

FIVE

YEARS

TOGETHER

2021

HOW MUCH WE HAVE GROWN



CUNYSPH

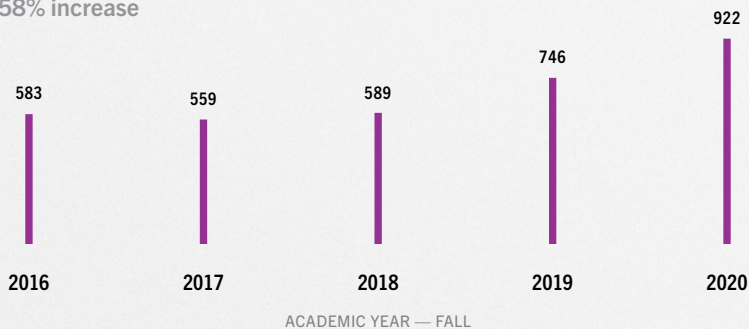
GRADUATE SCHOOL OF PUBLIC HEALTH & HEALTH POLICY



## STUDENT ENROLLMENT

↑ 58% increase

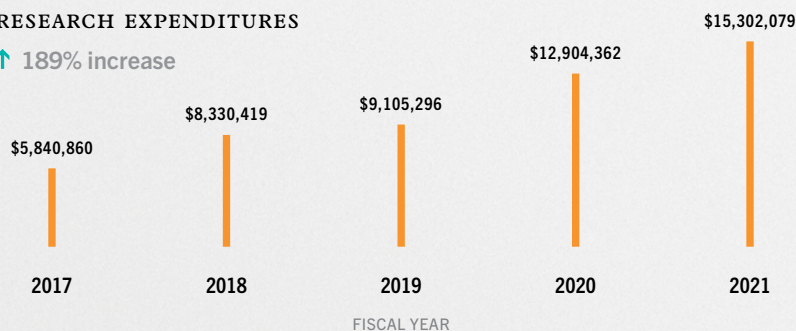
CURRENTLY 66%  
UNDERREPRESENTED MINORITIES



## FIVE YEARS of Growth

## GRANT-FUNDED RESEARCH EXPENDITURES

↑ 189% increase



## PHILANTHROPY

↑ Over 1000% increase

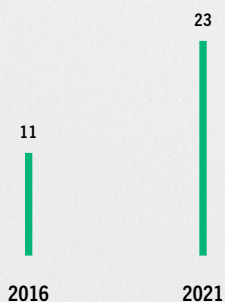
\$1,191,914

## DEGREE PROGRAMS OFFERED

↑ 109% increase

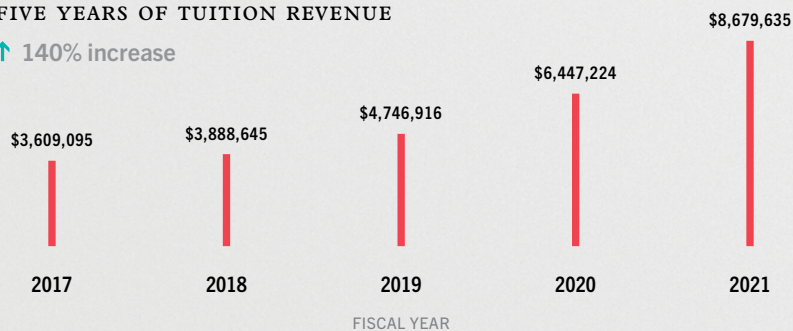
2016 (6) MPH • (1) MS • (4) DPH

2021 (5) in-person MPH • (5) fully online MPH  
(1) in-person MS • (4) fully online MS  
(3) PHD • (5) 4+1 degree programs  
with CUNY undergraduate schools



## FIVE YEARS OF TUITION REVENUE

↑ 140% increase



\$20,000 \$18,269

2017 2018 2019 2020 2021

FISCAL YEAR

\$2,049,492

\$718,683

Dear Colleagues,

Welcome to the 2020-2021 Annual Report of the CUNY Graduate School of Public Health and Health Policy. This year, CUNY SPH marked five years since our consolidation as an independent graduate school within the City University of New York. I look back in wonder at what our community of faculty, staff, and students have been able to achieve over those five years:

We've expanded our degree offerings substantially, creating new programs to meet the needs of the next generation of public health professionals, adding fully online versions of our traditional degree programs, and offering 4+1 programs in collaboration with other CUNY schools.

Our research portfolio has grown by 189 percent and shows no signs of slowing down.

Student enrollment has climbed by nearly 60 percent.

We have recruited twenty stellar full-time faculty members who bring new expertise in the changing domains of public health.

Even in the midst of this painful pandemic, we are more financially secure than ever, and we continue to enjoy excellent ratings from our students and alumni.

Developments in the past year provide evidence of our maturation as an institution committed to equity and inclusion in all that we do:

We adopted a new Governance Plan and By-Laws with the aim of bringing the school to the next level of participation, transparency, and mutual accountability.

Our three-year Strategic Framework, launched last year through a grassroots effort, is on track. It is being carried forward by faculty, students, and staff, all of whom are stakeholders in designing the future of the school. While it is rare for an entire community to have manifest ownership of such a process, our fundamental commitment to equity and social justice demands that we move in this direction: we cannot advocate for principles we don't practice ourselves.

Through the efforts of our extraordinary CUNY SPH Foundation board, we've been able to vastly expand the emergency support we offer to students who are struggling financially.

This year CUNY SPH was the recipient of the prestigious Association of Schools and Programs of Public Health (ASPPH) Harrison C. Spencer Award for Outstanding Community Service. This award recognizes a school's dedication to principles of social justice with a focus on demonstrating major institutional commitment to addressing community needs through education, practice, and research.

There is much more to learn about our achievements in the pages that follow. I hope you find them interesting and timely.

With my warmest wishes,



**Ayman El-Mohandes,**  
MBBCh, MD, MPH, FAAP

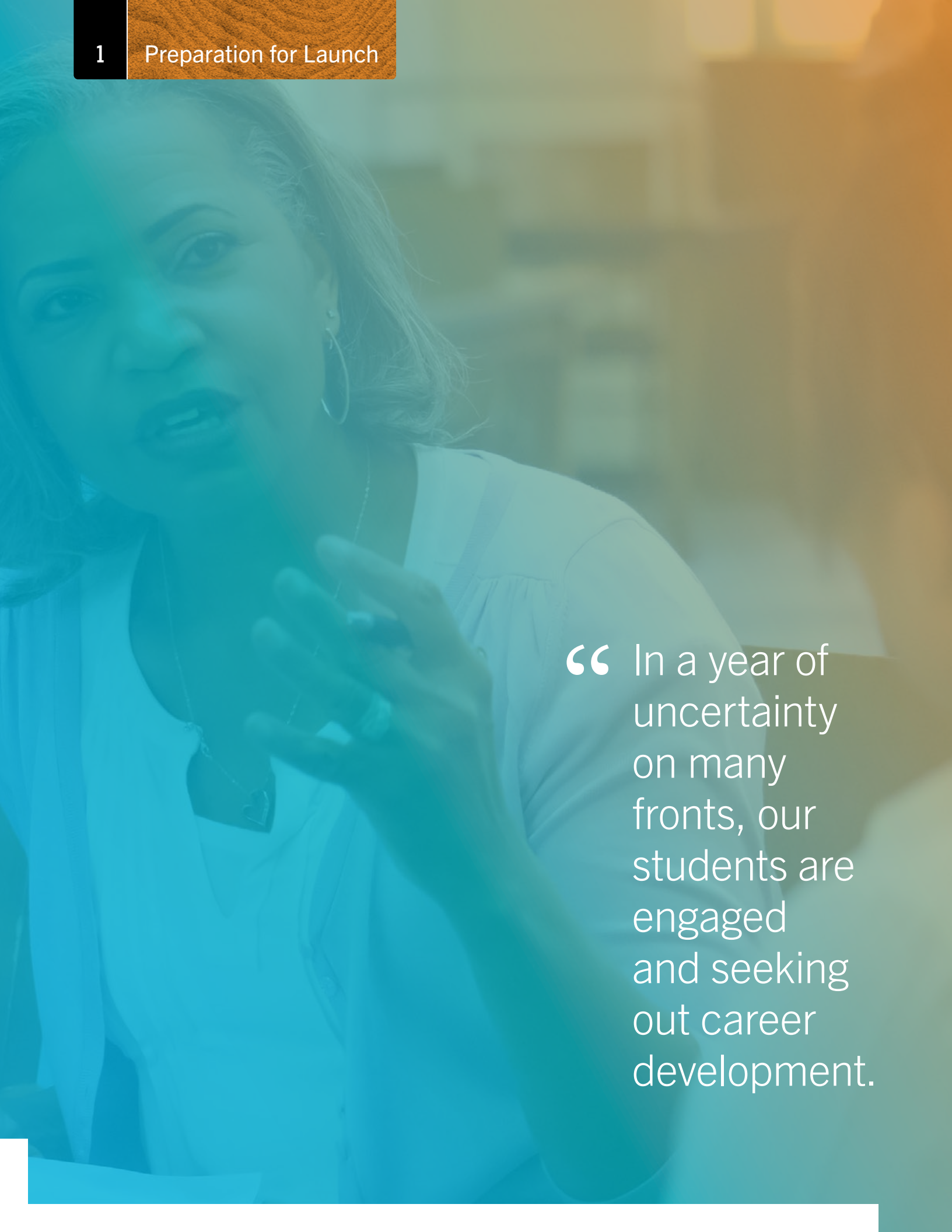
DEAN



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A woman with dark hair and hoop earrings is speaking, gesturing with her right hand. The image is overlaid with a semi-transparent blue filter. In the top right corner, there is a small orange square with a textured pattern.

“ In a year of uncertainty on many fronts, our students are engaged and seeking out career development.



# Ready for Take-off

Launching the successful professional careers of our graduates is a many-pronged effort. The Office of Career Services (OCS) serves both current students and alumni and offers coaching on career and self-exploration, resume and cover letter writing, interview skills, and job search strategy.

The office also connects students, alumni, and employers for numerous networking, recruiting, and educational events, and promotes the ever-growing range of opportunities open to them.

"In a year of uncertainty on many fronts, our students are engaged and seeking out career development. They're excited to begin or further their careers in a field that's very much in need of diverse and dedicated professionals," says Student Career Program Manager Laura Maltz. "There is a greater societal awareness around what public health is that never existed before. It has drawn new people into this field and brought attention to the great work that has been underway, as well as spotlighted gaps where more efforts are needed."

## Career Coaching

The Office of Career Services (OCS) conducted a total of 349 **One-on-One Career Coaching** sessions this year. These personal coaching sessions can be a game-changer for students seeking new careers.

When Amanda Nace completed her PhD in Community Health and Health Policy in fall 2020, she decided to seek professional support in planning the next stage of her career.

"I hadn't been on an interview in so many years!" says Nace. "I got in touch with Laura Maltz, and she was incredibly helpful. She went through my resume and gave me detailed in-line edits, conducted a mock interview with me, and helped me condense 15 years of work experience into a one-minute presentation. She also had so many ideas for places I could apply that I hadn't considered before."

Nace was preparing to apply for a position at a management consulting firm. The interview process was unique, requiring a series of case study interviews. Maltz was familiar with this practice, and referred her to websites, articles, and books to prep her for the process.

After navigating the interview process smoothly, Nace is now an associate

consultant at ZS Associates, and she readily credits her success to the guidance she received from CUNY SPH Career Services. "The hands-on, comprehensive, well-informed support, tailored to my interests and specific challenges, made the difference for me." In addition to on-on-one coaching, OCS hosted numerous career-focused events this year.

## Career Development Events

A five-part virtual series called **Job Search Bootcamp** addressed resume writing, cover letters, interview skills, job search strategy and networking, and salary negotiations.

In a year of remote education, OCS looked for new ways to connect our student, alumni, and organization communities, launching a virtual **Employer Discovery Series**. Nine employer information sessions featured government agencies, foundations, hospitals, and other healthcare organizations. The series created a space for students to network with professionals and learn about job and internship opportunities. It also created a way for successful CUNY SPH alumni to give back to their school.

Sally Quinn, who graduated in 2020 with an MPH in Public Health Nutrition, has always been committed to expanding opportunities for both patients and prospective students. She is a manager of cultural competency and health literacy at SOMOS Community Care (a network of nearly 2,500 providers throughout New York City who have come together to ensure better health care for Medicaid members) where she manages community health programs, including nutrition education, chronic disease management programs and health literacy.

This year, Quinn delivered an Employer Discovery session introducing SOMOS to future graduates, interacting with students, and sharing job and internship opportunities.

"I like connecting people to make bigger impacts, and I'm so happy to support

CUNY SPH," says Quinn. "I had a wonderful experience here. My professors were always willing to go above and beyond to connect me with projects and opportunities. I still call them for advice—it's a community!"

## Resume Critique

The popular **Resumepalooza** event matched students and alumni with public health, healthcare, and related professionals for 30-minute one-on-one resume reviews via Zoom.

Here's a brief sample of the anonymous feedback on Resumepalooza from students and alumni this year:

- "This resume evaluation session was very informative and useful. My coach was great. She was so encouraging, warm, and we are interested in similar things such as addressing social determinants that affect the population. She went through my resume and gave a lot of great recommendations."
- "Anyone who is transitioning into public health from a different field should take the time to have their resumes reviewed and critiqued to provide insight on how to make theirs stand out. What works in one industry might not work in public health and the reviewers gave great feedback on how to differentiate yourself."
- "Everyone should take advantage of a resume assessment. Regardless of your employment status, it is good to have an idea about your professional skills and their value."

In a year where many organizations experienced budget cuts and hiring uncertainty, the number of employers participating in the **CUNY SPH Career Fair** held steady and in fact increased slightly from 23 to 26.

OCS has big plans for the future, including coordinating with the new **Career Skills Academy** (see next page) and creating focused career resources for first generation college students, international students, the LGBTQ community, people of color, students with disabilities, and women.

# CUNY SPH launches Career Skills Academy

As students prepare to enter the public health workforce in a job market transformed by the pandemic, CUNY SPH is taking new steps to ensure the next generation of alumni are more prepared than ever to navigate the professional environment adeptly and successfully.



by JOSEPH KONIG

After securing a \$250,000 grant from BNY Mellon last fall, the CUNY SPH Foundation is launching a Career Skills Academy (CSA) for the 2021-22 academic year. The gift, the third largest in foundation history, will fund the pilot program for two years in a first-of-its-kind professional development initiative at a public health school.

Through the CSA, the school aims to augment students' public health skills and knowledge with the "soft skills" needed to thrive in their professional careers. The curriculum is divided into two phases: *Earn the Job* and *Thrive in the Job*. Over the course of two years, 112 students will receive special training to help them excel in the business world.

"These skills are critical," says Avery Bowser, MPH '18, who consulted on the development of the CSA and is working at Stellar Health. "When you are hired by a

They're excited, they're highly motivated, their careers matter to them, and making a difference in public health matters to them. ”

business, you need to be able to pick up on how that business functions and quickly comprehend the nuances of relating to people within and outside the organization. You need to know how to grasp business goals and models and understand how you and your skill set fit into that scheme."

The program will be led by Candace Lamb, who joined CUNY SPH last year with a background in career services, skills building, and organizational psychology. Lamb completed her PhD at the University of Texas at Austin last year and specializes in working with diverse student populations, such as LGBTQ+ students, students with disabilities, first generation college students, and students from other underprivileged backgrounds.

"I'm really excited to create a community of people who are all different and come from different backgrounds and experiences and are all working to reach their goals and be as successful as possible," Lamb said. Over the summer, she hosted information sessions with students interested in the program and was inspired by the enthusiasm the academy received. "They're excited, they're highly motivated, their careers matter to them, and making a difference in public health matters to them."

Lamb will hold two Friday afternoon workshops each month with monthly master classes that feature outside guests and alumni who can speak towards their various domains of expertise and professional experiences. During the first two pilot years, 56 students per year will be selected and receive a \$125 stipend per semester for their participation.

Workshops and master classes will focus on subjects like advocating for yourself in the workplace, problem-solving and conflict resolution, and personal branding and networking. Lamb will also draw from her background in career services and students' own life experiences to center the program on equity and emphasizing skills students already have that they may not recognize as tools needed for professional success.

"An important philosophy of this program is to seek out students' strengths, to make the program as individualized



# Many students aren't confident that they have the tools to compete for and earn a job and thrive in the workplace. ”

as possible for the students and to figure out how to help the students understand their strengths so that they can feel confident when they go into the workplace,” Lamb said. “Someone who has several younger siblings might have strong leadership skills. A person who is a full-time employee, a parent, and also a full-time student probably brings time management and multi-tasking skills. So it's not just focusing on what you're lacking, but how to build up the areas that you're already doing really well in.”

## Understanding student needs in a vastly changed environment

In June of 2020, the CUNY SPH Foundation's Board of Directors gathered virtually for their final meeting of the academic year. At the top of mind for everyone at that meeting was, of course, the coronavirus pandemic that was still raging with no clear end in sight. Toyin Ajayi, co-founder and chief health officer of Cityblock Health, pointed out that with the students' lives derailed by Covid-19, student surveys and data gathered prior to the pandemic were no longer accurate. The foundation board needed to find out how the pandemic had affected students' academic, work, and personal lives and how they could help.

At that June 2020 meeting, Ajayi and fellow board member Ruth Wooden, retired president of Public Agenda, took on the task of gathering new data on students living through a time of pandemic. Dean Ayman El-Mohandes paired them with faculty members Chris Palmedo and Scott Ratzan to develop a series of student surveys and focus groups, funded by the Foundation.

Hundreds of students and alumni responded to the survey and dozens more participated in focus groups, where detailed conversations revealed their perceptions of the pandemic and their professional trajectories.

“One of the things that jumped out at us was the overwhelming sentiment that although they feel prepared within their domains of expertise in public health as a result of their education with us, many

students aren't confident that they have the tools to compete for and earn a job and thrive in the workplace,” said Adam Doyno, the executive director of the CUNY SPH Foundation. “It was a revelatory moment to hear them speak so candidly about the effects of the pandemic and their concerns about their career prospects.”

Doyno and the board moved swiftly to develop a new initiative to empower students with the necessary soft skills to enhance their competitiveness in the job market. In a meeting with BNY Mellon, Doyno and board chair Lyndon Haviland secured a quarter-million-dollar commitment from BNY Mellon to support the initiative.

“One of BNY Mellon's areas of investment is workforce development, and they recognized the value of committing resources to this first-of-its-kind initiative at a school of public health,” says Doyno. “Because, for the good of all of us, we need public health professionals to be prepared and ready to get to work.”



Program Director **Candace Lamb** has a background in career services, skills building, and organizational psychology.





Twenty new faculty members have been recruited to CUNY SPH since our consolidation in 2016, and we continue to enjoy success in attracting talented new faculty, expanding our ability to conduct state-of-the art research and equip our graduates with the skills they need to compete successfully in a rapidly changing public health landscape. Three new tenure track faculty members joined us in the past year, enhancing our existing strengths in the domains of population health informatics and health economics.





## Karmen Williams, DrPH, MBA

ASSISTANT PROFESSOR IN POPULATION  
HEALTH INFORMATICS IN THE DEPARTMENT  
OF HEALTH POLICY AND MANAGEMENT

Dr. Williams joins CUNY SPH from Indiana University-Purdue University in Indianapolis. She is an experienced public health practitioner trained in public and population health informatics. She completed a DrPH in Public Health Leadership as well as an MBA from Georgia Southern University. She also received an MA in Sociology at Prairie View A&M University and an MS in Public Health at Meharry Medical College.

In 2019, she completed a post-doctorate fellowship in public and population health informatics at Indiana University and Regenstrief Institute. Her research focused on systemic informatics integration projects such as Patient Centered Data Homes and dental and medical record integration. Dr. Williams is also actively involved in the American Medical Informatics Association (AMIA), where she is the director of 'For Your Informatics', a podcast that explores the limitless world of medical informatics. This podcast is led by the Women in AMIA, which showcases people in science, technology, engineering, and Mathematics (STEM) and informatics, and discusses topics relevant to success in these fields. Dr. Williams is passionate about increasing representation in STEM at the system level in all areas of informatics.



## Jose Fernandez Florez-Arango, MD, PhD

ASSOCIATE PROFESSOR IN POPULATION  
HEALTH INFORMATICS IN THE DEPARTMENT  
OF BIostatISTICS AND EPIDEMIOLOGY

Dr. Florez-Arango is a Colombian physician, private pilot, and health informatician with more than 20 years of experience as clinician, educator, researcher, opinion leader, innovator, and entrepreneur. He earned a PhD in Health Informatics from the School of Biomedical Informatics at the University of Texas Health Science Center at Houston, and MSc in Biomedical Sciences from the Universidad de Antioquia in Colombia, and his MD from the same institution.

Dr. Florez-Arango's research explores the human-computer interaction and the use of information and communication technologies to enhance human performance in low resources environments as space missions, battlefields, and rural health-care. His clinical experience has been in emergency medicine, with special training in prehospital care, critical air transport crew member, and disaster planning, and management. As educator, he is interested in curricular innovation, development, implementation, and evaluation.



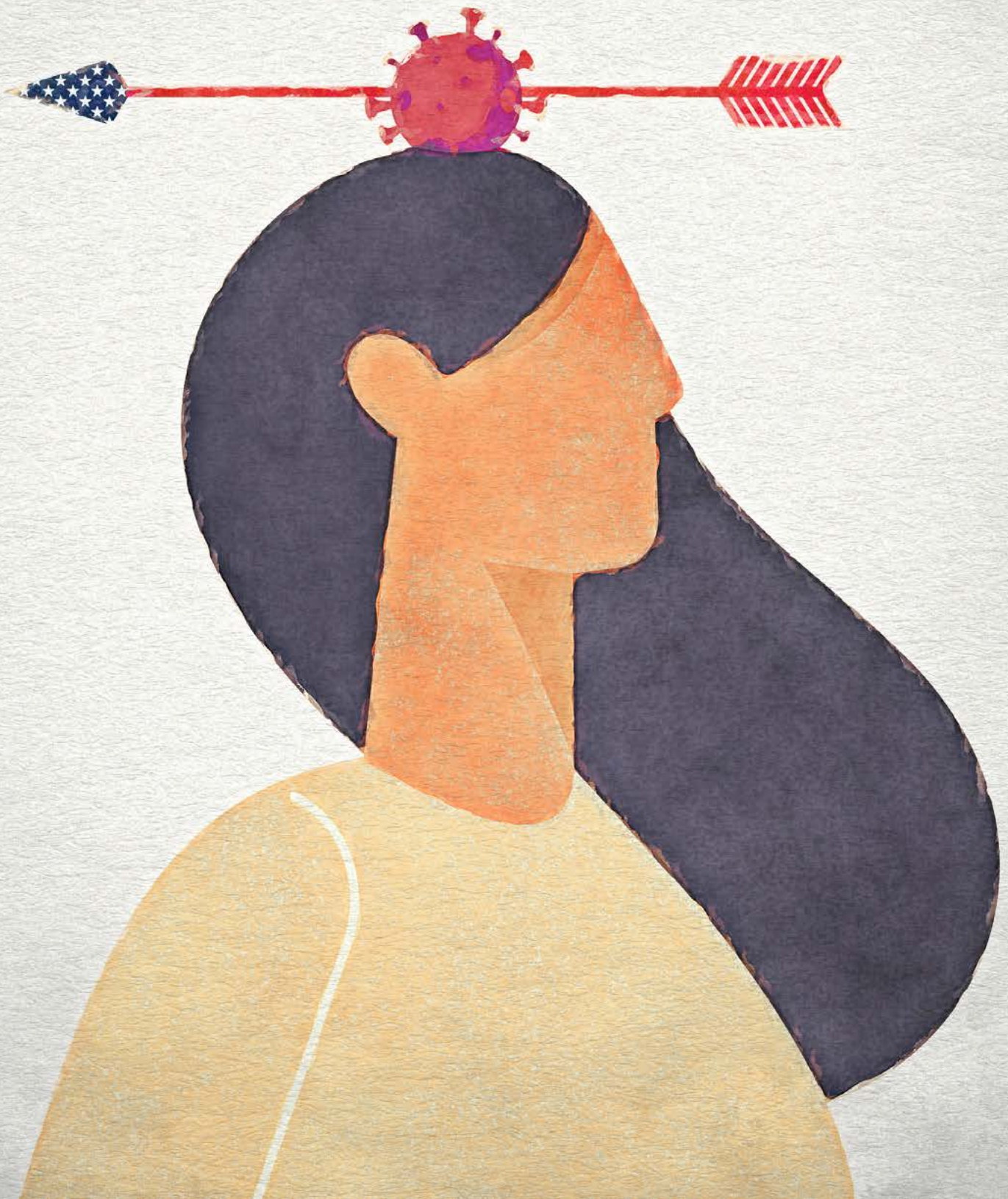
## Mustafa Hussein, PhD

ASSISTANT PROFESSOR IN HEALTH  
ECONOMICS IN THE DEPARTMENT OF  
HEALTH POLICY AND MANAGEMENT

Dr. Hussein joins CUNY SPH from the University of Wisconsin, Madison. He completed a PhD in health policy as well as a postdoctoral fellowship in epidemiology at the Dornsife School of Public Health at Drexel University. His training spanned health economics, public policy analysis, applied econometrics, social epidemiology, and urban health.

Dr. Hussein's research has examined drivers of social inequality in health, particularly the role of healthcare and economic policies, as well as contextual and psychosocial mechanisms, in shaping the health and well-being of vulnerable populations in urban areas. His current research addresses health inequalities in three domains: urban economic policies and their effects on health and wellbeing in low-income populations, contributions of healthcare organization and insurance policies to health inequalities and socio-economic stratification, and psychosocial mechanisms, such as chronic stress and psychological distress, underlying the high burden of cardiovascular disease and HIV/AIDS among low-income and racial/ethnic minority populations.







## IN GOVT. WE TRUST?

GLOBAL STUDIES FIND VACCINE CONFIDENCE  
CORRELATES WITH CONFIDENCE IN  
GOVERNMENT RESPONSE TO CRISES

With a team of global experts, CUNY SPH undertakes ambitious surveys on perception of government response to Covid-19 and vaccine hesitancy worldwide.

by ELAINE MEYER

Although the strong, sometimes violent, reactions against vaccination came as a surprise to many, a group of researchers at the CUNY Graduate School of Public Health and Health Policy (CUNY SPH) recognized early in the course of the pandemic that hesitancy could be a major obstacle in bringing Covid-19 under control. In 2020, a team comprising Dean Ayman El-Mohandes, Senior Scholar and Professor at the Barcelona Institute for Global Health (ISGlobal) at University of Barcelona Jeffrey Lazarus, together with Distinguished Lecturer Scott Ratzan, Senior Scholar Kenneth Rabin, and Associate Professor of Epidemiology and Biostatistics Katarzyna E. Wyka began a series of surveys comparing trust in government response to the pandemic in nations around the world, and soon after began to look at global hesitancy toward a potential Covid-19 vaccine.

The team conducted the surveys in 2020 and 2021, polling more than 36,000 people residing in 23 countries. The results raised critical awareness of vaccine hesitancy as an obstacle to achieving herd immunity globally, helped shape policy responses to the issue, and revealed that citizens in many nations did not trust their government's pandemic response.

"Leading this series of global surveys was an opportunity to spotlight one of

the most fundamental questions to a successful pandemic response, which is how well do citizens trust their government to protect them?" says Dean El-Mohandes. "A society can develop the most effective vaccines, but without the trust of the population, prevention and treatment efforts can run into real trouble, as we've seen. Collecting survey data helps us understand and respond to this issue on a global level."

### The Survey's Global Influence

The vaccine attitudes survey, first conducted in June 2020, with a follow-up a year later, found wide variation, with as high as 97.6 percent of respondents in China and 90.2 percent in Brazil and as low as 57 percent in Nigeria and 51.6 percent in Russia saying they would get vaccinated.

The survey was the earliest comprehensive report of public attitudes toward Covid-19 vaccination and toward governments' responses to the pandemic. The research team started with 19 countries and increased to 23 in 2021. The countries surveyed represent 60 percent of the global population.

"The results of the 2020 survey were shared in a very early article looking at Covid vaccine acceptance globally, and it was especially relevant since we intentionally targeted some of the hardest hit countries, where vaccine acceptance had both national and global implications," said Dean El-Mohandes.

The landmark paper was published in October 2020 in *Nature Medicine*, and received widespread coverage around the globe, with over 2,500 media hits, according to Altmetric, a service that

A society can develop the most effective vaccines, but without the trust of the population, prevention and treatment efforts can run into real trouble, as we've seen. ”

tracks scholarly publications. The authors continue to be sought out as experts as vaccination hesitancy becomes an urgent issue for the U.S. and European countries with enough supply but a sizable population reluctant to get a shot.

“What surprises me is the continued broad spectrum of acceptance rates in 2021,” says Dean El-Mohandes.

While overall acceptance of vaccines rose from 71.5 percent to 75.6 percent from 2020 to 2021, respondents in Nigeria, the U.S., and South Africa, saw a drop, by eight percent, nine percent, and 21 percent respectively over that period.

“If we are interested in creating global coverage, it’s worrisome that populous countries like Russia or Poland or Nigeria have acceptance rates of less than 60 percent,” says Dean El-Mohandes.

### CUNY SPH ‘Sees a Good Idea Early On’

The idea for the surveys began in March 2020, soon after the World Health Organization declared Covid-19 a global pandemic. Dr. Lazarus, who has spent his career working in infectious disease areas such as HIV and viral hepatitis, including working at the WHO for over a decade, and Dr. Ratzan, an expert in health communication who was vice president of global health for Johnson and Johnson and at the U.S. Agency for International Development (USAID), decided to collaborate on a survey of how citizens in different countries viewed their governments’ pandemic response. They and Dr. Rabin, who later joined them, had a long-standing interest in understanding and assessing how governments communicate in response to public health crises. They recognized that trust would heavily impact whether people would respect the unprecedented restrictions on global movement that governments were putting into place to control Covid-19.

Dr. Lazarus and Dr. Ratzan also had engaged in health communication projects including treatment, immunization, or prevention measures for other diseases. Dr. Lazarus had notably conducted research about a potential AIDS vaccination and treatment. Dr. Ratzan co-founded CONVINCE (COVID-19 New Vaccine Information Communication and Engagement) USA along with Dr. Heidi Larson of the Vaccine Confidence Project to advance vaccine literacy and uptake. CONVINCE USA is linked with CUNY SPH to build



TOP ROW  
Ayman El-Mohandes,  
Jeffrey Lazarus,  
Kenneth Rabin  
BOTTOM ROW  
Scott Ratzan,  
Katarzyna E. Wyka

vaccine confidence in the U.S. and globally.

“The study was based on a very simple idea,” says Dr. Lazarus. “Let’s see what the public thinks. We want them to do the right thing, so we’re going to ask them how they feel about these measures being put into place by their governments.”

Public health benefactor Jonathan Fielding provided initial support for the study in 2020. Drs. Ratzan and Lazarus then approached Dean El-Mohandes, who enthusiastically committed CUNY SPH to the effort. The school had been conducting surveys in the New York area, and the dean recognized the opportunity to broaden the work globally. They also received support from the U.S. Council for International Business Foundation.

For the 2021 study, the team continued to be supported by CUNY SPH, receiving additional support from Dalhousie University and the University of Calgary in Canada and the University of Barcelona in Spain. Outside of CUNY, they joined with Heidi Larson of the London School of Hygiene and Tropical Medicine’s Vaccine Confidence Project; Lawrence Gostin, a Georgetown University professor who specializes in public health law; Spencer Kimball, a political consultant and polling expert at Emerson College; and Adam Palayew, an epidemiologist at the Barcelona Institute of Global Health at the time of the initial study.

One of the most important findings of the surveys was that trust in a government’s response to the Covid-19 crisis predicted vaccine acceptance rates across countries. ”





## GOVERNMENT MESSAGING VS. STREET ARTWORK—SHEFFIELD, UK

An advertisement from the United Kingdom's NHS promoting vaccination, and a piece of street art expressing appreciation for the NHS.

PHOTOS BY TIM DENNELL

"CUNY SPH stepped up and saw a good idea early on and drove it forward, and it's had a global impact," said Dr. Lazarus. "It wasn't a one-off or an academic exercise. It was a real-time, ahead-of-the-curve study on vaccine hesitancy and public perception of the control measures that has received massive media attention and contributed to policy change."

### The Significance of Government Trust

One of the most important findings of the surveys was that trust in a government's response to the Covid-19 crisis predicted vaccine acceptance rates across countries. The first survey the team conducted, which they called the "Covid Score," polled respondents on their perceptions of their government's performance, asking them to rank from one to five the degree to which they agreed with statements such as that authorities were communicating clearly and

consistently about the pandemic, testing was widely available and free, and the healthcare system could meet national needs.

Results again were all over the map, from as low as 36 percent in Ecuador to as high as 80 percent in China. (The researchers note that China's restrictions on anti-government speech must be kept in mind when considering these results). Of concern, in the majority of countries surveyed, trust was below 60 percent, and particularly low in Latin American and European countries and the U.S. Trust in government is critical for citizens' decisions to comply with public health measures that rely on behavior modification, like wearing a mask and social distancing.

"The main message around the world is people aren't sufficiently trusting in their governments and do not universally believe in all of the pandemic control measures," says Dr. Lazarus. "They are the right measures, so it's very concerning that people don't understand that."



A demonstrator in Washington, DC on December 12, 2020—expressing a polarized negative opinion of vaccination.

### Can the Vaccine Hesitant Be Convinced—or Mandated?

According to the 2021 survey responses, the single greatest predictor of whether someone will get vaccinated is whether they agree with the following statements: “I trust the science behind the Covid vaccine,” or “Vaccines available to me are safe.” Those personally impacted by the disease also reported being more likely to support getting vaccinated.

“If they got sick, somebody in their family got sick, or if somebody in their family died, their acceptance rate was higher,” says Dean El-Mohandes. “It didn’t matter what the incidence in their country was at large. What mattered was their personal experience with this disease.”

Other factors linked to likelihood of getting vaccinated are having a higher education and income level or being of older age.

According to Dr. Wyka, these findings can help societies understand barriers to vaccination so they can increase uptake. “The overarching goal of information coming from surveys like this is to develop tailored communication and policies to combat misconception of vaccines and improve vaccination rates across the globe,” she says.

For instance, respondents reported being most likely to get a vaccine if their doctor recommended it, rather than employer—though workplace recommendations did have more sway for younger respondents.

Since the survey shows losing a loved one to Covid-19 is particularly impactful, “we could have more people who were infected encouraged to become spokespersons and advocates for the vaccine,” says Dean El-Mohandes.

Meanwhile the study found that those with at least moderate levels of depression in several European countries, including France, Germany, Poland, and Sweden, reported they were significantly less likely to get vaccinated, which suggests a possible mental health intervention could improve vaccination in those countries.

The responses also found that people may be open to certain mandates, particularly requiring vaccination as a condition for travel.

What these responses ultimately suggest, says Dr. Ratzan, is that convincing vaccine hesitant people, though a challenge, is not a lost cause. “People who present as vaccine hesitant may be moved by effective communication and policy interventions. We can build their confidence with policies supporting workplace mandates, engaging medical professionals, and reminding them through religious or social events.”

### Insights for Public Health Communication

The significance of public perception speaks to the need for a strong communication strategy. Dr. Ratzan recommends leaders speak clearly and consistently to the public through a centralized information source. For example, Denmark held a press conference every week with key ministers who advised about rules related to travel, dining in restaurants, and vaccination.

There should also be a clear roadmap with benchmarks that tie lifting or imposing restrictions to case numbers and describe what progress looks like, which countries including the United Kingdom under Prime Minister Boris Johnson and the U.S. under President Joe Biden have done. And preventing the spread of Covid-19 must not cost people money, for instance by ensuring testing and vaccination is free.

Finally, policymakers need to engage trusted decision-makers to address vaccine literacy and respect religious and philosophical beliefs of communities, as well as historic issues that have bred distrust.

“The government can work with leaders of civic, religious, and medical organizations, as well as the private sector on mass vaccination programs, including finding credible spokespeople, encouraging local engagement, and providing accurate information and technological support,” says Dr. Ratzan.

The survey has also been used to train CUNY SPH students in the Master of Science degree in Health Communication

for Social Change, which Dr. Ratzan directs and for which Dr. Rabin advises. A group of students from the program are working with a public relations expert in Washington, D.C., through a grant awarded to CONVINCE USA from the Centers for Disease Control Foundation, on a social media campaign called Big Shots Heroes profiling individuals who have successfully increased Covid-19 vaccination in their communities.

### Flagging Anti-Vaccination as a Looming Issue

The CUNY team and several of their collaborators flagged vaccine hesitancy as a challenge long before the pandemic.

In 2011, Dr. Ratzan co-authored a *Lancet* article with Dr. Larson about what they referred to as “the vaccine confidence gap,” which began their collaboration on the issue. In 2019, in response to declines in vaccinations and measles outbreaks in 11 U.S. states, Dr. Ratzan, with Gostin, Barry R. Bloom, and Dr. Fielding recommended in a *Washington Post* op-ed that the federal government eliminate non-medical exemptions to vaccinations and launch a campaign to communicate the safety of vaccines for children.

In 2019, Dean El-Mohandes, Dr. Ratzan, and Dr. Rabin, along with Dr. Larson, Dr. Fielding, Gostin, and others, authored the Salzburg Statement on Vaccination Acceptance, raising alarms about growing resistance among parents to childhood vaccination globally and identified vaccine misinformation and lack of access as key challenges—issues that have become critical during the pandemic.

Vaccination resistance will continue to be a serious challenge beyond Covid-19, experts say, and not just in the U.S. As the survey found, Eastern European countries had wide hesitancy, as did Nigeria and South Africa.

It will be important to continue to try to understand why there is such a strong reaction against vaccination in certain regions, says Dean El-Mohandes. He notes the U.S.’ media landscape, where propaganda and misinformation are particularly easy to spread.

“We anticipated that this increasingly hot-button issue would become front and center,” adds Dr. Rabin. “And CUNY SPH emerged as a leading U.S. voice in vaccine hesitancy research by joining forces with other leaders in the field, who recognized the energy and insights that we brought to the table.”



## INTERACTIVE MODEL

The model published in this article was also adapted for a *New York Times* online interactive model.

<https://www.nytimes.com/interactive/2021/02/20/us/us-herd-immunity-covid.html>



## CUNY SPH Covid-19 vaccine efficacy study named AJPM's most influential paper of 2020

Computational model showing needed vaccine efficacy levels to be sole intervention continues to be used as a barometer by decision makers.

AJPM's editorial about the paper notes that, "The study's findings received extensive coverage in major media outlets in the U.S. and internationally, including the *Washington Post*, *Forbes*, the *Guardian*, *der Spiegel*, *CNBC*, the *Atlantic*, *National Geographic*, *WIRED*, *BuzzFeed*, *Vox*, *Newsweek*, and many more. The model originally published in this article was also adapted for a New York Times online interactive model to help readers understand the complexity of reaching herd immunity in the U.S. The Article of the Year was shared almost 3,000 times on social media, and the full text of the article has been accessed online more than 25,000 times."

### Prescient vaccine models

"Their study was published in July 2020, well before the actual release of the Covid-19 vaccine in the U.S.," says Matthew L. Boulton, AJPM's editor-in-chief. "However, the authors' research has clearly played a key role in informing national vaccination strategies aimed at bringing the pandemic to an end, as reflected in the paper's rapidly growing citations in major scientific journals and innumerable mentions in leading media publications and across the social media landscape."

"In 2020, when the Covid-19 vaccines were still under development, our study showed what efficacy and coverage levels were needed for our society to 'return to normal' without precautions such as social distancing and face mask mandates," says Bruce Y. Lee, senior author of the study, executive director of PHICOR, and CUNY SPH professor. "This is an example of how

The emergence and rapid spread of the novel Covid-19 coronavirus in early 2020 spurred numerous accelerated efforts to develop a vaccine. At the time it was not clear how effective these vaccines needed to be to slow or stop the pandemic. The U.S. Food and Drug Administration (FDA) set 50 percent or greater as the target efficacy for the vaccines, but it was not clear then what efficacy levels would be needed to return to normal.

To offer guidance, researchers from Public Health Informatics, Computational, and Operations Research (PHICOR) at the CUNY Graduate School of Public Health and Health Policy (CUNY SPH) worked with the National School of Tropical Medicine and Lundquist Institute at Harbor-UCLA Medical Center to develop a computational model of the U.S. population that simulated the spread and impact of the Covid-19 coronavirus. The model served as a virtual laboratory to test the effect of Covid-19 vaccines with a variety of efficacies, administered in different ways and times to different proportions of the population. This work was deemed paper of the year in 2020 by the *American Journal of Preventive Medicine* (AJPM) on June 17.



The study was first published online in July 2020, prior to the formal approval of any COVID-19 vaccine for use.

computer modeling can help guide the design, development and implementation of a new product.”

### Equity matters

The relatively high coverage levels needed, emphasize importance of vaccine equity. This research highlights the need for policies and interventions to increase vaccine confidence and acceptance, including communication on the safety and efficacy of vaccines, establishing a clear understanding of the process for FDA Emergency Use Authorization (EUA), creating transparency on vaccine science and research, and engaging communities to increase their access to the vaccine. Moreover, vaccination programs could not just rely on getting the relatively “easy-to-vaccinate” communities covered.

“The bottom line is the vaccine coverage levels need to be relatively high to slow or halt virus transmission,” says Peter J. Hotez, co-author of the study, co-director of the Center for Vaccine Development at Texas Children’s Hospital, and Baylor College of Medicine Professor. “Now that we know we have high performing vaccines, the key will be finding the percentage of the population that needs to be vaccinated to slow or stop Covid-19 spread.”

“The accuracy and relevance of these early findings is testament to the power of computer modeling, as practiced by skilled scientists like Drs. Lee and Hotez,” says CUNY SPH Dean Ayman El-Mohandes. “The simulation of complex systems is now an essential tool in addressing large-scale public health crises.”

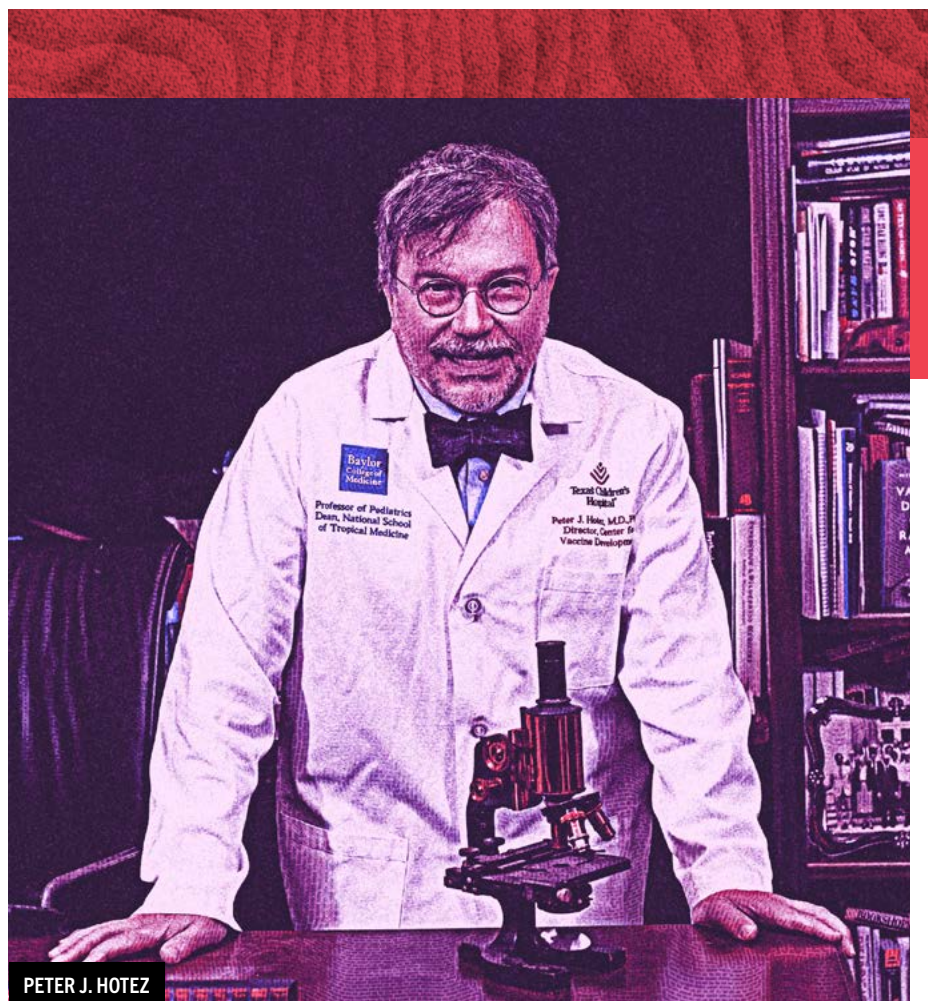
Bartsch, Sarah M., et al. “Vaccine efficacy needed for a COVID-19 coronavirus vaccine to prevent or stop an epidemic as the sole intervention.” *American journal of preventive medicine* 59.4 (2020): 493-503.

Boulton ML. American Journal of Preventive Medicine 2020 Article of the Year. *Am J Prev Med*. 2021 Jul;61(1):1-2. doi: 10.1016/j.amepre.2021.05.001. PMID: 34148624.


CUNY SPH video *AJPM Paper of the Year*: <https://cunysph.me/AJPM>



The bottom line is the vaccine coverage levels need to be relatively high to slow or halt virus transmission. ”





A high-angle, top-down photograph of a young woman and a young man sitting at a wooden table, studying together. The woman, on the left, has blonde dreadlocks tied in a bun and is smiling while looking at a laptop. The man, on the right, is looking down at a notebook. On the table are a silver laptop, several notebooks with handwritten notes, a pen, and a smartphone. The image has a blue and purple color overlay.

Going beyond traditional  
academic services to  
ensure students' success



CLOCKWISE FROM  
UPPER LEFT

Mariella Paulino,  
Caterina Rivera,  
Lynn Roberts,  
ASL sign language  
interpreter

## Disability awareness: Moving from invisibility towards inclusion through an intersectional lens

Disabled people are the largest marginalized and underrepresented community.

CUNY SPH marked CUNY Disability Awareness Month 2021 with a series of events that brought together students, faculty, staff, and alumni to illuminate the challenges and opportunities for creating and sustaining a more accessible and supportive learning and working environments for all who study, work, and visit our campus. We hosted talks, a webinar, screenings of several films organized around the themes of (in)Visibility, Inclusion, and Intersectionality.

### Selected events

#### Presentations

**APRIL 13** | Inclusion and Intersectionality: A Talk with Two Disabled Latina Professionals

Disability is not often thought of when we think of diversity. But disability needs to be part of diversity and equity initiatives, and disability inclusion benefits everyone. Associate Dean of Student Affairs and Alumni Relations **Lynn Roberts** joined speakers **Catarina Rivera**, founder of *Blindish Latina*, and **Mariella Paulino**, founder of *The Hearing Project*, for a lively discussion on the case for disability inclusion and why it matters in all settings, with special attention placed on higher educational settings. As co-founders of *Chicas Talk Disability*, Rivera and Paulino also discussed the meaning of intersectionality and what it means for them personally to identify as disabled Latina professionals.

#### **APRIL 29** | Panel: Creating a Culture of Disability Inclusion and Equity

Four members of the CUNY and SPH communities (**Leonard Blades**, CUNY Alumnus and past chair of the CUNY Coalition for Students with Disabilities; **Bram Levin**, CUNY SPH MPH student whose research focuses on trauma /PTSD, neurodiversity and ableism; CUNY SPH Professor **Suzanne McDermott**, a disability epidemiologist and advocate; and **Charmaine Townsell** University Director of Student Engagement and Inclusion at CUNY Central) shared their insights about what it means and what is required to create and sustain an inclusive and equitable learning and working environment for all.

#### Screenings

**APRIL 16** | Crip Camp: A Disability Revolution

**APRIL 23** | An Evening of Shorts: Disability and Intersectionality

**APRIL 30** | Give Me Liberty



# Student wellness

“Things haven’t slowed down,” reports Student Wellness Counselor Sherry Adams. “Uptake of all our wellness services is increasing, particularly individual counseling.”

**T**he stressors are wide ranging: reckoning with the cumulative impact of a challenging year; anxiety about returning to work and school in person; concern about career prospects in a changing job market; grief for loved ones lost to the pandemic. And they take a toll on the mental health of many students, posing a risk to their academic progress.

In response, the CUNY SPH counseling and wellness service upped its game, with an impressive tally of weekly workshops and special events as well as the addition of two trained interns to expand the number of private counseling sessions.

Adams has been inspired by the students participating in group events. “What I learn from them truly shapes my work in this role,” she says. “I strongly encourage students to take advantage of the groups and the sense of community they create—they are extraordinarily rich in terms of the kind of validation, support and resources students can offer each other.”



## Student wellness events 2020-2021

### FALL 2020

#### Weekly

- Students for Racial Justice Support Group
- Essential Workers Support Group

#### September 28

- National Suicide Prevention Month Event

#### October 8

- National Depression Screening Day.

#### October 12-16

- Domestic Violence Awareness Month Week of Action

#### October 29

- You Are Not Alone: Intimate Partner Violence and the Virtual Campus

#### October 27

- Stress Management for the Holidays

#### November 15-22

- National Hunger and Homelessness Awareness Week

#### December 3

- International Day of Persons with Disabilities

### SPRING 2021

#### Weekly

- Essential Workers Support
- Stress Management Support Group

#### April 7

- National Alcohol Screening Day

#### April 20

- Sexual Assault Awareness Month Event

#### May 4

- Mental Health Awareness Month Event

## The Student Resiliency Fund

Earlier this fiscal year, the CUNY SPH Foundation's board of directors opted to create the "Student Resiliency Fund" to provide for all student-related emergency support efforts. This included the

existing Student Emergency Fund, plus a new Tuition Debt Relief Fund and a Need-Based Scholarship Fund. In total, the Foundation raised \$168,253 for the Student Resiliency Fund as broken down below.



<b>New contributions to the Emergency Fund</b>	<b>\$50,753</b>
Year-End Campaign	\$38,253
Josiah Macy Foundation	\$12,500
<b>Tuition Debt Relief Fund</b>	<b>\$67,500</b>
Richard Park	\$10,000
Josiah Macy Foundation	\$12,500
Hearst Foundation	\$45,000
<b>Need-Based Scholarship Fund</b>	<b>\$50,000</b>
Hearst Foundation	\$50,000

Here is what the Foundation has expended so far:

### Emergency Fund

The most common emergencies have been related to housing and food insecurity.

Awards Granted	59
Total Amount Awarded	\$61,574
Average Award Amount	\$1,043
Smallest Award	\$150
Largest Award	\$5,293

### Tuition Debt Relief Fund

The \$125M CUNY Comeback Program instituted by Governor Cuomo superseded our own tuition debt relief program this year, but the funds remain in place for future tuition debt relief.

2 awards issued for	\$3,409
Average grant	\$1,700

### Need-Based Scholarship Fund

Awards will commence fall 2021 in the form of twenty \$2,500 scholarships for continuing students.



## Advice to incoming students

Who better to provide advice to new students than the recent graduates who managed to thrive through a very challenging time? We reached out to 2020 and 2021 grads to ask if they had words of wisdom to impart to this year's incoming students. Here are some of their recommendations.

"Almost every class at SPH gives you the opportunity to choose the topic for your final paper/project. My advice to you is make sure to choose a topic that interests you. You might be working on this paper/project all semester, so make sure it's something that you are passionate about and want to learn about. My other piece of advice is GET INVOLVED! I served in the Graduate Student Government Association every semester of my SPH career and I loved it. It really made me feel like I was part of a community and connected to my peers. Join clubs, pursue leadership opportunities, don't be afraid to take the leap to take on a little extra responsibility within school. Don't be intimidated. I was unsure at first too, I didn't think I was deserving or good enough, but once I started, the impostor syndrome I was experiencing melted away and I could not be more happy and proud of the job that I did."

— **Zoe Schacht-Levine**

MPH IN COMMUNITY HEALTH AND SOCIAL SCIENCES, 2021

"The professors at CUNY SPH are your biggest allies! Utilize them outside of the classroom to learn more about their research interests. This small step could potentially lead to research assistantships where you can get hands-on experience conducting/analyzing research and contributing to manuscripts for publication."

— **Kelsey Schobert**

MPH IN COMMUNITY HEALTH AND SOCIAL SCIENCES, 2020

"My biggest piece of advice is to never feel alone. Many other students are in your shoes and professors too are available for help. Be friendly with your classmates and professors. Exchange contact details with at least a couple students in your classes as you can help one another stay on top of deadlines and any syllabus changes or room changes. I also recommend you take advantage of the campus computer lab and textbook library as this is a great space to stay focused and get ahead on assignments. Good luck!"

— **Brianna Dayer**

MPH IN HEALTH POLICY AND MANAGEMENT, 2020

"Stay focused, manage your time. Don't try to do too much at once, and be proactive."

— **Zyairjah Bailey**

MPH IN ENVIRONMENTAL AND OCCUPATIONAL HEALTH SCIENCES, 2021

"If you are navigating your program as a part-time student holding a full-time job simultaneously, I would recommend making a concerted effort to spend more time on campus. Reach out to fellow students as often as you can!"

— **Anonymous**

"Create a personalized calendar with blocks of time carved out on specific days of the week to dedicate to each course, non-school commitments, and most importantly, off days! Scheduling time for yourself is of utmost importance so that you are not overwhelmed!"

— **Hondo Martinez**

MPH IN HEALTH POLICY AND MANAGEMENT, 2021

# Strategic Framework report

Launched in September 2020, the CUNY SPH Strategic Framework for academic years 2021-2023 is the product of a broad collaborative process among faculty, staff, and students to examine the current environment in which the school seeks to achieve its mission and goals, build on the substantial progress made since its consolidation in 2016, and determine long-term direction through short-term outcomes.

As a grassroots effort, this process is also embarking the school on a path toward the next level of accountability, transparency, and inclusion across our community.

We are pleased to share our first year-end progress report, which demonstrates an impressive **87% completion** and on-track progress rating across our six primary goals. This progress is doubly impressive considering the challenging time in which the Strategic Framework was launched.

## Guiding principles

- Promoting diversity, inclusion, and equity
- Enhancing academic excellence and areas of innovation
- Developing public service and partnerships with the local Harlem community
- Exploring new models for the school's economic and financial sustainability
- Continuing to build on existing global partnerships and collaborations

## Six Overarching Goals

### 1 EDUCATIONAL EXCELLENCE

Provide rigorous, accessible, and innovative educational programs, in-person and online, that effectively prepare students, trainees, and fellows as public health thought leaders and professionals.

### 2 RESEARCH AND SCHOLARSHIP

Advance high-quality research and scholarship that improves health outcomes, informs public health policy and practice, and creates social value.

Lynn Roberts, Associate Dean for Student Affairs and Alumni Relations

### OUTCOME LEADS

Sherry Adams, Student Wellness Counselor

Mohit Arora, Director of Technology

Marilyn Auerbach, Interim Associate Dean for Faculty Affairs

Louie Cao, Facilities Manager

Sumana Chandra, Director of Communications and College Relations

Nevin Cohen, Associate Professor, HPAM; Research Director, CUNY UFPI

### 3 SERVICE AND COMMUNITY IMPACT

Be a trusted, reciprocal, and respectful partner in advancing health equity in our local community, our state, and globally and serve as a reliable partner with the public and private agencies that serve the city and the state.

### 4 STUDENT SUCCESS

Enhance achievement, engagement, and well-being throughout the educational experience of a diverse body of students.

### 5 PROFESSIONAL DEVELOPMENT

Advance lifelong learning and other opportunities for the professional growth of the CUNY SPH community.

### 6 ORGANIZATIONAL EXCELLENCE

Serve as an effective steward of the public trust by operating as an effective, sustainable, and inclusive organization within a shared governance structure.



## The Team

### PROJECT COORDINATORS

Joshua Mintz, Consultant, CHP Mintz

Doris Suarez, Chief of Staff, Dean's Office

### GOAL COORDINATORS

Karen Florez, Assistant Professor, EOGHS; Deputy Director, CSCD

Robyn Gertner, Director of Academic Affairs

Sahana Gupta, Executive Chief Diversity Officer

Sean Haley, Assistant Professor, HPAM

Terry Huang, Professor & Department Chairperson, HPAM; Director, CSCD

Ashish Joshi, Senior Associate Dean of Student and Academic Affairs

Michele Kiely, Associate Dean for Research

Susan Klitzman, Senior Associate Dean for Administration

Deborah Levine, Harlem Health Initiative Community Outreach Program Director

Susanna Marte, Director of Community Outreach Program

Pedro Mateu-Gelabert, Associate Professor, CHASS

Sergio Costa, Director of Online Learning

Ariana Costakes, Communications Editorial Manager

Kathleen Cravero, Distinguished Lecturer, HPAM; Co-Director, CIRGH

Adam Doyno, Director of Development

William Ebertz, IT Assistant

Ann Gaba, Assistant Professor, EOGHS; Director, Nutrition & Dietetic Internship

Nick Freudenberg, Distinguished Professor, CHASS; Director, CUNY UFPI

Molly Ghosh, Senior Registrar



### GOAL 1 Educational Excellence

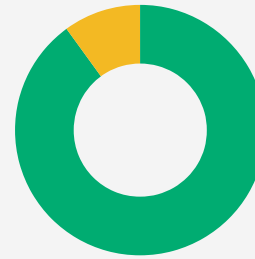
On Track 100%



% of Strategies Completed or On Track ..... 100%

### GOAL 2 Research & Scholarship

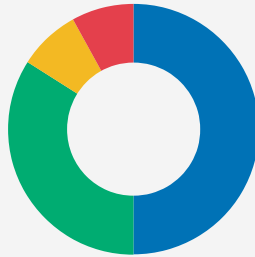
On Track 90%  
At Risk 10%



% of Strategies Completed or On Track ..... 90%

### GOAL 3 Service & Community Impact

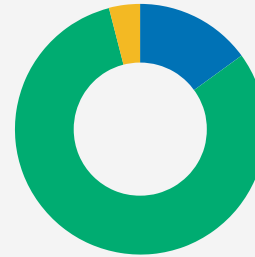
Completed 50%  
On Track 34%  
At Risk 8%  
Off Track 8%



% of Strategies Completed or On Track ..... 83%

### GOAL 4 Student Success

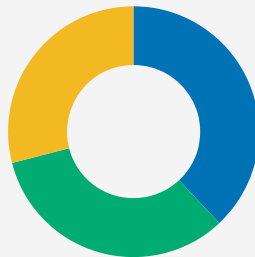
Completed 15%  
On Track 81%  
At Risk 4%



% of Strategies Completed or On Track ..... 96%

### GOAL 5 Professional Development

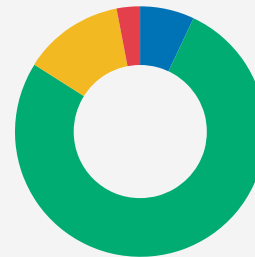
Completed 38%  
On Track 33%  
At Risk 29%



% of Strategies Completed or On Track ..... 71%

### GOAL 6 Organizational Excellence

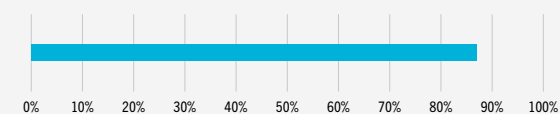
Completed 7%  
On Track 77%  
At Risk 13%  
Off Track 3%



% of Strategies Completed or On Track ..... 83%

## Overall Progress Rating

Average Progress Rating Across the 6 Goals ..... 87%



DATA  
SNAPSHOT

JUNE 30, 2021

NOTE: ONLY ACTIVE STRATEGIES ARE REPORTED. STRATEGIES WITH START DATES IN THE FUTURE ARE NOT INCLUDED IN THIS REPORT.

(cont.)

Christian Grov, *Professor & Department Chairperson, CHASS*

Glenn Johnson, *Associate Professor, EOGHS; Chair, CUNY SPH Governance Council*

Elizabeth Kelvin, *Associate Professor & Chairperson, EPI/BIOS*

Meg Krudysz, *Director of Admissions*

Bruce Y. Lee, *Professor, HPAM; Executive Director, CATCH*

Laura Maltz, *Student Career Program Manager*

Arthur McHugh, *Director of Human Resources*

Meredith Manze, *Assistant Professor, CHASS*

Denis Nash, *Distinguished Professor, EPI/BIOS; Executive Director, CUNY ISPH*

Vicky Ngo, *Associate Professor, CHASS; Director, CIMH*

Matthew Paczkowski, *Academic Student Support Program Specialist*

Christopher Palmedo, *Clinical Professor, CHASS*

Brian Pavilonis, *Assistant Professor, EOGHS*

Jon Pratico, *IT Assistant*

Ghada Soliman, *Associate Professor, EOGHS*

Patricia Stein, *Executive Counsel & Labor Designee*

Emma Tsui, *Associate Professor, CHASS*

Levi Waldron, *Associate Professor, EPI/BIOS*

Craig Willingham, *Deputy Director, CUNY UFPI*

Naomi Zewde, *Assistant Professor, HPAM*

A year of record  
breaking leadership  
and fundraising



# CUNY SPH Foundation Year-in-Review: 2021

With the pandemic as a backdrop, the CUNY SPH Foundation sought to prioritize the health and well-being of the three communities of the school in 2021: the 900+ CUNY SPH students, the 500,000+ current and continuous learners of the CUNY system and their families, and the city where we all live and work.

**T**he commitment to these three communities was illuminated by the total fundraising success of the year—over \$2.1 million raised, more than all the prior years of fundraising combined for the foundation—and included funding to address specific and critical needs of these three communities.

Led initially by Dr. Richard Park, co-founder and former CEO of CityMD, and with additional investments from the Josiah R. Macy Foundation and William Randolph Hearst Foundation, the CUNY SPH Foundation Board of Directors expanded its mandate to support students in times of emergency. With the formation of the Student Resiliency Fund, the Foundation expanded beyond emergency grants and scholarship support to include a new area of support: tuition debt relief. This new focus fulfilled on a pledge by Dean Ayman El-Mohandes that no student will be sent to collections if they've achieved graduation but could not receive their diploma because of lingering debt. For many students, the inability to take out more student loans or the prevalence of chronic financial struggles due to the pandemic prevented them from paying off their outstanding debt. The tuition debt relief program now ensures that students who can demonstrate financial need and an inability to pay will not be prevented from advancing in their careers to support public health.

Further, this year was marked with the addition of scholarships to support new domains of study, and continuing scholarships for those students who struggled to afford their tuition. Dr. Michael Apa, a cosmetic dentist and philanthropist, committed resources to launch a new area of focus in oral population health. Under the guidance of Dr. Luisa Borrell, Distinguished Professor of Epidemiology, 10 new Apa Scholars will receive full

scholarship to study oral health as a public health imperative. The Hearst Foundation continued their support of our student population with a financial need-based scholarship fund which will be launched in the next academic year to award 20 \$2,500 scholarship awards to students who cannot afford their tuition despite a commitment to their studies.

Looking outward into our larger CUNY community, the Andrew W. Mellon Foundation invested a half-million dollars to form the Campaign for a Food Secure CUNY, a joint initiative of the Healthy CUNY Initiative and the CUNY Urban Food Policy Institute. This new campaign is focused on the evaluation of existing food and income security programs across CUNY's campuses, and the development of new activities to bolster support for CUNY students and their families. This effort is the continuation and expansion of more than three years of partnerships between the Initiative and Institute's Director, Dr. Nicholas Freudenberg, Distinguished Professor of Public Health, and the CUNY SPH Foundation, with over \$1 million raised to date.

Importantly, the Foundation placed a priority focus on the Covid-19 pandemic and the vaccine efforts in New York City. Collaborating with the CONVINCENCE USA Initiative at CUNY SPH, \$587,000 was committed by the New York Community Trust, the New York State Health Foundation, the Altman Foundation, the Samuel Freeman Charitable Trust, the CDC Foundation, the Community Health Accelerator Partnership and the Danaher Corporation to lay the groundwork for the CONVINCENCE USA Initiative and to tackle one of our largest projects to date: the New York State Vaccine Education and Adoption Project. The NYS Project, launching summer 2021, will measure vaccine sentiments and visualize sentiment data down to the zip code level

in an interactive and publicly available dashboard interface which will merge other data sources with our own. Under the guidance of Dean El-Mohandes and with Drs. Scott Ratzan and Ashish Joshi leading the sentiment surveying and dashboard development respectively, the program will track and display data over an 18-month period. Recent CUNY SPH valedictorian, Hannah Lathan Stewart, will develop and launch a new community engagement effort to help organizations in communities of low vaccine sentiment to build communications tools and campaigns which can provide high quality, timely and accurate information to their neighborhoods and constituencies.

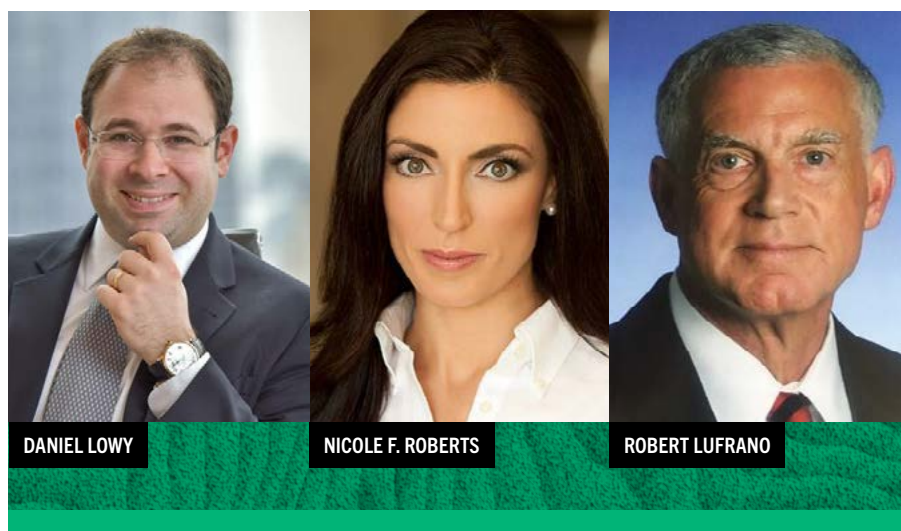
Governing this work is the CUNY SPH Foundation Board of Directors. Chaired by Dr. Lyndon Haviland, this group of dedicated volunteers welcomed three new members during the year for an initial two-year term. Each bring their own passions for public health and appreciation for CUNY SPH as New York City's public school for public health. Daniel Lowy, Founder and CEO of EMU Health in central Queens, Dr. Robert Lufrano, retired Chairman and CEO of BlueCross BlueShield of Florida, and Dr. Nicole F. Roberts, Executive Director of Feed-A-Billion, a DC-based international non-profit; these individuals each bring a unique commitment to our school and will support the expansion of our efforts in the years ahead. Additionally, Board Secretary Margaret Crotty, CEO and Executive Director of Partnership with Children, a children's mental health non-profit, and member-at-large Gil Addo, co-Founder and CEO of RubiconMD, both agreed to renew their service with a new three-year term.

The year ahead promises even more ambitious fundraising goals and striving to achieve even more success on behalf of the school, its students and alumni, the CUNY community, and our city.

## Three additions to the CUNY SPH Foundation Board bring new energy and expertise

“We are honored to welcome three exceptional individuals known for their values-based commitment to public health,” says Dean Ayman El-Mohandes.

“Daniel Lowy is committed to the health and well-being of New Yorkers by providing high quality and cost-efficient services. Robert Lufrano is a respected health care executive who improved the health and well-being for a community of nearly four million. And Nicole Roberts is a bold nonprofit innovator advancing human rights through health for girls and all people around the world.”



These new board members bring tremendous expertise and energy to our goals of preparing the next generation of public health professionals and building a healthier and more equitable city. ”

— Lyndon Haviland, MPH, DRPH  
CUNY SPH FOUNDATION BOARD CHAIR

### Daniel Lowy

CEO, EMU HEALTH

Daniel Lowy is Founder and CEO of EMU Health, a Queens-based integrated outpatient clinic committed to improving health care. A fierce advocate of increasing accessibility and affordability of quality healthcare, Lowy created EMU Health to support the health of the 2.5 million New Yorkers who reside in Queens. Since 2016, he has positioned EMU Health to be a leading medical facility in Queens. Originally from Sydney, Australia, Lowy is an experienced investor having worked at Merrill Lynch, York Capital, and Ion Asset Management before becoming an impact investor and healthcare advocate. “I am thrilled to join CUNY SPH Foundation’s board and grateful for the opportunity to support the school and its students,” says Lowy.

### Dr. Nicole F. Roberts

EXECUTIVE DIRECTOR OF FEED A BILLION AND FOUNDER OF HEALTH & HUMAN RIGHTS STRATEGIES

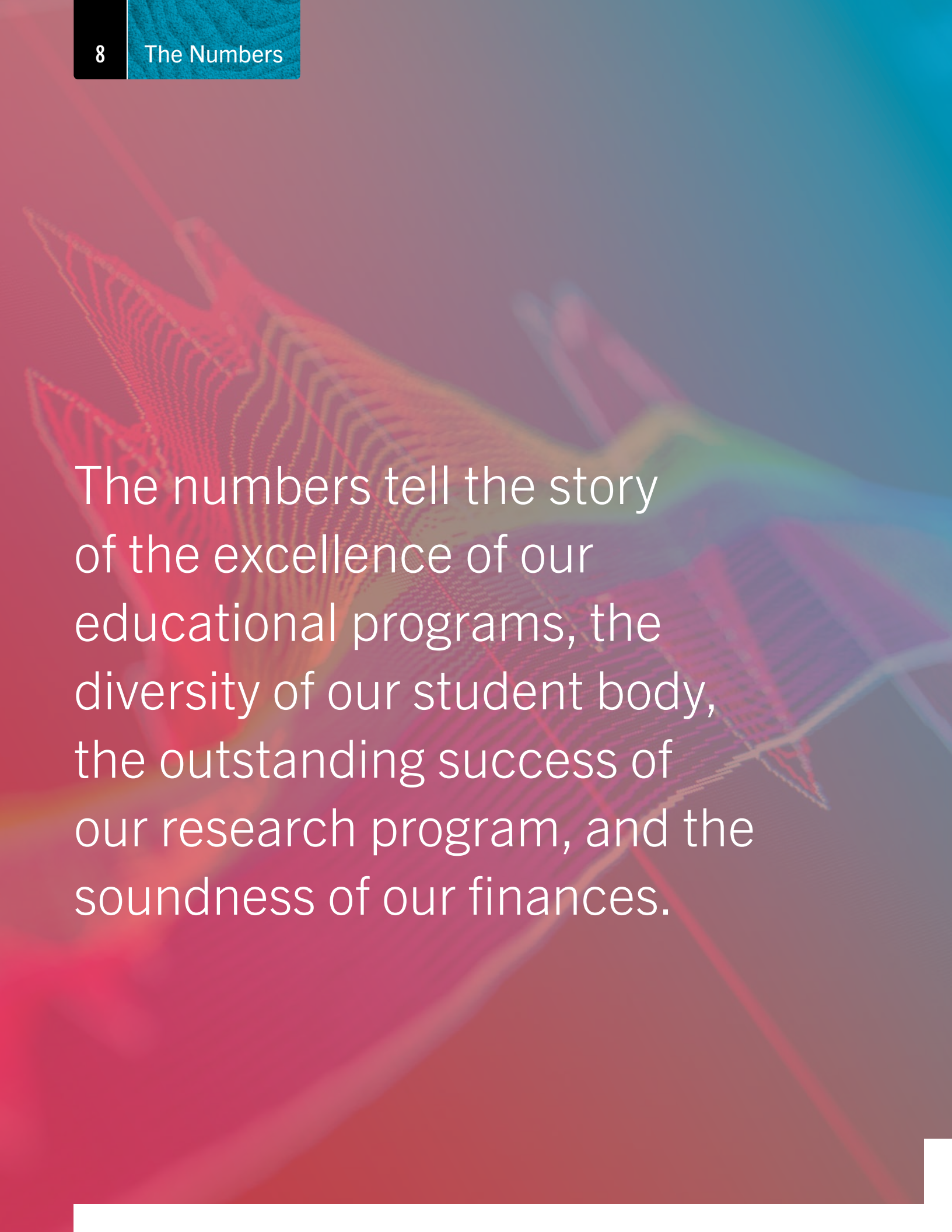
Dr. Roberts is the host of The Global Good Podcast, which draws on her years of international work. Roberts also contributes to *Forbes*, contextualizing health and highlighting public health ideas, companies and people that are changing the global landscape. Her writing has appeared in numerous journals and publications, and her talks can be found on the United Nations website and various news and sports outlets. Roberts holds a doctorate in public health from the University of North Carolina, a master’s degree in public policy from the University of Chicago and an undergraduate degree from the University of Missouri. “The school’s mission of social justice through public health is a powerful and urgent goal of our time,” says Dr. Roberts. “As an advocate of equitable health as the foundation to human rights, I am excited to be part of its growth and impact.”

### Dr. Robert Lufrano

RETIRED CHAIRMAN AND CEO OF BLUE CROSS AND BLUE SHIELD OF FLORIDA

Dr. Lufrano has had broad experience and responsibility in healthcare delivery, healthcare financing, physician and group practice management, behavioral health management, pharmacy benefits management, provider connectivity, worker’s compensation, National accounts, Department of Defense healthcare and board governance. He currently works with early-stage companies on strategy and business development. Dr. Lufrano received his doctorate from Loyola University Stritch School of Medicine, completed residency training in emergency medicine at UCLA and has an MBA from Northwestern University Kellogg School of Management. “I have seen first-hand how financial support can change a person’s trajectory,” says Dr. Lufrano. “CUNY SPH Foundation’s leadership in funding both scholarships and groundbreaking programs will change the landscape for public health in New York.”



The background of the page is an abstract composition of vibrant, flowing lines in shades of red, orange, and blue. These lines create a sense of movement and depth. Overlaid on these lines is a faint, grid-like pattern that adds a technical or data-oriented feel to the design. The overall aesthetic is modern and dynamic.

The numbers tell the story of the excellence of our educational programs, the diversity of our student body, the outstanding success of our research program, and the soundness of our finances.

## Educational excellence

With a growing student body, CUNY SPH maintained excellence in student/faculty ratio, class size, student rating of professors, and fieldwork satisfaction.

### Class size distribution

Fewer than 10 students	11%
10 – 24	31%
25 – 40	55%
Over 40	3%

### Overall student rating of professors

Excellent	49%
Very good	27%
Good	15%
Fair	6%
Poor	3%

### Fieldwork satisfaction

Satisfied with fieldwork placement	97%
Would recommend placement to another student	92%
Felt they had obtained the competencies outlined in the fieldwork learning agreement	98%

## Our students and graduates

Total student enrollment

922

### Enrollment by program

MPH		MS		PhD	
169	Community Health	31	Population Health Informatics	41	Community Health & Health Policy
46	Environmental & Occupational Health Sciences	17	Health Communication for Social Change	10	Environmental & Planetary Health Science
106	Epidemiology and Biostatistics	6	Global & Migrant Health Policy	26	Epidemiology
224	Health Policy & Management	35	Environmental & Occupational Health Sciences		
68	Public Health Nutrition				
DPH		Other			
4	Community, Society & Health	16	Nutrition and Dietetic Internship		
5	Environmental & Occupational Health Sciences	98	Advanced Certificate: Public Health		
1	Epidemiology	15	Advanced Certificate: Industrial Hygiene		
4	Health Policy & Management				



### Attending full-time vs part-time

Attending full-time	31%
Attending part-time	69%

### Employed full-time vs part-time

Employed full-time	62%
Employed part-time	21%

### Graduate outcomes one year post-grad

Employed or continuing education	98%
Working in area of earned degree	80%
Would recommend CUNY SPH	92%



## Research

Our steep upward trajectory in research funding shows no signs of slowing.

### Research expenditures by fiscal year

FY 2017	\$5,840,860
FY 2018	\$8,330,419
FY 2019	\$9,105,296
FY 2020	\$12,904,362
FY 2021	\$15,302,079

Our faculty bring in more grant awards per faculty FTE than any other CUNY school.

**\$319,000** Research revenue per full-time faculty member

Most of the research finding is brought in by senior faculty.

### Distribution of new grant awards by faculty rank

Full professor	65%
Associate professor	11%
Assistant professor	8%
Lecturer	14%
Other	3%

## Tax levy finances

Total FY 2021 budget:  
\$29,821,292

### Sources of our tax levy budget

State allocation	53%
Tuition and fees	29%
Donations and pledges	7%
Prior year reserves	11%

### How did we spend it?

Personnel	73%
Rent	8%
OTPS	4%
Year-end balance	15%

## Fall 2020 and Spring 2021 matriculants

### Age

< 25	31%
25-30	38%
31-35	14%
36-40	5%
> 41	12%

### Gender

Female	79%
Male	21%

### Race/Ethnicity

Hispanic	20%
American Indian	1%
Asian	20%
Black	27%
2+ races	2%
White	30%

### Previous Institution

CUNY	33%
Other	57%
SUNY	10%

### Previous Degree

Health/Medical	38%
Natural Sciences	18%
Social Science	28%
Business/Other	16%





# Harrison Award

At its 2021 Annual Meeting on March 25, the Association of Schools and Programs of Public Health (ASPPH) presented CUNY SPH with the Harrison C. Spencer Award for Outstanding Community Service.

The prestigious award was created to honor Dr. Spencer, a pioneer in public health with a long-standing commitment to principles of social justice with a focus on community engagement to address the social determinants of health.

The Spencer Award is given annually to an ASPPH-member, CEPH- accredited school or program of public health demonstrating a major institutional commitment to addressing community needs through education, practice, and/or research.



- Academic Programs
- Board & Advisory Council
- Faculty



# Appendix 1 — ACADEMIC PROGRAMS

## Master's Programs

All MPH programs are available in both hybrid and fully online formats

- MPH in Community Health
- MPH in Environmental and Occupational Health Sciences
- MPH in Epidemiology and Biostatistics
- MPH in Health Policy and Management
- MPH in Public Health Nutrition

All MS programs are online only *except* the MS in Environmental and Occupational Health Sciences

- MS in Environmental and Occupational Health Sciences
- MS in Global and Migrant Health Policy
- MS in Health Communication for Social Change
- MS in Population Health Informatics

## Doctoral Programs

- PhD in Community Health and Health Policy
- PhD in Environmental and Planetary Health Sciences
- PhD in Epidemiology

## 4+1 Degree Programs

Available through the following CUNY colleges:

- Macaulay Honors College
- Medgar Evers
- Lehman
- Queens College
- York

## Other Programs

- Nutrition and Dietetics Internship
- Advanced Certificate in Public Health
- Advanced Certificate in Industrial Hygiene
- Certificate in Population Health Informatics



## Appendix 2 — BOARD & ADVISORY COUNCIL

### CUNY SPH Foundation Board of Directors

#### CHAIR

**Lyndon Haviland**  
President, Lyndon  
Haviland and Co. LLC

#### VICE CHAIR

**Alfonso Chang**  
Co-founder and Managing  
Director, AC3 Group,  
Managing Director, Relativity  
Healthcare Partners,  
CEO and President,  
Purdue GMP Center

#### SECRETARY

**Margaret Crotty**  
Executive Director and CEO,  
Partnership with Children

#### TREASURER

**Michael Meng**  
Co-founder and CEO,  
Stellar Health

#### VOTING MEMBER EX-OFFICIO

**Ayman El-Mohandes**  
Dean, CUNY SPH

#### NON-VOTING MEMBER, EX-OFFICIO

**Adam M. Doyno**  
Executive Director,  
CUNY SPH Foundation,  
Director of Development,  
CUNY SPH

#### MEMBERS AT LARGE

**Toyin Ajayi**  
Co-founder and Chief Health  
Officer, Cityblock Health

**Gil Addo**  
Co-Founder and  
CEO, RubiconMD

**Daniel Lowy**  
Founder and CEO,  
EMU Health

#### Robert Lufrano

Retired Chairman, CEO  
and President, Blue Cross  
Blue Shield of Florida

#### Saquib Rahim

Strategy & Innovation,  
Immunology Data Science,  
Johnson & Johnson,  
Board-Certified Attending  
Physician at NewYork-  
Presbyterian

#### Nicole F. Roberts

Executive Director,  
Feed a Billion

#### Ruth Wooden

Marketing and public policy  
communications professional

### CUNY SPH Dean's Advisory Council

#### COUNCIL CHAIR

**Freida D. Foster**  
Vice Chair, NYS Workers'  
Compensation Board

#### COUNCIL MEMBERSHIP

**Curtis Archer**  
President, Harlem  
Community Development  
Corporation

**Barbara Askins**  
President and CEO,  
125th Street Business  
Improvement District

#### Oxiris Barbot

Senior Fellow for Public  
Health and Social Justice,  
JPB Foundation

#### Susan J. Beane

Vice President and Executive  
Medical Director, Healthfirst

#### Deneane Brown-Blackmon

Director, NYS Homes and  
Community Renewal, Upper  
Manhattan Borough Office

#### Wellington Chen

Executive Director,  
Chinatown Partnership

#### Andrea G. Cohen

Senior Vice President  
of Legal Affairs and  
General Counsel, NYC  
Health + Hospitals

#### Dr. Maximo Gomez

Medical Correspondent,  
CBS 2

#### Lyndon Haviland

President, Lyndon  
Haviland & Co LLC

#### Khary Lazarre-White

Executive Director  
& Co-Founder, The  
Brotherhood/Sister Sol

#### Fred Rich

Author; Of Counsel,  
Sullivan & Cromwell LLP

#### Mitchell J. Silver

Commissioner, NYC Parks

#### Pat Wang

Chief Executive Officer,  
Health First NY

#### Jennifer Walden Weprin

Executive Director,  
Queens County  
Farm Museum

#### EX-OFFICIO MEMBERS

#### Duffie Cohen

Executive Director,  
Invest in CUNY

#### Andrea Shapiro Davis

Associate Vice Chancellor  
for Corporate, Foundation  
and Major Gifts  
Development, CUNY

## Appendix 3 — FACULTY

### Marilyn Auerbach

Associate Professor,  
Community Health  
and Social Sciences,  
Interim Associate Dean  
of Faculty Affairs

### Luisa Borrell

Distinguished Professor,  
Epidemiology and  
Biostatistics

### Nevin Cohen

Associate Professor, Health  
Policy and Management

### Spring Cooper

Associate Professor,  
Community Health  
and Social Sciences

### Sergio Costa

Lecturer, Community  
Health and Social Sciences

### Kathleen Cravero

Distinguished Lecturer,  
Co-Director, Center for  
Immigrant, Refugee,  
and Global Health

### Elizabeth Eastwood

Associate Professor and  
Interim Department  
Chair, Health Policy  
and Management

### Sasha Fleary

Associate Professor,  
Community Health  
and Social Sciences

### Karen Florez

Assistant Professor,  
Environmental,  
Occupational, and  
Geospatial Health Sciences

### Jose Florez-Arango

Associate Professor,  
Epidemiology and  
Biostatistics

### Nicholas Freudenberg

Distinguished Professor,  
Community Health  
and Social Sciences,  
Director, CUNY Urban  
Food Policy Institute,  
Director, Healthy CUNY

### Ann Gaba

Assistant Professor,  
Environmental,  
Occupational, and  
Geospatial Health Sciences

### Elizabeth Geltman

Associate Professor,  
Health Policy and  
Management

### Renee Goodwin

Professor, Epidemiology  
and Biostatistics

### Jean Grassman

Associate Professor,  
Environmental,  
Occupational, and  
Geospatial Health Sciences

### Christian Grov

Professor and Department  
Chair, Community Health  
and Social Sciences

### Honorio Guarino

Research Associate  
Professor, Institute for  
Implementation Sciences  
in Population Health

### Sean Haley

Assistant Professor, Health  
Policy and Management

### Terry Huang

Professor, Health Policy  
and Management,  
Director, Center for Systems  
and Community Design

### Mustafa Hussein

Assistant Professor,  
Health Policy and  
Management

### Glen Johnson

Associate Professor,  
Environmental,  
Occupational, and  
Geospatial Health Sciences

### Heidi Jones

Associate Professor,  
Epidemiology and  
Biostatistics

### Ashish Joshi

Professor, Epidemiology  
and Biostatistics, Senior  
Associate Dean of Student  
and Academic Affairs

### Ilias Kavouras

Professor, Environmental,  
Occupational, and  
Geospatial Health Sciences

### Elizabeth Kelvin

Associate Professor  
and Department  
Chair, Epidemiology  
and Biostatistics

### Michele Kiely

Professor, Epidemiology  
and Biostatistics, Associate  
Dean of Research

### Susan Klitzman

Professor, Epidemiology  
and Biostatistics,  
Senior Associate Dean  
of Administration

### Bruce Lee

Professor, Health Policy and  
Management, Executive  
Director, Center for  
Advanced Technology and  
Communication in Health

### Sheng Li

Assistant Professor,  
Epidemiology and  
Biostatistics

### Meredith Manze

Assistant Professor,  
Community Health  
and Social Sciences

### Andrew Maroko

Associate Professor,  
Environmental,  
Occupational, and  
Geospatial Health Sciences

### Pedro Mateu-Gelabert

Associate Professor,  
Community Health  
and Social Sciences

### Suzanne McDermott

Professor, Environmental,  
Occupational, and  
Geospatial Health Sciences

### Denis Nash

Distinguished Professor  
Epidemiology and  
Biostatistics, Executive  
Director, Institute for  
Implementation Science  
in Population Health

### Victoria Ngo

Associate Professor,  
Community Health and  
Social Sciences Director,  
Center for Innovation  
in Mental Health

### Christopher Palmedo

Clinical Professor,  
Community Health  
and Social Sciences

### Brian Pavilonis

Associate Professor,  
Environmental,  
Occupational, and  
Geospatial Health Sciences

### Stacey Plichta

Professor, Health Policy  
and Management

### Scott Ratzan

Distinguished Lecturer,  
Community Health  
and Social Sciences

### Lynn Roberts

Assistant Professor,  
Community Health  
and Social Sciences,  
Associate Dean of Student  
and Alumni Affairs

### Diana Romero

Associate Professor,  
Community Health  
and Social Sciences

### Nasim Sabounchi

Research Associate  
Professor, Center  
for Systems and  
Community Design

### C. Mary Schooling

Professor and Department  
Chair, Environmental,  
Occupational, and  
Geospatial Health Sciences

### James Sherry

Clinical Professor,  
Health Policy and  
Management, Director,  
Center for Immigrant,  
Refugee, and Global Health

### Marie Aline Sillice

Research Assistant Professor,  
Center for Systems and  
Community Design

### Ghada Soliman

Associate Professor,  
Environmental,  
Occupational, and  
Geospatial Health Sciences

### Chloe Teasdale

Assistant Professor,  
Epidemiology and  
Biostatistics

### Emma Tsui

Associate Professor,  
Community Health  
and Social Sciences

### Levi Waldron

Associate Professor,  
Epidemiology and  
Biostatistics

### Drew Westmoreland

Research Assistant  
Professor, Institute for  
Implementation Science  
in Population Health

### Karmen Williams

Assistant Professor, Health  
Policy and Management

### Katarzyna Wyka

Associate Professor,  
Epidemiology and  
Biostatistics

### Naomi Zewde

Assistant Professor, Health  
Policy and Management

### Hongbin Zhang

Assistant Professor,  
Epidemiology and  
Biostatistics



#### VISION

To improve health and social justice in New York City and across the globe.

#### MISSION

To promote and sustain healthier populations in New York City and around the world through excellence in education, research, and service in public health and by advocating for sound policy and practice to advance social justice and improve health outcomes for all.