



University of Toronto

APPENDIX "B" TO REPORT NUMBER 155
OF THE ACADEMIC BOARD – March 6, 2008

OFFICE OF THE VICE-PRESIDENT AND PROVOST

TO: Planning and Budget Committee

SPONSOR: Vivek Goel, Vice-President and Provost

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DATE: February 15, 2008 for February 27, 2008

AGENDA ITEM: 4

ITEM IDENTIFICATION: Proposal to establish a School of Public Health as an Extra-Departmental Unit A

JURISDICTIONAL INFORMATION:

Excerpt from the terms of reference for the Planning and Budget Committee:

4.4.1. The Committee advises the Academic Board on the planning and resource implications of plans and proposals to establish, disestablish or significantly restructure academic programs. Those implications might include significant planning and budgetary changes within the division or significant effects on other divisions, the University as a whole and the public.

PREVIOUS ACTION TAKEN:

In 1925 a School of Hygiene was established at the University of Toronto with the support of the Rockefeller Foundation. In 1975 programs from the School were merged with Departments in the Faculty of Medicine to create a Community Health Sector with three Departments of Preventive Medicine and Biostatistics, Behavioural Sciences and Health Administration. These first two Departments were combined to create the Department of Public Health Sciences in 1997 and the Department of Health Administration, after a merger with the Clinical Epidemiology Program, became the Department of Health Policy, Management and Evaluation in 1999.

HIGHLIGHTS:

The attached proposal outlines the basis for a recommendation to establish a School of Public Health at the University of Toronto. This follows an extensive planning and consultation both with the internal and external community. The establishment of the School will support the aim of ensuring that academic public health activity at the University is coordinated across participating units; that it is supported so that it can carry out its teaching and scholarship at internationally recognized levels; and to enable opportunities for integration of academic public health with the needs of public health practice at the regional, provincial, national and global level.

The University has a strong foundation for establishing a School of Public Health. The Faculty of Medicine Department of Public Health Sciences has among the largest number of academic public health researchers and public health trainees in Canada. It offers a PhD in three fields: Biostatistics, Epidemiology, and Social & Behavioural Science; and professional Master's (MHSc) degree training in 4 fields: Community Health & Epidemiology, Health Promotion, Occupational & Environmental Health and Community Nutrition (in partnership with the Department of Nutritional Sciences). It also offers two Royal College Residency Programs in Community Medicine and Occupational Medicine; and an additional, new professional Master's (MScCH) program in 4 fields: Health Practitioner Teacher Education, Family and Community Medicine (in partnership with the Department of Family & Community Medicine), Wound Prevention & Care, and Public Health Nutrition (in partnership with the Department of Nutritional Sciences). The department provides undergraduate education in the Faculties of Medicine, Nursing, Dentistry and Arts and Science. The Faculty of Medicine's Department of Health Policy, Management and Evaluation (HPME) has strengths in the applied field of health policy and practice, clinical epidemiology, decision sciences and in the management sciences. The Faculty of Dentistry is engaged in public health scholarship through research and its Dental Public Health graduate and specialty training programs, the only such programs in Canada. The Faculty of Nursing has a long history of active engagement in public health education and research, collaborating across a wide range of public health related fields. Faculty members from many other academic units from across the University are engaged in public health research and education and it is expected that the School will have links to these in the future.

The proposed School will draw upon and serve to coordinate the multiple themes of public health-oriented research and education across the University and its affiliated research institutes. It will provide a dynamic academic centre within the University to better coordinate its substantial existing strengths, to add the distinctive value of a dedicated academic public health centre and to align with the renewal of public health in Ontario, in Canada and globally. The School will seek accreditation by the Council on Education for Public Health (CEPH).

The governance and administrative model for the School is outlined in the proposal. It is proposed that the School be established as an Extra-Departmental Unit A (EDU:A)¹. As such, in addition to having its own budget and authority to administer research grants, it will also have the authority to offer academic programs, enroll students, and make primary faculty appointments. It will develop sufficient autonomy to meet CEPH criteria. The Department of Public Health Sciences will provide the core faculty membership, education and research programs and administrative structure for the School. The Director of the School will report to the Vice-President and Provost or designate.

The proposal has been developed by an ad hoc Executive composed of the Interim Department Chair and academic leaders within the Department of Public Health Sciences as well as the Chair of the Department of Health Policy Management and Evaluation and the Deans of Nursing and Dentistry. The proposal was reviewed and discussed by the Faculty of Nursing Council on February 6, 2008 and was posted online for review by the Faculty of Dentistry Council members on February 15, 2008 in preparation for its next Council meeting. The proposal was extensively reviewed within the Department of Public Health Sciences, by the Faculty of Medicine Dean's Executive and by all department chairs in the Faculty of Medicine. The proposal for the School was approved by the Faculty of Medicine Council on November 8, 2007.

¹ *Guidelines for Assessment of Divisional Submissions*, 2005, <http://www.provost.utoronto.ca/Assets/guide.pdf>
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FINANCIAL AND/OR PLANNING IMPLICATIONS:

A per the *Guidelines for Administrative Functions and Protocols of Extra-Departmental Units* the School of Public Health is proposed to be established as an EDU:A in having a critical mass of interdisciplinary activities that allows for the unit to engage in the admission of students to a program of graduate or undergraduate study. EDU:A units have primary faculty appointing rights. The proposal speaks to future transitions that will require the approval of governance.

The School will initially commence with the resources dedicated to the Department of Public Health Sciences. The Dean of the Faculty of Medicine and the Director of the School (when appointed) will work with the Vice-President and Provost to secure additional resources through new and expanded programs, arrangements with external agencies and advancement.

The School will be actively involved in outreach programs. Additional sources of funding will be identified as the School developed. All revenues and costs associated with the School will be part of the budget of the Faculty of Medicine and will be subject to the budgetary procedures of that Faculty. The administrative complement of the School will be part of the complement of the Faculty of Medicine, and all administrative staff matters will be dealt with through the Faculty's human resource function.

RECOMMENDATION:

Be It Recommended to the Academic Board:

THAT the School of Public Health be established as an EDU:A teaching and research entity, effective immediately.



PROPOSAL TO ESTABLISH A SCHOOL OF PUBLIC HEALTH AT THE UNIVERSITY OF TORONTO

CONTEXT AND RATIONALE

On March 31st, 2006 a key consultation with stakeholders on and off campus, including affiliated institutions and government ministries, unanimously identified a School of Public Health as necessary to integrate academic public health at the University of Toronto with the needs of public health practice at the regional, provincial, national and global level. The thematic research model proposed for the school, supported by disciplinary pillars sufficient to merit CEPH¹ accreditation, was felt to embrace the complex challenges in modern public health and capture national momentum.

Academic public health and public health practice, in Canada and globally, are in a dramatic period of renewal. In Canada the threat of various infectious diseases, the Walkerton drinking water crisis, and the increasing prevalence of insidious threats like obesity, all speak to the urgent need to renew public health capacity. This, coupled with the Naylor report², has led to the establishment of the Public Health Agency of Canada and the newly created Ontario Agency for Health Promotion and Protection. Globally the resurgence of interest in addressing the worldwide health burden has been dramatically illustrated by the emergence of an exciting “new architecture” around global health that involves the commitment of the very largest philanthropic foundations, the WHO, the Gates Foundation, the UN Millennium Development Goals and others. Schools of Public Health are major contributors to research and policy in the arena of global development and global health.

The renewal of public health creates an outstanding opportunity, and obligation, for the University of Toronto. Federal and Provincial strategies include major initiatives that intersect explicitly with the mission of academic public health at the University at Toronto. This includes: expanding public health human resources, increasing research training and retraining, enhancing knowledge transfer and translation, and embracing Canada’s mandate to lead global health efforts. The University of Toronto has a strong foundation from which to launch a School of Public Health. The existing Department of Public Health Sciences is a leading academic public health resource in Canada and can serve as a dynamic base for the extensive public health scholarship found in many academic units across the University. The University has a proven track record in fostering interdisciplinary scholarship through novel academic governance instruments that can reach out and engage Toronto’s rich array of research institutes and centers. The city of Toronto has a diverse population being home for virtually all of the world’s cultures. We are a microcosm of global health assets and challenges.

¹ The Council on Education for Public Health (CEPH) is an independent agency recognized by the U.S. Department of Education to accredit schools of public health.

² *Learning from SARS: Renewal of Public Health in Canada* (2003), Report of the National Advisory Committee on SARS and Public Health, David C. Naylor (Chair), Public Health Agency of Canada

Federal and provincial governments are investing in public health renewal. The School of Public Health would allow the academic community at the University of Toronto to step up and contribute to achieving the goals of renewal. The School of Public Health will make a significant contribution to meeting the University's goal to be "a leader among the world's best public teaching and research universities in the discovery, preservation and sharing of knowledge" (*Stepping Up*). Within a decade, we anticipate that the School will be recognized internationally for its research, its contributions to public health – at regional, national and international levels, and its preparation of public health practitioners, scholars and leaders.

VISION, MISSION AND MANDATE

The Department of Public Health Sciences is committed to a vision of interprofessional and interdisciplinary research and education. Currently housed within the University of Toronto's Faculty of Medicine, the Department has among the largest number of academic public health researchers and public health trainees in Canada. Further, the University's Faculty of Dentistry is engaged in public health scholarship through research and its Dental Public Health graduate and specialty training programs, the only such programs in Canada. The Faculty of Nursing has a long history of active engagement in public health education and research, collaborating across a wide range of public health related fields. Faculty members from many other academic units from across the University (e.g., Departments of Geography, Psychology, Sociology and Statistics) are also engaged in public health research and education.

The new School of Public Health will draw upon and serve to coordinate the multiple themes of public health-oriented research and education across the University of Toronto and its affiliated research institutes. The proposed School will provide a dynamic academic centre within the University to better coordinate its substantial existing strengths, to add the distinctive value of a dedicated academic public health centre and to align with the renewal of public health in Ontario, in Canada and globally. Working with public health organizations, the School is also expected to enable the University to play a broader and more integral role in shaping professional and interprofessional public health practice and policy through the School's coordinated program elements that will build a culture and community of exchange across and beyond the University.

The School will be designed around the premise that good public health innovations are the product of informed debate and exchange of ideas across disciplines, sectors, agencies and institutions. Looking forward ten years to 2017, we expect the School to have met CEPH accreditation criteria and to have made a strong contribution to meeting the University's aspiration to be "a leader among the world's best public teaching and research universities in the discovery, preservation and sharing of knowledge" (*Stepping Up*). Its interdisciplinary and networked program will be recognized internationally for the quality of its research, its engagement with the world of public health, its contributions to public health policy, and its successful preparation of practitioners, scholars and leaders for the next generation of public health challenges. Its graduates will be making a difference at home and around the globe. Its faculty and research will be helping to inform, shape and lead public health at local, regional, national and international levels.

The breadth and depth offered by the School will be unique in Canada, and at maturity will be competitive with the best public health schools internationally. To enable world-class public health practice for the

betterment of Canadian and global population health, the University of Toronto's School of Public Health will be recognized as a leading centre for the advancement of:

- Basic and theoretical research in the public health disciplines;
- Applied research in the public health disciplines;
- Continuing professional education and development to support public health practice;
- Development and preparation of public health practitioners and researchers;
- Interdisciplinary and cross-institutional research, education and service;
- Knowledge translation and exchange between academia, public health policy and practice and the community at large;
- International and global health.

THE SCHOOL OF PUBLIC HEALTH AND *STEPPING UP*

The School directly addresses each of the five *Stepping Up* priorities in meaningful ways:

Outstanding and unique student experience

The doctoral, professional and continuing education programs of the School will emphasize the dual objectives of establishing disciplinary competency and building the strengths of interdisciplinary collaboration. The School will provide an organizational means to enhance the integration and collaboration among academic public health experts based at the University, in affiliated research institutions and in public health agencies, exposing students to the very best.

Meet scholarly challenges through interdisciplinary, interdepartmental, interdivisional and collaborations across campuses and with affiliated institutions.

One of the key strengths and distinguishing features of the School of Public Health will be its relationships with the Health Science Faculties, the broader GTA Academic community, including the affiliated teaching hospitals, research institutes, and key organizations involved in public health research and service. Building on this multi-professional platform, the School and all these affiliated organizations will formalize approaches to joint appointments, joint planning for accessing new resources, and further collaborate on the development of innovative models of professional education and practice, and integrate public health education and research activities.

Clearly link undergraduate, graduate, and professional academic programs to strong research experiences.

The School will build on the already strong educational and research programs in public health, advancing robust linkages of educational programs with priority research theme areas. The ability to draw on and attract faculty across the University as well as affiliated organizations and research institutions will facilitate student exposure to significant research breadth.

Scholarship and academic programs will be relevant to, and have an impact on, the broader community (locally, nationally or internationally) through outreach and engagement in the processes of public policy.

The close linkages and affiliations of the School with federal, provincial, and municipal public health government agencies (through joint appointments, joint initiatives in the educational and research mandates,

shared workshops, conferences, professional development initiatives) will serve to engage the School with the broader community and strengthen its influence in areas of public health policy. It is expected that the School will build on a number of current areas of international collaboration, and several global health initiatives, that will foster further contributions to public policy.

Achieve equity and diversity in all activities to ensure that the School reflects our local and global community. Academic public health at the University of Toronto has made a sustained and longstanding contribution to the understanding and effective response to inequalities in health in Canada. The School of Public Health would embrace and strengthen this scholarship tradition. Diversity in the student body and in the recruitment of faculty would be a central commitment of the School of Public Health.

PARTNERSHIPS

The establishment of critical partnerships and linkages is of fundamental importance for the development and sustained excellence of the School of Public Health.

Within the Faculty of Medicine, there has been a long history of collaboration and partnership between PHS and the Department of Health Policy, Management and Evaluation (HPME), particularly in the applied field of public health policy and practice. The disciplinary strengths within HPME in clinical epidemiology, the decision sciences (health economics, program evaluation and system performance measurement) and in the management sciences (human resource planning, health information technology and public health system management) will be crucial to the mission of the School of Public Health. Many other Clinical and Graduate Departments and Centres within the Faculty have natural education and research linkages, including the Institute of Medical Sciences, the Rehabilitation Sciences, Laboratory Medicine and Pathobiology, and the Joint Centre for Bioethics.

The Faculties of Dentistry and Nursing also have strong research and education partnerships with PHS. The School of Public Health will provide additional opportunities to design and deliver collaborative education programs to strengthen public health leadership competencies in these fields. In addition, the School will help foster exciting interdisciplinary research.

It is anticipated that several cognate departments (e.g., Geography, Psychology, Sociology, Statistics) and centres (Centre for Ethics, Centre for Environment, School of Public Policy and Governance, Centre for Urban Health Initiatives) within the Faculty of Arts and Science, across the three campuses, as well as other Faculties (Pharmacy, Law) could also be linked with the School of Public Health through shared or joint education programs, multidisciplinary research endeavours and/or joint faculty appointments.

A major strength of the current PHS department lies in the large complement of over 200 external, status faculty, who are employed by key collaborating institutions, such as Cancer Care Ontario, Institute of Work and Health, Institute of Clinical Evaluative Sciences, Toronto Public Health Department, and in many of the affiliated hospitals in the GTA. Many of these individuals hold primary academic appointments in PHS, giving them a formal link to the University, which is mutually beneficial, particularly in a research context. For example, approximately half of the department's research funding (grants/contracts) totalling \$15 million/yr are administered through these partner institutions where these faculty are located. Status faculty are also vital to the educational activities since they teach courses, or parts thereof, supervise and mentor

graduate students, providing much needed funding and research work space, and participate in graduate department administration. Within the context of a School of Public Health, it will be important to formalize these partnerships, in order that they continue to provide a diversity and richness of academic opportunities and ideas, central to the mission and operation of the School.

Faculty are also affiliated with or work closely with key public health agencies in the Greater Toronto Area, including Toronto Public Health, particularly in training Community Medicine specialists, Community Health and Epidemiology students and public health oriented doctoral students. Collaborative research, both contract and peer review, is conducted jointly with colleagues from these organizations, the Ministry of Health and Long Term Care, and the Public Health Agency of Canada. Examples include joint work on the competencies for public health epidemiologists, and the Centre for Urban Health initiatives. Faculty have played important roles in the shaping of the provincial public health capacity development process and the new Ontario Agency for Health Protection and Promotion.

As described below, it is proposed that the broad range of partners have a significant voice in the development of strategic directions of the School, through membership on an Advisory Board. Some of the key, primary partners (for example, the Department of Health Policy, Management and Evaluation, the Faculties of Dentistry and Nursing, and the School of Public Policy and Governance) may also assume an active role in the management of the School with a voice on the Executive Committee of the School.

RESEARCH

Research and scholarship are critical foundational pillars of excellence and leadership in public health practice and education. A primary goal of the School of Public Health is to become a ‘go-to’ site of knowledge, expertise and critical thinking public health, at the national and international level. Building on the considerable assets already at hand or within reach, and the School will put in place the optimal organizational means to becoming a leading locus of knowledge production in the public health sciences. Although the details await the arrival of a Director and the input of existing faculty and new partners, the following principles/ideas will guide the establishment of the School’s research mission and structure:

- The form, content, mode of operation, and leadership of the School’s research component will be established through broad consultation and participation.
- The research agenda will be uniquely interdisciplinary and collaborative across the university and the community.
- The core disciplines of academic public health research will be retained and strengthened.
- Initially a small number (3-4) of core Research Themes will be established to give depth, focus, integration, identity and collaborative mass and energy to the School’s research program. The expectation is that the number of research themes would grow substantially as the School matures.
- The focus of these themes may include key public health problems, determinants of health, locus/form of intervention and change, research methodologies, or other creative and synergistic conceptual categories of public health.
- The criteria for designation of these themes, and the choice of themes themselves will be carefully and collectively established, and might include considerations of, for example, capacity for productive combination and ignition of existing expertise and resources, promise of institutional

collaboration, relevance to key or emergent matters of public health practice and policy, potential for integrated interdisciplinary innovation, breadth of reach across fields/levels of study.

- Mechanisms, including leadership, management structure, and organizational design will be put in place to help align and link the School's research, education and disciplinary foundations and goals.

EDUCATION

The School of Public Health will continue to set the national standard for education in public health practice and research established by the current Department of Public Health Sciences. Through practitioner training and continuing professional education, curricula will be designed to produce highly competent public health professionals capable of critical and innovative practice, policy and leadership. This professional training will respond to urgent pan-Canadian public health human resource needs. The School will also offer advanced research training to provide for the development and regeneration of the knowledge bases and methodologies of the public health sciences, and to produce the future academic teachers of public health science and practice. Any new educational activities will be established through broad consultation and participation.

It is anticipated that the foundational base for the educational activities of the School will be the current programs and areas of expertise of the Department of Public Health Sciences (epidemiology, social and behavioural sciences, biostatistics, community medicine, occupational and environmental health, health promotion) along with additional programs born of the partnerships forged within the new School (such as public health nutrition, public health administration and policy, public health nursing, infection control, and dental public health). In addition, the School will have the capacity to spawn leading edge educational initiatives in public health, such as the newly-funded international educational program in public health ethics.

THE GOVERNANCE MODEL FOR THE SCHOOL OF PUBLIC HEALTH

The governance structure will enhance the capacity of the School to forge inter-Faculty and inter-Institutional commitments to strengthen the interdisciplinary basis of academic public health at the University of Toronto. It is proposed that the University of Toronto, School of Public Health be established as an Extra-Departmental Unit (EDU) (Type A) reporting to the Provost. As an EDU:A, the School will have the authority to make primary, tenure, and tenure-stream faculty appointments, will have an independent budget, and the authority to administer graduate degree programs. It will be sufficiently autonomous to meet CEPH criteria. The Director of the School will report to the Provost and will also be appointed as Graduate Chair/Director, as outlined in the School of Graduate Studies Constitution. An Advisory Board, composed of representatives of Faculties, Institutions and Agencies (including government partners – municipal, provincial and national) participating in the mission of the School will be established to provide broader strategic direction. On the governance side, the School of Public Health will eventually develop a constitution, providing for a School Faculty Council, which will require Governing Council approval.

A transitional governance model is proposed. The Director of the School will initially also hold the position of Chair of the Department of Public Health Science. In the transition period, as the School of Public Health is under development, the Chair of the Department of Public Health Science will continue to report to the Dean of Medicine for all academic and administrative matters. Once the School of Public Health is established, it is assumed that the Department of Public Health Sciences will become the core of the School with the dissolution of the Department and the Director will sit on the Council of Health Science Deans. The Faculty of Medicine will provide academic and research administrative services for the School, including the services of the Office of Research, the Office of Human Resources, Finance Services, Space and Facilities Management, and Administrative and Academic Information Technology.

LEADERSHIP, MANAGEMENT AND ADMINISTRATION OF THE SCHOOL OF PUBLIC HEALTH

The design and development of the new School of Public Health, will be guided by recent University of Toronto approaches, such as the *Task Force on Openness, Transparency, and Consultation in Departmental Decision-Making*, Arts and Science. In addition, *Stepping Up* –goal 11 notes “To enable the discovery and sharing of knowledge through teaching and research, we will ensure strong academic and professional managerial leadership and constructive, collaborative, transparent governance at every level of our university.”

For academic leadership, we propose positions of a Director, and two Associate Directors – one for Education and one for Research. The Director will establish an Executive Committee potentially including the two Associate Directors, leaders of the School’s academic pillars and the academic leaders of primary University partners including the Chair of the Department of Health Policy Management and Evaluation, and the Deans of the Faculties of Dentistry and Nursing. The Executive for the School will provide leadership consistent with the School's academic mission and considering the advice provided by the Advisory Council. (See Governance). The Executive will have among its responsibilities academic planning and the recruitment of personnel. The Executive will guide the Director with decisions about all essential academic and administrative functions including fiduciary responsibilities, in conjunction with appropriate committees of faculty, staff and students as an integral part of School decision-making and operation.

The Associate Director for Education will work with leaders of the School’s academic pillars, faculty, staff and students to oversee the professional, post-graduate, research, and continuing education programs of the School. Formal duties of this team will include coordinating program admissions, overseeing curriculum standards and development, evaluating and improving course offerings, recruiting students, liaising with senior representatives of public health agencies in Ontario and in Canada, and planning program enrolment expansion. Further, skilled educational program design, monitoring and evaluation staff will work closely with the Associate Director for Education, faculty and students to develop innovative, creative approaches to enhancing the student experience.

The Associate Director for Research will work with leaders of the School’s academic pillars, faculty, and partner organization leads to review, establish and coordinate thematic research programs such as those that address significant disease burdens, significant public health priorities or important methodological approaches. Thematic Research programs could be inter-disciplinary and inter-institutional, integrating scholars (faculty, students and staff) and lines of research, from disciplinary bases.

The School will ensure that there are an appropriate number of academic units (pillars) that have the responsibility to work with partners, both on and off campus, to build the academic capacity to meet CEPH criteria, and to support thematic research. The leadership of these disciplinary units will collaborate closely with the School's Associate Directors and committees involving faculty, students and interested School partners on activities relevant to the disciplinary units.

RESOURCES

Faculty

The Department of Public Health Sciences has among the largest concentration of academic population and public health researchers in Canada. This includes 24 tenured faculty and 28 contract faculty who are actively involved in the Department's educational and research programs (Table 1). Renewal and expansion of these faculty numbers will involve the replacement of all retiring faculty and growth in areas deemed necessary to the mission of the School, particularly Public Health Policy. Growth in other areas such as Biostatistics, Epidemiology, Occupational and Environmental Health, or Social and Behavioural Health Sciences, would be aligned with both the strategic mission, and revenue streams, of the School. Joint appointments with other faculties at the University of Toronto, and institutions affiliated with the School, are expected to increase.

The above faculty are complemented by a much larger group of cross-appointed, status and adjunct faculty who are also engaged, at varying levels, in the educational and research mission of the Department. It is envisaged that these faculty will have an enhanced role in the mission of the School. In particular, there is an expectation that policy regarding the nature of appointments for non-medical status faculty will evolve in the very near future. This would clarify the extent of their role, and particularly their obligations to the School, within affiliation agreements between the University and the affiliate institutions where they are employed. Where appropriate, there is an expectation that members of the leadership of the School, or designates, will play key roles in the hiring of individuals who ultimately seek a cross, or status, appointment in the School.

BUDGET

Revenues: Existing revenues within the Department of Public Health Sciences include the base budget, cash recoveries and research overhead. Recoveries include faculty secondments, joint appointments, space rental and grant funding for administrative staff. It has been assumed that the funding for the Chair's salary will be transferred from the Faculty of Medicine. Estimates for additional revenues are identified with expanded graduate enrolment and research overhead. The Department of Public Health Sciences is currently exceeding its projected enrollments reported to the Faculty of Medicine as part of its overall enrollment expansion strategy. Table 2 reflects conservative projections. All Department revenues will be transferred to the School of Public Health.

Expenditures: Existing expenditures for the Department of Public Health Sciences include faculty salaries, infrastructure and a mortgage. Infrastructure expenses include equipment, maintenance, supplies, general services and so on. The Department's mortgage payments (@ \$40K/yr) continue for 25 years. The initial space needs will be accommodated in the newly renovated PHS facility at 155 College Street.

The School will be actively involved in outreach programs. Additional sources of funding will be identified as the School developed. Initially, all revenues and costs associated with the School will be part of the budget of

the Faculty of Medicine and will be subject to the budgetary procedures of that Faculty. The administrative complement of the School will be part of the complement of the Faculty of Medicine, and all administrative staff matters will be dealt with through the Faculty's human resource function.