

**Provost's Health Committee  
Final report and recommendations**

**Committee Members:**

**Nancy Betts, Committee Chair  
Nutritional Sciences  
College of Human Sciences**

**Julie Croft  
Applied Health & Educational Psychology  
College of Education**

**Delen Dursun,  
Management Science & Information Systems,  
Spears School of Business**

**Robin Dyer  
Academic Affairs  
Center for Health Sciences**

**John Gustafson  
Biochemistry & Molecular Biology  
College of Agriculture & Natural Resources**

**Thad Leffingwell  
Psychology  
College of Art & Sciences**

**William Paiva  
OSU Center for Health Systems Innovations  
Spears School of Business & Center for Health Sciences**

**Brenda Smith  
Graduate College**

**Jared Taylor  
Veterinary Pathobiology  
Center for Veterinary Health Sciences**

**Chaoyue Zhao  
Industrial Engineering  
College of Engineering, Architecture & Technology**

## **Introduction**

The Provost's Health Committee was formed early in the Spring semester of 2017 out of a desire to consider the broad spectrum of ongoing, health-related instruction, research, and service and to explore the potential for a more efficacious and comprehensive approach across OSU-Stillwater, OSU-Tulsa and OSU Center for Health Sciences campuses. Specifically, the committee's charge was to examine the context of these ongoing activities to determine if more organized, concerted strategies could be employed over the next 5-10 years that would increase the university's effectiveness in health-related instruction, research, and service. The committee, which was made up of faculty representatives from across academic colleges, was encouraged to consider the wide range of options, including going outside of the current institutional structural constraints, for enhancing the university's effectiveness.

The committee spent a few meetings discussing perceptions of how changes in organization might improve instruction, research and service. In each of these areas faculty on the committee perceived some potential benefits to changes in organization. Given the breadth of the charge, the committee recognized the importance of top down and bottom up support for organizational changes. Therefore, the committee has several recommendations for next steps to identify whether organizational changes are feasible.

The report that follows provides an overview of the committee's activities and its recommendations organized into first steps, intermediate steps and future directions to be considered in moving forward. These recommendations coalesce around the theme of increasing OSU's capacity for excellence as it relates to the areas of: 1) health-related research; 2) health-related degrees and training; and 3) health-related services. While the interconnected nature of these areas is apparent, the committee believes it is essential to view future activities and their potential implications within the context of these three academic domains. As will become evident in this report, the committee is convinced there is great opportunity for OSU in the area of health that would benefit from a more integrated, multi-disciplinary approach outside of the organizational structure of individualized academic programs, research endeavors and services that are currently in place. Additionally, the committee believes that the creation of further synergies between OSU-Stillwater, College of Health Sciences, OSU-Tulsa & OKC and OSU-Institute of Technology is essential for successful innovative multi-disciplinary research and undergraduate and graduate instructional programs.

The following are the committee's recommendations:

### **First Steps:**

- (Summer 2017) Create a new or continue the current Steering Committee for monitoring activities, providing assistance and providing interpretation of outcomes along with making further recommendations.
- (Fall 2017) Conduct a survey of faculty and programs to determine the instructors, courses, researchers and curriculum that identify with the OSU health agenda.
  - Purpose
    - Create an inventory of individuals and groups most likely to have interest in moving the health agenda forward.

- Determine individuals to include in listening sessions and other activities who will ensure a broad University representation in all phases of the effort.
  - (Begin in Fall 2017) Begin scheduling a series of listening sessions conducted by external professional (see recommendation for external professional at end of document).
    - Purpose
      - Better understand the strengths and weaknesses of the current organization and the role that the current organizational structure plays on instruction (degree program offerings), services to the community, and to the research capacity of the institution. These listening sessions could be structured to answer these questions as follows:

	Current Strengths	Current Weaknesses
Instruction (degree programs/offerings; interdisciplinary programs)		
Services (specifically services to the community)		
Research (MOUs)		

- Determine what role the faculty believes OSU should have in addressing the health problems/disparities in Oklahoma.
        - Explore interest in reorganization of existing OSU units or individual faculty/researchers to improve synergy.
        - Determine the potential for reorganizing an academic program into a different unity or college as a small scale trial
        - Examine opportunities for improved efficiency as well as efficacy
    - Outcomes
      - Report provided for examination by Provost and Provost’s Health Committee to interpret and disseminate
- Begin in Spring 2018 to conduct a needs assessments/market analyses to assure alignment of student’s educational and training programs with current and future market needs.
  - Purpose
    - Determine current and future needs of the US health care market to assure educational and training programs are appropriately aligned
    - Determine current and future needs of the Oklahoma health care market to assure educational and training programs are appropriately aligned
- Create an undergraduate option in Public Health Nutrition in Nutritional Sciences that complements the Public Health option in Health Education and Promotion
  - Purpose

- Meet the new emphasis on merging Community Nutrition with Public Health Nutrition within the Academy of Nutrition and Dietetics, the accrediting agency for Nutritional Sciences
- Begin to develop collaboration between faculty in the College of Education undergraduate Public Health option.

### **Intermediate Steps**

- Use the findings from the listening sessions to:
  - Develop ways to break down barriers that prevent collaborative research and consolidated teaching between departments/units and colleges.
- Use the findings of the needs assessment and market demand analysis to create new Certificate and License programs for health professions.
  - Example: Acting as a conduit between the Center for Health Sciences and Spears School of Business, Center for Health Systems Innovation (CHSI) has recently created educational programs related to the intersection of health, healthcare, informatics, and analytics/data sciences. The newly approved offerings include (i) a Health Analytics certificate program, and (ii) a Master of Science option in Health Analytics within the existing MS in MIS degree program. The goal of these educational programs is to educate/produce the next generation of analytics professionals who can transform health and medical data assets to actionable knowledge/insight for the betterment of health, healthcare and medicine.
- Exploration of interdisciplinary programs. Example:
  - A doctoral level degree, planned as a package with an undergraduate degree using faculty research and interest as identified in the listening sessions to drive the development and structure of the initial doctoral degree program.
    - By first establishing the doctoral degree program, the undergraduate degree program would be developed based using support from the doctoral students for the instruction of the undergraduate program.
    - Strengths across the OSU system should be considered in the development of the new program(s), including the NIH-funded CIRCA project as a mechanism to fund doctoral students during the initial 2 years.
    - The doctoral program should be developed to mesh with existing interdisciplinary degree programs in health, like the MPH, in areas such as prevention science, or prevention program development.
- Begin a process toward development of an accredited Bachelors in Public Health

### **Future Directions**

- Consider the creation of an OSU Stillwater Clinic in one building that would house the health services that are currently provided. The building would preferably be situated in the community (off campus, with ample parking). Services currently being provided in various places across the Stillwater campus include Psychological Services, Marriage and Family Therapy, Speech and Hearing, School Counseling and others.

- A single building would provide services in a centralized, one-stop site with more visibility and accessibility for the community
  - Student training at this facility would allow the students to work in interdisciplinary, integrated care teams and be exposed to a wider variety of professions.
  - Having a single site would increase the faculty practitioner's/researcher's ability to provide "hands-on" training as needed for certified and licensed programs.
  - A single site could provide a more accessible means of partnering with OSU-Center for Health Sciences for example, by serving as a training site for psychiatry residents that would also enhance (a) service to the Stillwater community and (b) interdisciplinary training for OSU trainees.
- Consider the creation of a new College, School, or Center
    - Purpose:
      - To bring faculty together so they are in contact and can develop joint teaching programs and research projects
    - The development of this unit would require strong commitment of faculty and staff and will require detailed guidelines that protect faculty in their home departments (i.e. RPT) and assist home departments and the administration in recognizing faculty participation.

**Recommendation for external expert for Listening Sessions:**

Arnie Bacigalupo, Ph.D.  
Voyageur One  
[abaci@voyageur-one.com](mailto:abaci@voyageur-one.com)  
(630)613-7730

Dr. Bacigalupo conducts monthly sessions with OSU-Center for Health Sciences upper administrative group.