

April 14, 2018

Katherine McCormick, Chair
University of Kentucky Senate Council

Dear Dr. McCormick:

The Senate Academic Organization and Structure Committee (SAOSC) recommends approval of the proposal by Donna Arnett, dean of the College of Public Health (CPH), to create a Center for Innovation in Public Health (CIPH), which would be a multi-disciplinary research center (MDRC). She would serve as interim director until a director is hired.

The stated focus of the CIPH is to build health in Kentucky, one of the least healthy states, through community-engaged research. Its vision is to “improve population health, well-being, and equity through the development of collaborative initiatives that align medical, social, and public health approaches to population health improvements, in partnership with researchers, practitioners, providers, health systems, and communities.” More specifically, it aims to create “population health solutions . . . that will serve as a model to other communities in the United States.” One strategy of CIPH is to generate revenues with products and services such as research-based toolkits, a research evaluation unit, and a unit to offer cost analyses and expertise in economic incentives for behavior change. One specific program mentioned in the proposal would offer a workplace wellness service to employers. The CIPH would receive \$250,000 a year from the executive vice president for health affairs, and has identified potential industry funders.

The proposal says the CPH is ranked in the top 25 public-health schools in the U.S., with several nationally and internationally recognized leaders in research aimed at improving population health. Dean Arnett’s Ph.D. is in epidemiology, and she chaired that department at the University of Alabama-Birmingham, which grew to a top 10 public-health research program during her tenure.

Partners of CIPH would include the CPH’s Center for Health Services Research, the Center for Public Health Systems and Services Research, and the colleges of Medicine, Health Sciences, Nursing, Pharmacy, Dentistry, Business, Social Work, Design, Communication and Information, Education, Social Work, Arts and Science, and Agriculture, Food and Environment. Faculty from these colleges and CHH participating in CIPH research will be appointed as Associate Faculty of the center but remain in their respective departments. Partners would be represented on an internal advisory board, and various health-care industry representatives would serve on an external advisory board. The boards would participate in the annual evaluation with the director, the dean and the provost. Every five to seven years, an ad hoc committee would conduct an evaluation, as provided by administrative regulation.

Through this report, the SAOSC moves to approve the proposal on its academic merits, and makes a second motion to endorse it, on its organizational and structural merit, as an MRDC. There were no dissenting votes in the committee, which deliberated via email. The chair did not participate in the committee’s voting because he is listed as a potential associate faculty member of the CIPH.

Al Cross, chair, Senate Academic Organization and Structure Committee

Director, Institute for Rural Journalism and Community Issues
Associate extension professor, School of Journalism and Media

COVER PAGE FOR CHANGES TO ACADEMIC ORGANIZATION OR STRUCTURE OF AN EDUCATIONAL UNIT

The Senate’s Academic Organization and Structure Committee (SAOSC) is tasked by the University Senate with the review of proposals to change academic organization or structure. The information needed by the SAOSC for the review of such proposals is set forth in *Senate Rules 3.4.2.A.5*¹.

The SAOSC has developed a set of guidelines (from the *Senate Rules*) that are intended to ease the task of proposal submission (available at <http://www.uky.edu/universitysenate/forms>). As proposal omissions usually cause a delay in the review process, the individual(s) responsible for the proposal is (are) urged to familiarize themselves with these guidelines before submitting their proposals for review. In particular, the individual responsible for the proposal must fill out Sections I, II and III of this form, as well as include statements and documentation that provide a full accounting of the items a - i, below.

- a. Disposition of faculty, staff and resources (financial and physical);
- b. Willingness of the donating units to release faculty lines for transfer to a different educational unit;
- c. Consultation with the faculty of the unit to which the faculty lines are proposed to be transferred;
- d. Consultation with the faculty of educational unit that will be significantly reduced;
- e. Summary of votes and viewpoints (including dissents) of unit faculty and department/college committees;
- f. Ballots, votes expressing support for or against the proposal by unit faculty and staff and committees;
- g. Letters of support or opposition from appropriate faculty and/or administrators; and
- h. Letters of support from outside the University.

Section I – General Information about Proposal

One- to two-sentence description of change:	This is a proposal for the creation of a new center, the University of Kentucky Center for Innovation in Population Health. This multidisciplinary, campus-wide research center will focus on building health in the Commonwealth through community-engaged research. Our vision is to improve population health, well-being, and equity through the development of collaborative initiatives that align medical, social, and public health approaches to population health improvements, in partnership with researchers, practitioners, providers, health systems, and communities.				
Contact person name:	Donna Arnett, PhD, MSPH	Phone:	859-218-3795	Email:	donna.arnett@uky.edu
Administrative position (dean, chair, director, etc.):	Dean				

Section II – Educational Unit(s) Potentially Impacted by Proposal

Check all that apply and name the specific unit(s).	
<input type="checkbox"/>	Department of:
<input type="checkbox"/>	School of:
<input checked="" type="checkbox"/>	College of: Public Health
<input type="checkbox"/>	Graduate Center for:
<input type="checkbox"/>	Interdisciplinary Instructional Program:
<input checked="" type="checkbox"/>	Multidisciplinary Research Center/Institute: Creation of CIPH in College of Public Health

¹ Items a-i are derived from *Senate Rules 3.4.2.A.5*. The Senate Rules in their entirety are available at http://www.uky.edu/Faculty/Senate/rules_regulations/index.htm.)

COVER PAGE FOR CHANGES TO ACADEMIC ORGANIZATION OR STRUCTURE OF AN EDUCATIONAL UNIT

Section III – Type of Proposal

Check all that apply.	
<i>A. Changes</i>	
<input type="checkbox"/>	Change to the name of an educational unit.
<input type="checkbox"/>	Change to the type of educational unit (e.g., from department to school).
<i>B. Other types of proposals</i>	
<input type="checkbox"/>	Creation of a new educational unit.
<input type="checkbox"/>	Consolidation of multiple educational units.
<input type="checkbox"/>	Transfer of an academic program to a different educational unit.
<input type="checkbox"/>	Transfer of an educational unit to a different reporting unit.
<input type="checkbox"/>	Significant reduction of an educational unit.
<input type="checkbox"/>	Discontinuation, suspension or closure of an educational unit.
<input checked="" type="checkbox"/>	Other (Give a one- or two-sentence description below; a complete description will be in the proposal.
Creation of a Multidisciplinary Research Center.	

Section IV is for internal use/guidance.

Section IV – Guidance for SAOSC, Senate Council and University Senate

SAOSC Review of Type A Proposals (Changes to Type of, or to Name of, an Educational Unit)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).

SAOSC Review of Type B Proposals (All Other Changes)

- ✓ SAOSC review of proposal.
- ✓ SAOSC recommendation for an additional or joint review by other Senate committee(s) (e.g. Senate's Academic Programs Committee).
- ✓ SAOSC review of proposals for creation, consolidation, transfer, closure, discontinuation, or significant reduction and educational unit, or transfer of an academic program to a different educational unit (attach documentation).
- ✓ Program review in past three years (attach documentation).
- ✓ Request to Provost for new program review (attach documentation).
- ✓ Open hearing (attach documentation).
 - SAOSC information must be shared with unit 10 days prior to hearing.
 - Open hearing procedures disseminated.

Voting by SAOSC, Senate Council and University Senate

- ✓ Endorse (or do not endorse) the academic organization, reporting, infrastructure, etc.

Proposal to the Senate Academic Organization and Structure Committee (SAOSC)

to create the

University of Kentucky Center for Innovation in Population Health (CIPH)

in the College of Public Health (CPH)

Improving the Health of Populations in the Commonwealth and Beyond

**Submitted By:
Donna K. Arnett, PhD, MSPH
Dean and Professor
College of Public Health**

TABLE OF CONTENTS

Rationale to Establish the Center for Innovation in Population Health3

Vision.....3

Strategy.....4

Impact on the Community.....5

Impact on Academics/Research.....6

Organizational Structure.....7

Alignment with College and University Objectives and Priorities.....10

Impact Relative to Benchmark Institutions.....11

Key Personnel.....11

Timeline, Space and Financial.....13

Letters of Support.....13

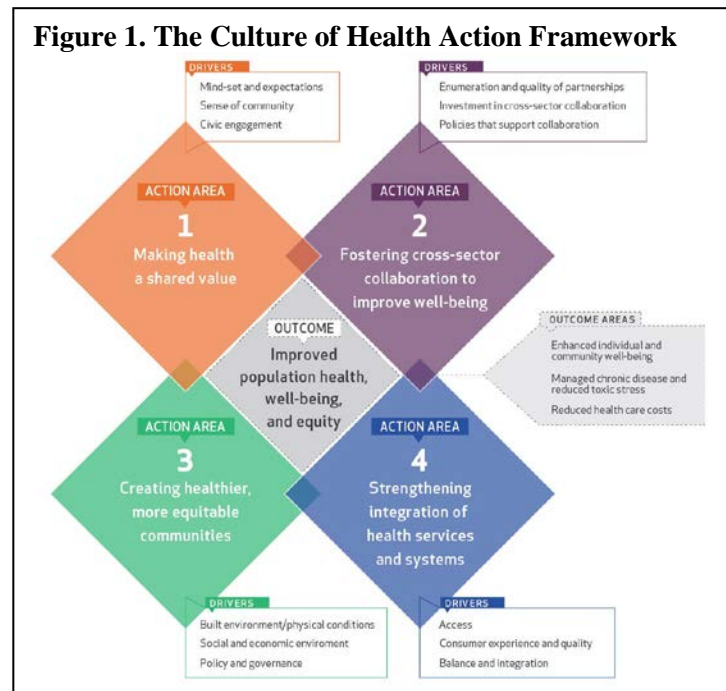
Appendices.....14

Rationale to Establish the Center for Innovation in Population Health

Population health has been defined as "the health outcomes of a group of individuals, including the distribution of such outcomes within the group" (Kindig and Stoddart, 2003). This lens for health shifts focus away from health care to a recognition that health encompasses all aspects of people's lives—health is "...a state of complete physical, mental, and social well-being and not merely the absence of disease or infirmity" (WHO, 2006). The Robert Wood Johnson Foundation proposed a new vision and framework for improving health, and well-being in America that focuses on building a Culture of Health. This comprehensive framework emphasizes making health a shared value, cross-sector collaboration, creating more equitable communities, and integrating health services and systems to improve population (Fig. 1).

The University of Kentucky (UK) College of Public Health (CPH) seeks to be a catalyst of positive change for population health, acting in service to the people of the Commonwealth, the nation, and the world. Established in 2004, the College of Public Health is ranked in the top twenty-five schools of public health in the United States. The CPH is fully accredited by the Council on Education for Public Health (CEPH); is a fully participating member of the Association of Schools and Programs of Public Health (ASPPH); and has received full accreditation from the Commission on Accreditation on Healthcare Management Education (CAHME). After twelve years of research and service since its inception, the CPH named a new Dean, Dr. Donna Arnett, in January of 2016. Dr. Arnett is paving the way for a healthier Commonwealth and nation, identifying priorities and resources that are critical to achieving its vision of building health in the Commonwealth and beyond. One of the most critical of these priorities is to *create population health solutions* for the University and the state of Kentucky that will serve as a model to other communities in the United States. The UK CPH is home to several nationally and internationally renowned leaders in the area of population health improvement research: Drs. Glen Mays, Teresa Waters, F. Douglas Scutchfield, and Lawrence (Larry) Prybil. They will provide important leadership for the proposed Center. Other outstanding faculty are located in other colleges across the UK campus.

The proposed Center for Innovation in Population Health (CIPH) will be an interdisciplinary, campus-wide center at the University of Kentucky, building health in the Commonwealth through community-engaged research. Our vision is to address all the action areas highlighted in the Culture of Health Action Framework, developing collaborative initiatives that align medical, social, and public health approaches to population health improvement through partnerships with researchers, practitioners, providers, health systems, and communities. Our research initiatives will build practical knowledge for



sustainable improvements in health and well-being and support the development of evidence-based policies and best practices for population health management.

To bolster this mission, CPH will partner with Centers and Colleges to develop and launch CIPH's initiatives. Partners will include: the Center for Health Services Research, the Center for Public Health Systems and Services Research, and the UK Colleges of Medicine, Health Sciences, Nursing, Pharmacy, Dentistry, Business, Social Work, Design, CAFÉ, Communication, Education, Social Work, and Arts and Sciences. Connecting prevention, wellness, coalition building, and behavioral health science with health care delivery, quality and safety, and disease prevention/management, CIPH will create synergies and a focus on population health that is critically needed in the Commonwealth of Kentucky and beyond.

Strategy

Utilizing a cadre of experts in health care delivery, quality and value, behavioral health science, wellness and prevention, and coalition building, the Center will:

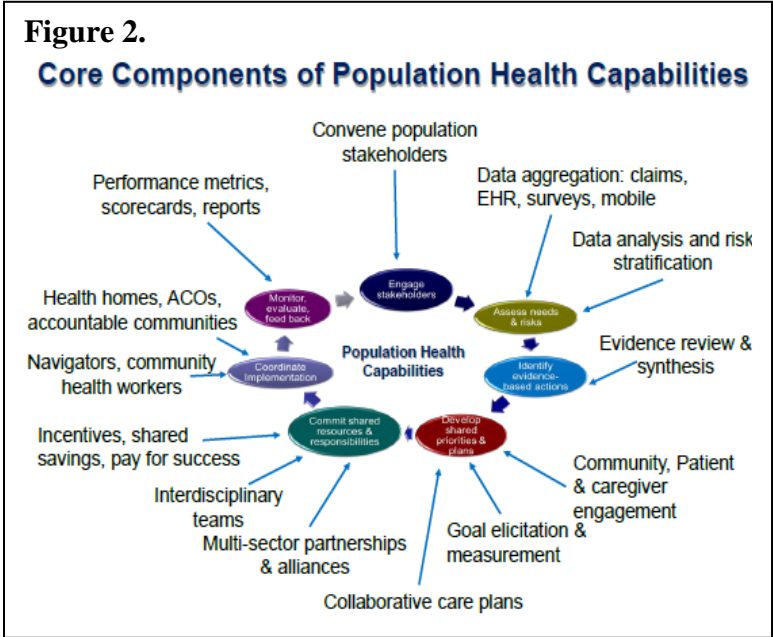
- (1) **Foster strong, multi-sector collaborative relationships** with key partners throughout the Commonwealth of Kentucky to support the identification of a common set of priorities and a well-developed strategy for addressing population health improvement;
- (2) **Build a portfolio of research, evaluation, and dissemination/implementation (D&I) initiatives** that support and enhance the Center's multi-sector collaborative relationships in population health; and
- (3) **Develop a non-profit service line that further “commercializes” Center products** to ensure widespread use across Kentucky and beyond. Revenues from this entrepreneurial arm will further support Center activities. We envision a range of products and services, such as:
 - a. Developing and disseminating toolkits that build on research from our Center and others;
 - b. Creating a *Research Evaluation Unit* that offers an array of services such as surveys, focus groups, health assessments, and employee claims analyses;
 - c. Creating an *Economic Evaluation/Behavioral Economics Unit* offering cost analyses as well as expertise in use of behavioral economic incentives to drive population health; and
 - d. Providing onsite and distance training on a range of topics such as multi-sector coalition building, prevention and wellness, and implementing rapid-cycle improvement to support population health goals.
- (4) **Offer a workplace wellness service line** in collaboration with other colleges at UK. This important program can fill a local need, offer a mechanism for engaging local employers in a meaningful way, provide UK's professional programs with important training opportunities, and serve as a vehicle for future population health improvement initiatives (a “practice-based research network” at employer sites). The service line will be customized per company, with the initial portfolio for each workplace to include: 1) an evaluation of services and baseline health assessment; 2) focus groups with employees to determine needs of employees; 3) optimization of program to align with employee desires; and 4) follow-up to determine impact on health and health care expenditures. The vision of this business arm will be to expand quickly by way of collaboration with other UK Colleges, to offer extensive services and programs to local businesses. We also anticipate working with employers to

incorporate and evaluate behavioral incentives. By offering such a portfolio of services, we will be at the forefront of all universities in the Commonwealth.

Impact on the Community

Kentucky provides a unique environment for a Center for Innovation in Population Health. Concentrating our efforts in Kentucky will allow us to focus on a population segment that experiences some of the nation’s poorest health outcomes, many of which are rooted in challenging social, economic, and environmental conditions. The solutions to the excess mortality risk in Appalachia have been elusive. The largest decreases in life expectancy between 1980 and 2014 in the United States were observed in eight Eastern Kentucky counties (JAMA Internal Medicine, July 2017). Kentucky residents

suffer from some of the most severe health disparities in the United States, placing Kentucky 45th in *America’s Health Rankings* in 2016. Particularly in the Appalachian region, our residents experience extreme disparities in socioeconomic status, community resources, and health status. As a result, the Appalachian region has among the highest rates of morbidity, impaired quality of life, and disability. Each year, thousands of preventable deaths occur from diseases such as stroke, heart and pulmonary diseases, substance abuse, diabetes, and cancer.



As a catalyst of positive change for population health, the Center will focus on collaborative initiatives that align medical, business, social, and public health approaches to health improvement through multi-sectoral collaborations. Building robust coordinated systems that support population-wide improvements in health status becomes increasingly more difficult to accomplish with each added component that is shown (see Figure 2). Through rigorous measurement, benchmarking, and related research, the Center for Innovation in Population Health will improve our understanding of each core component; enhanced understanding, in turn will expand our capability and capacity to improve health outcomes, and develop more effective health policies and best practices for population health management.

Source: National Academy of Medicine: *For the Public’s Health: Investing in a Healthier Future*. Washington, DC: National Academies Press; 2012.

Impact on Academics/Researchers

Support of UK's Education/Training Mission

The CPH currently offers Bachelor of Public Health (BPH), Master of Public Health (MPH), Master of Health Administration (MHA) and Doctor of Public Health (DrPH) degrees, as well as academic degrees (i.e., PhD). The CPH is also home to two accredited residency programs, Occupational Medicine and Preventive Medicine. These students and trainees, along with others from across Partner Colleges with interest in population health, will play an active role in Center activities; serving as research assistants on research; evaluation and D&I projects; using data from these projects as a basis for their capstone projects; taking part in internships with organizations doing population health improvement; and attending presentations that highlight various activities of the Center and generally capitalizing on the dynamic atmosphere created by the Center. The Center's health promotion research activities will advance in-the-field training for UK students through collaborative efforts with other colleges (e.g. College of Health Sciences' PAS program; College of Nursing; and College of Education). In support of the training mission, we will optimize student success through pre- and post-doctoral fellowships, internships, as well as seminars. The Center does not propose specific coursework that is credit-bearing. The Center's educational content will be created and delivered by Center faculty. The educational policy-making faculty body of the Center is comprised of Center faculty with formally assigned distribution of effort to the instruction, research and/or service missions of the CIPH. To the extent that new educational policy regarding the content of the programs homed in the Center, such educational policies will be determined by the members of the above defined faculty body.

Support of UK Research Mission

The CPH received nearly \$50 million in new extramurally sponsored project awards and collaborative research funding in FY 2016. Consistent with the CPH's mission to be a catalyst of positive change for population health, many of these research projects focus on community engagement, health disparities, prevention and access to care and involve collaborations with other UK colleges and community partners. The CPH also routinely provides technical assistance, training, and consultation to more than fifty local and district health agencies covering the state's 120 counties.

Creation of the Center would extend and enhance the footprint of Population Health research on the UK campus, leveraging the expertise in CPH to intentionally seeking new avenues for collaboration around critical population health priorities. This is a key point in time to build a center focusing on population health and health disparities:

- **Federal Funding Priorities** – NIH has identified “evidence-based reduction of health disparities” as a key funding priority for investigation for 2016-2020. A number of recent program announcements have emphasized population health and health disparities and the growing potential for funding in this area:
 - Population Health Interventions: Integrating Individual and Group Level Evidence
<https://grants.nih.gov/grants/guide/pa-files/PA-16-146.html> (R01);
<https://grants.nih.gov/grants/guide/pa-files/PA-18-407.html> (R21-Clinical Trial Optional)
<https://grants.nih.gov/grants/guide/pa-files/PA-18-406.html> (R21-Clinical Trial not allowed)

- Education and Health: New Frontiers (R01) <https://grants.nih.gov/grants/guide/pa-files/PAR-16-080.html>
- Social Epigenomics Research Focused on Minority Health and Health Disparities (R01) <https://grants.nih.gov/grants/guide/pa-files/PAR-16-355.html>;
- **Health System Change** – As healthcare moves to value-based payment, understanding and managing key drivers of population health will be vital to providers, payers, employers and state and federal policymakers

UK's ability to develop and launch transdisciplinary population health research initiatives is strengthened by our 16 colleges and professional schools located on one contiguous campus. The College of Public Health is uniquely positioned to launch and grow the Center for Innovation in Population Health because the college already represents a blending of so many disciplines from across our campus: psychology, statistics, mathematics, engineering, economics, sociology, public policy, and medicine, to name a few. These multiple perspectives will support the engagement of faculty from across a range of colleges and centers.

Research, evaluation, and D&I projects will be developed in collaboration with Partner Colleges and Centers, as well as partners across the state. We see a number of key areas of opportunity:

Obesity prevention and health environments – to scale and spread research-tested obesity prevention and healthy environment strategies into rural areas and other low-resource communities;

Diabetes prevention – to build capacity for delivering services effectively in rural areas since Medicare will begin paying for evidence-based diabetes prevention services starting January 1, 2018; potentially giving millions of older adults access to research-tested prevention and wellness services;

Opioids – to expand the intervention programs that help physicians avoid high-risk prescribing patterns and that help patients recover from addiction, from urban areas to rural areas;

Cost containment – to coordinate public and private payer efforts to focus resources on high-value health and social services, including prevention that will reduce future cost growth; and

Data integration – to integrate data sources to better understand problems and discover new solutions for improving health, since Kentucky's health care systems produce enormous volumes of medical and public health data, but rarely are these data streams connected in ways that lead to continuous system improvements across the state.

Organizational Structure

Operations – The proposed CIPH core operational team will include a Director and Administrative Director to conduct all administrative functions and daily operations. Multidisciplinary faculty participating in research of the CIPH will be given appointments as Associate Faculty. These Associate Faculty will be from various departments within the CPH and across Partner Colleges, and will remain in their respective departments. This will create an avenue to collaboration across campus and provide excellence in research support.

Inaugural Faculty Leaders – The proposed CIPH will initially have 13 faculty members from colleges across campus (specifically, business, communication, education, public health, and medicine) who are currently working on research grants from AHRQ (Principal Investigator: Waters), the Robert Wood Johnson Foundation (Principal Investigator: Mays). In aggregate, these faculty members funded

research effort as part of the Distribution of Effort is 6 FTE. The worksite wellness initiatives will be led by Dr. Ickes (College of Education).

Glen Mays, PhD, MPH, serves as the Scutchfield Endowed Professor of Health Services and Systems Research at the University of Kentucky College of Public Health, in the Department of Health Management and Policy. Dr. Mays' research centers on delivery and financing systems for health care and public health services, with a special focus on estimating the health and economic effects of these efforts. He directs the Systems for Action Research Program funded by the Robert Wood Johnson Foundation (RWJF), which tests strategies for aligning delivery and financing systems for medical care, public health, and social services in ways that improve population health. He is also the founding director of the National Public Health Practice-Based Research Networks (PBRN) Program, which brings together more than 2,000 state and local public health organizations from across the U.S. to conduct applied research on innovations in public health delivery. As part of this work, he created and maintains the National Longitudinal Survey of Public Health Systems, which since 1998 has followed a nationally representative cohort of U.S. communities to examine inter-organizational and inter-governmental approaches to public health delivery and financing. He also directs the national program office for the National Health Security Preparedness Index, created by the U.S. Centers for Disease Control and Prevention (CDC) and supported by RWJF.

Teresa M. Waters, PhD, serves as the Charles T. Wethington, Jr., Chair in Health Sciences and Professor and Chair of the Department of Health Management and Policy. Her research focuses on applying economic concepts and tools to health and healthcare delivery issues. She is especially interested in identifying healthcare delivery and financing innovations that deliver better health care at a lower cost in a measurable and accountable way. Dr. Waters is currently principal investigator of an Agency for Healthcare Research and Quality (AHRQ) funded project examining the impact of Medicare's readmission penalties on hospital performance and patient outcomes, and she is leader of three subcontracts for research regarding the impact of Medicare's Hospital Acquired Conditions Initiative, one of Medicare's earliest value-based payment programs. Through these and other research projects, Dr. Waters has built a body of research focused on identifying policies and programs that can successfully support population health improvements.

F. Douglas Scutchfield, MD, Bosomworth Professor of Health Research and Policy, and **Larry Prybil, PhD, LFACHE**, Norton Professor in Healthcare Leadership, have successfully created and studied numerous multi-sector collaborations across the country. The group's many findings and recommendations have led to number of important publications, such as: *The Leadership Role in Nonprofit Health Systems in Improving Community Health* and *A Perspective on Public-Private Collaboration in the Health Sector*. As the nation's entire health sector is in a period of transformational change, the CIPH will collaborate with these exceptional leaders to improve the health of populations effectively.

Melinda Ickes, PhD, is an Associate Professor in the Department of Kinesiology and Health Promotion within the College of Education. She is the Director of the Health Promotion Graduate Programs and the Health Coaching Graduate Certificate. She is also the Director of the Tobacco Policy Division of BREATHE (Bridging Research Efforts and Advocacy Toward Healthy Environments), which houses the Kentucky Center for Smoke-free Policy and Go Tobacco-free. BREATHE, recognized as one of UK's Commonwealth Collaboratives, is a clearinghouse for information, research and analysis, policy development, as well as community education and outreach related to smoke- and tobacco- free policies, tobacco health disparities, electronic smoking devices, tobacco prevention and treatment, and radon reduction. BREATHE has had success working with both rural and urban communities and in

economically diverse localities. Through her work with BREATHE, Dr. Ickes has provided consultation to over 300 campuses and organizations aiming to improve employee, student, and community health by implementing evidence-based tobacco-free policies. Through these experiences, Dr. Ickes continues to build a research trajectory that infuses behavior change and health promotion principles to focus on improved health and well-being across the Commonwealth and beyond. Her research interests are in the areas of tobacco control, university health promotion, and obesity prevention.

Oversight – The CIPH will be supported by both an external and an internal advisory board to provide oversight on planning, implementation, coordination, and management of operations within the center and recommendations regarding administrative and programmatic implementation, financial management, and periodic evaluation.

The internal advisory board for CIPH will comprise:

- Donna Arnett, PhD, MSPH – Dean and Professor, UK College of Public Health
- Mark Evers, MD – Director and Professor, UK Markey Cancer Center
- Janie Heath, PhD, AARN-BC – Dean and Professor, UK College of Nursing
- Melinda J. Ickes, PhD – Associate Professor, UK College of Education
- Mike Karpf, MD – Professor, UK College of Medicine
- Scott Lephart, PhD – Dean and Chair, UK College of Health Sciences
- H. Dan O’Hair, PhD – Dean, UK College of Communication and Information
- Mary John O’Hair, EdD, MEd – Dean and Professor, UK College of Education
- Carrie Oser, PhD – Professor, UK College of Arts & Sciences
- Nancy Schoenberg, PhD – Professor, UK College of Medicine
- Jeffery Talbert, PhD – Professor, UK Department of Pharmacy Practice and Science; Director, Institute for Pharmaceutical Outcomes and Policy; Associate Director, UK Center for Clinical and Translational Science
- Ann Vail, PhD, MS – Interim Dean, UK College of Social Work
- Mark Williams, MD, MHM – Chief, Division of Hospital Medicine; Vice Chair, Department of Internal Medicine; Chief Transformation and Learning Officer; Director, Center for Health Services Research
- James Ziliak, PhD – Endowed Chair, Gatton Department of Microeconomics; Director, Center for Poverty Research; Executive Director, Kentucky Federal Statistical Research Data Center
- Nancy Cox, PhD – Dean, UK College of Agriculture, Food and Environment

The external advisory board for CIPH will comprise:

- Mark Carter, CPA – CEO, Passport Health
- Gerard Colman, DHA, MHA - CEO, Baptist Health
- Todd Prewitt, MD, FAAFP – Corporate Medical Director for Population Health, Humana
- Eduardo Sanchez, MD, MPH, FAAFP – CMO, American Heart Association
- Teresa West – Vice President Health System Strategy, TAV Health
- Steven Woolf, MD, MPH – Director, Center on Society and Health (Chair)

Evaluation – The CIPH will be evaluated annually by the Director, Advisory Board, Provost, and Dean, College of Public Health. The following information will be included in the annual report:

- Peer reviewed publications
- Peer reviewed presentations
- Awards and honors
- Funding productivity (# awarded/# submissions)
- Professional memberships
- Professional development

In accordance with Governing Regulation IX and Administrative Regulation 1:4, the CIPH will publish an annual progress report to document unit progress toward achieving its strategic planning initiatives based on the results and recommendations of its periodic review. The CIPH will be reviewed comprehensively by an ad hoc committee every five to seven years. All periodic reviews will be “used to evaluate unit performance and effectiveness with respect to the quality of education and student support programs, resources, and administrative processes, and services. The results of the periodic review are used for developing strategic planning and unit initiatives” (AR 1:4, Part VI, A1).

Alignment with College and University Objectives and Priorities

The formation of the Center for Innovation in Population Health supports a number of UK’s Strategic Initiatives and Action Steps.

Strategic Objective: Research and Scholarship

Strategic Initiative 1: Invest in UK’s existing strengths and areas of growth in selected focus areas that benefit and enrich the lives of the citizens of the Commonwealth and beyond.

Action Step 4: Leverage problem-oriented centers and institutes as focal points for interdisciplinary research teams in areas of strength and growth.

The CIPH will be, by definition, a problem-oriented center, focused on improving population health. The Center will capitalize on the diverse faculty across multiple colleges at UK, bringing them together to synergistically grow research and training experiences in an area where we already have strengths, and focus on a problem of strong need and opportunity for the citizens of the Commonwealth and beyond.

Strategic Objective: Research and Scholarship

Strategic Initiative 4: Strengthen engagement efforts and translation of research and creative work for the benefit of the Commonwealth of Kentucky, the nation and the world

Action Step 2: Intensify engagement efforts to translate findings from our research to the community, and increase community participation in research and creative work.

As noted in our *Rationale* (page 3):

...the proposed Center will build health and well-being in the Commonwealth through **community-engaged research**. Our vision is to address all the determinants of health, including social, behavioral, and environmental, and to focus on **collaborative initiatives** that align medical, social, and public health approaches to health improvement **through partnerships with researchers, practitioners, providers, health systems, and communities**.

Community-engaged research fosters collaborations with and among groups of people affiliated by geographic proximity, special interest, or similar situations with the goal of addressing issues that affect the wellbeing of the people within the group. As stated in the "Principles of Community Engagement" published by the CDC, community-engaged research "...is a powerful vehicle for bringing about environmental and behavioral changes that will improve the health of the community and its members. It often involves partnerships and coalitions that help mobilize resources and influence systems, change relationships among partners, and serve as catalysts for changing policies, programs, and practices." We are committed to community-engaged research as the only method of supporting meaningful improvements in population health. As a center building on research, the proposed CIPH is positioned to play a role in advancing and achieving the University's aspiration to become a major comprehensive research institution ranked nationally in the top 20 public universities.

In collaboration with internal and external stakeholders, the CIPH will develop and annually refine a research and services agenda that targets high priority population health challenges facing our community. As our support letters strongly indicate, the CIPH is well positioned to address important and compelling needs in our community.

Impact Relative to Benchmark Institutions

The proposed CIPH will be a forward-looking, forward-thinking, distinctive Center that will collaborate with many academic, and non-profit benchmark institutions. The goal for building collaborative relationships is that UK can be at the forefront of population health improvement, ensuring that best practices for improving the health of populations is brought to the Commonwealth of Kentucky and then making certain that we coordinate efforts with top institutions across the US for maximal impact.

The Inaugural Faculty Leaders of the proposed CIPH are nationally recognized leaders within the national health services and research communities. They will provide a strong foundation for building a cadre of experts and growing highly synergistic and collaborative research at the CIPH. These collaborations will encourage and expand funding opportunities and support significant growth in our capabilities and capacity for population health improvement at UK and across Kentucky.

Key Personnel

Donna Arnett, PhD, MSPH, is Dean and Professor of the University of Kentucky College of Public Health, and will serve as Interim Director until a permanent director is hired. A cardiovascular genetic epidemiologist with more than 24 years of continuous NIH funding in this area, she developed a keen interest in understanding the variable phenotypic expression of severe target organ damage from hypertension. A Kentucky native, Dr. Arnett obtained her Bachelor of Science degree in Nursing and

Master of Science in Public Health from the University of South Florida. She went on to earn her Doctorate in Epidemiology at the University of North Carolina Chapel Hill. Prior to her appointment at UK in 2016, Dr. Arnett was associate dean and chair of the Epidemiology department at the University of Alabama, Birmingham. She is also a former president of the American Heart Association. During Dr. Arnett's tenure as Epidemiology department chair at UAB the department grew to one of the top ten research programs in the nation. As Associate Dean for Academic and Strategic Programs at UAB, she helped expand the school's innovative four-year joint MD/MPH degree and played an important role in the development of an online MPH degree. She has published more than 600 peer-reviewed papers and two books. Her vision for population health has shaped her efforts even during her short tenure at UK. One of her first steps as Dean was to form a multi-sector board for the CPH, with robust goals focused on population health to fulfill the mission of CPH and the CIPH. In addition to the new CPH board, Dr. Arnett has formed a Kentucky collaborative among other public health Deans across the state. However, much work remains to be done as the healthcare industry shifts to more value-based systems. A focus on population health is perfectly positioned to enhancing the quality and experience of patient care, reducing per capita health care expenditures, and improving the health of our nation's population – the CIPH will be a critically important vehicle for these improvements. Dean Arnett has developed a vision for the CIPH and will recruit an inaugural Director to make that vision a reality.

To be named (Director) – We will recruit a world-class population health researcher and leader to carry our vision forward. This individual will have a strong funding and publication track record, along with a demonstrated ability to collaboratively develop meaningful and innovative community-engaged research that has a demonstrated impact on population health. In accordance with AR 1:3 and Governing Regulation VIII, the Dean of the College of Public Health, in consultation with Deans of the collaborating Colleges, and Chairs in Public Health, and the VPR will select the Director. The Director is appointed for a 6-year term by the Dean of Public Health, with confirmation of the Provost, Board of Trustees, and President. The Director will be reviewed annually by the Dean, and the overall performance of the director will be evaluated externally as part of the formal University periodic review of the Center. The Director will be eligible for reappointment upon recommendation of the Dean with the University approval as before (GR VII A 4 C).

Elliot C. Bloomer, EMHA is the Administrative Director at the UK College of Public Health. Mr. Bloomer will coordinate and manage all activities associated with the Center's core operations and research, including budgets, personnel, and reporting. A Kentucky native, Mr. Bloomer obtained his Bachelor of Science degree in Healthcare Administration; along with Business Administration and Psychology, from Western Kentucky University (WKU). He later earned an Executive Master of Health Administration from WKU with a University-wide Award of Excellence. Prior to Mr. Bloomer's tenure at UK CPH, he served on multiple committees in Kentucky, as well as graduating from and later chairing a year-long Kentucky-based Leadership Academy. Mr. Bloomer brings a vast knowledge and experience of practice-based management and health care leadership with collaborative excellence.

Associate Faculty - An initial list of proposed Associate Faculty are listed in Appendix 1.

Timeline, Space, and Financial

The proposed CIPH will be located within the College of Public Health, with collaborators remaining in their existing workspaces. With approval from the Senate, CPH has made proactive preparations for the CIPH to be established and running by July 2018.

Institutional Funding (UK HealthCare, Office of the Vice President of Research, Office of the Provost, Department of the Dean):

- Equipment: To utilize equipment currently available in CPH.
- Research Personnel (costs not supported by sponsored research): To distinguish DOE of faculty as the need arises.
- Operational Costs: Annual \$250k indefinitely from the office of the Executive Vice President of Health Affairs.
- Grant Funding: CIPH will build on existing grants, as well as capitalize on new funding avenues.
- Potential external funding support: Humana; Kresge; TAVHealth; and Passport Health.

Letters of Support

1. Mark Newman, MD – Executive Vice President for Health Affairs, UK HealthCare
2. Janie Heath, PhD, APRN-BC, FAAN – Dean and Warwick Professor of Nursing, College of Nursing
3. Mark Lawrence Kornbluh, PhD – Dean, College of Arts and Sciences
4. Nancy Cox, PhD – Dean, College of Agriculture, Food and Environment
5. Steve Skinner, DBA – Interim Dean and Warren W. Rosenthal Professor of Marketing, Gatton College of Business and Economics
6. H. Dan O’Hair, PhD – Dean, College of Communication and Information
7. Ann Vail, PhD, MS – Interim Dean; Professor; Director, School of Human Environmental Sciences; Assistant Director, Family and Consumer Sciences Extension, College of Social Work
8. Robert DiPaola, MD – Dean and VP for Clinical Academic Affairs, College of Medicine
9. Stephanos Kyrkanides, DDS, PhS – Dean, College of Dentistry
10. Mitzi Vernon, MArch, MS – Dean, College of Design
11. Mary John O’Hair, EdD, MEd – Dean and Professor, College of Education
12. Scott Lephart, PhD – Dean and Endowed Chair of Orthopaedic Research, College of Health Sciences
13. R. Kip Guy, PhD – Dean and Professor, College of Pharmacy
14. Teresa Waters, PhD – Charles T. Wethington, Jr. Endowed Chair and Professor; Chair, Department of Health Management and Policy, College of Public Health

15. Lisa Cassis, PhD – Vice President for Research, UK

16. David Blackwell, PhD – Provost, UK

17. John Watkins, PhD – Chair, Faculty Council, College of Public Health

Appendices

1. Proposed CIPH Associate Faculty

Appendix 1 – Proposed CIPH Associate Faculty

<u>Faculty</u>	<u>Affiliation</u>
Adams, Val	College of Pharmacy
Akinyemiju, Tomi	College of Public Health
Anderson, Urton	Gatton College of Business and Economics
Anglin, Mary	College of Arts and Sciences
Badour, Christal	College of Arts and Sciences
Barnhart, Sheila	College of Social Work
Benner, Kalea	College of Social Work
Bersgtrom, Haley	College of Education
Black, Scott	College of Health Sciences
Bush, Heather	College of Public Health
Campbell, Marilyn	College of Education
Cerel, Julie	College of Social Work
Christian, Jay	College of Public Health
Coker, Ann	College of Medicine
Cross, Al	College of Communication and Information
Davis, Alison	College of Agriculture, Food and Environment
Day, Jill	College of Education
Eddens, Kate	College of Public Health
Edwards, Jean	College of Nursing
Erwin, Heather	College of Education
Fells, Hartley	College of Nursing
Fillmore, Mark	College of Arts and Sciences
Freeman, Trish	College of Pharmacy
Gibson, Allison	College of Social Work
Giger, Jarod	College of Social Work
Gordon, Allison	College of Communication and Information
Graham, Rachel	College of Health Sciences
Gustafson, Allison	College of Agriculture, Food and Environment
Hahn, Ellen	College of Nursing
Harp, Kathi	College of Public Health
Harrington, Nancy	College of Communication and Information
Harris, Rosalind	College of Agriculture, Food and Environment
Harrison, Wes	College of Agriculture, Food and Environment
Havens, Jennifer	College of Medicine
Helme, Don	College of Communication and Information
Hoover, Anna	College of Public Health
Hoyt, William	Gatton College of Business and Economics
Huber, Jeff	College of Communication and Information

<u>Faculty</u>	<u>Affiliation</u>
Ickes, Melinda	College of Education
Ingram, Richard	College of Public Health
Johnson, Ben	College of Education
Kahl, Dan	College of Agriculture, Food and Environment
Keller, Peggy	College of Arts and Sciences
Kitzman, Patrick	College of Health Sciences
Koch, Erin	College of Arts and Sciences
Lawrence, Karen	College of Social Work
Lewis-Brown, Robyn	College of Arts and Sciences
Li, Jing	College of Medicine
Luhan, Greg	College of Design
Mack-Washington, Marta	College of Education
Mark, Kristen	College of Education
Mamaril, Cezar Brian	College of Public Health
Mays, Glen	College of Public Health
McMullen, Jennifer	College of Education
Miller, Jay	College of Social Work
Moga, Daniella	College of Pharmacy
Moloney, Mailread	College of Arts and Sciences
Moser, Debra	College of Nursing
Mushett Johnson, Carol	College of Education
Nemer, David	College of Communication and Information
O'Hair, Dan	College of Communication and Information
Oser, Carrie	College of Arts and Sciences
Otis, Melanie	College of Social Work
Pope, Natalie	College of Social Work
Raybould, Ted	College of Dentistry
Royse, David	College of Social Work
Schoenberg, Nancy	College of Medicine
Segerstrom, Suzanne	College of Arts and Sciences
Shoemaker, Robin	College of Agriculture, Food and Environment
Slavova, Svetla	College of Public Health
Small, Brittany	College of Medicine
Smith, Greg	College of Arts and Sciences
Sossou, Marie-Antionette	College of Social Work
Spears-Brown, Christia	College of Arts and Sciences
Stein, Melissa	College of Arts and Sciences
Studts, Christina	College of Public Health
Surrant, Hilary	College of Medicine
Sutton, Jeannette	College of Communication and Information

<u>Faculty</u>	<u>Affiliation</u>
Talbert, Jeff	College of Pharmacy
Tumlin, Kimberly	College of Public Health
Vanderpool, Robin	College of Public Health
Veil, Shari	College of Communication and Information
Vos, Sarah	College of Communication and Information
Wackerbarth, Sarah	College of Public Health
Waters, Teresa	College of Public Health
Werner-Wilson, Ronald	College of Agriculture, Food and Environment
Williams, Corrine	College of Public Health
Williams, Lavora	College of Nursing
Williams, Mark	College of Medicine
Worne, Heather	College of Arts and Sciences
Young, April	College of Public Health
Zhang, GQ	College of Medicine
Ziliak, James	Gatton College of Business and Economics



April 5, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

This letter is to demonstrate institutional support for creating the UK Center for Innovation in Population Health (CIPH). Research conducted by the CIPH will have far-reaching impact for citizens of the Commonwealth of Kentucky and beyond. I am also confident that the activities of the Center will yield tangible benefits for our UK HealthCare community.

In my capacity as the Executive Vice President for Health Affairs of UK HealthCare, I strongly endorse the creation of the CIPH. I also affirm UK HealthCare's commitment of \$250,000/year to support the Center's activities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Newman', written over a horizontal line.

Mark Newman, MD
Executive Vice President for Health Affairs
UK HealthCare

Office of the Executive Vice President for Health Affairs



University of Kentucky
Office of the Provost

105 Main Building
Lexington, KY 40506
P: 859-257-2911
F: 859-257-1333
www.uky.edu

April 18, 2018

Dr. Katherine McCormick
Chair, University of Kentucky Senate Council
201 Main Building
CAMPUS 0032

Dear Dr. McCormick:

I am writing in support of the creation of the Center for Innovation in Population Health (CIPH). CIPH is proposed by Dean Donna Arnett (Public Health) and includes a list of co-collaborators from colleges and units across campus, who are all in support of its creation. The center will build upon the expertise already on campus, and help elevate the University of Kentucky's national and international stature around the issues of Population Health. The planned center will be based in the College of Public Health.

The center proposes to strengthen population health in the Commonwealth (and beyond) through community-engaged research. Its mission includes an applied focus with the involvement of external collaborators (practitioners, health providers, health systems and communities). It also includes a revenue generating focus with outputs that include action-oriented research, industry-based toolkits, a research evaluation unit, a cost analyses unit, health economists, novel behavioral change applications, and policy. These outputs are in addition to traditional academic research and grant funding.

The Executive Vice President for Health Affairs has committed to fund the center with \$250,000, recurring. In addition, potential industry funders have been identified to supplement the EVPHA's investment. The organizational structure includes a Director as well as an Administrative Director. The Administrative Director will be responsible for all daily operations of the center. In addition, researchers from across campus will make up the center's core faculty. They will be given affiliated Associate Faculty appointments, but will remain in their home departments.

Through this letter, I certify the administrative feasibility of the proposed unit and endorse its creation.

Sincerely,

A handwritten signature in blue ink that reads "David W. Blackwell".

David W. Blackwell, Ph.D
Provost

DWB/jkt

see blue.

An Equal Opportunity University



Office of the Vice President for Research

311 Main Building
Lexington, KY 40506-0032
(859) 257-5294
Fax: (859) 323-2800
www.research.uky.edu

April 16, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

It is with great enthusiasm that I submit this letter of support for the creation of the UK Center for Innovation in Population Health (CIPH). Research conducted by the CIPH will have a far-reaching impact for citizens of the Commonwealth of Kentucky and beyond.

The CIPH will be a valuable resource to the growth of research. I look forward to the important impact of research within CIPH on the institution and the Commonwealth, and fully support its creation.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Lisa Cassis'.

Lisa Cassis, PhD
Vice President for Research

From: [Flanagan, Rebecca](#)
To: [Arnett, Donna](#)
Cc: [Bloomer, Elliot](#); [Watkins, John](#)
Subject: ON BEHALF OF JOHN WATKINS: CPH Faculty Council Approval of CIPH Proposal
Date: Monday, April 23, 2018 7:25:02 AM
Importance: High

Dear Dean Arnett:

On April 17, 2018, Faculty Council Members were asked to review the proposal for the Center for Innovation in Population Health and return their vote to approval/disapprove by noon today. Votes were tabulated and I am pleased to inform you that our college's Faculty Council vote was unanimous to approve the proposal as of April 20, 2018, with the full Council membership of six faculty voting.

Please feel free to contact me if you need additional information.

Best,
JW

++++
John F. Watkins, Ph.D.
Professor of Gerontology
Director, Graduate Center for Gerontology
Director of Graduate Studies
Multi-Disciplinary Science Bldg., Suite 401
725 Rose Street
University of Kentucky
Lexington, KY 40536-0082
Ph: (859)218-0240
Fx: (859)323-5747
Em: john.watkins@uky.edu
++++



**University of Kentucky
Dentistry**
Office of the Dean

Albert B. Chandler Hospital
800 Rose Street, D-136
Lexington, KY 40536-0297
P: 859-323-1884
F: 859-257-9497
dentistry.uky.edu

March 20, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Dentistry, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,

Stephanos Kyrkanides, DDS, PhD
Dean
College of Dentistry

see blue.

An Equal Opportunity University



University of Kentucky
College of Communication
and Information

Office of the Dean

308 Lucille Little Library
Lexington, KY 40506-0224

O: 859-218-0290

F: 859-323-4171

ci.uky.edu

March 20, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Communication and Information, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,

A handwritten signature in cursive script that reads "H. Dan O'Hair".

H. Dan O'Hair
Dean and Professor

see blue.

An Equal Opportunity University

March 23, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Agriculture, Food and Environment, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

I agree with the naming of the CIPH and proposed activities as far as I understand them. Additionally, I support and encourage my faculty to participate in sponsored research. I am enthusiastic about this new center.

Sincerely,



Nancy Cox
Dean
College of Agriculture, Food and Environment



Gatton College of
Business and Economics
Office of the Dean

March 20, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212.
Lexington, KY 40536

Dear Dean Arnett,

As Interim Dean of the Gatton College of Business and Economics, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,

(DN: cn=Steve Skinner, o, ou,
email=steve.skinner@uky.edu,
c=US
// Date: 2018.03.20 16:01:37 -04'00'

Steven Skinner
Interim Dean
Warren W. Rosenthal Professor of Marketing
Gatton College of Business and Economics

see blue.

March 26, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Medicine, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,



Robert S. DiPaola, MD
Dean and Vice President for Clinical Academic Affairs
College of Medicine



University of Kentucky
College of Pharmacy
Office of the Dean
789 S. Limestone St.
Lexington, KY 40536
P: 859-257-7896
F: 859-257-2128
pharmacy.uky.edu

March 23, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Pharmacy, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). We look forward to collaborating with you in bringing population research to the highest level. The mission of the CIPH is closely aligned with the research ongoing within our college, especially to that carried out in our Institute for Pharmaceutical Outcomes & Policy (IPOP). The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty participating in sponsored research.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Kip Guy'.

R. Kip Guy, PhD
Dean and Professor
College of Pharmacy

see blue.

An Equal Opportunity University



College of Nursing
Office of the Dean
UK Medical Center
315 College of Nursing Bldg.
Lexington, KY 40536-0232
859 323-6533
fax 859 323-1057
www.uknursing.uky.edu

March 20, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett:

As Dean of the College of Nursing, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,

A handwritten signature in blue ink that reads "Janie Heath".

Janie Heath, PhD, APRN-BC, FAAN
Dean and Warwick Professor of Nursing

cc: Dr. Tom Kelly, Associate Dean for Research



**University of Kentucky
College of Social Work**

619 Patterson Office Tower
Lexington, KY 40506
P: 859-257-6650
F: 859-323-1030
socialwork.uky.edu

March 26, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Social Work, I endorse the establishment of the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is relevant to the mission of our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently conducting relevant research and, when possible, collaborate with the College of Public Health. Establishing this center will only strengthen our competitiveness for sponsored research opportunities for both colleges

I wholeheartedly support College of Social Work faculty participating in CIPH research and activities.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Ann Vail', written in a cursive style.

Ann Vail, PhD, MS
Interim Dean and Professor
College of Social Work

see change. see justice. see blue.

An Equal Opportunity University



College of Arts and Sciences
Office of the Dean

March 23, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Arts and Sciences, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a unique and comprehensive environment for applied and translational research. Many of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH and establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Lawrence Kornbluh', written in a cursive style.

Mark Lawrence Kornbluh
Dean

see blue.

26 March 2018


Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Design, I am strongly enthusiastic about establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the ongoing research within the College of Design. The CIPH provides a unique and comprehensive environment for applied and translational research. Some of our faculty are currently collaborating with the College of Public Health and the faculty of the CIPH, and establishing this center will strengthen our interdisciplinary and sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,



Mitzi R. Vernon, Dean

March 23, 2018


Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Chair of the Department of Health Management and Policy, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The CIPH will provide a unique and comprehensive environment for applied and translational research. Its mission is very closely aligned with the ongoing research within our department and will offer a wonderful opportunity for us to connect and synergize with faculty across the college and campus.

I will encourage my department faculty to collaborate with CIPH; I believe that the Center will only strengthen our competitiveness for sponsored research opportunities. I am especially enthusiastic about the planned emphasis on *innovation*. The challenges in population health are many and evolving. At UK, we are well-positioned to bring new tools, new thinking and new collaborations to support meaningful improvements in population health.

Sincerely,



Teresa Waters, PhD
Charles T. Wethington, Jr. Endowed Chair and Professor
Chair, Department of Health Management and Policy
College of Public Health

see blue.



University of Kentucky
College of Education
Office of the Dean

103 Dickey Hall
Lexington, KY 40506-0017
P: 859-257-6076
F: 859-323-1046
education.uky.edu

March 29, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Education, I strongly endorse establishing the UK Center for Innovation in Population Health (CIPH). The mission of the CIPH is closely aligned with the research ongoing within our college, particularly in the Department of Kinesiology and Health Promotion and in the Department of Educational, School, and Counseling Psychology. The CIPH provides a unique and comprehensive environment for applied and translational research. Several of our faculty are currently collaborating with colleagues in the College of Public Health and the proposed CIPH, and we believe the establishment of this center will only strengthen our collaborations and competitiveness for sponsored research opportunities.

We agree with the naming of the CIPH and proposed activities. Additionally, we encourage the participation of our faculty in sponsored research associated with CIPH.

Sincerely,

Mary John O'Hair, Ed.D.
Dean and Professor

see blue.

An Equal Opportunity University

March 28, 2018

Donna K. Arnett, PhD, MSPH
Dean and Professor
University of Kentucky College of Public Health
111 Washington Ave, Suite 212
Lexington, KY 40536

Dear Dean Arnett,

As Dean of the College of Health Sciences, I endorse, without reservation, establishing the UK Center for Innovation in Population Health (CIPH). The Center provides a unique opportunity for UK to take the lead in this area of discovery for the Commonwealth and beyond. The mission of the CIPH is closely aligned with the research ongoing within our college. The CIPH provides a comprehensive environment for applied and translational research. Establishing this center will only strengthen our competitiveness for sponsored research opportunities.

Being closely aligned in name with the College of Public Health, I agree with the naming of the CIPH and proposed activities. Additionally, I support my faculty to participate in sponsored research.

Sincerely,



Scott M. Lephart, Ph.D.
Dean
College of Health Sciences

see blue.

From: "Arnett, Donna" <donna.arnett@uky.edu>

Date: March 20, 2018 at 8:25:35 AM EDT

To: "DiPaola, Robert" <RSDiPaola@uky.edu>, "Heath, Janie" <jheath@uky.edu>, "Kyrkanides, Stephanos" <stephanos@uky.edu>, "Guy, Rodney" <kip.guy@uky.edu>, "Lephart, Scott" <scott.lephart@uky.edu>, "O'Hair, Dan" <ohair@uky.edu>, "O'Hair, Mary" <mjohair@uky.edu>, "Vail, Ann" <ann.vail@uky.edu>, "Vernon, Mitzi" <vernon@uky.edu>, "Cox, Nancy" <ncox@email.uky.edu>, "Kornbluh, Mark" <kornbluh@uky.edu>, "Skinner, Steven" <steve.skinner@uky.edu>

Cc: "Bloomer, Elliot" <Elliot.Bloomer@uky.edu>, "Evans, Annette L" <alevan4@email.uky.edu>, "Loynachan, Abbie" <abbie.loynachan@uky.edu>, "Richards, Melissa" <Melissa.Richards@uky.edu>, "Monaghan, E" <charlene.monaghan@uky.edu>, "Truax, Amber" <antrua2@uky.edu>, "Leedy, Charlotte" <charlotte.leedy@uky.edu>, "Winder, Gwenda" <gwenda.winder@uky.edu>, "Houlihan, Meredith" <meredith.lovelace@uky.edu>, "Chalfant, Anna" <anna.chalfant@uky.edu>, "Galvin, Lisa" <lggalv@email.uky.edu>, "Harvey, Kendra" <kendra.harvey@uky.edu>, "Spires, Marla" <mspir2@email.uky.edu>, "Plum, Xana" <xana.plum@uky.edu>

Subject: Center for Innovation in Population Health

Fellow Deans,

As we have discussed either in person or by phone, I am submitting a Senate proposal to launch a University of Kentucky Center for Innovation in Population Health (CIPH), which includes participation from your college. This center was part of my recruitment package. This email will be followed by an email from Elliot Bloomer with more specific details for your college.

Conversing with you helped me to formulate the benefits of this center for UK and for your faculty. This transdisciplinary center will be relevant to faculty across the University who work at the intersection of social, economic, environmental, behavioral and biological systems that determine health and well-being (see attached for our Executive Summary). The CIPH will provide a unique and comprehensive environment for applied and translational research in population health, along with enhancing educational opportunities, and we are hopeful a number of your faculty will actively join us in research as Associate Faculty. The Administrative Director for the proposed Center, Elliot Bloomer, will be sending you an email shortly with a list of proposed faculty members from your college. Please review and add or delete faculty members as you deem appropriate.

We anticipate several important benefits from membership in the CIPH. These include:

- A monthly CIPH seminar series which will highlight innovations in population health.
- An annual "Innovations in Population Health" symposium to attract researchers and the practice community.
- An annual pilot grant program for seed money to develop research ideas in

population health for future extramural research support.

- Workshops offering training in population health research methods.
- Coordination and support for submission of population health proposals.
- Shared resources that facilitate population health research, such as data/computing resources and skilled staff (e.g. MS-trained analysts, program managers) whose time/effort can be purchased.

As you review this material, I am hopeful you will be willing to provide a letter of support as a collaborating College Dean; I plan to submit the proposal with unanimous endorsement of all collaborating Deans.

I am looking forward to the development of this new Center and the opportunities it will provide to the University community, and I am happy to meet with you to discuss this further if you desire. For your convenience, Elliot will also be sending you a sample letter of support that has been included in previous University Senate proposals.

Thank you in advance for your support.

Sincerely,
Donna