community level solutions. We will develop more precise tools to study how personal, societal and environmental health risks and behaviors respond to interventions at different scales. We will advance new

technologies to activate citizens, both individually and collectively, to address health disparities and other challenges in their communities. We will advance methods that inspire scientists, communities and students to collaborate on big data for evidence-based measurement of national and global health problems.

What will this accomplish internal to Bouvé?

The School of Public Health will employ new integrative and data-driven approaches for research and pedagogy that address health challenges by emphasizing new forms of data and data analysis with collaborative, team-based approaches. Specifically, the school will emphasize and create educational opportunities across Bouvé to enhance: 1) Data-driven health promotion and health policy interventions, 2) AI technology to address long-standing public health crises, 3) The power of technology-enabled, personal and community interventions, 4) Technology and data-enabled personal activation and community partnerships, 5) Evidence-based public health, 6) Cross-cultural and transnational learning and research, and 7) A continued emphasis on enhancing social justice through public health practice, education, and research.

These enhanced focus areas will train innovative, collaborative and entrepreneurial leaders who will join and lead agile interdisciplinary teams that develop evidence-informed strategies to change the systems, policies, environments, and behaviors - social, physical, and political - that impact the public's health.

What will this accomplish external to Bouvé within the University?

In alignment with the NU 2025 Academic Plan, the NU School of Public Health will become a hub of transdisciplinary, interprofessional, and experiential public health at the University. It will strengthen cross-college research and education by building upon Northeastern University's expertise in social and environmental determinants of health, mental and behavioral health, and digital health technologies. Through existing degrees, new degree programs, certificates and lifelong learning opportunities, our School of Public Health will create a collaborative learning community of faculty and students at all levels and across Northeastern's network of global campuses.

The NU School of Public Health will be dedicated to strengthening global networks of public health professionals and providing innovative lifelong learning opportunities for alumni and public health professionals as new public health challenges arise and new advances in data and technology emerge.

Deliverables in 5 years

Provided strategic resource investments and a clear budget model for School of Public Health based on transparent understanding of resource generation and allocation:

Year 1:

- Develop mission, vision and goals (research, education, and service)
- Curricular development of additional MPH concentrations (including public mental health and digital health) to meet Council on Education for Public Health (CEPH) accreditation requirements
- Curricular modifications in PhD programs to achieve 2 CEPH accredited doctoral programs.
- Begin strategic hiring of leader of School of Public Health in accordance with CEPH accreditation requirements.
- Begin strategic hiring of new faculty to support new concentrations

Years 2-5: Further establish foundation to become a top 20 - School of Public Health:

- Continue strategic hiring of faculty
- Curricular modifications across all graduate programs in the Departments of Applied Psychology and Health Sciences to become a Council on Education for Public Health accredited school of public health
- Establish IMPACT Health – Interdisciplinary Model for Project-based Action: Collaborative Teams for Health –an incubator for experiential collaborative educational initiatives focusing on digital health, health technology and data analytics at the undergraduate, masters and doctoral level. It will produce use-inspired research solutions, proof-of-concept demonstrations that inspire societal change, small and large-business incubation, grant applications, and further inspire innovative curriculum across Northeastern’s global university system and beyond.

Voting History:

Reported 10/16/18:

Eligible to vote N=345 (Faculty N=210, Staff=115)

Required quorum of 35% is exceeded overall and when broken down by faculty/ staff

Voted N=250 (72.5%)

247 answered question 1 (faculty or staff): Faculty N= 162(77% of eligible), Staff N= 85 (74%) of eligible)

Total vote count **YES=181** NO=33 Abstain=36

Sub-group analysis (please note that several people did not indicate which school they represent/ answered faculty/staff question so these number do not add up to total vote count) – this analysis is presented only to show that in each sub-group the ayes have it.

School	Faculty (N votes)			Staff (N votes)		
	Yes	No	Abstain	Yes	No	Abstain
SOHP	65	8	5	10	1	2
SON	20	5	4	11	0	0
SOP	31	6	8	6	2	5
Other	5	2	1	32	7	8
OVERALL	121	21	18	59	10	15

This memo outlines a short vision and deliverables for one of the thematic schools of Bouvé College of Health Sciences created through the separation of the current School of Health Professions.

Theme: Rehabilitation and Clinical Sciences vs. Clinical and Rehabilitation Sciences

<p>Why this matters?</p>	<p>To develop a school that is the premiere choice for clinical and rehabilitation sciences and interprofessional education and research. This new school will collectively advance the mission of three units within Bouve’ College of Health Sciences: Communication Sciences and Disorders, Physician Assistant, and Physical Therapy, Movement, and Rehabilitation Sciences. The broad field of rehabilitation and clinical sciences seeks to improve and transcend quality of life and self-care while promoting innovative approaches to healthcare of the future. It is important to note, this area of healthcare is a growing source of attention nationally. The scientific knowledge upon which we base our work around healthspan approaches is evolving at a fast pace. Breakthroughs in genetics, regenerative medicine, robotics, artificial intelligence coupled with precision medicine (or personalized, preventive care), require educators, researchers and clinicians to be nimble, innovative and collaborate with each other to remain contemporary, and fully prepare evidence-based practitioners of the future while informing science and discovery. Northeastern University is well positioned to be an innovative driver of success in the future of rehabilitation and clinical sciences with a focused healthspan approach. Bouvé College is a leader in healthspan, where each discipline promotes practice, education, and research for transformative collaborative practice to improve the health and wellbeing of individuals, communities, and populations (i.e. healthspan). Living in good health is the goal of all and collaborative advancements of clinical and rehabilitation sciences are essential.</p>
<p>How will this define us as a Leader?</p>	<p>Commanded by the vision of the academic plan and talent at the university, coupled with our current hands-on accredited and well-ranked programs in physical therapy, speech-language pathology & audiology, and physician assistant – a synergy in expertise lacking at other top/aspirational institutions, we are well positioned to shape and drive the transformation of rehabilitation and clinical sciences practice and discovery from a traditional to a healthspan approach. By having three similar departments housed in one school we are poised to make new advancements in total health with our renowned programs being</p>

	drivers of successful innovation. Integrating innovative rehabilitation/abilitation based solutions and precision medical care to assist all in living to their best of their total health.
What will this accomplish internal to Bouvé?	<ol style="list-style-type: none"> 1. Cohesive integration of complementary educational models and faculty expertise to become a center of excellence in education, research, and entrepreneurship 2. Clinical models of translational care 3. Ambassadors of our mission with stakeholders (students, faculty, staff, donors, alumni, employers, partners, and collaborators)
What will this accomplish external to Bouvé within the global University system?	<ol style="list-style-type: none"> 1. Create pathways to educational partnerships across colleges and nodes of the network, combined courses and programs, team taught courses and lifelong learning educational offerings. 2. Expand our collaborative rehabilitation and clinical sciences research partnerships including joint hires, joint labs and joint efforts with healthcare industries and startups. Partner with the global university system to advance use-inspired, solution-driven, impactful research and innovation in rehabilitation and clinical sciences. 3. Leveraging the university network, become a nation-wide center of excellence in advancing science into practice in the fields of interdisciplinary rehabilitation and clinical sciences research and education.
Deliverables in 1-5 years	<p>Provided strategic investments in faculty, curriculum and collaboration, the new school will:</p> <p>Years 1-2:</p> <ul style="list-style-type: none"> - Reorganization of the three departments (PTMRS, CSD, PA) under the umbrella of a school - Transparent budget and resources, including what funds will be allocated to this investment - Strategic investment in faculty hires - Create the infrastructure for collaboration (i.e. collective building) - Establish the school’s leadership structure <p>Years 1-5:</p> <p>Provided strategic investments in faculty, curriculum and collaboration, the new school will become:</p> <ul style="list-style-type: none"> - A recognized center of excellence in rehabilitation and clinical sciences education (rankings, philanthropy, diversity, awards, and selective admission yield)

	<ul style="list-style-type: none"> - Implement an interprofessional healthspan curriculum - Double grant funding in rehabilitation and clinical sciences research - Expand research to commercialization activities - Establish a humanics-centered curriculum on healthspan education - Work with Bouvé College to establish the Translate Center
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