

UNIVERSITY OF SASKATCHEWAN



SCHOOL OF PUBLIC HEALTH

Proposal to University Council

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1. Executive Summary

The creation of a School of Public Health at the University of Saskatchewan has the potential to create a national and international centre of excellence in interdisciplinary education and research in several clearly identifiable areas: 1) Vaccinology and Immunotherapeutics, 2) Veterinary public health, 3.) Agricultural and rural public health, 4) Aboriginal peoples' health, and 5) Socio-behavioral health. No other university centres in Canada have such an alignment of academic strengths in these areas as the University of Saskatchewan.

The School of Public Health will increase the size and scope of graduate education on campus. The development of six new graduate programs in public health and vaccinology and immunotherapeutics will increase student numbers threefold between 2007 and 2011. The School will bring together a number of outstanding research centres and initiatives in a manner that has not been previously possible. This will create a vibrant research community with the potential to promote innovative interdisciplinary approaches to knowledge creation, synthesis and exchange beyond what might be attained by any individual centre.

Outreach and engagement with the community is seen as central to the success of the School of Public Health. The Department of Community Health and Epidemiology, and research centres such as SPHERU, IPHRC and CCHSA, already work closely with diverse community groups and community-based organizations. In addition, however, the School will be in a position to play a leadership role in the provision of population and public health services to the health regions, Saskatchewan Health and the Public Health Agency of Canada.

The School of Public Health will be led by an Executive Director. Like other College Deans, the Executive Director of the School of Public Health will report to the Provost. The Executive Director will be a member of the University Deans' Council, Health Science Deans' Committee, and the Inter-professional Health Science Office. In providing leadership to the School, the Executive Director will be assisted by an Executive Committee, the composition of which may include the Chair of the Graduate Program Committee, the Chair of the Research Committee, elected members of the SPH Faculty Council, directors of the research units located within the School, and representation from the participating Health Science Colleges.

The faculty complement of the School will comprise: 1.) New positions with appointments primarily in the School but with academic homes in the existing Colleges, 2.) Existing positions which become joint appointments in the School and relevant Colleges, and 3.) Associate and adjunct appointments from related university departments and external agencies, respectively. New positions will be contributed from both participating colleges and the resources of the Academic Priorities Fund. Existing faculty positions that may become joint appointments are present in the Department of Community Health and Epidemiology, Department of Psychiatry, and the Canadian Centre for Health and Safety in Agriculture (CCHSA) in the College of Medicine; the Western College of Veterinary Medicine (WCVM); the Colleges of Nursing, Dentistry,

Pharmacy and Nutrition, and Commerce. Associate appointments may be established for current faculty in Physical Therapy, Law, Arts and Science, and Kinesiology.

The present course-based Masters degree in Public Health (MPH) is the foundational program of the School. Programs that will transfer over from the College of Medicine include the Masters and Doctoral degrees in Community Health and Epidemiology. Strength in vaccine-preventable infectious diseases would be present in Masters and Doctoral degrees in Vaccinology and Immunotherapeutics. To meet the need for public health physicians in the province, the College of Medicine and School of Public Health propose to develop a Community Medicine Residency Training Program accredited by the Royal College of Physicians and Surgeons of Canada. The development of programs and growth in the graduate student body will proceed in a stepwise manner over the first five years. The student body, which now includes 55 in the MPH and CH&E programs, will comprise 180 graduate students by 2011 (60 MPH, 40 MSc, 40 PhD, 20 MSc Vaccinology and Immunotherapeutics, 20 PhD Vaccinology and Immunotherapeutics. Community Medicine Residents in the School may number six and Postdoctoral fellows 20.

By 2011, the School of Public Health will be located in the Socio-Population Health E building of the new Academic Health Science Complex and have associated facilities, including labs, in other Colleges. Prior to 2011, however, the space needs of the School of Public Health must be accommodated elsewhere on campus.

An independent external review of the School should be conducted during the fourth year of this five-year plan. The review should focus on the degree to which the School has met, or is on its way to meeting, the goals outlined in this document using the identified measures of effectiveness. The review would be provided to the Provost to guide the future development of the School. Thereafter, future reviews of the School would occur every 10 years.

2. The Opportunity

The role of public health, and public and government understanding of this role, has changed significantly in the early years of this century. Public inquiries (i.e. Walkerton), disease outbreaks (i.e. SARS, West Nile Virus, BSE, Avian Influenza) and health inequities have focused attention on the state of the Canadian public health system. Recent discussions in this field focus both on current infrastructure inadequacies (i.e. inadequate epidemiologic investigation capacity, difficulties in managing information and weak links between public health and personal health care delivery) and the vital role of public health in creating and supporting a healthy society. In the last few years, investments in public health – including identification of a federal cabinet minister for public health and creation of both the Public Health Agency of Canada and the position of Chief Public Health Officer – have emphasized the growing role of this field in Canadian society.

Here in Saskatchewan, the provincial government commissioned a Public Health

Capacity Review in 2006 in response to these global and national calls for ensuring that the public health system is well positioned to meet future challenges. While the final reaction to this review is still pending, indications are that it will call for an enhancement to the province's ability to train and retain public health workers in all disciplines, contribute to the creation of new evidence and disseminate information on public health best practice, and improve the capacity for analytic supports and applied research in public health -- especially for smaller health regions. A School of Public Health will be essential to the success of this endeavor. If Saskatchewan is to be successful in attracting and retaining public health workers for our public health system, it is essential that we be actively involved in training both local applicants and applicants from elsewhere here in Saskatchewan, by Saskatchewan standards, in a manner that will meet our unique needs. With a competitive job market for public health workers as exists today, trainees are tending to stay close to where they trained for jobs, as they know the local system, and have local references. Saskatchewan needs to enhance its local training capacity to ensure a stable workforce into the future. This will also ensure that students are exposed to the unique aspects of public health practice in Saskatchewan, and will be better equipped to function in this system, and choose to stay here.

A common understanding exists regarding the five broad responsibilities of the public health system: population assessment, health surveillance, health promotion, disease and injury prevention and health protection. In addition, the national Task Group on Public Health Human Resources is developing a set of core competencies for public health workers. These competencies emphasize analysis and assessment, research and critical thinking, effective communication, leadership and cultural competence.

Little comprehensive information is currently available on the public health workforce. Preliminary examination suggest that the public health sector is characterized by an aging workforce, uneven geographic distribution, job vacancies, and insufficient training positions. The Ontario Public Health Association recently released a discussion paper—Capacity Mapping in Public Health (April 2005)—on this topic and the Public Health Agency of Canada is taking steps to better capture public health workforce information so as to improve public health human resource planning.

The University of Saskatchewan established a Master of Public Health graduate program following the approval of University Council in March, 2006. The initial cohort of ten students entered the program in September 2006, and over 50 applications were received for 15 positions in the 2007 class. The opportunity now exists to build a School of Public Health around this very successful core program.

In Canada, one university has established a School of Public Health and three intend to do so:

- The only existing School of Public Health was established at the University of Alberta in 2006 through the union of the Department of Public Health Sciences from the Faculty of Medicine with the Centre for Health Promotion Studies, and the Alberta Centre for Injury Control and Research. The school has 35 faculty members providing three graduate degrees: an MPH with six areas of

concentration (health promotion, environmental and occupational health, global health, health policy and management, public health leadership, and quantitative methods), an MSc in Health Promotion, and a PhD in Public Health Sciences.

- The University of Toronto established a School of Hygiene in 1925, but merged this with several other departments in 1976 to form the Department of Preventive Medicine and Biostatistics, and later the Department of Public Health Sciences within the Faculty of Medicine. The Department has over 50 full-time faculty members providing an MHSc degree (comparable to an MPH) with thesis and course-based programs in six areas of concentration (biostatistics, community health and epidemiology, health promotion, occupational and environmental health, community nutrition, and family and community medicine), and a PhD degree in epidemiology, biostatistics and social and behavioral sciences.
- The Department of Social and Preventive Medicine in the Faculty of Medicine at the University of Montreal, with 56 faculty members, offers the only Canadian public health program that is accredited by the Council on Education for Public Health. Their Master of Science in Community Health degree has both thesis and non-thesis options in four areas of concentration (health promotion, health protection, health care organization, evaluation). The Department offers a PhD program in epidemiology, health promotion, health system organization, health systems management, and environmental health.
- The Faculty of Health Sciences at Simon Fraser University, with 18 faculty members, offers thesis and non-thesis options for a Master of Science degree in Population and Public Health (MScPPH). This program has a general stream and one in global health.

3. The Planning Process

An interdisciplinary Master of Public Health (MPH) degree program was identified as a university priority, and the development of a School of Public Health anticipated, in the 2003-07 Integrated Plan. Following the April 2004 release of the Plan, a group of 35 faculty members with an interest in public health met in June to begin the necessary planning. Representatives were present from all health science colleges, the College of Commerce and the Saskatoon Health Region. There was considerable enthusiasm at that meeting for the concurrent development of the MPH program and School of Public Health. An interdisciplinary Steering Committee was formed to advance the initiative. Given the scope of the endeavor and uncertainty around the concept of Schools at the University of Saskatchewan, the Provost's office and College of Graduate Studies and Research recommended the Committee focus first on the development of the MPH program and later on the School. Following this advice, the Steering Committee drafted a proposal for an MPH program, circulated it broadly to colleagues on campus, and received input from three external consultants and support from the Health Science Deans Committee. The proposal was submitted to the College of Graduate Studies and Research in March 2005, refined and subsequently approved by University Council in

March 2006. The Master of Public Health program accepted its first cohort of students in the 2006-07 fall term.

The Discussion Paper on Schools, prepared by the Task Force on Changing Structures and approved by University Council in June 2006, provided a framework for the development of three Schools: Public Health, Environment, and Public Policy. That month the Steering Committee that had guided the development of the MPH program passed responsibility for the program to the newly-formed MPH Graduate Program Committee. It re-focused its efforts on the School of Public Health. At their June 2006 meeting, the Health Science Deans Committee established the School of Public Health Steering Committee as a subcommittee of their group, and expanded the membership to include representatives of several research centres (Vaccine and Infectious Disease Organization, Canadian Centre for Health and Safety in Agriculture), the Integrated Planning Office and Financial Services Division. The SPH Steering Committee developed a Letter of Intent (LOI) by September that was reviewed by the Health Science Deans Committee and the Provost's Office. The Planning Committee of Council accepted the LOI in October and provided guidance for the submission of this full Proposal.

A broad series of consultations regarding the School of Public Health has taken place since that time. Three external consultants visited the university to critique the proposal: Dr. S. Gelmon, Professor of Public Health, Portland State University; Ms. M. Mulvanity, Council on Education for Public Health, the North American accrediting body for schools of public health; and Dr. D. Mowat, Deputy Chief Public Health Officer, Public Health Agency of Canada. In December, Dr. B. Reeder, College of Medicine, was appointed as the Special Advisor to the Provost on the School of Public Health. Since then, he and colleagues from the Steering Committee have met individually with each of the Health Science Deans, the Deans of the Colleges of Arts and Science and Commerce, and Directors of research centres: the Saskatchewan Population Health and Evaluation Research Unit, the Saskatchewan Cancer Control Research Program, the Indigenous Peoples' Health Research Centre, the Prairie Region Health Promotion Research Centre, the Mozambique Teaching for Health Renewal Program, the Applied Psychiatry Research Centre, the Canadian Centre for Health and Safety in Agriculture, and the Vaccine and Infectious Disease Organization. They have also met on separate occasions with faculty members from the Department of Community and Epidemiology, and the Colleges of Nursing, Pharmacy and Nutrition, Veterinary Medicine, Kinesiology, and Law. Finally, the university Integrated Planning Office has provided excellent guidance and support to the Steering Committee for the development of the School.

4. The School Proposal

4.1 Vision

The School of Public Health at the University of Saskatchewan will be a preeminent centre of learning in Canada. Innovative thinkers from diverse disciplines will work closely with each other and the public to understand and solve key population health issues. The School will be renowned for the impact of its work in unique areas of strength. It will be the home of several outstanding research units and a destination for scholars from around the world. Teaching methods and technologies will be the most creative and flexible available.

The School of Public Health will excel in its connectedness to the community. Students and faculty will engage with community members and leaders in local and international settings to learn from them and help shape public health interventions. The School itself will be a model healthy community, based upon values of respect and integrity, collaboration among disciplines, environmental stewardship, social justice and sustainability.

4.2 Mission

To improve the health of individuals and communities through the creation, dissemination and application of public health knowledge, the education of leaders, social change, partnerships with service providers, and service to the broader community.

4.3 Goals

The School of Public Health aims to be a national and international centre of excellence for public health research, teaching, knowledge translation and exchange that will enhance health and health care delivery in health regions, the province and beyond. The School will focus on, and make significant contributions to, five unique areas of strength: 1) Vaccinology and Immunotherapeutics, 2) Veterinary public health, 3.) Agricultural and rural public health, 4) Aboriginal peoples' health, and 5) Socio-behavioral health. The School will achieve pre-eminence in these areas through its research, education, service and organizational goals.

4.3.1 Research Goals

1. To foster excellence in public health research among students, faculty and practitioners.
2. To promote interdisciplinary scholarship in public health research and practice at the local, provincial, national and international levels.
3. To enhance knowledge discovery, synthesis and application in areas of public health.

4.3.2 Education Goals

1. To prepare individuals with the knowledge, skills and competencies needed to address, through practice and research, complex population and public health issues.
2. To promote interdisciplinary, integrated and engaged learning that draws upon the full spectrum of health and social disciplines, and the knowledge of diverse communities.

4.3.3 Service, Outreach and Engagement Goals

1. To promote best practice in community outreach, public health practice and service.
2. To engage communities, students and other partners in addressing public health issues.
3. To serve as a resource to organizations and agencies on public health issues.

4.3.4 Organizational Goals

1. To engage organizational partners, both within and outside of the university, in such a manner as to produce synergistic working relationships.
2. To create a shared identity as a School of Public Health that is recognized as a cohesive and collegial community which exemplifies an explicit set of values.
3. To secure adequate resources to achieve the vision of the School.
4. To attain and maintain national accreditation.

4.4 Relationship to the strategic goals of the University

The development of a School of Public Health at the University of Saskatchewan is well-aligned with the strategic directions of the institution as articulated in *Renewing the Dream 2002* and the series of Foundational Documents. The School aims to achieve international pre-eminence and accreditation, to address the public health needs of our province through service and outreach. It will do so by the recruitment of outstanding faculty, a growth in the graduate student body, an expansion of both innovative interdisciplinary teaching and research. Among the areas of strength of the School will be those well-rooted in our prairie home which enhance our sense of place: aboriginal, agricultural and rural public health; veterinary public health. It will bring together outstanding research centres to create a unique synergy and home for several Canada Research Chairs, the Research Chair in Substance Abuse, a Centennial Chair and projects of the Canadian Foundation for Innovation.

4.5 Relationship of the School to the University of Saskatchewan Integrated Plan (2004-2007)

In their 2003 Integrated Plans, the Colleges of Medicine and Veterinary Medicine included proposals for new public health graduate programs. The College of Nursing identified the need to expand its teaching and research in population and public health.

The University of Saskatchewan 2003-2007 Integrated Plan (University of Saskatchewan, 2004) grew out of the planning processes of the Colleges. The University Integrated Plan noted that:

Despite its range of professional programming and life science research, the University of Saskatchewan does not have integrated graduate or undergraduate programs in the health field. Research groups are in their infancy and there is significant unmet demand in the biomedical science, social science, and humanities areas. Excellent opportunities exist to marshal resources in a manner that responds to changing student expectations. A multi-college and multi-disciplinary initiative in health has the potential to enhance the University's reputation for health programming, attract additional undergraduate students to the institution, increase our research funding from national granting councils, and capitalize on existing and planned faculty resources in the Colleges of Medicine and Arts and Science among others (pp. 7-8).

The present proposal to establish a School of Public Health responds directly to this call for an integrated interdisciplinary teaching and research effort in the health sciences

4.6 Impact of the School on the University

The School of Public Health will impact the organizational structure and function of the university, as well as its programs of graduate education, research, and community outreach.

The development of a School of Public Health has the potential to create a national and international centre of excellence at the University of Saskatchewan in clearly identifiable areas: 1) Vaccinology and Immunotherapeutics, 2) Veterinary public health, 3.) Agricultural and rural public health, 4) Aboriginal peoples' health, and 5) Socio-behavioral health. No other university centres in Canada have such an alignment of academic strengths in these areas as the University of Saskatchewan. Excellence in interdisciplinary education and research will accompany such a development. The concept of an interdisciplinary School, although new to the University of Saskatchewan, is well articulated in the April 2006 Discussion Paper on Schools prepared by the Task Force on Changing Structures and later approved by University Council. The School of Public Health is a manifestation of this new direction.

New relationships will be structured between the School and existing Colleges. Joint faculty appointments will be employed for the first time to draw upon the disciplinary strengths of faculty from diverse colleges. In such appointments, attention must be paid to ensure that the ongoing needs of the Colleges, particularly for undergraduate education and research, are met. Yet, there is great excitement among Deans and faculty to explore this new approach. The concurrent development of the School of the Environment and Sustainability and the School of Public Policy present a unique opportunity for

interdisciplinary learning and research at yet another level. Attention will need to be given to the promotion of such exchange.

The School of Public Health will increase the size and scope of graduate education on campus. By 2011, the development of six new graduate programs in population and public health and an increase in student numbers from 85 to 200 is envisioned. There is likely to be a shift of some students who are now pursuing general population and public health training in the MSc and PhD programs in Community Health and Epidemiology to the professional course-based Master of Public Health (MPH) program. Yet, with the development of focused MSc/PhD programs in epidemiology, biostatistics and socio-behavioral health, and health administration one can expect an overall rise in student demand. High caliber students from across Canada and abroad currently compete with provincial applicants for admission to the MSc/PhD and MPH programs. This trend is projected to grow in the years ahead as the University of Saskatchewan School of Public Health is increasingly recognized for its unique strengths.

The School will bring together a number of outstanding research centres and initiatives in a manner that has not been possible previously. This will certainly create a vibrant research community with the potential to promote innovative interdisciplinary approaches to knowledge creation, synthesis and exchange beyond what might be attained by any individual centre. Nevertheless, attention will need to be paid to cultivate a rich interdisciplinary dialogue and collaboration in order to maximize the opportunity that the School presents.

Outreach and engagement with the community is seen as central to the success of the School of Public Health. The Department of Community Health and Epidemiology, and research centres such as SPHERU, IPHRC and CCHSA, already work closely with diverse community groups and community-based organizations. In addition, however, the School will be in a position to play a leadership role in the provision of population and public health services to the health regions, Saskatchewan Health and the Public Health Agency of Canada. The impact of such engagement is far-reaching.

4.7 Measures of the School's effectiveness

The School of Public Health will be measured by the effectiveness in meeting its stated goals. Such measures will include the:

- Development and success of its unique research and programmatic themes
- Growth in the size and excellence of population and public health research
- Growth in its graduate programs and graduate student enrolment
- Growth and richness of its interdisciplinary approaches to teaching and research
- Establishment of strong, mutually beneficial linkages between the School and the Colleges on campus
- Establishment of strong linkages with communities, health regions, public health agencies and other academic institutions
- Creation of an exciting, cohesive and collegial academic community

- Establishment of a sustainable resource base
- Achievement of accreditation

5. Governance and Leadership

5.1 Organizational Structure and Design

The School of Public Health will follow the basic design of a University of Saskatchewan non-departmentalized College. With growth, the School may consider the future establishment of Divisions. As in the College of Pharmacy and Nutrition, with a Division of Pharmacy and a Division of Nutrition and Dietetics, such divisions would provide a forum for discussion and the coordination of teaching activities within their domain. The School would have the same complement of standing committees as in any of the non-departmentalized Colleges, including a Graduate Program Committee and Research Committee. A number of research centres currently housed in the health science colleges will develop affiliation agreements with the School of Public Health. According to the terms of reference of the individual centres, the School may have representation on their advisory bodies. The scientists of the research centres, where appropriate, would have faculty appointments in the School.

For the Colleges of Medicine, Veterinary Medicine and Nursing, accreditation with the relevant national and North American bodies is an accepted regular requirement. In the field of public health, too, accreditation is an important issue. Accreditation provides students, employers and the public with an assurance of the quality of the training programs. It facilitates the exchange of academic credit between institutions, and is seen as an indicator of program quality for foundations and potential benefactors. In the U.S., only accredited schools of public health are eligible to receive funds from certain national research and student scholarship programs. There is currently no Canadian accreditation body for Schools of Public Health. In the U.S., the Council on Education for Public Health (CEPH; www.ceph.org), a not-for-profit agency co-sponsored by the Association of Schools of Public Health and the American Public Health Association, has served as the accreditation body since 1974. It accredits primarily American schools, however has recently reviewed and accredited the School of Public Health in Mexico City and the MPH program at the University of Montreal. All three of the Canadian universities developing schools of public health (Simon Fraser and the Universities of Toronto and Montreal) have notified CEPH of their intention to seek accreditation. For these reasons, it is recommended that the University of Saskatchewan School of Public Health seek accreditation. In the absence of a Canadian body, it is proposed that the School be structured so as to be eligible in 10 years time for accreditation by CEPH. As such, the school must offer curricula and coursework in at least the five areas of knowledge basic to public health:

1. Biostatistics - collection, storage, retrieval, analysis and interpretation of health data; design and analysis of health-related surveys and experiments; and concepts and practice of statistical data analysis.

2. Epidemiology - distributions and determinants of disease, disabilities and death in human and animal populations; the characteristics and dynamics of populations; the natural history of disease; and the biologic basis of health.
3. Environmental health sciences - environmental factors, including biological, physical and chemical factors, which affect the health of a community;
4. Health services administration - planning, organization, administration, management, evaluation and policy analysis of health programs; and
5. Social and behavioral sciences - concepts and methods of social and behavioral sciences relevant to the identification and the solution of public health problems

Furthermore, as noted in the Task Force on Changing Structures Discussion Paper on a School of Public Health (April 10, 2006), it must be independent from the professional colleges:

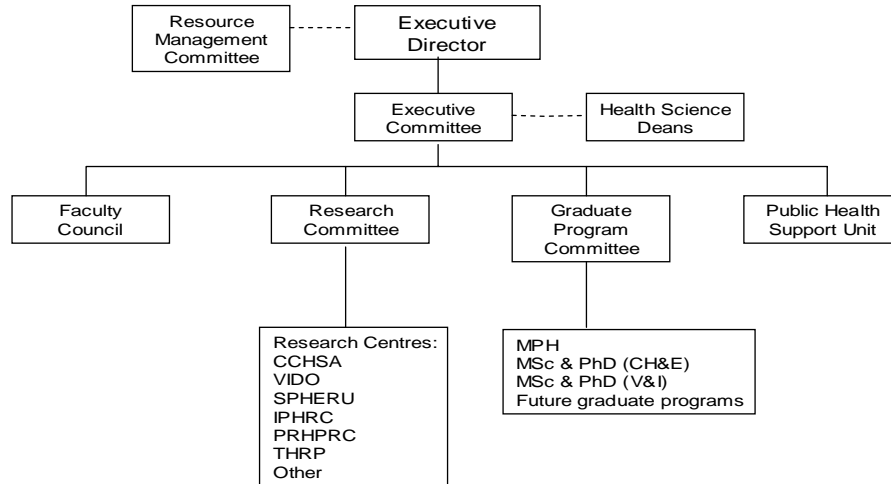
“The School of Public Health is best positioned in the university as an academic entity equivalent to, but separate from, the professional health science colleges. This would not only promote the necessary interdisciplinary research and teaching environment, but is required for accreditation by the North American accrediting body, the Council on Education for Public Health”

5.2 Leadership

The School of Public Health will be led by an Executive Director. Since the Executive Director will function in a manner similar to that of a Dean, it is desirable that this position be out-of-scope. Rather than negotiating a change to the collective agreement, it is proposed that the head of the School be appointed as an Executive Director by means of the same process as for decanal appointments. Like other College Deans, the Executive Director of the School of Public Health will report to the Provost. The Executive Director will be a member of the University Deans’ Council, Health Science Deans’ Committee, and the Inter-professional Health Science Office.

In providing leadership to the School, the Executive Director will be assisted by an Executive Committee, the composition of which might include the Chair of the Graduate Program Committee, the Chair of the Research Committee, elected members of the SPH Faculty Council, directors of the research units located within the School, and a representative from the Health Science Deans Committee. Upon the establishment of the School, a Resource Management Committee will be formed to negotiate and oversee faculty appointments during the inaugural period. Membership on this committee could include the Executive Director, the Executive Sponsor (Vice-Provost), and the participating Health Science Deans (Figure).

School of Public Health Organizational Chart



6. Faculty

Over the long term (5-10 years) it is desirable to have the majority of faculty appointments made to the School itself in the form of Standard Appointments or Primary Joint Appointments. For this to happen, however, the collegial processes and standards for tenure and promotion of the School will need to be articulated. In order to move forward with the development of the School, therefore, it is proposed that initially Secondary Joint Appointments be the principal means of faculty appointment. Faculty members who wish to participate in the School of Public Health will retain an academic appointment in their home Colleges. In discussion with their Department Head, Dean and Executive Director of the School, they will have their job duties revised to allow them to dedicate a portion of their time to academic activities in the School. The agreement would be reflected in a written description of the job duties associated with the joint appointment. A faculty member spending less than 10% of time in the School may be appointed as an Associate Member of the School. Joint appointments would typically be made for a period of 3-5 years but could be re-negotiated at any time at the request of any of the parties. The faculty member with such an appointment will be evaluated for the purpose of collegial processes according to the criteria of the home college with prescribed input from the School

In the short term, the faculty complement of the School will comprise 1.) New joint appointments with duties in the School but with academic homes in the existing Colleges, 2.) Existing positions which become joint appointments in the School and relevant Colleges, and 3.) Associate and adjunct appointments from related university departments and external agencies, respectively. The projected need for new faculty positions is outlined below and includes the appointment of an Executive Director responsible for the overall leadership of the school. Existing faculty positions that might become joint

appointments are located in the Department of Community Health and Epidemiology, Department of Psychiatry, and the Canadian Centre for Health and Safety in Agriculture (CCHSA) in the College of Medicine; the Western College of Veterinary Medicine (WCVM); the Colleges of Nursing, Dentistry, Pharmacy and Nutrition, and Commerce. Associate appointments may be established for current faculty in Physical Therapy, Law, Arts and Science, and Kinesiology.

The U.S. accreditation body, CEPH, specifies the faculty complement in each of the five core public health disciplines that must be present in a school of public health. Should a school wish to offer masters or doctoral training in additional fields, it must have the requisite faculty. The University of Saskatchewan proposes to offer three such unique training programs: 1.) Vaccinology and Immunotherapeutics/Veterinary public health, 2.) Agricultural and rural public health 3.) Aboriginal peoples' health. Some of the faculty contributing to these three programs will have skills in one of the five core disciplines of public health, while others will have skills outside these disciplines. Table 1 identifies the faculty requirements in the five core disciplines and three unique themes, the current complement of U of S full-time faculty who might move a substantial portion of their time (greater than 50%) into a SPH, and the unmet need considering the accreditation requirements.

Table 1

Discipline CEPH	CEPH Faculty requirement	U of S Faculty (2006) complement	Unmet Faculty Need (2006)
Epidemiology	5	6 CHE	
Biostatistics	5	2 CHE	3
Health Services Administration	5	2 COMMERCE	3
Environmental Health Science	5	1 CCHSA	4
Social & Behavioral Sciences	5	4 CHE 1 APPLIED PSYCHIATRY (1.5 NURSING FTE - MPH)	
Unique to Saskatchewan			
Vaccinology and Immunotherapeutics/Veterinary public health	3	1 WCVM (0.5 WCVM FTE - MPH)	2
Agricultural and rural public health	3	1 CCHSA (1.0 CCHSA FTE - MPH)	2
Aboriginal peoples' health	3	2 CHE	1
TOTAL		20	15

In summary, we anticipate that 15 new faculty positions will be required to achieve the faculty complement required for accreditation. It is proposed that this be achieved over the coming two planning cycles (10 years) through a range of appointments. New faculty positions will include the Executive Director and Centennial Chair in Public Health. Others may derive from the establishment of new Canada Research Chairs and Saskatchewan Chairs. The recently-filled Research Chair in Substance Abuse will be invited to consider a joint appointment in the School. Given the high level of national interest in public health, there are opportunities for the establishment of new research chairs which are to be affiliated with schools of public health. The Canadian Institutes Health Research (CIHR), for example, has recently issued a call for proposals for Research Chairs in Applied Public Health. Letters of Intent were submitted by two University of Saskatchewan faculty members. The University and the Vaccine and Infectious Disease Organization (VIDO) have expressed a mutual desire to move the latter research institute within the university, in particular, within the School of Public Health. Should this occur, the two Research Chairs held by scientists in VIDO might move into the School of Public Health. They include a 1.) NSERC Senior Industrial Research Chair in Food and Water Safety Vaccines, July 2004-June 2009 (renewable for an additional 5 years) held by A. Potter, 2.) NSERC Associate Industrial Research Chair in Food and Water Safety Vaccines, July 2004-June 2009 (non-renewable) held by W. Koester.

The appointment of the Executive Director of the School and the successful appointment of faculty to research chairs (CRC, Centennial, Saskatchewan, Applied Public Health, endowed) will commensurately reduce the number of required new university tenure-track positions. A proposed timeline for the growth of faculty is provided in Appendix A.

In addition to faculty, new positions for support staff will be needed. Existing staff that would move to the School include 1 ASPA member (the MPH Program Administrative Coordinator) and 3 CUPE secretarial staff from the Department of Community Health and Epidemiology. It is anticipated that a further 2 ASPA and 2 CUPE staff positions will be required in the School by 2011 (see Section 10. Resources).

7. Academic Programs

Training programs in the School of Public Health will reflect the unique strengths of the University of Saskatchewan:

- Vaccinology and Immunotherapeutics
- Veterinary public health
- Agricultural and rural public health.
- Aboriginal peoples' health
- Socio-behavioural dimensions of public health

The accreditation body, CEPH, requires that “the school shall have faculty and other human, physical, financial and learning resources to provide both breadth and depth of educational opportunity in the areas of knowledge basic to public health. As a minimum,

the school shall offer the Master of Public Health (MPH) degree in each of the five areas of knowledge basic to public health and a doctoral degree in at least three of the five specified areas of public health knowledge.”

7.1 Timeline for Program Development and Implementation

The School would offer a range of graduate training programs. Table 2 represents the suggested time frame for implementation of the proposed new programs.

**Table 2
Timeline for Graduate Programs in the School of Public Health**

	2007-8	2008-9	2009-10	2010-11	2011-12	2012-13
Develop		PhD: Biostatistics Community Medicine Residency Program	MSc/MPH Epidemiology PhD: Socio- behavioral	MSc/MPH Biostatistics PhD: Epidemiology	PhD Health administration	
Offer	<i>MPH</i> <i>MSc Community Health and Epidemiology</i> <i>PhD Community Health and Epidemiology</i> MSc & PhD Vaccinology and Immuno- therapeutics		PhD: Biostatistics Community Medicine Residency Program	MSc/MPH Epidemiology PhD: Socio- behavioral	MSc/MPH Biostatistics PhD Epidemiology	PhD: Health Administration

* Existing graduate programs in 2006-7 indicated in italics

The present course-based Masters degree in Public Health (MPH) is the foundational program of the School. Programs that would transfer over from the College of Medicine include the Masters and Doctoral degrees in Community Health and Epidemiology. Strength in vaccine-preventable infectious diseases would be present in Masters and Doctoral degrees in Vaccinology and Immunotherapeutics. To meet the need for public health physicians in the province, the College of Medicine and School of Public Health propose to develop a Community Medicine Residency Training Program accredited by the Royal College of Physicians and Surgeons of Canada. This would be a collaborative program with the Community Medicine programs at the Universities of Alberta and Manitoba. The development of programs and growth in the graduate student body will proceed in a stepwise manner over the first five years as outlined in Table 2 and Appendix A. During this time, areas of concentration will be developed within the MPH program, initially in health administration, socio-behavioral health, agricultural and rural public health, later in aboriginal peoples' health and occupational and environmental health. With the anticipated growth of the Canadian Centre for Health and Safety in Agriculture resulting from recent Canadian Foundation for Innovation (CFI) funding, consideration will also be given to graduate training programs in Occupational Hygiene and Medicine. The student body, which now includes 55 in the MPH and CH&E programs, by 2011 would comprise 180 graduate students (60 MPH, 40 MSc, 40 PhD, 20 MSc Vaccinology and Immunotherapeutics, 20 PhD Vaccinology and Immunotherapeutics. Post-doctoral fellows in the School may number 20, and Community Medicine Residents 6.

It is anticipated that graduate students will enter the School's programs with undergraduate backgrounds in the professional and related health sciences (50%), basic sciences (20%), social sciences (20%), and management and administration (10%). Depending of their field, they would find employment as leaders, managers, and researchers in public health departments, health regions, Ministries of Health, community-based organizations, the food, livestock, pharmaceutical industries, academic institutions and international agencies.

The School will initially enroll students in either full- or part-time residential programs. It is recognized, however, that alternate delivery formats more readily allow employed professionals, particularly those in rural and aboriginal communities, to engage in continuing education and pursue graduate training. Therefore, distance education, including web-based programs, and formats such as summer schools will be explored, and consideration given to offering certificate and diploma programs in public health

7.2 Funding for Students

The School aims to provide financial support to the majority of full-time thesis-based and MPH students. The MSc and PhD programs in Community Health and Epidemiology currently administer a devolved scholarship fund from the College of Graduate Studies and Research. It is expected that this fund will increase commensurate with the expected growth of these programs. In the proposal for new MSc and PhD programs in Vaccinology and Immunotherapeutics, scholarship funds are requested for an initial 3 year period prior to eligibility for a devolved allotment. As currently administered,

graduate scholarship funds from CGSR are not available to students in non-thesis programs such as the MPH. Yet, up to half of these students are not health professionals, and have need for financial support comparable to those in thesis-based programs. Furthermore, generous scholarship support is available to students in a number of MPH programs in Canada. In the interests of equity and competitiveness, the University of Saskatchewan program should offer adequate financial support to these students.

8. Research

The University of Saskatchewan has outstanding centres of research excellence that wish to come together within the School of Public Health. The Vaccine and Infectious Disease Organization (VIDO) and the Western College of Veterinary Medicine are world leaders in immunity, vaccine development and zoonotic diseases. VIDO has been highly successful in attracting competitive research funding, including that for a new level 3 laboratory, INTERVAC. The Canadian Centre for Health and Safety in Agriculture (CCHSA) is an internationally recognized centre for research and training in health in the rural and agricultural environment. The CIHR-funded Indigenous Peoples' Health Research Centre (IPHRC) is one of the leading national centres for research and training on the public health issues of aboriginal people. Finally, strength in socio-behavioural research is one of our greatest assets, found in the College of Medicine: Saskatchewan Population Health Evaluation Research Unit, Prairie Region Health Promotion Research Centre, Applied Psychiatric Research Unit; the Colleges of Nursing and Kinesiology; and the College of Arts and Science: Community-University Institute for Social Research (CUISR).

The School of Public Health will create an exciting interdisciplinary environment for the generation of new knowledge and innovative approaches to knowledge translation. The synergy of this environment is far beyond that currently available with the research groups scattered across campus.

9. Outreach and Engagement (Partnerships)

The University of Saskatchewan has defined outreach as “a mutually beneficial partnership involving the core missions and functions of the University – teaching, research, scholarly, and artistic work, and service”. The School of Public Health will model the concepts of outreach and engagement. The School of Public Health will continue to work closely with provincial and Canadian partners in developing its programs. These partners include: the Saskatoon Health Region; Saskatchewan Health; Medical Officers Council of Saskatchewan; Canadian Food Inspection Agency; Vaccine and Infectious Disease Organization; Canadian Cooperative Wildlife Health Centre; Toxicology Research Centre; Centre for Coastal Health, Nanaimo, and the Public Health Agency of Canada. Through its research centres in the field of aboriginal and socio-behavioural research, it will be engaged with Saskatchewan communities in common projects of research and the translation of research findings into community-based intervention projects and policy changes. The Agricultural Health and Safety Network of

CCHSA is a community-based health promotion and outreach program in Saskatchewan that reaches 26,400 farm families through 166 participating rural municipalities. It may be the most extensive relationship that the U of S has with the people of Saskatchewan. In addition, CCHSA has ongoing bilateral relationships with a number of Regional Health Authorities throughout the province.

During the development of the School of Public Health, we have benefited from a rich exchange of ideas with colleagues from the Schools of Public Policy, and Environment and Sustainability. We propose to actively promote interaction between Schools in the future by welcoming each others students and faculty to share courses and seminars, and to participate in joint advisory committees and research projects. The University of Saskatchewan hosted a Western Canadian Roundtable on Public Health Education in Saskatoon, March 21 that was attended by representatives of 10 universities, three health regions, the Public Health Agency of Canada, CIHR and Saskatchewan Health. Participants expressed a strong desire to collaborate on public health education and research. In the months ahead, the School of Public Health intends to build upon this momentum in a concrete manner.

Beyond Canada, the establishment of a School of Public Health will permit the University of Saskatchewan to play a more prominent role in global health education and research. It will build on well-developed programs such as the CIDA Canada-Mozambique Training for Health Renewal Project, and the growing linkage with the School of Public Health in Managua, Nicaragua. Faculty members intend to collaborate with such international partners in joint research initiatives, education programs, as well as faculty and student exchanges.

The public health system of Saskatchewan is currently under review by a provincial Task Group. Although the final recommendations of the Group are yet to be made, it is possible that one recommendation will be that Saskatchewan Health and the Regional Health Authorities develop a new partnership with the University of Saskatchewan School of Public Health. This partnership would see the School provide ongoing tertiary-level support the provincial public health system in the areas of disease and injury surveillance, population health assessment, health promotion and program evaluation, possibly through a Public Health Support Unit. By this means, the School would have an exceptional, highly visible service role in the province and beyond. Such a role would provide mutual benefit to Saskatchewan communities, as well as to the faculty and students of the University.

10. Resources

The draft budget for the School for the second planning cycle, 2008-2012, is attached as Appendix B.

The University recognizes that private funding is frequently required to sustain excellence in student education. For the School of Public Health to attain its full faculty component, develop an optimal number of programs, develop and sustain an adequate

infrastructure and provide appropriate number of scholarships and bursaries it will be desirable to seek additional funding outside of the University. Currently, 11 colleges on campus have development officers who work to increase the amount and diversity of funding, as well as to foster relationships with alumni and friends of the University. The School of Public Health, possibly in collaboration with the other Schools, will establish a development program, including the employment of a development officer to achieve these objectives.

11. Space and Infrastructure (Permanent and Interim)

By 2011, the School of Public Health will be located in the Socio-Population Health E building of the new Academic Health Science Complex and have associated facilities, including labs, in other Colleges. Space is being allocated to the SPH (175 m²), the MPH program (234 m²), socio-population health researchers (1528 m²), and the CCHSA (1625 net m²). Should VIDO become part of the School of Public Health, significant space would become available to the School of Public Health. VIDO currently has over 9433 m² of laboratory and office space, plus lecture rooms and, as part of the INTERVAC project, is adding 11,320 m² of new level III laboratories and animal facilities to accommodate work on emerging diseases. The Special Advisor for the School of Public Health is working closely with the Space Planning Committee for the Academic Health Sciences Complex to assure the needs of the School are met with this facility.

Prior to 2011, however, the space needs of the School of Public Health need to be accommodated elsewhere on campus. Space within the Health Sciences sector of campus (both University of Saskatchewan and Saskatoon Health Region facilities) is at a premium and a severe space shortage is present. The Integrated Planning Office and Facilities Management are currently assessing a range of options to meet these interim needs. The securing of interim office space for the Director, new faculty, support staff and graduate students will be coordinated through the Interim Space Committee of the Academic Health Sciences project. Various alternatives will be explored however, it is anticipated that sharing of space and the potential securing of space in a non-contiguous location may be necessary. Capital funds (e.g. furnishings) will be required and possibly operating funds (e.g. space occupancy costs) depending upon the solution that is provided.

12. Evaluation and Review

An independent external review of the School should be conducted during the fourth year of this five-year plan. The review should focus on the degree to which the School has met, or is on its way to meeting, the goals outlined in this document using the identified measures of effectiveness. The review would be provided to the Provost to guide the future development of the School. Thereafter, future reviews of the School would occur every 10 years.

13. Phasing In Process:

The timetable for the development of academic programs is found in Table 2. The timetable for the development of the School and recruitment of faculty is given in Appendix A.

14. Communications Plan

After the School of Public Health is established, a formal communications strategy would be launched. Announcement of the School would be made by means of a press conference, media release, PAWS and the University of Saskatchewan website, and by notification of key governmental and community partners, and related academic institutions. A School website would be developed. Recruitment would begin for the Executive Director and the approved faculty positions.

The graduate programs of the new School would be advertised throughout Canada and abroad by means of announcements to related academic institutions, journals and publications, the School website and links to the websites of relevant partners.

Appendix A

Timeline for Development

Appendix A

FACULTY	1st Cycle		2nd Cycle				3rd Cycle			
	2007-08	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Nursing	PT-FTE	FT								
PT 1.5 - MPH contributions	1.5									
Aboriginal Health			0.5							
Environmental Health		0.5								
Community Health Nursing		0.5								
Pharmacy and Nutrition										
Community Nutrition			1							
Dentistry										
Epidemiology		0.5								
NEW - CHAIRS										
Centennial Chair			1							
Canada Research Chair (Tier 2)			1							
NEW - OPERATING BUDGET										
Executive Director		1								
Faculty (Health Policy and Mgmt)			1					1		
Faculty (Veterinary Public Health)					1					
Faculty (Biostatistics)			0.5						1	
Faculty (Aboriginal Health)				1						
Faculty (Community Nutrition)			0.5							
Faculty (Environmental Health)							1			
NEW - VACCINOLOGY & IMMUNOTHERAPEUTICS*		1	1	1	1					
NEW - COLLEGE OF MEDICINE										
CCHSA (Occupational Hygiene)		1								
CCHSA (Environmental Epidemiology)				1						
CCHSA (Occupational Health)			1							
TOTAL FACULTY	3	25	33	36	38	38	39	40	41	41

* Funded separately from the School of Public Health

Appendix A

	1st Cycle		2nd Cycle				3rd Cycle			
	2007-08	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
GRADUATE STUDENTS										
MPH		25	35	45	55	60	60	65	65	70
MSc (CHE)		30	30	35	40	40	40	45	45	45
PhD (CHE)		15	20	25	32	40	45	45	45	45
Subtotal		70	85	105	127	140	145	155	155	160
MSc (Vaccinology & Immunotherapeutics)		5	10	15	20	20	20	20	20	25
PhD (Vaccinology & Immunotherapeutics)		3	7	12	17	20	25	25	30	30
Subtotal		8	17	27	37	40	45	45	50	55
Post Doctoral Fellows		5	10	15	15	20	22	22	25	25
Community Medicine Residents				2	4	6	8	8	8	8
TOTAL STUDENTS		85	112	152	179	206	220	230	238	248

Appendix B
Preliminary Budget

**School of Public Health
Preliminary Budget**

May 1, 2007

	Notes	2007/08		2008/09		2009/10		2010/11		2011/12	
		FTE	\$'s	FTE	\$'s	FTE	\$'s	FTE	\$'s	FTE	\$'s
Administrative expenditures:	1										
Executive Director			0	1.0	100,000	1.0	100,000	1.0	100,000	1.0	100,000
Acting Executive Director		1.0	50,000		0		0		0		0
Faculty support	2		25,000		25,000		25,000		25,000		25,000
ASPA staff	3	1.5	65,085	2.0	86,780	2.5	108,475	3.0	130,170	3.0	130,170
CUPE staff	3	3.0	100,500	3.5	117,250	4.0	134,000	4.5	150,750	5.0	167,500
Shared ASPA services	4	0.5	28,730	0.5	28,730	1.0	57,460	1.0	57,460	1.0	57,460
Benefits (17.5%)	5		34,005		40,733		52,489		59,217		62,148
sub-total		6.0	303,320	7.0	398,493	8.5	477,424	9.5	522,597	10.0	542,278
General operating costs	6,7		42,000		44,000		46,000		48,000		50,000
Library			28,000		28,000		28,000		28,000		28,000
Graduate student support	8		30,000		30,000		30,000		50,000		50,000
Equipment	9		8,000		8,000		8,000		8,000		8,000
sub-total		6.0	411,320	7.0	508,493	8.5	589,424	9.5	656,597	10.0	678,278
Expenditures - Chairs & faculty											
Centennial Chair	10		0	1.0	120,000	1.0	120,000	1.0	120,000	1.0	120,000
Canada Research Chair	11		0	1.0	100,000	1.0	100,000	1.0	100,000	1.0	100,000
New faculty	12		0	2.0	215,764	3.0	323,646	4.0	431,528	4.0	431,528
sub-total		0.0	0	4.0	435,764	5.0	543,646	6.0	651,528	6.0	651,528
Total Expenditures		6.0	411,320	11.0	944,257	13.5	1,133,070	15.5	1,308,125	16.0	1,329,806
Funding sources:											
Centennial Chair Trust	10		0		120,000		120,000		120,000		120,000
Canada Research Chair	11		0		100,000		100,000		100,000		100,000
College of Medicine (CHE)	13		135,000		135,000		135,000		135,000		135,000
Scholarship funds	8		30,000		30,000		30,000		0		0
Minor capital equipment	9		8,000		8,000		8,000		8,000		8,000
Academic Priorities Fund	14		250,000		250,000		250,000		250,000		250,000
Other sources	15		0		301,257		490,070		695,125		716,806
Total Funding			423,000		944,257		1,133,070		1,308,125		1,329,806
Annual balance			11,680		0		0		0		0

Incremental FTE graduate students						
Number		33	57	87	119	135
Tuition revenue		121,500	202,500	301,500	406,500	459,000

**School of Public Health
Preliminary Budget
Notes**

- 1 The budget is based on the following assumptions:
 - a) Academic year (July 1 to June 30)
 - b) Constant 2006/07 dollars
- 2 Faculty support is required for administrative duties related to program development and implementation.
- 3 Support required for Executive Director, faculty, grant writing, student advising and academic programs including MPH practicums. Salaries for ASPA and CUPE FTE positions valued at \$43,390 (Phase 1) and \$33,500 (Phase 4), respectively.
- 4 Arrangements required for other services including financial administration, technology, outreach and development. Salaries for shared ASPA FTE position valued at \$57,460 (Phase 2).
- 5 Benefits calculated on ASPA, CUPE and Shared ASPA services.
- 6 Amount includes costs for student recruitment (including events and promotional material such as brochures and posters), speakers and visiting scholars, workshops, travel and conference support, other advertising, website maintenance, office supplies and other expenses including software.
- 7 Modest increases projected based on annual increases in graduate student numbers.
- 8 Commitment of \$90,000, or \$30,000 a year for 3 years. Access to central scholarship funds will be required after 3 years.
- 9 A provision for equipment will be included in the General Capital Equipment allocation.
- 10 The School has a commitment for a fully funded Centennial Chair.
- 11 The School has a commitment for a Tier 2 Canada Research Chair.
- 12 New faculty refers to centrally funded incremental faculty to the University. The positions have been valued using the position valuation guidelines for a purchased position, and the cost includes salary, benefits and APEF.
- 13 Funding support would come from CHE and would include 3.0 CUPE FTEs and non-salary support.
- 14 The Provost's Committee made an initial commitment of \$250,000 annually from the APF to each School commencing in 2007/08.
- 15 In addition to the \$750,000 (\$250,000 x 3) allocated to the three Schools combined, the Provost's Committee has also set aside \$700,000 in the APF to support faculty positions and additional resources within the Schools. While some portion of the additional funds set aside in the APF can be considered by each School to be an "other source", each School will be expected to generate an appropriate level of support from any number of other sources. These sources could include, but not be limited to, interested provincial government departments, external agencies, development activities, and research activity including overhead recoveries.

School of Public Health

Admin Support

April 10, 2007

		<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>20010/11</u>	<u>2011/12</u>
ASPA staff	Notes						
Director support	1	0.0	0.5	1.0	1.0	1.0	1.0
Academic programs		0.7	1.0	1.0	1.5	2.0	2.0
		<u>0.7</u>	<u>1.5</u>	<u>2.0</u>	<u>2.5</u>	<u>3.0</u>	<u>3.0</u>
CUPE staff	2						
Faculty support		0.5	2.0	2.0	2.0	2.5	3.0
Academic programs		0.0	1.0	1.5	2.0	2.0	2.0
		<u>0.5</u>	<u>3.0</u>	<u>3.5</u>	<u>4.0</u>	<u>4.5</u>	<u>5.0</u>
Total		<u>1.2</u>	<u>4.5</u>	<u>5.5</u>	<u>6.5</u>	<u>7.5</u>	<u>8.0</u>

Notes:

- 1 Director support should be in place at approximately the same time as the Director.
- 2 CUPE staff includes a planned contribution of 3.0 FTE's from CHE.

**School of Public Health
Incremental FTE Graduate Students**

April 10, 2007

	<u>Annual Tuition</u>	<u>2006/07</u>	<u>2007/08</u>	<u>2008/09</u>	<u>2009/10</u>	<u>2010/11</u>	<u>2011/12</u>
Total enrolment							
Planned							
MPH		10	25	35	45	55	60
MSc (CHE)		30	30	30	35	40	40
PhD (CHE)		15	15	20	25	32	40
MSc (Vaccinology)		0	5	10	15	20	20
PhD (Vaccinology)		0	3	7	12	17	20
Total		<u>55</u>	<u>78</u>	<u>102</u>	<u>132</u>	<u>164</u>	<u>180</u>
CHE current							
MSc (CHE)		30	30	30	30	30	30
PhD (CHE)		15	15	15	15	15	15
Total		<u>45</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>45</u>	<u>45</u>

Incremental							
MPH		10	25	35	45	55	60
MSc (CHE)		0	0	0	5	10	10
PhD (CHE)		0	0	5	10	17	25
MSc (Vaccinology)		0	5	10	15	20	20
PhD (Vaccinology)		0	3	7	12	17	20
Total		<u>10</u>	<u>33</u>	<u>57</u>	<u>87</u>	<u>119</u>	<u>135</u>

Tuition revenue							
Planned							
MPH	3,900	39,000	97,500	136,500	175,500	214,500	234,000
CHE	3,000	135,000	135,000	150,000	180,000	216,000	240,000
Vaccinology	3,000	0	24,000	51,000	81,000	111,000	120,000
Total		<u>174,000</u>	<u>256,500</u>	<u>337,500</u>	<u>436,500</u>	<u>541,500</u>	<u>594,000</u>
Current							
CHE		<u>135,000</u>	<u>135,000</u>	<u>135,000</u>	<u>135,000</u>	<u>135,000</u>	<u>135,000</u>

Incremental							
		<u>39,000</u>	<u>121,500</u>	<u>202,500</u>	<u>301,500</u>	<u>406,500</u>	<u>459,000</u>

Appendix C

Letters of Support



Health Sciences Building, 107 Wiggins Road
Saskatoon SK S7N 5E5 Canada
Faculty Affairs, Finance and Administration,
Research and Graduate Studies - Rm. B103
Phone: (306) 966-2673 Fax: (306) 966-6164
Admissions, Undergraduate, Postgraduate,
Medical Education - Rm. A204
Phone: (306) 966-6135 Fax: (306) 966-2601

April 5, 2007

Dr Michael Atkinson
Provost and Vice-President Academic
College Building
University of Saskatchewan
107 Administration Place
Saskatoon, SK S7N 5A2

Dear Dr Atkinson:

Re: School of Public Health

The establishment of a School of Public Health was identified as a priority in the 2003-2007 College of Medicine Integrated Plan. During the present planning cycle the College has played a major role in launching the new interdisciplinary Master of Public Health program and developing the proposed School of Public Health.

By means of joint appointments, faculty members from the Departments of Community Health and Epidemiology (13), Psychiatry (1) and the Canadian Centre for Health and Safety in Agriculture (CCHSA) (4) will contribute extensively to the academic life of the School, while ensuring that the needs of the College are met in the areas of undergraduate and postgraduate education, research support and clinical service. New faculty members to be hired in the coming three years to support the growth of the CCHSA will be able to make similar contributions. Faculty members will continue to be supported by current clerical and administrative staff of the College.

The College of Medicine looks forward to a successful launch of the new School of Public Health in the months ahead.

...../2

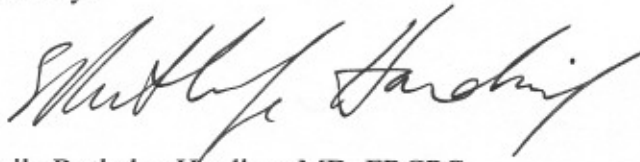
Dr M. Atkinson
April 5, 2007
Page 2

Re: School of Public Health

The College of Medicine is looking forward to working with you on this important initiative.

Thank you.

Sincerely:

A handwritten signature in black ink, appearing to read "Sheila Rutledge Harding". The signature is written in a cursive, flowing style.

Sheila Rutledge Harding, MD, FRCPC
Associate Dean, Medical Education

for William L. Albritton, MD, PhD, FRCP(C)
Dean, College of Medicine

SRH/kk



UNIVERSITY OF SASKATCHEWAN

Department of Community
Health and Epidemiology

Department of Community Health and Epidemiology

107 Wiggins Road, Saskatoon SK
S7N 5E5 Canada
Telephone: (306) 966-7930
Facsimile: (306) 966-7920
www.medicine.usask.ca/che/

April 3, 2007

Professor Michael Atkinson
Provost and Vice President Academic
University of Saskatchewan

Dear Michael,

I am writing on behalf of my colleagues in Community Health and Epidemiology to express our interest and cooperation towards establishing a School of Public Health at the University of Saskatchewan.

As a department with faculty trained in the foundational areas of any school of public health (epidemiology, biostatistics, health promotion for example) and committed to teaching, research/scholarship and service in these areas, collectively, we are a critical part of a school of public health at the University of Saskatchewan. In addition several of us have been trained in schools of public health outside of Canada (U.S. and elsewhere), have taught and conducted research, and therefore bring important perspectives to the development and early implementation of school of public health. Currently, in this first year of the Master of Public Health program, we play a vital role in the program, for example, offering four of the six core courses required for the program.

The faculty in CH&E has had extensive discussions to date amongst themselves, with the Steering Group of the school of public health and others. We wish to participate actively in the school and work with colleagues from the campus and community to further its development. Indeed, you may be interested to know that the department's top priority (#1 out of 5) as articulated in our submission for the second Integrated Planning process was captured by the title, "Enrich and expand SPH conceptualization and focus."

We recognize that we and our colleagues may be at an important threshold of this University's commitment to public education, research and service—especially as these relate to health. We look forward to crossing this threshold with clear purpose and careful consideration.

Sincerely yours,

Nazeem Muhajarine
Head, Community Health and Epidemiology

April 11, 2007

Dr. Michael Atkinson
Provost
University of Saskatchewan

Dear Dr. Atkinson:

Letter of Support for the School of Public Health

On behalf of the College of Nursing, I am pleased to affirm our support for the proposed School of Public Health. This is consistent with our position of support for the Master's in Public Health program, which was based on the assumption of the evolution of a School of Public Health. As has been noted previously, the College of Nursing has much to offer to these endeavors. Dean Horsburgh, in the spring of 2005, identified our strengths which include teaching/programmatic activities, research, and public service/professional practice.

In addition to our previous commitment of 1.5 FTE to the MPH, we are willing to commit to an additional 1.5 FTE to the School of Public Health over the next two academic years. This is based on an expectation that our commitment to the growth of the School of Public Health will complement our faculty research and professional practice interests, and will complement and not jeopardize the growth of our graduate programs. In fact, we already have several faculty members who are currently contributing, or have potential to contribute, to the MPH/SPH. These include: Drs. L. Stamler, D. Rennie, K Semchuk, P. Petrucka, M. Smadu, W. Duggleby, L. Bharadwaj, G. Dickson, R. Roberts, S. Bassendowski and others. In addition, the following faculty will soon have completed their PhD and could contribute: M. Dietrich Leurer, A. Kent-Wilkinson, and S. Fowler-Kerry. We have also made an offer to one prospective faculty member this month who would lend further support to the School. These faculty bring expertise in aboriginal health, environmental health, community health nursing, health promotion, rural health, community development, and research methods.

The commitment of the College of Nursing is symbolized in the significant leadership role of Dr. Lynnette Stamler as she has worked with others to move both the MPH program, and now the SPH proposal, forward.

Sincerely,

Joan E. Sawatzky, RN, BScN, MCEd
Acting Dean, College of Nursingcc M. MacDonald
B. Reeder
L. Stamler
N. Stewart



April 2, 2007

Dr. Michael Atkinson
Provost and Vice President Academic
University of Saskatchewan

Dear Michael:

Re: Proposed School of Public Health

As I have indicated to you in the past, I am fully supportive of a School of Public Health. You will know, we have a number of faculty with special expertise and experience that can contribute to the overall success of this proposed new School. They also have a full slate of obligations already which will limit them from being heavily involved in School activities at this time.

It should also be clear that the only faculty vacancies we have are in high priority, critical areas, e.g., small animal surgery, anesthesiology, food animal field service. (The exception to this is the Food Safety and Public Health position discussed below.) Consequently, any opportunity will require retirements or resignations or new funds. As you know, our Integrated Planning process will put an emphasis on predicting and identifying key faculty needs for the next five years. I do know we have some critical areas unrelated to Public Health, that must be addressed as a high priority early in the next faculty complement plan.

However, in looking to the future, I anticipate our Integrated Plan to continue to emphasize our role in addressing both regional and national issues that relate to both veterinary medicine and public health. I am hopeful that we will be able to add faculty resources in key areas. Two particular areas relate closely to activities of the School of Public Health, specifically:

- Immunology, vaccinology and infectious diseases.
- Epidemiology and biostatistics.

I see both of these areas providing opportunities for joint appointments or other collaborative faculty arrangements with a School of Public Health.

I have just learned of a retirement at the end of this year. This is a .5 FTE position. I would be willing to assign this position toward Dr. Tasha Epp, who is currently fully supported by the MPH program initiative in the area of Zoonotic Diseases.

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April 2, 2007

Finally, I know that Dr. John Campbell will be leading the Field Epidemiology course this fall as part of the MPH program. I realize this course is really the "centerpiece" of the MPH program. I am supportive of providing up to 25% release time to be able to successfully launch this course. However, I must also note that there are clinical and teaching obligations that will need backfilling to appropriately achieve this.

We are currently interviewing for a faculty vacancy in Food Safety and Public Health. I see the strong possibility that this position might be shared in some way with a School of Public Health. We certainly expect the successful candidate to be involved in the MPH program.

In conclusion, I remain enthusiastically supportive of the School of Public Health. I expect future needs for faculty growth at the WCVU will in part be closely aligned with key interests of the School of Public Health. We will try to take advantage of the opportunity to pursue these positions fully with the needs of the School of Public Health.

Sincerely,



Charles S. Rhodes
Dean

CSR:dh

cc: Dr. B. Reeder ✓



9 April 2007

Bruce Reeder
Special Advisor
University of Saskatchewan
School of Public Health

Dear Bruce,

Re: College of Dentistry Support for the School of Public Health

This letter is written in support of the proposal for the establishment of the School of Public Health (SPH) as a means of ensuring and enhancing the public health system in Canada and in Saskatchewan. From our perspective, the SPH would be a catalyst for excellence in interdisciplinary public health education and research.

This College has recognized the need to shift its research focus towards supporting social and population health research and knowledge translation as certain segments of our population face significant access to care barriers and health inequities. The SPH could provide the necessary linkage to expert public health researchers and clinicians that could collaborate with our faculty on dental public health issues.

The College of Dentistry is in the process of developing a tenure-track position for an oral epidemiologist. I would suggest that this position could have a 0.5 appointment as a SPH faculty member. From my own perspective, as a specialist in dental public health, I look forward to being able to lecture and collaborate on SPH research activities.

In short, the College of Dentistry wholeheartedly supports the creation of the School of Public Health as a vital and significant addition to health sciences colleges and to the entire University of Saskatchewan.

Sincerely,

A handwritten signature in black ink, appearing to read "Gerry Uswak", written over a white background.

Dr. Gerry Uswak
Dean (Acting)

MEMORANDUM

To: Dr. Michael Atkinson
Provost

From: Professor Grant Isaac
Dean, College of Commerce

Re: Support for the School of Public Health

Date: 8 May 2007

I am pleased to offer support for the creation of the School of Public Health.

As I indicated in my letter of support to the School of Public Policy, the creation of interdisciplinary research Schools at the University of Saskatchewan is an exciting initiative in the University's Centennial Year.

With respect to the area of Public Health, the College of Commerce has had a teaching and research focus on health services management that dates back to the mid-1950s. Our activity in this area is conducted primarily by two faculty members Dr. Allen Backman and Dr. Rein Lepnurm. We do recognize that an interdisciplinary school focused on the teaching, research, outreach and engagement in public health creates the critical mass that characterizes centres of excellence. As such, the College of Commerce is pleased to support the appointment of Drs. Backman and Lepnurm to the School of Public Health.



Grant Isaac

cc: Professor Bruce Reeder, Special Advisor, School of Public Health



UNIVERSITY OF
SASKATCHEWAN

College of Pharmacy
and Nutrition

April 18, 2007

Dr. Dennis K.J. Gorecki, Dean
College of Pharmacy and Nutrition

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Dr. Michael Atkinson
Provost and Vice-President (Academic)
107 Administration Place
Saskatoon SK S7N 5A2

Dear Dr. Atkinson:

MICHAEL

Re: School of Public Health

The College of Pharmacy and Nutrition strongly supports the establishment of a School of Public Health at the University of Saskatchewan. We believe that the School will considerably enhance interdisciplinary education, graduate education and research at the institution, and promote the linkage of academic endeavors to public health practice.

By the end of the 2008-2009 academic year, it is the goal of our College to create a new tenure-track faculty position in Community Nutrition which would be dedicated, in large part, to the activities of the School of Public Health. I understand that the costs of such a position would be equally shared by the School and by us, with the academic home residing in the College.

Pharmacy and Nutrition faculty have been involved on the Steering Group for the development of the MPH and the School and have valued this opportunity to collaborate and provide input. With expertise and interests in health promotion, disease prevention, health policy, health systems, consumer behavior, drug education, pharmacoepidemiology, infectious disease epidemiology, nutritional epidemiology, nutrition education and intervention, food security and dietary assessment, I expect Pharmacy and Nutrition faculty members in the College will continue to actively contribute to the future academic activities of the School in the order of approximately 0.5 FTE. The location of our social and population health faculty in E-wing of the new Academic Health Sciences Centre will further facilitate teamwork and partnerships.

The College of Pharmacy and Nutrition enthusiastically looks forward to working with the School of Public Health in its crucial role to "understand and solve key population health issues." We commend the excellent work that been done by Dr. Reeder and colleagues in developing the foundation for the School and as well, the leadership and vision of the University in supporting this most important initiative.

Yours sincerely,

Dennis Gorecki

Dennis K.J. Gorecki, Ph.D.
Dean of Pharmacy and Nutrition

DKJG:jh

cc-Dr. Bruce Reeder, Special Advisor to the Provost, School of Public Health