

An aerial photograph of a city street intersection, likely in New York City, showing multiple lanes, crosswalks, and surrounding buildings. The image is overlaid with a semi-transparent blue filter.

# Annual Report

# 1

## Introduction

CUNY SPH has been built upon a framework of transparency and accountability.



In order to fulfill our responsibility to the members of our academic and administrative family and be able to better understand the impact of our environment on our evolution over time, we are starting the tradition of this annual report.



A handwritten signature in black ink, appearing to read 'Ayman El-Mohandes'.

Ayman El-Mohandes,  
MBBCh, MD, MPH  
DEAN

We must consider our trajectory in the light of a variety of factors, some of which we control internally and others that are associated with the broader environment of graduate education in public health nationally. We continue to monitor closely the number of accredited schools and programs of public health, which has reached 185 (64 schools and 121 programs), offering students seeking this domain of learning a very wide pool of choices. It is incumbent upon us to continue to show excellence and a unique set of characteristics that define us as a graduate school and as an opportunity both for our future students and our faculty to thrive.

#### Sections

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# 2

## Our Students

We are committed to providing a collaborative and accessible environment for excellence in education, research, and service in public health. And we're proud that our student body, in both its composition and its achievements, is a strong reflection of that mission.

# Admissions

CUNY SPH admits students to our DPH, MPH, MS, Advanced Certificate and non-degree programs. Recruitment is conducted year-round with monthly in person Information Sessions, thrice weekly virtual information sessions, bi-annual Open Houses, one-on-one in-person or virtual admission coaching sessions, and various local and regional recruitment events.

This year for the first time CUNY SPH introduced a spring admissions cycle. Our aim was to fulfill our commitment to flexibility in meeting the needs of the busy working adults who apply to our programs. The spring admission cycle allowed us to accommodate many students who needed additional time to resolve their financial and life challenges, but didn't want to wait a full year to jumpstart their master's degrees. The striking difference in the admitted-to-enrolled ratio for the spring admissions cycle demonstrates that our instincts were correct. We strive to replicate that success in our fall 2018 admission cycle.

## In the Fall 2017-Spring 2018 recruitment cycles, CUNY SPH conducted:

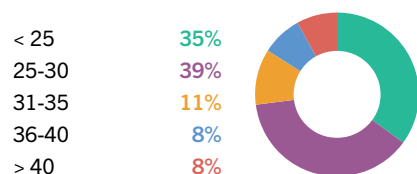
- 17 On-Campus Information Sessions
- 234 Virtual Chats (SPH Admissions)
- 12 Non-SPH Virtual Chats
- 33 In-person Graduate & Career Recruitment Events (28 in state and 5 out of state)

### Admitted enrolled ratios: MPH/MS

| TERM        | % OF APPLICANTS ADMITTED | % OF ADMITTED STUDENTS ENROLLED |
|-------------|--------------------------|---------------------------------|
| 2017 Fall   | 62%                      | 40%                             |
| 2018 Spring | 64%                      | 92%                             |

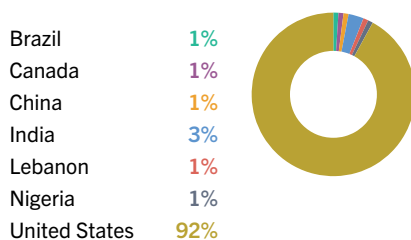
## Fall 2017 and Spring 2018 MPH/MS/DPH matriculants

### Age



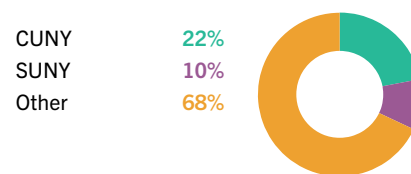
The average age of 2017-18 matriculants was 26. Thirty nine percent were between 25-30, and another 35% were over 40.

### Citizenship



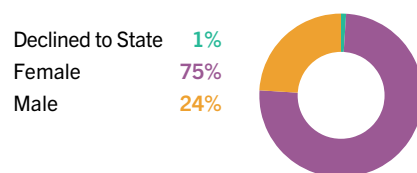
92% are US citizens or permanent residents.

### Previous Institution



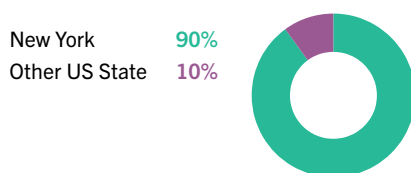
22% of our entering students are CUNY graduates and another 10% are SUNY graduates. The remaining 68% are distributed over 34 other colleges.

### Gender



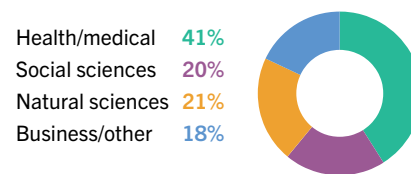
75% are female.

### NYS Residents vs Out-of-State



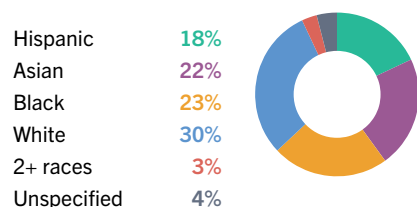
Of US citizens/permanent residents, 99% are New York State residents.

### Previous Degree



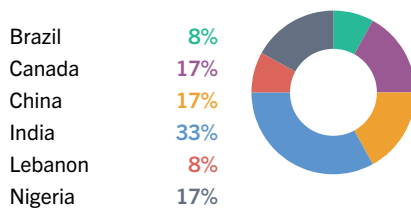
Just over 40% have previous degrees that are health-related.

### Race



66% are minorities.

### International Students



International students make up 8% of the total cohort, with the largest number coming from India.

As our national and international profile grows, we anticipate an increased number of out-of-state and international matriculants, which in turn will enhance our tuition revenue.



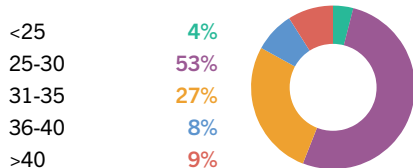
## 2018 Dean's Merit Award Recipients

Each year we recognize a group of extraordinary students who, through their scholarly achievements, service contributions, and triumph over adversity, truly exemplify our public health values.

### 2017-2018 Graduates

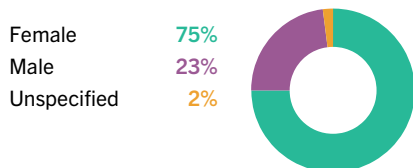
On average, the 2017-18 master's graduates completed their studies in **2.9 years**, and the doctoral graduates finished in **6.7 years**.

#### Age at Graduation



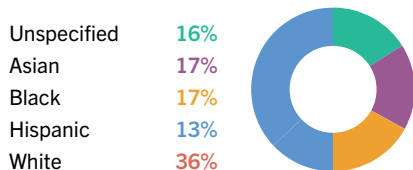
Average age at graduation was 32.

#### Gender



75% of graduates were female.

#### Race



47% of graduates were minorities (with 16% unspecified, this number may be higher).

#### VALEDICTORIAN AND DEAN'S MERIT AWARD FOR SCHOLARSHIP



**Samantha Raymond, MPH**

EPIDEMIOLOGY AND BIOSTATISTICS

#### DEAN'S MERIT AWARD FOR RESEARCH



**Alexandrs Karnick, MPH**

DEPARTMENT OF HEALTH POLICY AND MANAGEMENT

**Audrey Renson, MPH**

DEPARTMENT OF EPIDEMIOLOGY AND BIOSTATISTICS

#### DEAN'S MERIT AWARD FOR SERVICE



**William Hagen, MPH**

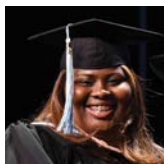
DEPARTMENT OF ENVIRONMENTAL, OCCUPATIONAL AND GEOSPATIAL HEALTH SCIENCES



**Frank Verni, MPH**

DEPARTMENT OF COMMUNITY HEALTH AND SOCIAL SCIENCES

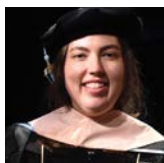
#### DEAN'S MERIT AWARD FOR COMMITMENT



**Jasmine Drake, MPH**

DEPARTMENT OF COMMUNITY HEALTH AND SOCIAL SCIENCES

#### DEAN'S DISSERTATION AWARD



**Sara Varone Flanagan, DPH**

DEPARTMENT OF ENVIRONMENTAL, OCCUPATIONAL, AND GEOSPATIAL HEALTH SCIENCES

# 3

## Learning Environment

As a graduate school we strive to foster an environment of new knowledge creation and interactive learning that enhances the academic experience and success of our faculty and students.



# Programs Offered

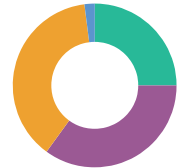
CUNY SPH Offers 7 master's degree programs, 4 doctoral programs, as well as a for-credit certificate and a nutrition and dietetic internship. An additional 2 for-credit certificates are pending approval from NYSED, covering global health and informatics.

| DEGREE      | CONCENTRATION                                  |
|-------------|--|
| MPH         | Community Health Education                     |
| MPH         | Environmental and Occupational Health Sciences |
| MPH         | Epidemiology and Biostatistics                 |
| MPH         | Health Policy and Management                   |
| MPH         | Public Health Nutrition                        |
| MPH         | Public Health Geographic Information Science   |
| MS          | Environmental and Occupational Health Sciences |
| DPH         | Community, Society and Health                  |
| DPH         | Environmental and Occupational Health          |
| DPH         | Epidemiology                                   |
| DPH         | Health Policy and Management                   |
| Certificate | Advanced Certificate in Public Health          |
| DI          | Nutrition and Dietetic Internship              |



## Class Size

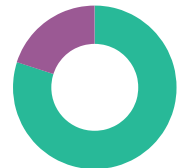
|       |     |
|-------|-----|
| < 10  | 25% |
| 10-24 | 35% |
| 25-40 | 38% |
| > 40  | 2%  |



*In the last academic year, only 2% of classes had more than 40% students.*

## Courses Taught by Fulltime vs Adjunct Faculty

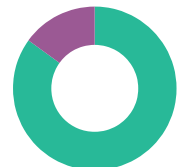
|          |     |
|----------|-----|
| Fulltime | 80% |
| Adjunct  | 20% |



*80% were taught by full time faculty.*

## Classroom vs Online Courses

|           |     |
|-----------|-----|
| Classroom | 85% |
| Online    | 15% |



*15% of our courses were offered online.*

## Student Enrollment (Fall 2017 only)

### BY HEADCOUNT AND FULL-TIME EQUIVALENT (FTE)

| DEGREE | PROGRAM AREA  | HEADCOUNT | FTE   |
|--------|---|-----------|-------|
| ADCT   | Advanced Certificate in Public Health               | 103       | 46 *  |
| MPH    | Community Health Education                          | 86        | 64 *  |
| MPH    | Environmental and Occupational Health Sciences      | 50        | 38 *  |
| MPH    | Epidemiology and Biostatistics                      | 77        | 62 *  |
| MPH    | Health Policy and Management                        | 83        | 62 *  |
| MPH    | Public Health Nutrition                             | 27        | 21 *  |
| MPH    | Public Health Geographic Information Science        | 2         | 1 *   |
| MS     | Environmental and Occupational Health Sciences      | 21        | 17 *  |
| MS/MPH | Community/Public Health Nursing/Urban Public Health | 10        | 6 *   |
| DPH    | Community, Society and Health                       | 36        | 29 ** |
| DPH    | Environmental and Occupational Health               | 16        | 14 ** |
| DPH    | Epidemiology  | 32        | 26 ** |
| DPH    | Health Policy and Management                        | 28        | 21 ** |
| TOTAL  |   | *** 571   | 409   |

\* FTE = [(number of full-time students taking 9 or more credits) + (total number of credits taken by part-time student / 9)]

\*\* FTE = [(number of DPH students at Professional Level I taking 9 or more credits) + (number of DPH students at Professional Level II or III)] + (total number of credits taken by part-time DPH students at Professional Level I / 9)]

\*\*\* Not all active students are currently registered for classes. The total number of enrolled students was 546.



## Faculty Details

| FACULTY RANK        | TENURE STATUS | NUMBER | PERCENT |
|---------------------|---------------|--------|---------|
| Full Professor      | Tenured       | 15     | 35%     |
| Full Professor      | Untenured     | 0      | 0%      |
| Associate Professor | Tenured       | 11     | 26%     |
| Associate Professor | Untenured     | 5      | 12%     |
| Assistant Professor | Tenured       | 3      | 7%      |
| Assistant Professor | Untenured     | 8      | 19%     |
| Lecturer            | —             | 1      | 2%      |

## Faculty-Student Ratios

| DEPARTMENT   | HEADCOUNT       | FTE            |
|--------------|-----------------|----------------|
| CHSS         | 9.4 : 1         | 7.1 : 1        |
| EOGHS        | 14.8 : 1        | 11.8 : 1       |
| Nutrition    | 6.8 : 1         | 5.3 : 1        |
| EPI-BIOS*    | 10.9 : 1        | 9.3 : 1        |
| HPAM         | 8.5 : 1         | 6.4 : 1        |
| <b>TOTAL</b> | <b>10.0 : 1</b> | <b>7.8 : 1</b> |

Teaching primary faculty only. \*Shiro Horiuchi is 0.5 FTE

## Student Evaluations

BY PROGRAM, FALL 2017 AND SPRING 2018

Using Overall Evaluation of Primary Instructor

1 = EXCELLENT 2 = VERY GOOD 3 = GOOD 4 = FAIR 5 = POOR

| DEPARTMENT | SEMESTER    | AVERAGE |
|------------|-------------|---------|
| CHASS      | Fall 2017   | 2.09    |
| CHASS      | Spring 2018 | 1.68    |
| EOGHS      | Fall 2017   | 2.01    |
| EOGHS      | Spring 2018 | 1.92    |
| EPI-BIOS   | Fall 2017   | 2.09    |
| EPI-BIOS   | Spring 2018 | 1.92    |
| HPAM       | Fall 2017   | 2.16    |
| HPAM       | Spring 2018 | 2.28    |

Student evaluations of SPH professors are consistently stellar.



## 2018 Faculty Award Recipients

In 2018 we inaugurated a series of annual awards for our faculty, recognizing those professors whose teaching, mentoring, research, and practice are exemplars of excellence, and whose work inspires and spurs us all in our mission to improve the health of individuals and populations.

### TEACHING AWARD



Lynn Roberts

ASSISTANT PROFESSOR OF  
COMMUNITY HEALTH AND SOCIAL SCIENCES

### MENTORING AWARD



Elizabeth Kelvin

ASSOCIATE PROFESSOR OF  
EPIDEMIOLOGY AND BIostatISTICS

### SENIOR RESEARCH AWARD



Denis Nash

PROFESSOR OF EPIDEMIOLOGY AND  
BIostatISTICS; EXECUTIVE DIRECTOR,  
CUNY INSTITUTE FOR IMPLEMENTATION  
SCIENCE IN PUBLIC HEALTH

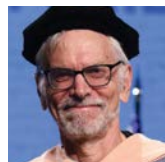
### JUNIOR RESEARCH AWARD



Emma Tsui

ASSISTANT PROFESSOR OF  
COMMUNITY HEALTH AND SOCIAL SCIENCES

### COMMUNITY PARTICIPATION/ RELATIONS AWARD



Nicholas Freudenberg

DISTINGUISHED PROFESSOR;  
DIRECTOR, CUNY URBAN FOOD POLICY  
INSTITUTE; DIRECTOR, HEALTHY CUNY

# 4

## Research Environment

Our dynamic research program reflects superbly on the school as a whole. As a graduate school, knowledge creation is an essential component of our mandate, and forms the platform for a strong learning environment.

Per the Research Foundation's year-end report, our research growth rate from FY 2017 to FY 2018 was 42.6%.

Our research expenditures grew from \$5.8 million FY 2017 to \$8.3 million in FY 2018. Expenditures of federal dollars grew by 328%, and expenditures of internal dollars grew by 369%.

## College by College Comparison of Sponsored Activity Expenditures

| RANK | CAMPUS   | ACTIVITY EXPENDITURES |
|------|--|-----------------------|
| 1    | CUNY Central   | 99,166,982            |
| 2    | Hunter College   | 69,403,329            |
| 3    | City College   | 59,947,237            |
| 4    | John Jay College of Criminal Justice                             | 31,337,673            |
| 5    | Queens College   | 28,086,743            |
| 6    | CUNY School of Professional Studies                              | 22,021,799            |
| 7    | CUNY Graduate Center   | 20,235,331            |
| 8    | Lehman College   | 18,537,325            |
| 9    | LaGuardia C.C.   | 18,450,125            |
| 10   | Brooklyn College   | 11,381,037            |
| 11   | Medgar Evers College   | 11,275,131            |
| 12   | Borough of Manhattan C.C.  | 11,075,162            |
| 13   | Hostos C.C.  | 9,592,309             |
| 14   | New York City College of Technology                              | 9,402,552             |
| 15   | College of Staten Island   | 9,139,255             |
| 16   | <b>CUNY Graduate School of Public Health &amp; Health Policy</b> | <b>8,330,419</b>      |
| 17   | York College   | 7,622,306             |
| 18   | Baruch College   | 7,184,047             |
| 19   | Bronx C.C.   | 6,802,222             |
| 20   | Kingsborough C.C.  | 5,385,705             |
| 21   | Queensborough C.C.   | 5,062,508             |
| 22   | Office of the Vice Chancellor for Research                       | 3,909,597             |
| 23   | CUNY Graduate School of Journalism                               | 2,818,202             |
| 24   | Stella and Charles Guttman C.C.                                  | 1,319,597             |
| 25   | Macaulay Honors College  | 382,203               |
| 26   | CUNY School of Law   | 38,134                |

## Graduate schools Ranking by Sponsored Activity Expenditures

| RANK | CAMPUS   | ACTIVITY EXPENDITURES |
|------|--|-----------------------|
| 1    | CUNY School of Professional Studies                              | 22,021,799            |
| 2    | CUNY Graduate Center   | 20,235,331            |
| 3    | <b>CUNY Graduate School of Public Health &amp; Health Policy</b> | <b>8,330,419</b>      |
| 4    | Office of the Vice Chancellor for Research                       | 3,909,597             |
| 5    | CUNY Graduate School of Journalism                               | 2,818,202             |
| 6    | CUNY School of Law   | 38,134                |

## Engaging our Students in Research

### *SPH Students Engaged in Faculty Research*

Of the 64 individuals hired by the RF during 2017-2018, **34%** (n=22) are current students, recent graduates or incoming students.



## Composition of Research Funding at SPH and Across CUNY

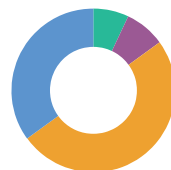
### *CUNY SPH*

Federal 35%  
State 1%  
City 18%  
Private 46%  
PSC CUNY 0%



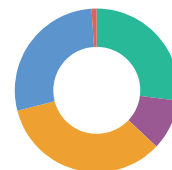
### *Other Graduate Schools*

Federal 7%  
State 8%  
City 50%  
Private 35%  
PSC CUNY 0%



### *CUNY Wide*

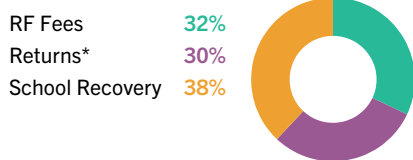
Federal 27%  
State 10%  
City 34%  
Private 28%  
PSC CUNY 1%



*Notably, our proportion of competitive federal grant funding is substantially larger both among CUNY graduate schools and across the university as a whole.*



## Indirect Cost Recovery



\*To PIs, Depts, Institutes, and Centers

Indirect costs accrue gradually as grant funds are expended for project related personnel and OTPS costs.

A portion of our indirect costs goes back to RF in the form of fees; and another portion is disbursed back to the associated PI, department, and institute/center.

The funds remaining with the School are used to cover the costs of commencement, full APHA membership for all students, Grand Rounds, special events and symposia, student and faculty awards, as well as our communications and publications functions.

## Grant submissions

BY RANK, SUCCESS RATE

### Professor — 33 Submissions

|              |    |       |
|--------------|----|-------|
| Awarded      | 9  | (27%) |
| Declined     | 4  | (12%) |
| Under Review | 20 | (61%) |

### Associate Professor — 32 Submissions

|              |    |       |
|--------------|----|-------|
| Awarded      | 9  | (28%) |
| Declined     | 10 | (31%) |
| Under Review | 13 | (41%) |

### Assistant Professor — 21 Submissions

|              |    |       |
|--------------|----|-------|
| Awarded      | 3  | (14%) |
| Declined     | 7  | (33%) |
| Under Review | 11 | (52%) |

## Grant awards

BY RANK

### Professor

|               |                     |
|---------------|---------------------|
| Total         | \$6,029,980         |
| Average Award | \$167,499           |
| Range         | \$5,005–\$1,147,328 |

### Associate Professor

|               |                   |
|---------------|-------------------|
| Total         | \$1,911,759       |
| Average Award | \$100,618         |
| Range         | \$676–\$1,096,310 |

### Assistant Professor

|               |                  |
|---------------|------------------|
| Total         | \$369,822        |
| Average Award | \$46,228         |
| Range         | \$3479–\$173,499 |

## Percent of faculty with external and internal funding

BY RANK

### Professor

|                  |     |
|------------------|-----|
| External Funding | 56% |
| Internal Funding | 0%  |

### Associate Professor

|                  |     |
|------------------|-----|
| External Funding | 44% |
| Internal Funding | 22% |

### Assistant Professor

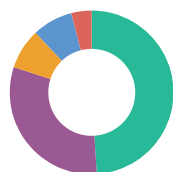
|                  |     |
|------------------|-----|
| External Funding | 21% |
| Internal Funding | 14% |

NOTE: DATA DO NOT INCLUDE JENNIFER DOWD OR ASHISH JOSHI

## Sources of Faculty Summer Salary

### Faculty Summer Salary 2017-18

|                       |    |     |
|-----------------------|----|-----|
| None                  | 24 | 49% |
| Grant Funding         | 15 | 31% |
| Grants and PI Returns | 4  | 8%  |
| SPH Funding           | 4  | 8%  |
| Other                 | 2  | 4%  |



Of the 50 full time faculty who were on board in the 2017-18 academic year, 26 received summer salary. Of that 26, 15 were supported on grants, 4 from CUNY SPH accounts, 4 from grants and PI returns, and from 2 other sources.

## Publications by Faculty Rank

|                     |     |
|---------------------|-----|
| Professor           | 122 |
| Associate Professor | 55  |
| Assistant Professor | 58  |

## Scholarly Presentations by Faculty Rank

|                     |    |
|---------------------|----|
| Professor           | 54 |
| Associate Professor | 34 |
| Assistant Professor | 36 |

## Mean H-Index by Faculty Rank

|                     |    |
|---------------------|----|
| Professor           | 34 |
| Associate Professor | 23 |
| Assistant Professor | 10 |

# The New SPH Foundation Board

# 5

The first task at hand has been the creation of a foundation board, which will provide stewardship over the development area and the chosen priorities for expenditures from our 501C3 CUNY SPH Fund.

This summer, the School proudly announced the appointment of four business and community leaders to its inaugural board of directors. On June 27 Leah Abraham, Yin Ho, and Michael Meng attended the very first Foundation Board meeting and were approved as new board members by interim secretary Susan Klitzman, dean of CUNY SPH Ayman El-Mohandes and executive director of the CUNY SPH Fund Adam Doyno. El-Mohandes and Doyno both serve as ex officio members of the board. On August 1, Alfonso Chang became the newest board member.

Bringing this inaugural board together is an important milestone in the history of our school. Their collective strength in innovation and entrepreneurship will enrich our mission to nurture the next generation of public health practitioners and researchers.

## The New Board Members

**Leah Abraham**, president and co-owner of Settepani, a café and restaurant in Harlem, has established deep roots in the Harlem community. Abraham is a founding board member of Harlem Park to Park, a social enterprise committed to cultural preservation, small business, and economic development in Central Harlem, and has formerly served as vice-chair of the 125th Street Business Improvement District. She has also held a seat on the White House Panel for Workforce Management.



CUNY SPH Fund board members from left to right: Adam Doyno, Susan Klitzman, Emad Zikry, Leah Abraham, Ayman El-Mohandes, Lyndon Haviland, Yin Ho, Michael Meng

**Yin Ho**, a licensed physician trained in emergency medicine, has applied her background and knowledge in medicine and technology to found Context Matters Inc., a healthcare information and data analytics technology platform based in New York City. Ho also co-founded the NYC Health Business Leaders network and serves on the Advisory Board of NYC Economic Development Corporation's Bio and Health Tech NYC Entrepreneurship Lab Program.

**Michael Meng** is the chairman, president and chief financial officer of Stellar Health, a technology company that improves population health outcomes for providers and insurers around the country. Michael brings to the board extensive experience investing in and working with healthcare companies to offer technology solutions and other ancillary services in the health sphere.

**Alfonso Chang** (not pictured) is a co-founder and managing director of The AC3 Group, a boutique strategy consultancy focused on advising companies on financial and strategic topics. In addition, he serves as managing director of Relativity Healthcare Partners, an investment group dedicated to providing growth capital to healthcare companies. Chang also serves as the CEO/president of Purdue GMP Center, a center of excellence in pharmaceutical manufacturing, providing analytical, development, manufacturing, and strategic solutions to pharmaceutical companies.

A background image of three students (two men and one woman) looking at a document together, overlaid with a blue tint. The number 6 is in the top left corner.

# 6

# Communications

Over the past year, SPH Communications has continued to evolve into a well-oiled machine.





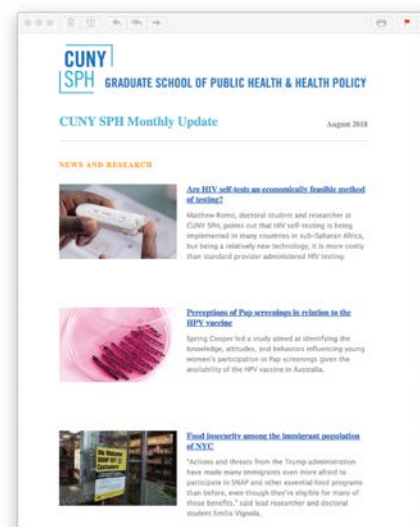
Through our various communications venues, SPH disseminates findings from our rapidly growing research programs, new educational developments, awards, opportunities, and policy announcements on a daily, weekly, monthly, and annual basis. Our audience has grown more than tenfold, and we are reaching more current and prospective students, faculty, partners, friends, and public leaders in New York City and around the country.

The SPH brand and style are now fully developed, as is evident from the beautifully produced 2018 *City Health* magazine, which showcases our scholarly achievements through feature articles, profiles, and research briefs.

Two weekly e-newsletters, the *SPH Update* and *SPH Events Roundup*, are published each Tuesday and Friday respectively. The *Update* is an essential tool for fostering a sense of community among our faculty, students, and staff, and promoting awareness of the achievements of our colleagues. The *Events Roundup* provides a comprehensive listing of all SPH sponsored events as well as external public health related events of potential interest. A *Monthly SPH Update* is disseminated to CUNY Leadership, our alumni, the deans of all US schools of public health, and SPH partners and friends.

We use Twitter, Facebook, LinkedIn, and Instagram to keep our friends and community members up-to-the minute on our research, awards, and events.

Coming soon: This spring we completed specifications for an overhaul of the SPH website that will bring new functionality and incorporate our brand and style into a more modern, appealing, and navigable central communications hub. This project is expected to kick off in September, with an ambitious projected launch of January 1, 2019.



# 7

## Achievements and challenges

SPH continued its forward trajectory in the 2017-2018 academic year with numerous positive developments, even as we contended with the challenges that face a young and growing school.

## Administration

This year we succeeded in transitioning our Human Resources functions from the Graduate Center to SPH. We can now manage new hires and all other HR processes in-house, with the exception of benefits and timekeeping. We're currently recruiting a benefits coordinator and exploring methods for managing our own timekeeping functions. Additionally, we are partnering with the CUNY Law School, School of Professional Studies, and Journalism School to hire a shared Chief Diversity Officer who will be responsible for promoting a climate that respects pluralism and diversity and for assuring compliance in hiring and with EEO, Title IX, Title VII, and related requirements.

At the end of the academic year SPH's Associate Dean for Academic Affairs transitioned to another school of public health. This created an opportunity to bring our functions of academic and student affairs closer together and create a new position of Senior Associate Dean of Students and Academic Affairs. Former Associate Dean of Student Affairs, Ashish Joshi, was appointed to this position in June. Two newly created Interim Assistant Dean positions reporting to Dean Joshi are now in place: Lynn Roberts as Assistant Dean of Student Affairs and Alumni Relations, and Elizabeth Kelvin as Assistant Dean for Curricular Innovation and Implementation. In addition, Marilyn Auerbach is stepping into a newly created position as Interim Associate Dean for Faculty Affairs. In the newly created staff position of Director of Academic Affairs, Robyn Gertner will be responsible for assessment and evaluation. And finally, earlier in the academic year, a full-time student advisement position was established with Matthew Paczkowski as the incumbent. This restructuring has already begun to bring about positive change. Take, for example, the area of student retention. To improve retention, the Office of Academic Affairs is developing a plan with the Student Services team to identify at-risk students and provide them with necessary services including faculty tutoring, counseling, and academic advising. This is an important strategy for enhancing tuition revenue in 2018-19.

## Education

In keeping with our need to remain competitive as a graduate school, we continue to focus on growing our online offerings. As noted in this report, 15% of all courses offered were available online last year. For the upcoming fall semester, that portion has grown to 22%. We continue to offer our Advanced Certificate in Public Health entirely online, as well as two online not-for-credit certificates in Public Health Informatics and Social Marketing for Public Health. In addition, two new MS programs will be submitted to CAPPR this fall: a hybrid MS in Global and Migrant Health Policy and an entirely online MS in Population Health Informatics.

The Dietary Internship launched last fall (in record time following its accreditation) has been a big success, and thus far we've seen a tenfold increase in applications for the fall semester.

Over the past year our faculty invested substantial time and energy to make improvements in our core curriculum, areas

of specialization and course offerings. Some of these were brought on by the need to meet the Council on Education for Public Health's (CEPH) new requirements for accreditation, including a major effort this year to change the doctoral degree award from a DPH to a PhD. This proposal is now with New York State's Education Department, having been approved at the School and University levels this past academic year.

## Faculty Development

The unification of promotion and tenure guidelines for faculty coming from three different institutions was a meaningful step in our development, and this success is reflected in the faculty promotion results in the past two years. Six faculty were tenured, four were promoted, and one was nominated and approved by Board of Trustees for the title of University Distinguished Professor.

## Finance

The School's request for a modest incremental tuition increase was approved by the CUNY Board of Trustees in the fall of 2017, and will be active as of the fall 2018 semester. The full tuition increase will be in effect in 2020. In the coming year, we anticipate an enhanced tuition revenue based on an increased number of students and a change in the mix of students, with hopefully a larger component of out of state students due to the visibility of the school out of state, as well as from the tuition increase.

## Space

As our research and educational programs and services grow, the shortage of space becomes more evident. This need for additional space is a measure of the success of our flourishing young school, and will continue to be a priority in the coming year as we work to develop best practices for the use of our existing space and to increase our revenue to make further expansion possible. Separate from, yet related to, our need for more office and teaching space is our mission to create a vibrant and visible hub in our Harlem community. CUNY Central has approved and is moving forward on the development of our street level space at 55 West 125th Street to create a community presence, with a Welcome Center, Organizational and Development Center, and Participatory Research Center. We are optimistic that this new space will be online early in the new calendar year.

## Communications

We've made considerable progress in our communications functions, as noted in these pages. In the coming year, we expect to roll out an entirely new website and to take advantage of a range of online recruitment and marketing tools, including a service that will enhance our profile for prospective international students.



# Finances

# 8

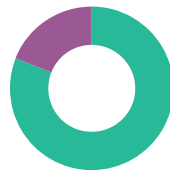
Our total annual tax levy budget for 2017-2018: \$20,239,663.

## Where does our tax levy funding come from?

### Sources of Tax Levy Revenue

State Allocation  
Tuition and Fees

81%  
19%



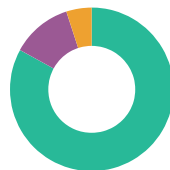
Income from tuition and fees makes up just under 20% of our tax levy budget. The tuition increase approved by the CUNY Board of Trustees goes into effect this fall and will be reflected in the upcoming year's revenues.

## How do we spend it?

### Breakdown of Tax Levy Expenditures

Personnel  
Rent  
OTPS

83%  
12%  
5%

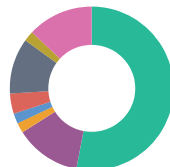


The majority is spent on personnel.

### Distribution of Personnel Expenditures

FT Faculty  
Executives  
PT Adjuncts/Instructional Support  
Instructional Research  
Institute Administration  
Academic & Student Affairs  
Research Administration  
Other Staff

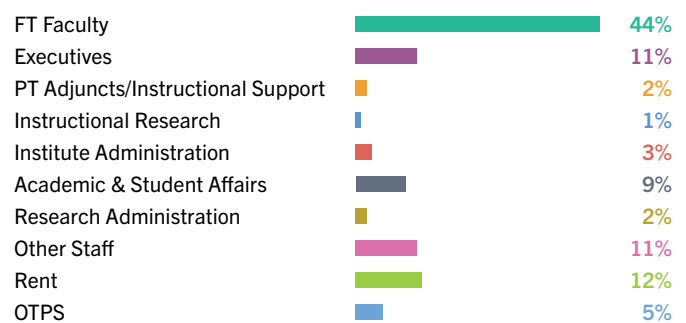
53%  
13%  
2%  
2%  
4%  
11%  
2%  
13%



Salaries for full time faculty account for a little more than half of personnel expenditures.



### All Tax Levy Expenditures



# HEALTHY CITIES IN A HEALTHY WORLD

PROMOTING HEALTH AND SOCIAL JUSTICE IN NEW YORK CITY  
AND ACROSS THE GLOBE THROUGH INNOVATION AND LEADERSHIP



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