

## Proposal for the Commonwealth Institute of Kentucky

**1. Describe the purpose of the proposed Center or Institute. Indicate why a separate organizational structure is needed to fulfill this purpose. Include reference to the relationship of the Center or Institute to the mission of the university, and to the mission of each college, school, unit, department or program of which the Center or Institute will be a part. Include references to specific measurable goals to which the Center or Institute will contribute.**

The School of Public Health & Information Science (SPHIS) proposes the creation of the Commonwealth Institute of Kentucky to facilitate interdisciplinary collaboration among academic researchers, government agencies, and community organizations to advance population health. The mission of the Commonwealth Institute of Kentucky is *to inform policy and practice that will improve the health of populations in Kentucky and beyond by facilitating and supporting transdisciplinary collaborations for research and data analytics*. The statewide focus and reach of the Institute, as well as the breadth of research and policy it will undertake provided rationale for the name “Commonwealth Institute;” this name is already recognized by our partners at the Kentucky Cabinet for Health and Family Services, the Kentucky Office of Health Policy, Louisville Metro Government, University of Kentucky, and other organizations and funders across the state. In fact, President Ramsey referred to the “Commonwealth Institute of Kentucky” in his 2014 report on community engagement.

The primary operations of the Institute will include data warehousing and analytics, community-based research, health policy support, and education. The Institute will collaborate with the Kentucky State Data Center and the Office of Health Policy in the Kentucky Cabinet for Health and Family Services to establish clinical, fiscal, and workforce-related databases for the purpose of applied policy-relevant research. The 21<sup>st</sup> Century University Executive Summary discusses collaboration efforts with KentuckyOne Health in the Academic and Research Priorities section and interdisciplinary work with multiple parts of the university. The Commonwealth Institute provides a vehicle for this type of interdisciplinary collaborative work, as we have already engaged research partners in the Kent School of Social Work, the College of Education and Human Development, the Business School, Urban Planning, the School of Nursing, and the School of Medicine, as well as a broad representation of community partners in research proposals, project planning, and early activities of the Institute. Analytics and research efforts will include working with academic researchers and community partners to identify new grants and contract opportunities that can advance efforts in alleviating disparities and improving population health.

As the institute collaborates with faculty from around the university and other institutions, health care providers and administrators, and government health care officials, individuals will be targeted to become Commonwealth Scholars. These Scholars, recognized affiliates of the Institute, will comprise the base of expertise upon which the Institute will draw for research projects. The infrastructure of the Institute will maintain mechanisms for communicating research, practice, and funding opportunities to our partners in the University and in the community, and for connecting community and research partners together and mobilizing collaboration to take advantage of those opportunities. The Institute will also provide expertise in health decision-making, cost-effectiveness and cost-benefit analyses, and program evaluation. Educational activities are expected to flow from the growing infrastructure with activities such as an expansion of health administration instruction, a community health worker training program, seminars on health-targeted topics, and new tracks in comparative effectiveness research and health policy under the school’s Clinical Investigative Science program.

A separate organizational structure is needed to accomplish this because an infrastructure to support this type of interdisciplinary collaborative research between the University, state, and community focused on population health does not currently exist. Communication among different disciplines within the University regarding

potential collaborations is fragmented and hinges on individual relationships; the Institute will provide a systematic way to gather and disseminate information and to support the collaborations that result. The Institute seeks to both grow the infrastructure at SPHIS to undertake and support applied health-related research and to establish several initial projects of mutual interest. Additionally, support for the Institute will dramatically accelerate faculty growth by adding three new researchers and jumpstart new policy focused research endeavors in the Commonwealth. This mirrors efforts at other accredited schools of public health across the country that have rapidly expanded their research engines through infrastructure investments to improve the health of communities they serve.

The Institute will be administratively located within the School of Public Health and Information Sciences (SPHIS). The Institute fits fully into the mission of SPHIS to provide public health research, education, communication, and research. The Institute supports the strategic goals of the university in the following ways:

- A. Educational Excellence: A primary operation of the Institute will be the establishment of several educational activities that will follow directly from the capacity represented by the Institute's growing infrastructure; in addition, the research conducted through the Institute will provide training opportunities for students at all levels (undergraduate, masters, doctoral).
- B. Research, Scholarship, and Creative Activity: Primary goals of the Institute include the following: identifying ongoing opportunities for partnership with faculty, organizations, and local funders, increasing collaboration on funded research, and building research capacity to identify research interests and expertise of Commonwealth Scholars and organizational partners.
- C. Community Engagement: As evidenced by the overarching goals of the four initial initiatives, community engagement is at the core of key activities within the first three years.

**2. Indicate who will direct the proposed Center or Institute and what other members of the administration and faculty will be involved in it. Indicate also the level of each individual's involvement on an annual FTE basis for the first three years of the Center's or Institute's operation. Attach a brief curriculum vitae for the person who will direct the Center or Institute and for the key faculty members who will be involved in it. Indicate how any current members of the faculty or administration who will be involved in the Center or Institute will be replaced in their present activities. Provide a statement from each key faculty member (5% time commitment or greater) indicating that his or her approved work plan includes time spent on Center or Institute activity.**

Dr. Monica Wendel will serve as director of the Institute. Drs. Bert Little and Liza Creel are the only other faculty members with effort in the Institute. His faculty appointment is in the department of Health Management & Systems Sciences, where the balance of his work responsibilities lie. One additional faculty hires is planned, as indicated in the budget. A statement regarding work assignments is included in Appendix A. CVs are attached in Appendix B.

**Table 1. Existing Faculty Involved in Commonwealth Institute Core Infrastructure, 2015-2018**

| Name          | Role                  | % effort Y1 | % effort Y2 | % effort Y3 |
|---------------|-----------------------|-------------|-------------|-------------|
| Monica Wendel | Acting Director       | 20          | 20          | 20          |
| Bert Little   | Big Data Analyst      | 50          | 50          | 50          |
| Liza Creel    | Health Policy Faculty | 50          | 50          | 50          |

Big Data Scientist: Dr. Bert Little is a senior faculty member hired to begin a Big Data initiative in the department and supporting the Institute. Dr. Little has a track record of extramural funding, and it is

anticipated that he will be bringing in salary support for himself and potentially other collaborators. He and the Commonwealth Institute are currently working with the state of Kentucky on a State-University partnership (SUPLN) project that utilizes Medicaid match funding to support research and programming. This University-approved tenure track faculty line was a new line committed to by the Dean as part of his focus on building the Health Management & Systems Sciences department and growing the School.

Faculty in Health Policy: Dr. Liza Creel has joined the Institute as a junior health policy researcher, and has already begun developing an impressive research portfolio—including leadership of the evaluation and monitoring plan for the State Innovation Model Planning Grant with the Cabinet for Health and Family Services. Her hire coincided with the retirement of a senior faculty member in the department, and thus, this is the salary line that will support her long-term. While this line was not historically a tenure-track line, it has been supported by the department at 100% effort without any grant funding for many years, and the Department is allocating the funds to support this University-approved tenure-track line.

Urban Health Policy Chair: A senior health economist is currently being recruited to serve as a lead researcher in the Institute and as the Foundation for a Healthy Kentucky Urban Health Policy Chair (an endowment that covers approximately \$55,000 of the position’s salary per year). We anticipate the successful candidate to either bring in substantial funding or be able to develop substantial funding within three years; in addition, the retirement of a senior faculty member at the end of this year will provide the salary line from which this position will be sustained. While this line was not historically a tenure-track line, it has been supported by the department at 100% effort without any grant funding for many years, and the Department is allocating the funds to support this University-approved tenure-track line.

All three faculty lines have been approved by the University as tenure-track lines, and have been committed to by both the Dean and the Department Chair as part of the strategic development of the School. Regarding sustainability, not only for these faculty positions but also for the Institute itself, it is important to note that in the first 10 months of the Institute’s operations since funding started January 1, 2015, approximately \$6 million in extramural grants and contracts have been secured with others in development.

**3. Indicate on an annual FTE basis the needs of the Center or Institute for P&A staff, classified staff, and other personnel in its first three years. Indicate how any current members of the university staff who will be involved in the Center or Institute will be replaced in their present activities.**

Infrastructure investments from KentuckyOne will allow the university to substantially build its in-house human capital for the Institute. Table 2 below details the plans for hiring new staff. The faculty hires supported by the Institute will be hired in accordance with University policies for recruiting and hiring tenure track faculty.

**Table 2. Institute Personnel FTE**

| Faculty/Staff                         | Year 1 FTE | Year 2 FTE | Year 3 FTE |
|---------------------------------------|------------|------------|------------|
| Deputy Director (staff)               | 100%       | 100%       | 100%       |
| Big Data Analyst (faculty)            | 50%        | 50%        | 50%        |
| Biostatistics Analyst X 2 (staff)     | 20%        | 20%        | 20%        |
| Urban Health Policy Analyst (faculty) | 50%        | 50%        | 50%        |
| Policy Researcher (faculty)           | 50%        | 50%        | 50%        |
| Postdoctoral Research Associate       | 100%       | 100%       | 0%         |
| Doctoral Student                      | 50%        | 50%        | 50%        |
| Doctoral Student                      | 50%        | 50%        | 50%        |
| Pre-Award Support (staff)             | 100%       | 100%       | 100%       |

**4. Indicate the space requirements for the Center or Institute in its first three years, and how that space will be provided.**

As the Commonwealth Institute builds its infrastructure and capacity to support a variety of population health research, policy, and analytics, we will be hiring three new faculty and additional staff in 2015, with additional hires to follow as the research portfolio grows. The funding and space projections provided here only include the primary infrastructure of the Institute, anticipating that the funded projects will cover their own needs for staffing, space, and equipment. Our initial space needs in 2015 will include nine offices (deputy director, one pre-award support person, three faculty (tenure track in the Department of Health Management & Systems Sciences), one post-doc, and two graduate research assistants); the offices the Institute utilizes in the SPHIS building do not incur cost, as they are provided by SPHIS (see Dean’s letter in Appendix C). Our projected space needs estimate one new staff member each year as new projects are brought online and the need for infrastructure support increases. We anticipate being able to house new faculty in currently unoccupied offices (or those that will be vacated during the year with retirements and departures). Three SPHIS staff and two doctoral students currently housed in the SPHIS building have relocated to the Louisville Central Community Center (LCCC)—a community-based organization focused on education, economic development, and equity—in West Louisville in April, providing five additional offices to house the projected hires, which will meet our current needs. Additional space needs in 2016 and 2017 will likely include two additional staff; there is room for expansion in the space in the LCCC to accommodate the staff.

**5. Indicate initial equipment and other infrastructure resources (including technology) that the Center or Institute will need, and explain how these will be provided. (see Budget Form, Part II.5)**

Equipment necessary for the Institute includes standard office equipment (computers, copier, printer, teleconferencing, and voice/video networking). In the near future, the Institute will be supported by the infrastructure that currently exists at the School of Public Health and Information Sciences, such as IT (telecommunication equipment and support), the business office, etc. SPHIS has already invested in IT access at our off-campus site at the LCCC, and adding capacity there would not be as costly as the initial installation, which was done without Institute resources. No new major equipment or special technology is needed at this time by the Institute, but expansion of IT capacity may at some point be needed based on the growth of the Institute (as well as the School). New equipment and special technology needs will depend upon requirements established by future grants and contracts and will be funded by them. As indicated in the letter from the SPHIS Dean, Dr. Craig Blakely (attached in Appendix C), the School will not charge the Institute for its use of office space in the SPHIS building, IT services, or Business Office services.

**6. Indicate the amount and source of funds that will be needed to operate the Institute in its first three years. Include itemized amounts for personnel, equipment, technological support, and operating expenses.**

KentuckyOne Health’s initial investment was \$4,000,000 over three years; \$1.9 million of that was dedicated to the core infrastructure of the Institute—primarily human capital, and \$2.1 million was allocated for three pilot projects and to support development of a new training program. To date, the Institute has submitted five proposals for research securing over \$6 million that will partially support the Institute. Additional proposals are currently being developed and will also be submitted.

**Budget:**

|   |                       |
|---|-----------------------|
| Director: Monica Wendel; 20%, \$30,000/yr               | 3 years - \$90,000    |
| Faculty/Staff:  |                       |
| • Deputy Director; new hire @ 100%, \$70,000/yr         | 3 years - \$210,000   |
| • Big Data Analyst Faculty; new hire @ 50%, 100,000/yr: | 3 years - \$300,000   |
| • Biostatistics Analyst 2 @ 20%, \$37,472/yr            | 3 years - \$112,416   |
| • Urban Health Policy Faculty @ 50%, \$70,000/yr        | 3 years - \$210,000   |
| • Policy research faculty @ 50%, 50,000/yr              | 3 years - \$150,000   |
| • Post Doc @ 100%, \$65,000/yr                          | 2 years - \$130,000   |
| • Doctoral students (2) @ 50%, \$32,000/yr              | 3 years - \$192,000   |
| • Pre-award research staff support @100%, \$51,000/yr   | 3 years - \$153,000   |
| • Fringe at 25%   | Total - \$386,854     |
| Core Institute personnel support                        | 3 years - \$1,934,270 |

**7. Provide a written statement from the Dean, University Libraries (or designee) concerning the adequacy of current resources. The statement should include a comparison of local holdings to standards/recommendations of national accrediting agencies, the holdings of benchmark institutions, and/or other recognized measures of adequacy. If additional resources are needed to support the program, the statement should include an estimate of costs and the sources of additional funding. The statement should be requested at least one month prior to submitting the final proposal to the Office of the University Provost.**

See attached letter and analysis, Appendix D.

**8. Indicate the anticipated amount and source of revenue for the Center or Institute in its first three years. Indicate projected expenditure for the first three years. Include a narrative that explains in detail all sources of revenue. Complete required budget form.**

The Institute was established through a three-year investment from KentuckyOne Health, Inc., the health care system that operates University of Louisville Hospital, Jewish Hospital and several other facilities across the state. More specifically, \$1.9 million of this investment will support the development of the Institute and create an infrastructure to support the establishment of a collaborative research agenda that can alleviate social and health disparities, improve quality of care, health outcomes, and quality of life. Three initial projects are supported by the other \$2.1 million of this investment: Evaluation of Jefferson County Implementation of the Affordable Care Act, the Adolescent Diversion Program, and Building Health Literacy in West Louisville. All three projects will provide an initial vehicle to engage the resources of the University of Louisville and KentuckyOne Health. Also included in the \$2.1 million, KentuckyOne provided funds as matching support for the start-up of a new Executive Master of Health Administration program. Projected expenditures for the first three years from the KentuckyOne investment totals \$4,000,000, with \$1.9 million of those expenditures being for the core infrastructure of the Institute.

The Commonwealth Institute has already submitted proposals to the Jewish Heritage Fund for Excellence (funded at \$105,000), the Agency for Healthcare Research and Quality, the National Institutes of Health (being resubmitted at the funder's request), and the Centers for Disease Control and Prevention (funded at \$5.7 million). In addition, we are preparing to enter into a contract with the KY Cabinet for Health & Family Services as part of the State-University Partnership which allows the University to participate in the federal Medicaid match for activities that directly benefit the Medicaid population for which the additional funding will total approximately \$900,000. In this partnership, a portion of the project funds for the ACA Evaluation funded by

KentuckyOne Health will be used as match to draw down a 1:1 match from the Centers for Medicare and Medicaid Services (CMS). This partnership is also part of our long-term sustainability strategy, as we will be able to use local funds as match and receive federal dollars to expand our research. Additional and continuing support for ongoing activities will be sought through grants and contracts from federal and state governmental agencies and foundations. Please see budget form for detailed breakdowns.

**9. Provide a written statement from the Dean, Vice President or department chairs verifying each financial commitment made in support of the program.**

A letter from Dr. Craig Blakely, Dean of the School of Public Health & Information Sciences is attached as Appendix C and a letter from Dr. David Dunn, Executive Vice President for Health Affairs is attached as Appendix E.

**10. Indicate how the work of the Center or Institute will be evaluated. Please describe the Center or Institute's evaluation plan according to the following criteria:**

- a) The specific objectives or anticipated outcomes for the work of the Center or Institute;
- b) The specific measures, assessment tools, and/or performance indicators that will be used to assess the fulfillment of the Center or Institute's objectives;
- c) The schedule for collection, analysis, and reporting of evaluation data described in b. above;
- d) The person, committee, or entity that will receive the evaluation data or reports and is responsible for developing and implementing changes and improvements.

SPHIS takes a collaborative approach to evaluation. The monitoring and evaluation of the Institute is a responsibility that will be shared by SPHIS dean's office, Institute staff, scholars, organizational partners, and the advisory council. In the initial year of the Institute, a database will be developed to track research proposals, milestone activities, and engagement of Commonwealth scholars, organizational partners, and funding partners. Characteristics of partners will also be inventoried (e.g. budget size, number of employees, sector, and research interests). In addition to the institutional evaluation plan, each project funded under the auspices of the Institute will have a rigorous evaluation component. The three initial projects funded by the Institute all meet this requirement.

SPHIS uses qualitative and quantitative evaluation data to improve programs, strengthen services, and guide decision making and planning. Data collection methods will be selected based on the evaluation objectives and will involve a variety of procedures including, but not limited to, self-administered questionnaires, interviews, focus groups, record review, and social network analysis. We recognize that analysis and interpretation of findings are enhanced by obtaining data from a variety of sources. Evaluation reports and recommendations will be shared with all appropriate Institute stakeholders. A planning retreat will be organized annually to review data and set targets for the subsequent year.

Melissa Schreck, director for external affairs and strategic planning, has been asked to take a leadership role in the school's evaluation activities. Ms. Schreck has 18 years of experience in program development and evaluation and is currently a doctoral student in evaluation at the University of Louisville College of Education and Human Development. Ms. Schreck will work with stakeholders to clarify objectives and indicators, develop monitoring systems, data collection procedures, and other program evaluation responsibilities.

A more comprehensive evaluation plan will be developed once a core leadership team is in place. An executive committee will be established for the Institute, comprised of several senior faculty from different departments on campus and several leaders of community organizations. This group will be instrumental in determining the specific target outcomes for the Institute in order to measure success. The evaluation plan, developed with the

executive committee, will outline objectives and targets for Institute growth and success as well as the schedule for data collection, analysis, and reporting. The following are preliminary objectives and indicators:

### Objectives

Note: Year 1 ends 06/30/2016

- By the end of year 1, essential Institute staff and faculty will be hired and processes will be formalized related to grants management, communication, and general administration.
- By the end of year 1, bylaws will be adopted and an Institute advisory board will be convened.
- By the end of year 1, the Institute will be awarded \$1 million in extramural funding
- By the end of year 1, there will be a process for engaging new Commonwealth Scholars—faculty affiliated with the Institute both within and outside SPHIS—and there will be 20 scholars from across the university collaborating as part of the Institute. Many faculty members from various departments and colleges have already collaborated with SPHIS faculty on relevant proposals and projects in the past several months who would likely become Commonwealth Scholars.

### Performance Indicators

The following is a preliminary list of performance indicators that will be used to evaluate Institute:

- Number of proposals (grants and contracts) submitted per fiscal year
- Number of proposals (grants and contracts) funded per fiscal year
- Total amount of grants and contracts awarded per fiscal year
- Total amount of research expenditures (grants and contracts) per fiscal year
- Number of scholarly publications related to Institute projects
- Number of presentations related to Institute projects
- Number of faculty actively affiliated with the Institute as “Commonwealth Scholars” from across different departments, colleges, other universities, and private sector
- Number of organizational partners
- Number of funding partners
- Educational achievements of students trained (degrees completed, job placement, student publications, etc.)

The overall intended function of the Institute is to provide infrastructure to facilitate and support collaborative research across disciplines that contributes to population health improvement, health policy, and standards of public health practice. Given this intended function, the performance indicators listed for the Institute focus on the infrastructural aspects and how well it is facilitating and supporting research. The number of scholarly publications related to Institute projects, number of presentations, number of affiliated faculty, number of organizational partners, and educational achievements of students tie directly into our efforts. The individual research projects that are housed in the Institute will each have performance indicators related to the overall effect on population health metrics and outcomes in policy and practice specific to the details of each respective project. Growth in grant funding and participation can be seen as a proxy indicator for the Institute’s impact at the local and state level, particularly regarding the Institute’s recognition as a resource for researchers, community and organizational partners, and government agencies. When the initial Executive Committee convenes, they will begin developing more detailed indicators that may include some broad public health improvement measures more explicitly.

**APPENDIX A**

| <b>Faculty</b> | <b>Statement</b>   | <b>Contact</b>   |
|----------------|--|--|
| Monica Wendel  | Faculty work plans are developed annually; my approved work plan for 2015 includes 20% effort in the Commonwealth Institute. | 502.852.2305<br><a href="mailto:Monica.wendel@louisville.edu">Monica.wendel@louisville.edu</a> |
| Bert Little    | Faculty work plans are developed annually; my approved work plan for 2015 includes 50% effort in the Commonwealth Institute. | 502.852.8087<br><a href="mailto:Bblitt02@louisville.edu">Bblitt02@louisville.edu</a>           |
| Liza Creel     | Faculty work plans are developed annually; my approved work plan for 2015 includes 50% effort in the Commonwealth Institute. | 325-262-2000<br><a href="mailto:Liza.creel@louisville.edu">Liza.creel@louisville.edu</a>       |



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# Monica L. Wendel

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## EDUCATION

**Doctor of Public Health**, Department of Social & Behavioral Health, Texas A&M Health Science Center School of Rural Public Health, College Station, Texas  
Graduated with Honors: May 2009

**Master of Public Health**, Department of Social & Behavioral Health, Texas A&M Health Science Center School of Rural Public Health, College Station, Texas  
Graduated with Honors: May 2002

**Master of Arts**, Department of Communication, Texas A&M University, College Station, Texas  
Graduated with Honors: May 1999

**Bachelor of Arts**, Department of English, Texas A&M University, College Station, Texas  
Graduated Cum Laude: May 1997

## PROFESSIONAL EXPERIENCE

**Associate Dean for Public Health Practice**, University of Louisville School of Public Health and Information Sciences, Louisville, Kentucky (June 2014-present)

**Associate Professor**, Department of Health Promotion and Behavioral Sciences, University of Louisville School of Public Health and Information Sciences, Louisville, Kentucky (June 2014-present)

**Acting Director**, Commonwealth Institute of Kentucky, University of Louisville School of Public Health and Information Sciences, Louisville, Kentucky (January 2015-present)

**Assistant Dean for Community Health Systems Innovation**, Texas A&M University System Health Science Center School of Rural Public Health, College Station, Texas (May 2012-June 2014)

**Director**, Center for Community Health Development, Texas A&M University System Health Science Center School of Rural Public Health, College Station, Texas (January 2002 – 2014)

served as Program Administrator 2002-2003; Assistant Director 2003-2006; Associate Director 2006-2009; Co-Director 2009-June 2010)

**Assistant Professor**, Department of Health Policy & Management, Texas A&M University System Health Science Center School of Rural Public Health, College Station, Texas (May 2012-June 2014)

**Adjunct Assistant Professor**, Department of Educational Psychology, Texas A&M University, College Station, TX (August 2010-Present)

**Assistant Professor**, Department of Social and Behavioral Health, Texas A&M Health Science Center School of Rural Public Health, College Station, Texas (July 2010 – April 2012)

**Adjunct Faculty**, Division of Fine Arts, Blinn College, Bryan, Texas (2001 – 2007)

**Graduate Research Assistant**, Office of Institutional Effectiveness, Texas A&M University System Health Science Center School of Rural Public Health, College Station, Texas (August 2000 – January 2002)

**Relief Director**, Scientific Institute for English and Computer, Nizwa, Oman (May 2000 – August 2000)

**Research Associate**, Department of Communication, Texas A&M University, College Station, Texas (May 1999 – August 1999)

**Graduate Teaching Assistant/Lecturer**, Department of Communication, Texas A&M University, College Station, Texas (August 1997-May 2000)

## FUNDED RESEARCH ACTIVITIES, GRANTS, AND CONTRACTS

2015-2018 **Co-Principal Investigator**, The Commonwealth Institute of Kentucky, funded by KentuckyOne Health, \$4 million

2015-2018 **Principal Investigator**, West Louisville Health Literacy Project, funded through the Commonwealth Institute of Kentucky by KentuckyOne Health, \$300,000

2015-2018 **Co-Principal Investigator**, Evaluation of Affordable Care Act Implementation in Jefferson County, KY, funded through the Commonwealth Institute of Kentucky by KentuckyOne Health, \$650,000

2015-2018 **Co-Principal Investigator**, Adolescent Diversion Project, funded through the Commonwealth Institute of Kentucky by KentuckyOne Health, \$350,000

- 2013-2017 **Co-Principal Investigator**, Statewide Evaluation of the Texas 1115 Medicaid Transformation Waiver, funded by the Texas Health and Human Services Commission, \$2,400,000
- 2012-2014 **Principal Investigator**, Evaluation of the Madison Outreach and Services through Telehealth (MOST) Project, funded by the Office of Rural Health Policy at the Health Resources and Services Administration (through a \$450,000 Rural Health Services Outreach Grant to Madison County), \$117,000
- 2012-2014 **Co-Principal Investigator**, Brazos Partnership for Childhood Obesity Research, funded by the Eunice Kennedy Shriver National Institute for Child Health and Human Development, \$402,875, PI: M. Benden
- 2011-2014 **Principal Investigator**, Using a Community Health Development Intervention to Build Community Capacity, Core Research Project within the Center for Community Health Development, funded by the Prevention Research Centers Program at the Centers for Disease Control and Prevention, \$300,000
- 2011-2014 **Co-Principal Investigator**, Evaluation of Minority Youth Tobacco Elimination Program, funded by the Office of Minority Health through the American Legacy Foundation, \$235,343, PI: K. McLeroy
- 2011-2013 **Co-Principal Investigator**, Evaluation of Legacy Partnerships for Healthier Communities, funded by the American Legacy Foundation, \$375,403, PI: K. McLeroy
- 2011-2012 **Co-Principal Investigator**, Evaluation of Development of Stand-Biased Desks for Classroom Use, subcontract from Small Business Innovation in Research (SBIR) grant awarded to PositiveMotion, LLC, \$50,000, PI: M. Benden
- 2011-2012 **Co-Principal Investigator**, International Conference to Advance a Population Health Intervention Research Agenda, funded by the Centers for Disease Control and Prevention, \$120,000, PI: K. McLeroy
- 2011-2012 **Principal Investigator**, Evaluation of Telehealth Pilot Project, funded by the Brazos Valley Council of Governments, \$56,024
- 2011-2012 **Co-Investigator**, Evaluation of Shellbook Intervention to Increase Antiretroviral Medication Compliance of Prisoners Post-Release, funded by the Texas Department of State Health Services through a contract with AIDS Foundation Houston, \$85,910, PI: H. Clark
- 2009-2010 **Co-Principal Investigator**, Brazos Valley Health Assessment, funded by 15 local funders, \$200,000, PI: J. Burdine
- 2009 **Principal Investigator**, HIV Client Needs Assessment, funded by the Brazos Valley Council of Governments, \$16,000.

- 2009 **Principal Investigator**, Behavioral Risk Factor Surveillance System Survey Data Analysis and Report, funded by the Bexar County Community Health Collaborative, \$18,250.
- 2009 **Co-Principal Investigator**, Refining Options for Developing a Planning Framework for the Paso del Norte Region, funded by the Paso del Norte Foundation, \$26,950, PI: J. Burdine
- 2008-2009 **Co-Principal Investigator**, Tarrant County Health Assessment, funded by United Way of Tarrant County, \$45,000, PI: J. Burdine
- 2008-2009 **Co-Principal Investigator**, Women's Health Improvement Network Breast Cancer Program for *Colonia* Residents, funded by Hidalgo County through Nuestra Clínica del Valle, \$52,253, PI: J. St. John
- 2008 **Co-Principal Investigator**, Secondary Data Analysis for Comprehensive Child Health Assessment, funded by the Cook Children's Health System, \$77,596, PI: J. Burdine
- 2008-2009 **Principal Investigator**, Multi-share Feasibility Study and Program Development, funded by the Brazos Valley Council of Governments (through a \$300,000 grant from the Texas Health and Human Services Commission), \$66,365
- 2008 **Principal Investigator**, Interview Study of Barriers to Obtaining HIV/AIDS Services, funded by the Brazos Valley Council of Governments, \$9,000
- 2008 **Principal Investigator**, HIV Medical Case Management Study, funded by the Brazos Valley Council of Governments, \$31,000
- 2007-2011 **Principal Investigator**, Evaluation of Leon County Health Access Network, funded by the Office of Rural Health Policy, Health Resources and Services Administration (through a \$540,000 Rural Health Network Development Grant awarded to Leon County), \$52,200
- 2006-2010 **Principal Investigator**, Developing and Implementing an Evaluation Plan for Steps to a Healthier San Antonio, funded by the San Antonio Metropolitan Health District, \$381,000
- 2006 **Principal Investigator**, HIV Client Needs Assessment for the Central Texas HIV Planning Region, funded by the Brazos Valley Council of Government-HIV Administrative Services, \$27,500
- 2005-2007 **Co-Principal Investigator**, Utilizing a Community Health Development Approach to Build Community Capacity to Improve Population Health Status in *Colonias* on the Texas-Mexico Border, funded by the Robert Wood Johnson Foundation, \$2,898,969, PI: J. Burdine

- 2005 **Co-Investigator**, Food Environment Quality and Food Choice in Clusters of *Colonias* in Hidalgo County of the Texas Rio Grande, funded by the Center for Environmental and Rural Health, PI: J. Sharkey
- 2005 **Principal Investigator**, Organizational Evaluation of AIDS Services of the Brazos Valley, funded by the Brazos Valley Community Action Agency, \$7,500
- 2003-2006 **Principal Investigator**, Coordinating and Integrating Services for Rural Residents in the Brazos Valley, Texas, Health Communities Access Program (HCAP), Bureau of Primary Health Care, Health Resources and Services Administration. This project expands on the application of a community-based case management model from one to three sites in rural counties of the Brazos Valley, Texas. \$2.1 million
- 2003 **Principal Investigator**, Establishing a Full Continuum of Care for People Living with HIV/AIDS in Central Texas, Brazos Valley Council of Governments & Central Texas HIV/AIDS Planning Council, \$34,000
- 2003-2004 **Co-Investigator**, Developing a Strategic Plan for the Rio Grande Valley Health Services District, Rio Grande Valley Hospitals, \$45,000, PI: J. Burdine
- 2003 **Co-Investigator**, Compass II Assessment: Discussion Groups and Interviews, United Way of the Brazos Valley, \$5,000, PI: J. Burdine
- 1998 **Co-Investigator** Gender roles in group decision making, Office of Gender Studies, Texas A&M University, \$250, PI: C. Church

## **GRANTS WRITTEN AND FUNDED FOR COMMUNITY PARTNERS (or in a role other than PI/Co-PI)**

- 2012 Madison Outreach and Services through Telehealth (MOST). This project was designed to expand rural residents' access to mental health counseling and substance abuse services through telehealth technology, as well as expand outreach to Latino residents through development of a community health worker program. Funded by the Office of Rural Health Policy at the Health Resources and Services Administration, \$450,000
- 2011 ÉPICO: Education to Promote Improved Cancer Outcomes. This project developed and delivered state certified CEUs for community health workers in Texas on breast, cervical, and colorectal cancer from risk reduction to screening, treatment to survivorship. Funded by the Cancer Prevention Research Institute of Texas, \$487,589
- 2009 Center for Community Health Development, a CDC-designated Prevention Research Center (PRC). This project was designed to increase SRPH capacity for prevention research building upon existing community health development activities in central and south Texas. Base funding is \$5 million over five years.

- 2008 Rural Health Technology Grant for Madison St. Joseph Health Center, Texas Office of Rural Community Affairs, \$30,000
- 2008 Brazos Valley Multi-Share Pilot Program, Brazos Valley Council of Governments, Texas Health and Human Services Commission, \$300,000
- 2007 Leon Health Access Network, Leon County Government, Office of Rural Health Policy, Health Resources and Services Administration, \$540,000
- 2005 Coordinating Services for Grimes County, Texas, Grimes St. Joseph Health Center, Texas Office of Rural Community Affairs, \$40,000
- 2004 Center for Community Health Development, a CDC-designated Prevention Research Center (PRC). This project is designed to increase SRPH capacity for prevention research building upon existing community health development activities in central and south Texas. Base funding is \$3.2 million over five years.
- 2003 Coordinating Services for Madison County, Texas, Madison St. Joseph Health Center, Texas Office of Rural Community Affairs, \$40,000
- 2003 Federally Qualified Health Center Service Expansion, Nuestra Clínica del Valle, HRSA, \$600,000

## TEACHING

### Graduate Courses

#### **University of Louisville School of Public Health & Information Sciences**

*Health Communication Campaigns* (PHPB 612), Spring 2015

*Special Topics: Qualitative Research Methods in Public Health: Photovoice* (PHPB 650), Summer 2015

*Community Organization & Assessment* (PHPB 611), Fall 2015

#### **Texas A&M School of (Rural) Public Health, Bryan/College Station Campus**

*Interdisciplinary Perspectives in Prevention Science*, Spring 2013

*Introduction to Health Policy and Management* (PHPM 605), Fall 2013

*Proposal Development & Grant Management* (PHPM/PHSB 665), Summer 2006, 2007, 2008, 2009, 2011, 2012

*Social and Behavioral Determinants of Health* (PHSB 603), Fall 2007 (Co-Instructor)

*Community Organization and Assessment* (PHSB 610), Spring 2005, 2006, 2007, 2008, 2010, 2014 (Co-Instructor)

*Community Health Development* (PHSB 635), Fall 2004 (Co-Instructor)

*Directed Study: Community-Based Participatory Research Methods* (PHSB 685), Summer 2012

*Directed Study: Social Marketing* (PHSB 685), Summer 2009, 2010

*Directed Study: Community Health Development* (PHSB 685), Summer 2008

## Undergraduate Courses

### **Blinn College, Bryan Campus**

*Public Speaking* (SPCH 1315), Fall/Spring 2001, 2002, 2003

*Interpersonal Communication* (SPCH 1318), Fall/Spring/Summer 2001-2007

### **Texas A&M University, College Station**

*Public Speaking* (COMM 203), Fall 1997 – Spring 2000

## **MASTER'S THESIS COMMITTEES**

### **Carly (McLaughlin) McCord (2010).**

Master of Science in Counseling Psychology

Texas A&M University

*Role: Committee Member*

### **Megan Morales (2011).**

Master of Science in Public Health

School of Rural Public Health

*Role: Committee Member*

### **Christina Jeffrey (Expected Graduation: 2015).**

Master of Science in Counseling Psychology

Texas A&M University

*Role: Committee Member*

## **DOCTORAL COMMITTEES**

### **Susan Buchino (Anticipated Graduation: 2016)**

Doctor of Philosophy in Health Promotion & Behavioral Sciences

University of Louisville

School of Public Health & Information Sciences

*Role: Chair*

### **Bernadette Guzman (Anticipated Graduation: 2016)**

Doctor of Philosophy in Health Promotion & Behavioral Sciences

University of Louisville

School of Public Health & Information Sciences

*Role: Committee Member*

**Chelsey Franz (2015)**

*The Relationship Between Financial Empowerment and Health-Related Quality of Life in Family Scholar House Participants*

Doctor of Philosophy in Health Promotion & Behavioral Sciences

University of Louisville

School of Public Health & Information Sciences

Role: Chair

**Selina Guerra (2015)**

*Does Food Insecurity Predict Depression Among Brazos Valley Residents?*

Doctor of Philosophy in Counseling Psychology

Texas A&M University

Role: Committee Member

**Meghan Kress (2014)**

*The Use of Stand-Capable Workstations for Reducing Sedentary Time in Office Employees*

Doctor of Philosophy in Environmental and Occupational Health

Texas A&M Health Science Center

School of Rural Public Health

Role: Committee Member

**Kristen Miller (2012)**

*The Use of Cognitive Artifacts to Improve Patient Safety*

Doctor of Public Health

Department of Environmental and Occupational Health

Role: Committee Member

**Helene Cook (2012)**

*Obesity as a Predictor of Depression in Rural Residing African Americans*

Doctor of Philosophy in Counseling Psychology

Texas A&M University

Role: Committee Member

## **PUBLICATIONS**

Peer Reviewed Journal Articles:

Dornhecker, M., Blake, J.J., Benden, M., Zhao, H., & **Wendel, M.L.** (In press, 2015). The effect of stand-biased desks on academic engagement: An exploratory study. *International Journal of Health Promotion & Education*. DOI: 10.1080/14635240.2015.1029641.

Paterson, C., Miller, K., Benden, M.E., Shipp, E., Pickens, A., **Wendel, M.L.** & Provonost, P. (2014). The Safe Day Call: Reducing silos in health care through frontline risk assessment." *The Joint Commission Journal on Quality & Patient Safety*, 40(10): 476-481.



- Benden, M.E., Zhao, H., Jeffrey, C., **Wendel, M.L.** & Blake, J.J. (2014). The evaluation of the impact of stand-biased desks on energy expenditure and physical activity for elementary school students. *International Journal of Environmental Research in Public Health*, 11 (9): 9361-9375. PMID: 25211776
- Garney, W.R., Beaudoin, C., Clark, H.R., Drake, K., **Wendel, M.L.**, McLeroy, K...Shaw, R. (2014, in press). Using community-based participatory research to disseminate a mass media campaign into rural communities. *Journal of Health Communication*.
- Beaudoin, C. E., **Wendel, M. L.**, & Drake, K. (2013). A study of individual-level social capital and health outcomes: Testing for variance between rural and urban respondents. *Rural Sociology*. Published online ahead of print. DOI: 10.1111/ruso. 12036
- Smith, M.L., Dickerson, J., **Wendel, M.L.**, Ahn, S., Pulczynski, J., Drake, K.N. & Ory, M.G. (2013). The utility of rural and underserved designations in geospatial assessments of distance traveled to healthcare services: Implications for public health research and practice. *Journal of Environmental and Public Health*. Article ID: 960157, 11 pages. <http://dx.doi.org/10.1155/2013/960157> PMID: 23843803
- Clark, H.R., Ramirez, A., Drake, K.N., Beaudoin, C.E., Garney, W.R., **Wendel, M.L.**, Outley, C.O., Burdine, J.N. & Player, H.D. (2013). Utilization of an interorganizational network survey to evaluate the development of community capacity through a community-campus partnership. *Progress in Community Health Partnerships: Research, Education, and Action*, 8(1): 41-51.
- Garney, W.B., **Wendel, M.L.**, Drake, K.N., McLeroy, K.R., Clark, H.R. & Ryder, B. (2013). Increasing access to care for Brazos Valley, Texas: A rural community of solution. *Journal of the American Board of Family Medicine*, 26(3): 246-253. PMID: 23657692
- Brossart, D.F., **Wendel, M.L.**, Elliott, T.R., Cook, H., Castillo, L., & Burdine, J.N. (2013). Assessing depression in rural communities. *Journal of Clinical Psychology*, 69(3): 252-263.
- Wendel, M.L.** and McLeroy, K.R. Ecological approaches in public health. (2012). In *Oxford Bibliographies Online: Public Health*. Ed. L.W. Green. New York, NY: Oxford University Press.
- Blake, J.J., Benden, M.E. and **Wendel, M.L.** (2012). Using sit/stand workstations in classrooms: Lessons learned from a pilot study in Texas. *Journal of Public Health Management and Practice*, 18(5): 412-415. PMID: 22836531
- Benden, M.E., **Wendel, M.L.**, Jeffrey, C.E., Zhao, H. & Morales, M.L. (2012). Within-subjects analysis of the effects of a stand-biased classroom intervention on energy expenditure. *Journal of Exercise Physiology (online)*, 15(2): 9-19.

- McCord, C.E., Elliott, T.R., **Wendel, M.L.**, Brossart, D.F., Cano, M.A., Gonzalez, G.E., and Burdine, J.N. (2011). Community capacity and teleconference counseling in rural Texas. *Professional Psychology: Research and Practice*, 42(6): 521-527.
- Benden, M.E., Blake, J.J., **Wendel, M.L.**, and Huber, J.C. (2011). The impact of stand-biased classrooms on calorie expenditure in children. *American Journal of Public Health*, 101(8): 1433-1436. PMID: 21421945
- Wendel, M.L.**, Brossart, D.F., Elliott, T.R., McCord, C. and Diaz, M.A. (2011). Use of technology to increase access to mental health services in a rural Texas community. *Family and Community Health*, 34(2): 134-140. PMID: 21378510
- Arthur, T.M., Serrano, K.J., **Wendel, M.L.**, and Ory, M.G. (2011). An investigative study on health disparities-related research at Texas A&M University System Institutions. *Texas Public Health Journal*, 63(1): 8-11.
- Wendel, M.L.**, Prochaska, J.D., Clark, H.R., Sackett, S., and Perkins, K. (2010). Interorganizational network changes among health organizations in the Brazos Valley, Texas. *Journal of Primary Prevention*, 31(1-2): 59-68. PMID: 20127513
- Felix, M., Burdine, J., **Wendel, M.L.**, and Alaniz, A. (2010). Community Health Development: A Strategy for Reinventing America's Health Care System One Community at a Time. *Journal of Primary Prevention*, 31(1-2): 9-19. PMID: 20135230
- Burdine, J., **Wendel, M.L.**, Felix, M., McLeroy, K., and Blakely, C. (2010). Community-based Participatory Research and Community Health Development. *Journal of Primary Prevention*, 31(1-2): 1-7. PMID: 20143162
- Wehrly, R., Mier, N., Ory, M.G., Prochaska, J., Hora, K., **Wendel, M.L.**, St. John, J. (2010). Confronting the diabetes disparity: a look at diabetes, nutrition, and physical activity programs in the Lower Rio Grande Valley. *Health Promotion Practice*, 11(3): 394-399. PMID: 19098266
- Wendel, M.L.**, Burdine, J.N. and McLeroy, K.R. (2007). The evolving role of partnerships in addressing community public health issues: Policy and ethical implications. *Organizational Ethics: Business, Healthcare, and Policy Journal*, 4(1): 53-64.
- Wendel, M.L.**, Burdine, J.N., and McLeroy, K.R. (2007). CDC's Prevention Research Centers and community health development. *Texas Public Health Association Journal*, 59(2): 5-7.
- Burdine, J.N., Felix, M.R.J., and **Wendel, M.L.** (2007). The basics of community health development. *Texas Public Health Association Journal*, 59(1): 10-11.
- Burdine, J.N. and **Wendel, M.L.** (2007). Framing the question: Needs assessment vs. health status assessment. *Texas Public Health Association Journal*, 59(1): 12-14.

Burdine, J.N., Felix, M.R.J., **Wendel, M.L.**, and Somachandran, S. (2003). A discussion of the political and policy implications of a rating system of community capacity to improve population health. *Family and Community Health Journal*, 26, 254-267. PMID: 14528132

Books:

Crosby, R., **Wendel, M.** Vanderpool, R., and Casey, B. (Eds.). (2012). *Rural Populations and Health: Determinants, Disparities, and Solutions*. San Francisco, CA: Jossey-Bass Wiley.

Simons-Morton, B., McLeroy, K. and **Wendel, M.** (2011). *Behavior Theory in Health Promotion Practice and Research*. Burlington, MA: Jones & Bartlett Publishers.

Book Chapters:

Crosby, R.A., **Wendel, M.L.**, Vanderpool, R.C., Casey, B.R. & Mills, L.A. (2012). Understanding rural America: A public health perspective. In: R.A. Crosby, M.L. Wendel, R.C. Vanderpool & B.R. Casey (Eds.), *Rural Populations and Health: Determinants, Disparities, and Solutions*. San Francisco, CA: Jossey-Bass Wiley.

**Wendel, M.L.**, Alaniz, A., Kelly, B.N., Clark, H.R., Drake, K.N., Outley, C.W., Garney, W., Dean, K., Simpson, L., Allen, B., Finke, P., Harris, T., Jackson, V., Player, D., Ramirez, A., Sutherland, M., Viator, C., McKyer, E.L.J., St. John, J.A., McLeroy, K.R. & Burdine, J.N. (2012). Capacity building in rural communities. In: R.A. Crosby, M.L. Wendel, R.C. Vanderpool & B.R. Casey (Eds.), *Rural Populations and Health: Determinants, Disparities, and Solutions*. San Francisco, CA: Jossey-Bass Wiley.

**Wendel, M.L.**, Burdine, J.N., McLeroy, K.R., Alaniz, A., Norton, B. and Felix, M.R.J. (2009). "Community Capacity: Theory and Application," in R. DiClemente, R. Crosby, and M. Kegler (Eds.), *Emerging Theories in Health Promotion Practice and Research: Strategies for Improving Public Health, 2<sup>nd</sup> Edition*. San Francisco, CA: Jossey-Bass.

Guest Edited Journal Issues

Focus Issue: Rural and Minority Health Disparities. (2011). Guest Editors: Guidry, J., Bolin, J.N. & **Wendel, M.L.** *Texas Public Health Journal*, 63(1).

Editorials:

McLeroy, K.M. and **Wendel, M.L.** (2011). Health equity or iniquity? *Journal of Primary Prevention*, 32(1): 1. PMID: 21318466

**Wendel, M.L.** and McLeroy, K.R. (2011). Conversations on Public Health. *American Journal of Public Health*, 101(1): 7. PMID: 21148708

Technical Reports:

Garney, W. R., Castle, B., **Wendel, M.L.** & Alaniz, A. (2013). *Madison Outreach and Services through Telehealth (MOST) Preliminary Evaluation: Executive Summary*. College Station, TX: Center for Community Health Development.

Center for Community Health Development. (2013). *Brazos Valley Health Assessment: Executive Report*. College Station, TX: School of Rural Public Health.

Center for Community Health Development. (2010). *Waller County Health Assessment: Executive Report*. College Station, TX: School of Rural Public Health.

Center for Community Health Development. (2010). *Brazos Valley Health Assessment: Executive Report*. College Station, TX: School of Rural Public Health.

Center for Community Health Development. (2010). *Planning Study for the City of College Station Consolidated Plan*. College Station, TX: School of Rural Public Health.

Center for Community Health Development. (2010). *Planning Study for the City of Bryan Consolidated Plan*. College Station, TX: School of Rural Public Health.

**Wendel, M.L.** and Morris, K.N. (2009). *Behavioral Risk Factor Surveillance System Survey, 2008: Results for Bexar County, Texas*. College Station, TX: Center for Community Health Development.

Sackett, S., **Wendel, M.L.** and Burdine, J.B. (2008). *Comprehensive Child Health Assessment and Survey Secondary Data Report*. Developed for Cook Children's Health System, Fort Worth, Texas.

**Wendel, M.L.** and Morris, K.N. (2008). *Behavioral Risk Factor Surveillance System Survey, 2007: Results for San Antonio, Texas*. College Station, TX: Center for Community Health Development.

Clark, H.R. and **Wendel, M.L.** (2006). *Central Texas HIV Client Needs Assessment Report*. College Station, TX: Center for Community Health Development.

Center for Community Health Development. (2006). *Brazos Valley Health Status Assessment: Executive Report*. College Station, TX: School of Rural Public Health.

**Wendel, M.L.** (2005). *Evaluation of AIDS Services of the Brazos Valley*. College Station, TX: Center for Community Health Development.

St. John, J.A., Burdine, J.N. Felix, M.R.J., and **Wendel, M.L.** (2005). *Rio Grande Valley Health Services District Operating Plan*. College Station, TX: Center for Community Health Development.

St. John, J.A., Burdine, J.N. Felix, M.R.J., and **Wendel, M.L.** (2005). *Rio Grande Valley Health Services District Strategic Plan*. College Station, TX: Center for Community Health Development.

**Wendel, M.L.**, Somachandran, S., Jezierski, J., Parrish, J.A., and Chandler, C. (2003). *Creating a Continuum of Care for People Living with HIV/AIDS in the Central Texas HIV Planning Area*. College Station, TX: Center for Community Health Development.

Somachandran, S., Burdine, J.N. and **Wendel, M.L.** (2002). *Brazos Valley Health Status Assessment: Executive Report*. College Station, TX: Center for Community Health Development.

Burdine, J.N., Somachandran, S. and **Wendel, M.L.** (2002). *South Texas Health Status Assessment: Executive Report*. College Station, TX: Center for Community Health Development.

## SCIENTIFIC PRESENTATIONS

### 2015

*Mobilizing community capacity through community health development: The Physical Activity and Community Engagement Project*. Garney, W.R., **Wendel, M.L.**, McLeroy, K.R., Alaniz, A., Young, A. & Catanach, C. Accepted for presentation at the American Academy of Health Behavior Annual Meeting, San Antonio, Texas, March 15-18.

### 2014

*A pragmatic approach to guide the design of a mixed methods evaluation of a Medicaid 1115(a) waiver: The Texas healthcare transformation and quality improvement program*. Roper-Coleman, S., **Wendel, M.L.**, Wells, R.S., Sunbury, T. & Cummings, A. Oral presentation presented at the American Public Health Association (APHA) 142<sup>nd</sup> Annual Meeting. New Orleans, Louisiana.

*Using Structural Equation Modeling to Explore Relationships between Access, Accessibility, and Health Status*. Garney, W.R., Nimmons, K., McLeroy, K, Castle, B.F., & **Wendel, M.L.** Oral presentation presented at the American Public Health Association (APHA) 142<sup>nd</sup> Annual Meeting. New Orleans, Louisiana.

*Using Community Health Workers to Increase Awareness about the Affordable Care Act in a Rural Community*. Garney, W.R., Nimmons, K., Castle, B.F., Roach, A., Allen, B., St. John, J., Alaniz, A. & **Wendel, M.L.** Oral presentation presented at the American Public Health Association (APHA) 142<sup>nd</sup> Annual Meeting. New Orleans, Louisiana.

*Exergame Options for Physical Activity: Geocaching for Exercise and Activity Research*. Garney, W.R., **Wendel, M.L.**, Castle, B.F., Young, A., Cunningham, G.B., Ingram, M., & Alaniz, A. Poster presented at the American Public Health Association (APHA) 142<sup>nd</sup> Annual Meeting. New Orleans, Louisiana.

*Community capacity dimensions influencing success of local initiatives: The importance of reflexivity*. **Wendel, M.L.**, Garney, W.R., Castle, B.F., Alaniz, A., Ingram, M., McLeroy, K., & Burdine, J. Oral

presentation presented at the American Public Health Association (APHA) 142<sup>nd</sup> Annual Meeting. New Orleans, Louisiana.

*A partnership approach for expanding mental health care.* Alaniz, A., Garney, W.R., Young, A., Castle, B.F., **Wendel, M.L.**, Elliott, T., & McCord, C. MOST: Poster presented at the American Public Health Association (APHA) 142<sup>nd</sup> Annual Meeting. New Orleans, Louisiana.

*Grimes County Physical Activity and Community Engagement (PACE) Project: Increasing Access to Physical Activity in Rural Populations.* Castle, B.F., Garney, W.R., **Wendel, M.L.**, Alaniz, A., Ingram, M., Jackson, V. & Meece, L. Poster presented at the American Public Health Association (APHA) 142<sup>nd</sup> Annual Meeting. New Orleans, Louisiana.

*Community-based participatory research for advancing health equity and strengthening community capacity.* **Wendel, M.L.** Presentation as part of a Community Engaged Scholarship Panel for Research!Louisville, September 18, 2014.

*Using community health development to increase community capacity: The physical activity and community engagement project.* Garney, W.R., **Wendel, M.L.**, Castle, B.F. Alaniz, A. B., McLeroy, K. R. & Cunningham, G.B. (March 16-19, 2014). Poster presented at the 14<sup>th</sup> Annual American Academy of Health Behavior Meeting. Charleston, South Carolina.

*A New Option for Physical Activity: The Geocaching for Exercise and Activity (GEAR) Study.* Garney, W.R., Patterson, M., **Wendel, M.L.**, Cunningham, G. & Castle, B. (March 16-19, 2014). Poster presented at the 14<sup>th</sup> Annual American Academy of Health Behavior Meeting. Charleston, South Carolina.

## 2013

*Geocaching for exercise and activity research (GEAR): Exploring the physical activity aspects of a modern recreational activity.* **Wendel, M.L.**, Garney, W.R., Cunningham, G., Ory, M.G., Ingram, M. & Castle, B. Poster presented at the 141<sup>st</sup> Annual Meeting of the American Public Health Association, November 2-6, 2013, Boston, MA.

*Designing an evaluation for the Delivery System Reform Incentive Pool (DSRIP) program supported by Texas' 1115 Medicaid Demonstration Waiver.* **Wendel, M.L.** Panel presentation at the American Evaluation Association Annual Conference, October 17, 2013, Washington, D.C.

## 2012

*Utility of rural designations in geospatial assessments of distance traveled to health care services.* Smith, M.L., Dickerson, J.B., **Wendel, M.L.**, Ahn, S., Pulczynski, J.C. & Ory, M.G. Poster presented at the 140<sup>th</sup> American Public Health Association Annual Meeting, October 27-31, 2012, San Francisco, CA.

*Evaluating Capacity Building and Sustainable Partnership: Brazos Valley Health Partnership.* Garney, W., Alaniz, A., Clark, A., **Wendel, M.L.**, Allen, B., and Viator, C. Poster presentation at the Community-Campus Partnerships for Health Conference, Houston, TX, April 18-21, 2012. Won the Viewer's Choice Poster Award.

**2011**

*Community health workers WIN: Women's health improvement network.* St. John, J.A., Castillo, G., Ramirez, L. & **Wendel, M.L.** Poster presentation at the American Public Health Association Annual Meetings in Washington, D.C., 2011.

*Dynamic classroom environments using stand-biased desks to reduce childhood obesity.* Benden, M.E., **Wendel, M.L.**, Morales, M. Poster presentation at the American Public Health Association Annual Meetings in Washington, D.C., 2011.

*Using Community-Based Participatory Research to Address Obesity Issues in the Brazos Valley, Texas.* Smith, M.L., Ory, M.G., McKinley, A., Ahn, S., Ribardo, J., Burdine, J.N., **Wendel, M.L.** Oral presentation at the American Academy of Health Behavior 11<sup>th</sup> Annual Scientific Meeting, March 20-23, 2011, Hilton Head, South Carolina.

*Modifying classroom environments to reduce health risk among elementary students.* Benden, M. E., **Wendel, M. L.**, & Smith, M. L. Poster presented at the Annual International Conference on the Health Risks of Youth, January 5-8, 2011, Cancun, Mexico.

**2010**

*Using network analysis in the evaluation of community partnership building: An overview.* Clark, H. R., **Wendel, M.L.**, Outley, C.W., and Kelly, B.N. (2010). Poster Presentation at the American Evaluation Association Annual Conference, [San Antonio, TX](#) 2010.

*Modifying classroom environments to reduce childhood obesity: Implications for practice and policy.* **Wendel, M.L.**, Benden, M.E., Jones, P. Oral presentation at the annual APHA meetings in Denver, CO 2010.

*Commitment to addressing access to health care by local leadership: A community capacity construct.* Clark, H. R., **Wendel, M.L.**, Kelly, B.N., & Outley, C.W. (2010). Poster Presentation at the [Texas A&M Health Science Center Research Symposium](#), College Station, TX, November 2010.

*Providing Counseling Services to a Rural Health Center via Telehealth.* McLaughlin, C., Salerno, K., Cano, M. Elliott, T., **Wendel, M.L.**, Burdine, J. Poster presentation at the annual APA conference in San Diego, CA, August 2010.

**2008**

*Confronting the diabetes disparity: A look at best practices in the Texas-Mexico border region.* Wehrly, R., Mier, N., Ory, M., Prochaska, J.D., Hora, K., **Wendel, M.L.**, St. John, J.A. American Public Health Association Annual Meetings, San Diego, CA, October 25-29, 2008.



*Developing a strategy for health coverage for the working uninsured.* **Wendel, M.L.**, Alaniz, A., Perkins, K., Sackett, S., Crowell, C., Windwehen, L. American Public Health Association Annual Meetings, San Diego, CA, October 25-29, 2008.

*Utilizing technology to improve rural residents' access to mental health services.* Elliott, T., Windwehen, L., **Wendel, M.L.**, Alaniz, A., Burdine, J.N. American Public Health Association Annual Meetings, San Diego, CA, October 25-29, 2008.

*Service coordination: A critical component of sustainable access to care for rural residents.* Ramirez, A., Windwehen, L., Alaniz, A., **Wendel, M.L.** American Public Health Association Annual Meetings, San Diego, CA, October 25-29, 2008.

*Mobilizing colonia residents to improve health and quality of life through community health partnerships (poster).* St. John, J.A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** National Rural Health Association, New Orleans, LA., May 2008.

*WIN—Utilizing Community Health Workers as Service Coordinators in a Breast Cancer Screening and Treatment Project in Deep South Texas (poster).* St. John, J.A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.**, Ramirez, L. National Rural Health Association, New Orleans, LA, May 2008.

*Involving Rural, Colonia Residents in Culturally Relevant Decision Making in Community Based Health Partnerships (poster).* St. John, J.A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** National Rural Health Association, New Orleans, LA, May 2008.

## 2007

*Utility of network analysis in assessing the development of a regional health partnership.* Clark, H.R., Prochaska, J.D., **Wendel, M.L.**, McLeroy, K.R., Burdine, J.N., West, S., and Alaniz, A. American Public Health Association Annual Meetings, Washington, D.C., November 3-7, 2007.

*Perceived community integration on older women's perceived health status: A comparison between rural and urban samples.* Prochaska, J.D., Burdine, J.N., Clark, H.R., and **Wendel, M.L.** American Public Health Association Annual Meetings, Washington, D.C., November 3-7, 2007.

*Community Health Workers in an evolving healthcare environment: Examples from Rural Kentucky and Texas Colonias (panel; moderator).* St. John, J.A., Martinez, A., Sharkey, J.R., Donnelly, J.R., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** NRHA 30<sup>th</sup> Annual Rural Conference, Anchorage, AK, May 14-18, 2007

*Community Health Workers in an ever evolving healthcare environment: Traditional core competencies versus emerging, innovative strategies and proficiencies (workshop).* St. John, J.A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** 2<sup>nd</sup> Annual Community Health Workers/Promotores/as Conference, University of Medicine & Dentistry of NJ, Stratford, NJ, March 30, 2007.

**2006**

*Equitable partnerships: Communities and campuses together for change.* **Wendel, M.L.**, Clark, H.R., Alaniz, A., and Burdine, J.N. American Public Health Association Annual Meetings, Boston, MA, November 4-8, 2006.

Invited Panel Presentation: *Impact of evaluation findings on planning and policy development in the Brazos Valley Health Partnership, a Health Community Access Program Community.* American Public Health Association Annual Meetings, Boston, MA, November 4-8, 2006.

*The IHOS Project: Family & Community Health Advocacy Program (workshop).* Martinez, A., St. John, J.A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** Texas 4th Annual Community Health Workers Workshop, El Paso, TX, November 28–December 1, 2006.

*Strategies in transitioning the Integrated Health Outreach Systems Project (IHOS) in South Texas from being a provider based partnership to two community based health partnerships located in local colonias (presentation).* St. John, J.A., Martinez, A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.**, American Public Health Association Annual Meeting, Boston, MA, November 4-8, 2006.

*Utilizing promotores as case-managers to improve health status and quality of life for isolated colonia residents in Hidalgo County, Texas (presentation).* Martinez, A., St. John, J.A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** American Public Health Association Annual Meeting, Boston, MA, November 4-8, 2006.

*Using a community health partnership to influence policy makers to establish/sustain a county health department in a rural, underserved South Texas border county (presentation).* St. John, J.A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** American Public Health Association Annual Meeting, Boston, MA, November 4-8, 2006.

*A Case-management Model Utilizing Promotores in South Texas (presentation).* St. John, J.A., Martinez, A., Felix, M.R.J., Burdine, J.N., **Wendel, M.L.** NRHA 29<sup>th</sup> Annual Rural Conference, Reno, NV, May 15-19, 2006.

*Providing better access to health care: An affordable transportation option for rural residents.* Schickedanz, A., **Wendel, M.**, Burdine, J.N., and Alaniz, A. American Public Health Association Annual Meeting, Boston, MA, November 4-8, 2006.

**2005**

*Using a community based health partnership to conduct a feasibility study on establishing/sustaining a county health department in a rural, underserved South Texas border county.* St. John, J.A., Burdine, J.N., **Wendel, M.L.**, Felix, M.R.J. American Public Health Association Annual Meeting, Philadelphia, PA, December 11-14, 2005.

*Estrella Saludable Starr County Health Partnership: The relationship between community agencies and an academic institution.* St. John, J.A., Burdine, J.N., **Wendel, M.L.**, Felix, M.R.J. American Public Health Association Annual Meeting, Philadelphia, PA, December 11-14, 2005.

*Integrated Health Outreach System Partnership: the relationship between Hidalgo County, TX community agencies and an academic institution.* Martinez, A., St. John, J.A., Burdine, J.A., **Wendel, M.L.**, Felix, M.R.J. American Public Health Association Annual Meeting, Philadelphia, PA, December 11-14, 2005.

*Promotores as facilitators of community health partnerships in isolated colonias: Evidence from Hidalgo County, Texas.* Martinez, A., Mejia, J., St. John, J.A., **Wendel, M.L.**, Liles, C., Burdine, J.N., Felix, M.R.J. American Public Health Association Annual Meeting, Philadelphia, PA, December 11-14, 2005

*“Estrella Saludable” Starr County Health Partnership Diabetes Task Group: Strategies for diabetes treatment, prevention, and education in a rural, underserved, Hispanic community in South Texas (poster).* St. John, J.A., Burdine, J.N., **Wendel, M.L.**, Felix, M.R.J. American Public Health Association Annual Meeting, Philadelphia, PA, December 11-14, 2005.

*A case-management model utilizing promotoras in South Texas (poster).* Martinez, A., Parrish, J.A., Burdine, J.N., **Wendel, M.L.**, Felix, M.R.J. DHPE/CDC Conference on Health Education and Health Promotion, Minneapolis, MN, May 24-27, 2005.

*“La Estrella Saludable” Starr County Health Partnership: A rural county community-based partnership to address and improve population health status through health education, prevention, and promotion (poster).* Parrish, J.A., Burdine, J.N., Felix, M.R.J., **Wendel, M.L.**, Martinez, A. NRHA 28<sup>th</sup> Annual Rural Conference, New Orleans, LA, May 17-21, 2005.

*Strategies for creating sustainable community-based health partnerships to improve population health status through motivated and committed local leaders.* Parrish, J.A., Burdine, J.N., Felix, M.R.J., **Wendel, M.L.** SOPHE Midyear Scientific Conference, Boston, MA, April 13-16, 2005.

## 2004

*The Integrated health outreach system project: a collaborative approach to improving the health status of colonia residents and migrant workers.* Martinez, A., Parrish, J.A., Burdine, J.N., Felix, M.R.J., **Wendel, M.L.** 14<sup>th</sup> Annual Midwest Farmworker Stream Forum, National Center for Farmworker Health, Denver, CO, November, 2004.

*Contributions of Promotoras in the Integrated Health Outreach System Project in South Texas.* Parrish, J.A., Medina, B., Leos, M., Garza, R., **Wendel, M.L.**, Burdine, J.N., Felix, M.R.J., Reyna, P. American Public Health Association Annual Meeting, Washington, D.C., November 2004.

*Evaluation design for the Brazos Valley Health Partnership, an HCAP community.* **Wendel, M.L.**, Alaniz, A., Burdine, J.N., Felix, M.R.J., Somachandran, S., Jezierski, J. American Public Health Association Annual Meeting, Washington, D.C., November 2004.

*Learning Communities: a creative approach to building local health networks.* Dillard, H., Felix, M.R.J., Burdine, J.N., Hasan, S., Phillips, D., Alaniz, A., and **Wendel, M.L.** American Public Health Association Annual Meeting, Washington, D.C., November 2004.

*Mujeres Unidas Family Justice Center: Improving Hispanic community environments through a comprehensive service center for victims of domestic violence, sexual assault, and stalking.* Parrish, J.A., Reyna, P., DeAnda, E., Hasan, S., and Burdine, J.N. American Public Health Association Annual Meeting. Washington, D.C., November 2004.

### 2003

*Funding challenges breed creative solutions.* Somachandran, S. Jezierski, J., Burdine, J.N. **Wendel, M.L.**, Parrish, J.A., Chandler, C., Summers, R.A., Felix, M.R.J. American Public Health Association Annual Meetings in San Francisco, CA., November 14-19 , 2003.

*Using community discussion groups as a methodology to gather data from hard to reach populations.* **Wendel, M.L.**, Burdine, J.N., Felix, M.R.J., Chandler, C., Summers, R.A., Somachandran, S., Jezierski, J., Parrish, J.A. American Public Health Association Annual Meetings, San Francisco, CA. November 14-19, 2003.

*Policy implications of the Medicaid phenomenon in the Rio Grande Valley, Texas.* **Wendel, M.L.**, Felix, M.R.J., Burdine, J.N., Parrish, J.A., Chandler, C., Jezierski, J., Somachandran, S., Summers, R.A. American Public Health Association Annual Meetings, San Francisco, CA., November 14-19, 2003.

*Improving health status among minorities and border populations through health education and promotion.* Parrish, J.A., Chandler, C., Lothman, A., **Wendel, M.L.**, Burdine, J.N., Somachandran, S., Jezierski, J., Summers, R.A., Felix, M.R.J. American Public Health Association Annual Meetings, San Francisco, CA., November 14-19, 2003.

*Results of South Texas assessment and the implications of findings for underserved and disadvantaged populations.* Chandler, C Parrish, J.A., Lothman, A., **Wendel, M.L.**, Burdine, J.N., Felix, M.R.J., Somachandran, S., Jezierski, J., Summers, R.A. American Public Health Association Annual Meetings, San Francisco, CA., November 14-19, 2003.

*Crossing borders for healthcare services: Identifying the trends.* Summers, R.A., Parrish, J.A., Chandler, C., **Wendel, M.L.**, Burdine, J.N., Felix, M.R.J., Somachandran, S., Jezierski, J. American Public Health Association Annual Meetings , San Francisco, CA., November 14-19, 2003.

*Implications for imposing a border on the health status of bi-national residents.* Parrish, J.A., Chandler, C., Summers, R.A., **Wendel, M.L.**, Burdine, J.N., Felix, M.R.J., Somachandran, S., Jezierski, J. American Public Health Association Annual Meetings, San Francisco, CA., November 14-19, 2003.

*Developing an integrated health outreach system for colonia residents along the Texas-Mexico border.* Felix, M.R.J., Blakely, C.H., Burdine, J.N., Dorsey, A., Flores, I., McLeroy, K.R., Millard, A., Miller, K.I., **Wendel, M.L.**, Zuniga, M.A.,. American Public Health Association Annual Meetings, San Francisco, CA. November 14-19, 2003.

*Design considerations in the evaluation of the Integrated Health Outreach System Project.* Blakely, .H., Burdine, J.N., Dorsey, A., Felix, M.R.J., Flores, I., McLeroy, K.R., Millard, A., Miller, K.I., **Wendel, M.L.**, Zuniga, M.A. American Public Health Association Annual Meetings, San Francisco, CA., November 14-19, 2003.

*Evaluating the partnership process: Preliminary results from measuring collaboration among participants in the Integrated Health Outreach System project.* Dorsey, A., Miller, K.I., Blakely, C.H., Burdine, J.N., Felix, M.R.J., Flores, I., McLeroy, K.R., Millard, A., **Wendel, M.L.**, Zuniga, M.A. American Public Health Association Annual Meetings, San Francisco, CA. November 14-19, 2003.

*Changing roles of promotoras: Preliminary observations from the Integrated Health Outreach System project.* **Wendel, M.L.**, Blakely, C.H., Burdine, J.N., Dorsey, A., Felix, M.R.J., Flores, I., McLeroy, K.R., Millard, A., Miller, K.I., Zuniga, M.A. American Public Health Association Annual Meetings, San Francisco, CA. November 14-19, 2003.

*Collateral initiatives: Intended and unintended consequences of the Integrated Health Outreach System (IHOS) project.* Burdine, J.N., Blakely, C.H., Dorsey, A., Felix, M.R.J., Flores, I., McLeroy, K.R., Millard, A., Miller, K.I., **Wendel, M.L.**, Zuniga, M.A. American Public Health Association Annual Meetings, San Francisco, CA., November 14-19, 2003.

*Brazos Valley Health Assessment.* Somachandran, S., Burdine, J.N., Felix, M.R.J., **Wendel, M.L.**, Jezierski, J. Society of Public Health Educators Mid-year Scientific Meetings, Las Cruces, NM., June 18-20, 2003.

*The Brazos Valley Health Partnership: Successes and challenges.* **Wendel, M.L.**, Edmundson, R., Wilkinson, T., Somachandran, S. Campus-Community Partnerships for Health Annual Conference, San Diego, CA., April 26-08, 2003.

## 2002

*Creating an integrated health outreach system for residents of colonias along the Texas-Mexico border.* Burdine, J.N., Blakely, C.H., Dorsey, A., Flores, I., Gamm, L., McLeroy, K.R., Tai-Seale, M., **Wendel, M.L.**, Zuniga, M.A. American Public Health Association Annual Meeting, Philadelphia, PA. November 9-13, 2002.

## PROFESSIONAL ASSOCIATIONS

American Public Health Association, member

Campus-Community Partnerships for Health, member

National Rural Health Association, member

American Evaluation Association, member

Association for Community Health Improvement, member

## HONORS AND AWARDS

Department of Health Policy & Management Outstanding Professor Award, Texas A&M School of Public Health, April 2014

School of Rural Public Health Award for Excellence in Public Health Practice, January 2012

New Board Member of the Year, United Way of the Brazos Valley, May 2011

Delta Omega Public Health Honor Society, Inducted May 2004

Dean's Award for Excellence in Public Health, School of Rural Public Health, May 2002

Achievement Award, Department of Social & Behavioral Health, School of Rural Public Health, May 2002

Tiffany Hunnicutt Outstanding Teaching Award, Department of Communication, Texas A&M University, 1999

Walter Lechner Fellowship, Texas A&M University, 1993-1997

National Merit Scholar, 1993-1997

## SERVICE ACTIVITIES

2015- **Member**, Community Engagement Steering Committee, University of Louisville

2015- **Faculty Liaison** for SPHIS to University of Louisville Office of Community Engagement

2014- **Member**, Executive Committee, University of Louisville School of Public Health & Information Sciences

2014- **Member**, ACA Outcomes and Evaluation Work Group, Louisville Metro Board of Health

2013-2016 **Member**, Publications Board, American Public Health Association (APHA)

2014 **SPHIS Representative**, Ideas to Action ACI Subcommittee, University of Louisville

2013 **Reviewer**, IDEa Networks of Biomedical Research Excellence, National Institute of General Medical Science, October 29, Washington, D.C.

- 2013 **Presenter**, Center for Applied Prevention Technologies (under contract with SAMHSA/CSAP); Topic: Perspectives on Rural Communities; Building Capacity for Substance Abuse Prevention in Rural Communities
- 2012 **Guest Speaker** to the National Advisory Committee for Rural Health and Human Services, September 26, Austin, TX; Topic: Rural Communities' Response to the 1115 Medicaid Transformation Waiver
- 2012-2014 **Early Career Reviewer**, Center for Scientific Review, National Institutes of Health
- 2012-2014 Interdisciplinary Prevention Science Certificate Program Committee, Texas A&M University System, **member**
- 2012-2014 Executive Committee, Texas A&M Health Science Center School of Rural Public Health, **member**
- 2012-2014 Master of Public Health Committee, Department of Health Policy & Management, Texas A&M University System Health Science Center School of Rural Public Health, **member**
- 2011 Texas Public Health Accreditation Conference; **Invited Panelist**: Community Health Assessment and Community Health Improvement Planning. 10/12/11, Austin, TX
- 2011 Texas Association of Community Action Agencies; **Trainer**: Effective Grant Writing and Portfolio Diversification. 5/24/11, Austin, TX
- 2010 Texas HIV/STD Conference; **Presenter**: Organizational and Leadership Development. 5/27/10, Austin, TX
- 2010 Texas Association of Community Action Agencies; **Trainer**: Strategies for Effective Grant Writing. (Houston, 7/13/2010; San Antonio 7/15/2010; Dallas 7/20/2010)
- 2010-2014 United Way of the Brazos Valley, **Board Member, Chair-Elect (2012-2013), Co-Chair of Community Impact (2012-2014)**, Chair of Allocations (2011-2012)
- 2010-2013 Health For All, Inc, **Board Member, Chair of EMR Workgroup (2010-2011); Chair-Elect (2011-2012); Board Chair (2012-2013)**
- 2010 Scripps Whittier Diabetes Institute Clinical Translational Science Award; **Consultant** to Community Engagement Core
- 2009 National Association of Chronic Disease Directors, Members' Conference Call Series; **Presenter**: *Seven Secrets Other Grant Writers Don't Want You to Know*. 10/24/09

- 2009 National Association of Chronic Disease Directors, Chronic Disease Academy;  
**Presenter:** *Developing and Using Logic Models for Program Development and Evaluation and Ten Strategies for Effective Program Development*, Seattle, WA
- 2013-present Ad hoc reviewer, *Journal of the American Board of Family Medicine*
- 2009-present Ad hoc reviewer, *American Journal of Public Health*
- 2009-present Ad hoc reviewer, *Journal of Public Health Management and Practice*
- 2009-present Ad hoc reviewer, *Health Promotion Practice*
- 2009-present Ad hoc reviewer, *Progress in Community Health Partnerships*
- 2008 National Association of Chronic Disease Directors, Chronic Disease Academy;  
**Presenter:** *Diversifying Your Funding Portfolio*, Denver, CO
- 2007-2012 Executive Committee, Program for Rural and Minority Health Disparities Research, Texas A&M University, **member**
- 2007-08 Multi-share Feasibility Study Task Group, United Way, **chair**
- 2007-09 Policy Committee, American Association of Community Health Workers, **member**
- 2004-2014 Executive Committee, Center for Community Health Development: A Prevention Research Center, School of Rural Public Health, **member**
- 2004-08 Research and Evaluation Committee, Brazos Valley Health Partnership, **chair**
- 2005-2014 United Way Health Impact Committee, **co-chair**
- 2004-05 Department Head Search Committee, Department of Social & Behavioral Health, **member**
- 2005 Health Resources and Services Administration, Healthy Community Access Program (HCAP) grant, **reviewer**
- 2004-05 Resources & Funding Committee, Brazos Valley Jail Diversion Task Force, **member**
- 2004-05 Community Health Workgroup, Texas Shared Vision Project, **member**
- 2003-04 Brazos Valley Council of Governments Health Services Program, External Review Panel for Funding Consideration, **moderator**
- 2000-02 Student Affairs Committee, School of Rural Public Health, **member**



## BIOGRAPHICAL SKETCH

Provide the following information for the Senior/key personnel and other significant contributors in the order listed on Form Page 2.  
Follow this format for each person. **DO NOT EXCEED FOUR PAGES.**

| NAME<br><b>Little, Bertis Britt</b>  | POSITION TITLE<br>Professor of Health Management and Systems Sciences<br>School of Public Health and Information Sciences<br>University of Louisville, Louisville, KY |       |   |
|--|---|-------|---|
| eRA COMMONS USER NAME (credential, e.g., agency login)<br><b>BBLTEX</b>  |   |       |   |
| EDUCATION/TRAINING ( <i>Begin with baccalaureate or other initial professional education, such as nursing, include postdoctoral training and residency training if applicable.</i> ) |   |       |   |
| INSTITUTION AND LOCATION   | DEGREE<br>(if applicable)   | MM/YY | FIELDS OF STUDY                                 |
| Appalachian State University, Boone, NC  | BA  | 12/76 | Anthropology, Sociology, Math                   |
| Ball State University, Muncie, IN  | MA  | 8/79  | Primateology/Computer Science                   |
| The University of Texas, Austin, TX  | Ph.D.   | 8/83  | Biological Anthropology/<br>Applied Mathematics |
| The University of Texas, Austin, TX  | Postdoctoral  | 5/85  | Statistics and Probability Theory               |

### A. PERSONAL STATEMENT:

Dr. Little, Professor of Health Management and Systems Sciences, School of Public Health and Information Sciences, University of Louisville, is an experienced investigator. Dr. Little has an extensive educational background in analytics (mathematics, statistics, databases and probability theory) and population health (human biology, genetics, medicine, public health). Dr. Little has worked with databases since 1978, and has built several unique national data warehouses for research. *He is active at the VA Medical Center-Dallas as Senior Research Scientist in Medical Service (2000 to present), and is currently assigned to Medical Service, Division of Cardiology (2008-present). His role in research projects broadly encompasses the area of applied mathematics which includes but is not limited to, data base design, statistical sampling design and multivariate analysis, and manuscript publication. Contemporary labels such as Big Data and data mining apply to his expertise, and that is in his current job description at University of Louisville, School of Public Health and Information Sciences.* His background in human biology and genetics further credentials him as a true biostatistician. The selected peer reviewed publications (33 of 192) highlight some of his work that is directly related to risk factors for outcomes (e.g., interventional cardiology, hepatitis C, type 2 diabetes, colon cancer, pancreatic cancer, lung cancer). Further, Dr. Little has over 25 years of experience working with the proposed patient population, has research experience in recruiting and retaining patients from Parkland Health & Hospital System (PHHS), covering inpatients and outpatient clinics. He has successfully designed and implemented programs for the PHHS and population. Current funded projects include (1) a large multimillion dollar research project for the US Department of Agriculture Risk Management Agency conducting applied mathematics research, (2) large multicenter international interventional cardiology clinical trial, (3) combining multi-terabyte government silos into high performance RDBMS computing systems that save millions of dollars through detection of waste, fraud, and abuse, and (4) research into the genetics of type 2 diabetes in isolates (Zapotec and Mixe) in the Valley of Oaxaca, southern Mexico. He is also a member of the State Innovation Model health information technology team defining the national common electronic medical record (EMR, or EHR) for MEDICAID and Medicare.

### B. POSITIONS AND HONORS:

#### Positions and Employment

|             |  |
|-------------|--|
| 1983 – 1985 | Lecturer, The University of Texas, Austin, TX  |
| 1985 – 1992 | Assistant Professor, Division of Clinical Genetics, Department of Obstetrics and Gynecology, Southwestern Medical School, The University of Texas Southwestern Medical Center, Dallas, TX  |
| 1992 – 1999 | Adjunct Assistant/Associate Professor, Human Development and Early Childhood Disorders, Graduate School of Human Development, The University of Texas at Dallas, Richardson, TX            |
| 1999 – 2000 | Adjunct Professor, Human Development and Early Childhood Disorders, Graduate School of Human Development, The University of Texas at Dallas, Richardson, TX                                |
| 1992 - 1999 | Associate Professor, Division of Prenatal Diagnosis, Department of Obstetrics and Gynecology, Southwestern Medical School, The University of Texas Southwestern Medical Center, Dallas, TX |
| 1998 – 2015 | Associate Vice President for Academic Research and Grants, Professor of Computer Science and Mathematics, Tarleton State University, Texas A&M University System, Stephenville, TX         |

- 2000 – 2015 *Director, Texas Engineering Experiment Station, Texas A&M University System, 2000 – 2015.*
- 2000 –2016 Professor of Computer Science and Mathematics, Tarleton State University, Texas A&M University System, Stephenville, TX
- 2000 – present Senior Research Scientist, Medical Services, Dallas VA Medical Center, Dallas, TX
- 2015 – present Professor of Health Management and Systems Sciences, School of Public Health and Information Sciences, University of Louisville, Louisville, KY
- 2008 – present Special Invited Foreign Professor and Associate Director, Center for Risk Management Research, School of Management, Dalian University of Technology, Dalian, China

### Selected Honors

- 1974 – 1976 Carnegie Corporation Accelerated Degree Program, Appalachian State University, Boone, NC
- 1979 – 1983 Doctoral Fellow, Graduate School, The University of Texas, Austin, TX
- 1985 NIH Junior Investigator Award
- 1985 Fellow (elected), Human Biology Association
- 2004 Best Paper in Economics for 2004, AAEA
- 2004 Fellow (elected), Royal Anthropological Institute of Great Britain
- 2003, 2007 Top 100 Expert Reviewers, *Obstetrics and Gynecology*, American College of Obstetrics and Gynecology
- 2010 – 2014 Chair Strategic Planning Committee, and Board of Directors, and Southwest Regional Director, Sigma Xi – Research Honor Society-National Headquarters
- 2010 IEEE, Top 10 Data Mining Case Studies Applied to a Real World Problem, Sydney, Australia.
- 2012 EPIC Data Mining Award, Teradata Corporation, Washington DC.
- 2012 Ventana Research Data Mining Award, San Jose CA.
- 2013 The Data Warehouse Institute (TDWI), Excellence in Data Warehousing, San Diego, CA.
- 2013 GCN Award (Government Computing News) Innovation in Big Data IT, Nov. 2013, Washington DC.
- 2014 American Council on Technology-Industry Advisory Council (ACT-IAC), Excellence in Enterprise Efficiency in Data Mining and Data Warehousing, Washington, DC.
- 2015 Fellow (elected), American Association for the Advancement of Science (AAAS), applications in clinical and basic science research, development and application of new analytical techniques, February, 2015.

### **C. CONTRIBUTIONS TO SCIENCE** Underlined author indicates fellow or student in Dr. Little's Laboratory.

Dr. Little's AAAS Fellow recognition was for "*anthropological research in the field, clinical and applied settings, and the development and application of analytical techniques.*" The categories below cover highlights of Dr. Little's work relevant to this research application. He was similarly recognized by the Royal Anthropological Institute of Great Britain, and was elected a fellow in 2004.

**Type 2 Diabetes (T2D):** A current research focus is T2D in indigenous genetic isolates and clinical populations. We are using linkage disequilibrium, candidate gene analysis, and genome wide analysis in (1) isolated populations that have been separated from one another for more than two millennia, and (2) clinical populations with severe T2D adverse sequelae.

- a. **Little, B.B.**, M.E. Pena-Reyes, R.M. Malina, S.L. Lewis: Emergence of type 2 diabetes in an isolated Mesoamerican peasant community in the Valley of Oaxaca, Southern Mexico. *American Journal of Physical Anthropology* (accepted for publication), 2015.
- b. Banerjee S., A. Vinas, A. Mohammad, O. Hadidi, R. Thomas, K. Sarode, A. Banerjee, P. Garg, R.A. Weideman, **B.B. Little**, E.S. Brilakis: Significance of an abnormal ankle-brachial index in patients with established coronary artery disease with and without associated diabetes. *American Journal of Cardiology*, 113(8):1280-4, 2014.
- c. Siddiqui, A.A., S.J. Spechler, S. Huerta, S. Dredar, **B.B. Little**, and B. Cryer. Elevated Hba1c is an independent predictor of aggressive clinical behavior in patients with colorectal cancer: A case-control study. *Digestive Disease Science* 53: 2486-94, 2008.

**Cocaine Use in Pregnancy:** My publications have addressed genetic and environmental effects on human biology: human development (prenatal and postnatal), including adults. My focus was on early development, and Parkland Memorial Hospital had the largest obstetric service in the US in the 1980s and 1990s, delivering >14,900 babies annually. Cocaine use during pregnancy grew to epidemic proportions in the 1980s, and my students and I investigated the effects of the drug on embryofetal development.

- a. **Little, B.B.**, L.M. Snell, V.R. Klein, and L.C. Gilstrap: Cocaine abuse during pregnancy: Maternal and fetal implications. *Obstetrics and Gynecology* 73:157-160, 1989.

- b. Roe, D.A., B.B. Little, R.E. Bawdon, and L.C. Gilstrap: Metabolism of cocaine by human placenta: Implications for fetal exposure. *American Journal of Obstetrics and Gynecology* 163: 713-718, 1990
- c. Little, B.B., D.A. Roe, R.W. Stettler, V.R. Bohman, K.L. Westfall, and S. Sobhi: A new placental enzyme in the metabolism of cocaine: An in vitro animal model. *American Journal of Obstetrics and Gynecology* 172:1441-1445, 1995.
- d. Stettler, R.W., V.R. Bohman, B.B. Little, K.L. Westfall, and S. Sobhi: Metabolism of cocaine by cholinesterase during pregnancy: Maternal and fetal activity. *Journal of Maternal -Fetal Medicine* 4:135-138, 1995.

**Syndromology:** It was naïve of us to expect mono-therapy in substance abuse. We expanded our investigations to include polydrug use, and then also pursued the mono-drug users. Using newborn urinalysis we identified single substance exposures and used self-report to construct polydrug comparison groups.

- a. Little, B.B. and L.M. Snell: Brain growth among fetuses exposed to cocaine *in utero*: Asymmetric growth retardation. *Obstetrics and Gynecology* 77:361-364, 1991.
- b. King, T.A., J.M. Perlman, A.R. Lupton, N. Rollins, G. Jackson, and B.B. Little: Neurologic manifestations of in utero cocaine exposure in near term and term infants. *Pediatrics* 96:259-264, 1995.
- c. Little, B.B., G. Jackson, and G.N. Wilson: Is there a cocaine syndrome? Anthropometric and dysmorphic assessment. *Teratology* 54:145-149, 1996.
- d. Little, B.B., L.M. Snell, L.C. Gilstrap, C.R. Rosenfeld, and N.F. Gant: Failure to recognize fetal alcohol syndrome in newborn infants. *American Journal of Diseases in Children* 144:1142-1146, 1990.

**Pharmacokinetics and Toxicology:** We noted a void when we began the studies of substance use during pregnancy was noted pharmacokinetics and toxicology of xenobiotic disposition during pregnancy. In my laboratory we carried out several series of experiments *in vivo* in experimental animals and *in vitro* with material obtained from pregnant humans.

- a. Little, B.B., R.E. Bawdon, J.T. Christmas, S. Sobhi, and L.C. Gilstrap: Pharmacokinetics of zidovudine (AZT) during late pregnancy in Long Evans rats. *American Journal of Obstetrics and Gynecology* 161:732-734, 1989.
- b. Little, B.B., T.H. Harstad, R.E. Bawdon, S. Sobhi, D.A. Roe, K.A. Knoll, and F.E. Ghali: Pharmacokinetics of pentamidine in pregnant Sprague-Dawley rats. *American J of Obstetrics and Gynecology* 164:927-930, 1991.
- c. Christmas, J.T., B.B. Little, K.A. Knoll, R.A. Bawdon, and L.C. Gilstrap: Teratogenic and embryocidal effects of zidovudine in Sprague-Dawley rats. *J of Infectious Diseases in Obstetrics and Gynecology* 2:223-227, 1995.
- d. Aguila-Nelson, N., B.B. Little, R.Y. Ho, and A. Barnea: Differential potencies of cocaine and its metabolites and benzoylecgonine, in suppressing the functional expression of somatostatin and neuropeptide Y producing neurons in cultures of fetal cortical cells. *Biochemical Pharmacology* 54:491-500, 1997.
- e. Little, B.B.: Pharmacokinetics during pregnancy: Evidence-based maternal dose formulation. *Obstetrics and Gynecology* 93(51001) 858-868, 1999.

**Epidemiology and Pharmacoepidemiology:** Dr. Little has a long history of researching the epidemiology of genetic disease and of adverse drug effects on pregnancy and non-pregnant individuals.

- a. Little, B.B., S.M. Ramin, B.S. Cambridge, N.R. Schneider, D.S. Cohen, L.M. Snell, M.J.E. Harrod and W.L. Johnston: Risk of chromosomal abnormalities, with emphasis on live-born offspring of young mothers. *American Journal of Human Genetics* 57:1178-1185, 1995.
- b. Weideman, R.A., K.C. Kelly, S. Kazi, A. Cung, K.W. Roberts, H.J. Smith, G.A. Sarosi, B.B. Little, and B. Cryer: Risks of clinically significant upper gastrointestinal toxicity with etodolac and naproxen: A historical cohort analysis. *Gastroenterology* 127:1322-1328, 2004.

**Obesity Research:** Dr. Little has conducted research on obesity in children and adults from the US and third world countries. The connections in Dr. Little's research of overweight and obesity to cardiovascular disease, cancer, diabetes genetics, and complications of pregnancy are known.

- a. Malina, R.M., A.N. Zavaleta, and B.B. Little: Estimated overweight and obesity in Mexican American school children. *International Journal of Obesity* 10:483-491, 1986.
- b. Al-Haddad, F., Y. Al-Nuami, B.B. Little, and M. Thabit: The prevalence of obesity among school children in the United Arab Emirates: Serious public health implications. *American Journal of Human Biology* 12:498-502, 2000.
- c. Al-Haddad F.H., B.B. Little, Y.E. Al-Nuaimi, and A.G.M.A. Ghafoor: United Arab Emirates Schoolchildren Nutritional Survey (UAENS Study). *Annals of Human Biology* 32(1): 72-79, 2005.
- d. Malina, R.M. M.E. Peña Reyes, S.K. Tan, P.H. Buschang and B.B. Little: Overweight and obesity in a rural Amerindian population in Oaxaca, southern Mexico, 1968-2000. *American Journal of Human Biology* 19(5):711-21, 2007.

- e. Malina, R.M., P.J. Morano, M. Barron, S.J. Miller, S.P. Cumming, A.P. Kontos, and **B.B. Little**. Overweight and obesity among youth participants in American football. *Journal of Pediatrics* 151:378-382, 2007.
- f. Malina R.M., M.E. Peña-Reyes, G. Bali-Chávez, **B.B. Little**. Thinness, overweight and obesity in indigenous youth in Oaxaca, 1970 and 2007. *Salud Publica Mexico* 55(4):387-93, 2013.

**Cardiology:** Since 2008, Dr. Little has been assigned to the Division of Cardiology (Medical Service, Dallas VA Medical Center), and has worked with Dr. Banerjee, Division Head. Investigations run the gamut and included cardiology registries (establishing, maintaining), VA VINCI national studies, pharmacogenomics and clinical trials.

- a. Banerjee, S, C. Varghese, J. Samuel, R.A. Weideman, **B.B. Little**, K.C. Kelly, S.V. Rao, R.F. Reilly, E.S. Brilakis. Comparison of the impact of short (<1 year) and long-term (> or =1 year) clopidogrel use following percutaneous coronary intervention on mortality. *American Journal of Cardiology* 102:1159-62, 2008.
- b. Banerjee S., A. Zankar, R.A. Weideman, **B.B. Little**, E.S. Brilakis. Concomitant use of clopidogrel and proton-pump inhibitor: a reality check. *Interventional Cardiology* 2: 2010, 121-125.
- c. Mohammad, A., E.S. Brilakis, R.A. Weideman, **B.B. Little**, S. Banerjee. The clinical relevance of the clopidogrel-proton pump inhibitor interaction. *Journal of Cardiovascular Translational Research* 5(4): 547-552, 2012.
- d. Jain, N., S. Kotla, **B.B Little**, R.A. Weideman, E.S. Brilakis, R.F. Reilly, S. Banerjee. Predictors of hyperkalemia and death in patients with cardiac and renal disease. *American Journal of Cardiology* 109(10): 1510-1512, 2012.
- e. Banerjee S., T.S. Das, M. S. Abu-Fadel, E.J. Dippel, N.W. Shammass, D.L. Tran, A. Zankar, C. Varghese, K.C. Kelly, R.A. Weideman, **B.B. Little**, R.F. Reilly, T. Addo, E.S. Brilakis. Pilot trial of cryoplasty or conventional balloon post-dilation of nitinol stents for revascularization of peripheral arterial segments (COBRA Trial). *Journal of the American College of Cardiology* 60(15): 1352-1359, 2012.
- f. Banerjee S., Master R.G., Peltz M., Willis B., Mohammed A., **Little B.B.**, Dimaio M.J., Jessen M.E., Brilakis E.S. Influence of chronic total occlusions on coronary artery bypass graft surgical outcomes. *Journal of Cardiac Surgery* 27(6):662-7, 2012.
- g. Banerjee S, Pershwitz G, Sarode K, Mohammad A, Abu-Fadel MS, Baig MS, Tsai S, **Little BB**, Gigliotti OS, Soto-Cora E, Foteh MI, Rodriguez G, Klein A, Addo T, Luna M, Shammass NW, Prasad A, Brilakis ES. Stent and non-stent based outcomes of infrainguinal peripheral artery interventions from the Multicenter XLPAD Registry. *J Invasive Cardiol*.27(1):14-8, 2015.

**Analytical Methods:** One of the points raised in the AAAS Fellow nomination and was “*development and application of analytical techniques.*” New techniques were used in the papers cited above, but the one not yet cited (Banerjee et al., 2011) changed the way drug exposures are evaluated, and was called a “game-changer” in 2011 by MedScape (<http://www.medscape.com/viewarticle/753828>). We were able to evaluate drug use in the cohort as continuous use, switching between medications, and quitters (cease medication use). The FDA placed a black box warning on clopidogrel and proton pump inhibitors because exposure was evaluated only based upon drug status *at discharge*. Over the ensuing 5 years, patient use of the drugs changed, and it was the changing pattern that caused increased mortality, not the drugs or their interactions *per se*.

- a. Banerjee, S., R. Weideman, M. Weideman, **B.B. Little**, K.C. Kelly, J.T. Gunter, K.L. Tortotice, M. Shank, B. Cryer, R.F. Reilly, S.V. Rao, A. Kastrati, J.A. DeLemos, E.S. Brilakis, D.L. Bhatt. Clopidogrel and proton pump inhibitor interaction post PCI: Is there a misindication bias? *Journal of the American College of Cardiology* 107 (6): 871-878, 2011.
- b. **Little B.B.** “Big Data” and population health. IN EJ Esterhay, LS Nesbitt, JH Taylor, HJ Bohn, *Population Health – Management, Policy and Technology, First Edition*. Convergent Publishing: Virginia Beach, VA, 2014, pp. 436-460.
- c. Warner, J., R. Weideman, K. Kelly, E. Brilakis, F. Cunningham, W. Harford, **B.B. Little**, and B. Cryer. The risk of acute myocardial infarction with etodolac is NOT increased compared to naproxen: A historical cohort analysis of a generic Cox-2 selective inhibitor. *Journal of Cardiology, Pharmacology and Therapeutics* 13:252-60, 2008.

Evaluation of exposures requires complex methodological development and application, which was key in the analyses above. Dr. Little designed and implemented the exposure evaluation algorithms used in the 2011 paper above (a. Banerjee et al.).

#### **RESEARCH SUPPORT:**

##### **Ongoing Research Support**

1. US Department of Justice Bert Little (PI) 2009-2015  
Rural law enforcement IT and Anti-terrorism Center.  
The goal of this project is to computerize rural jurisdictions and provide them with data sharing and data mining. This is a continuation of a multiyear project.  
0.8 m/yr.; \$8 million.  
Role: Principal Investigator and Chief Scientist
2. USDA Risk Management Agency Bert Little (PI) 2008-2015  
Data Mining Program for Risk Management Program Compliance and Integrity  
The goal of this project is to use data mining and data warehouse technologies to increase program integrity of the US crop insurance program which has an annual liability of more than \$100 billion per year with indemnity payments of more than \$10 billion per year. This is a continuation of a multiyear project.  
\$3.9 m/yr. \$50.8 million  
Role: Principal Investigator and Chief Scientist
3. Office of the Inspector General (USDA) Bert Little (PI) 2014-2015  
OIG is establishing a new division, Data Sciences Branch. OIG has contracted with Dr. Little to help train OIG data science specialists, and provide training in data mining, data warehousing, analytics, and remote sensing analysis. Each agent may spend up to a year in training. By the time they complete training, agents are expected to be able to use computer techniques for analysis and provide testimony as a forensic analyst.  
\$660,000/yr.  
Role: Principal Investigator and Chief Scientist
- Selected Completed Research Support**
- USDA (Research Services Agreement 3912A) Bert Little (PI) 2007-2012  
Comprehensive Information Management System (CIMS) for Farm Service Agency and Risk Management Agency.  
The goal of this project integrate two huge data silos and produce a one-stop-shop for producers and the federal government for payments totaling more than \$50 billion annually in payments to agricultural producers. This is a continuation of a multiyear project.  
Farm Service Agency \$1.25 M (2003-4); \$1.4 M (2004-5), \$2.0 M (2005-6), \$2.25 M (2006-7), \$2.0 M (2007-8), \$1.8 (2008-9), \$1.4 M (2009-10).  
Role: Principal Investigator and Chief Scientist
- USDA (Research Services Agreement 3912A) Bert Little (PI) 2007-2008  
Data Warehousing and Data Mining for Risk Management Program Compliance and Integrity  
The goal of this project is to use data mining and data warehouse technologies to increase program integrity of the US crop insurance program which has an annual liability of more than \$90 billion per year with indemnity payments of more than \$10 billion per year.  
\$3.55 million  
Role: Principal Investigator and Chief Scientist
- USDA Risk Management Agency Bert Little (PI) 2003-2006  
Comprehensive Information Management System (CIMS) for Farm Service Agency and Risk Management Agency.  
The goal of this project was create a geo-enabled enterprise data warehouse of FSA, RMA, and NRCS databases.  
\$5.8 million  
Role: Principal Investigator and Chief Scientist
- National Science Foundation Sudman (PI) 2001-2004  
Automated DNA Sequencing Laboratory  
The goal of this project is to establish a DNA analysis laboratory.  
\$100,000.  
Role: Co-Investigator
- NIH Grant Number 5 R01DA010423-03 Barnea (PI) 1997-2000  
NIH/NIDA  
HIV and cocaine interactions in the developing brain.  
The goal of this project is to investigate the interaction of cocaine and HIV in the human and rat fetal brains and determine whether HIV neurotoxicity is potentiated by cocaine.  
\$1.02 million.  
Role: Co-Investigator  
Other research funding not included because of page limit are 4 years of support from the American Heart Association, Hogg Foundation for Mental Health – 5 years, and the US Public Health Service Division of Maternal and Child Health – 3 years.

# Bio-Sketch

## Dr. Liza Creel

### **Background**

Liza M. Creel is currently an Assistant Professor in the Department of Health Management and Systems Sciences. Her research interests are in maternal and child health, newborn screening, policy development and implementation, and policy evaluation. Liza currently serves as research faculty for the Commonwealth Institute and as Co-PI of a study to assess inter-organizational collaboration as part of the Texas Medicaid 1115 Waiver Evaluation (funded through the Texas Health and Human Services Commission). As a doctoral student, Liza served as a Neonatology Research Fellow through an interdisciplinary research collaboration between Texas A&M Health Science Center and Baylor Scott and White – a program designed to support doctoral level student training in the areas of neonatology and pediatric outcomes research.

Liza previously worked for Texas Health Institute, a statewide non-profit based in Austin, TX, directing and managing projects in community health improvement and public health infrastructure and policy development. She also served as Project Manager for the Mountain States Genetics Regional Collaborative, a grant funded by the Health Resources and Services Administration, Maternal and Child Health Bureau.

Liza received her PhD in Health Services Research from the Texas A&M Health Science Center, School of Public Health; MPH in Health Policy from the University of Michigan, School of Public Health; and BS in Health Services Administration from the University of Texas, Southwestern School of Allied Health Sciences.

### **Research Interests**

- Maternal and child health
- Newborn screening
- Policy development and implementation
- Policy evaluation
- Social network analysis

### **Current Projects**

- Commonwealth Institute ACA Evaluation
- Texas Medicaid 1115 Waiver Evaluation, Network Study and Analysis of Stakeholder Perceptions

### **Honors and Awards**

- Member, Phi Kappa Phi Honor Society, 2015 to present

- o Member, Alpha Eta Honor Society, National Scholastic Honor Society for the Allied Health Professions, 2004 to present

### Publications

**Creel, L.M.**, Gregory, S.T., McNeal, C.J., Krauss, D.R., & Beeram, M.R. "Multicenter Neonatal Databases: Trends in Research Uses." Submitted to *Academic Pediatrics*.

### Technical Reports

McMaughan D, DeSalvo D, **Creel L**. Maternal and Child Health in Rural United States: Updates and Challenges. In: Bolin JN, Bellamy G, Ferdinand AO, et al. eds. Rural Healthy People 2020. Vol. 1. College Station, TX: Texas A&M University Health Science Center, School of Public Health, Southwest Rural Health Research Center; 2015:119-125.

Armstrong T, Brossart D, **Creel L**, Du Y, Ghaffari A, Gregory, ST, Helduser J, Kum HC, McMaughan D, Ohsfeldt R, Olutola O, Pennel C, Tamayo L, Wells R and Zhao H. (2014). DSRIP funded Patient Care Navigation to Reduce ED Use: Report to Participating Sites. Strategic Decision Support, Texas Health and Human Services Commission.

Brown, H.S., Madsen, K.K., Perry, C.L., Stigler, M., Colwell, B., Blakely, C., & **Creel, L.M.** *Smoke-free workplace environments: the benefits to Texans and their communities*. Austin, TX: Smoke-Free Texas.

Available

at:[http://s3.amazonaws.com/smokefree/fact\\_sheets/original/Secondhand%20Smoke%20Economic%20Study\\_FINAL.pdf#!](http://s3.amazonaws.com/smokefree/fact_sheets/original/Secondhand%20Smoke%20Economic%20Study_FINAL.pdf#!).

Bohr, D., Barrera, S., Torres G., **Creel, L.** (2006). *Report of the National Steering Committee on Hospitals and the Public's Health*. Chicago, IL: Health Research & Educational Trust. Available

at:<http://www.hret.org/upload/resources/reportnsc.pdf>.

### Selected Conference Publications and Presentations

**Creel, L.M.**, Gregory, S.T., McNeal, C.J., Beeram, M., Krauss, D. Multicenter Neonatal Databases: Trends in Research Uses. Poster presentation at: Academy Health Annual Research Meeting; June 2015; Minneapolis, MN.

Wendel, M, **Creel, L.M.**, Wells, R, Gregory, S.T., Cummings, A., & Roper-Coleman, S. Using Network Analysis to Understand Regional Differences in Collaboration Resulting from the Texas Healthcare Transformation and Quality Improvement Program 1115(a) Medicaid Waiver. Poster presentation at: Academy Health Annual Research Meeting; June 2015; Minneapolis, MN.

Wendel, M. & **Creel, L.M.** Evaluation of the Texas Healthcare Transformation and Quality Improvement Program: 1115(a) Medicaid Demonstration Waiver. Platform presentation at: 2014 Statewide Learning Collaborative Summit; September 2014; Austin, TX.

Oluyomi, A., Lee, C., Nehme, E., Dowdy, D., Ory, M., Hoelscher, D., & **Creel, L.M.** Parental safety concerns and active school commute: correlates across multiple domains in the home-to-school journey. Platform presentation at: 2014 Active Living Research Annual Conference; March 2014; San Diego, CA.

**Creel, L.M.**, Au, S., & NCC Telegenetics Workgroup. Quality improvement in telegenetics: the development of common evaluation measures. Platform presentation at: 2013 American Telemedicine Association Annual Meeting; April 2013; Austin, TX.

**Creel, L.M.**, Kaye, C.I., Hooker, J., Hassell, K., & Miller, C. Engaging Native American families in community health transformation: a case study. Platform presentation at: Eighth National Conference on Quality Health Care for Culturally Diverse Populations; March 2013; Oakland, CA.

**Creel, L.M.** The application of telehealth in genetic services delivery: a model for the HRSA MCHB regional genetic services collaboratives. Platform presentation at: HRSA Office for the Advancement of Telehealth Grantee Meeting; March 2012; Washington, DC.





Craig H. Blakely, PhD, MPH  
Dean

SCHOOL OF PUBLIC HEALTH  
& INFORMATION SCIENCES

September 18, 2015

Neville Pinto, PhD  
Interim Executive Vice President and University Provost  
University of Louisville  
Louisville, KY 40292

Dear Dr. Pinto,

I am writing to express my strong support for the formal creation of The Commonwealth Institute of Kentucky to facilitate interdisciplinary collaboration for population health improvement, policy, and analytics. Because of KentuckyOne Health's generous investment, the School of Public Health and Information Science (SPHIS) is able to start building the infrastructure of the Institute and support significant extramural research.

SPHIS is committed to several investments in the Institute's infrastructure:

- Space for the Institute in our SPHIS building (though we anticipate growth pushing us past capacity to house the institute);
- Tying the senior health policy faculty hire to the Foundation for a Healthy Kentucky Urban Health Policy Chair (\$1,000,000 with a spending authority of ~\$55,000/year); and
- Funding for three new faculty hires
  - 50% of the Big Data Analytics faculty hire (100,000/year)
  - 50% of the senior health policy faculty hire (\$100,000/year)
  - 50% of the junior health policy faculty hire (\$50,000/year)

We believe KentuckyOne Health's investment to be one of many funding opportunities that SPHIS will receive. The nature of our work and commitment to the State of Kentucky will encourage collaborations across the state as well as federally funded projects. Already we are building the schools infrastructure of big data experts, health economists, and health policy faculty that have not existed in the past. SPHIS is committed to continuing the Commonwealth Institute of Kentucky long after the initial projects. As much as anyone can ensure the continuation of an Institute, you have my assurance that we will aggressively pursue and succeed at building a sustainable future for the Commonwealth Institute of Kentucky. SPHIS will commit to providing the IT infrastructure and support as well as business office functions for the Commonwealth Institute.

This is an important initiative for SPHIS that promotes the University's focus on interdisciplinary research and community engagement. It is central to our strategic growth. The Institute's accomplishments will ultimately benefit the University, Louisville Metro, and the Commonwealth of Kentucky.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig H. Blakely".

Craig H. Blakely, PhD, MPH  
Professor and Dean

February 11, 2015

Connie Shumake  
Office of the Provost  
University of Louisville  
Louisville, KY 40292

Connie,

We have been asked to provide a description of the library resources in place to support the proposed Commonwealth Institute. The Kornhauser Health Sciences Library (KHSL) has prepared an analysis of our ability to support the new institute and this review indicates that we are well positioned to do so. I'm attaching the analysis and description of available library and information resources which includes books, journals and databases. Many of the resources are accessible 24/7 from on campus or from home as they are in electronic format.

No additional library expenditures should be required to support the institute unless we are requested to add specific resources.

I am providing this letter and its attachment in electronic form in the interest of time but will forward a print version to your office. Please contact us if you have any questions or need additional information.

Sincerely,



Robert E. Fox, Jr.  
Dean, University Libraries

Cc: Trinidad Jackson  
Neal Nixon

From the Dean, University Libraries:

The University of Louisville Libraries (UL) are well positioned to support the University of Louisville School of Public Health and Information Sciences (SPHIS) proposed Commonwealth Institute. Over the years, the library staffs have developed extensive collections of electronic journals, books, databases and evidence-based resources that are available 24/7 from home or office to all university faculty, students, and researchers.

## **COLLECTIONS**

Library resources are acquired to support the instructional, research and service programs of the University. Identification and evaluation are key steps in the selection process, helping ensure the acquisition of only the most relevant materials to meet current and potential user needs; therefore, rather than comparing the number of our resources relative to the number owned by another library, library staffs rely on evaluation tools, e.g., *Journal Citation Reports (JCR)*, *Doody's Review Service*, and *Doody's Core Titles*. Utilizing these tools along with input from faculty members, the Kornhauser Health Sciences Library (KHSL) staff developed collections to support the SPHIS Bachelor's and Master's programs, forming a core of information resources that will also support the Commonwealth Institute and its initiatives.

### *Books*

The KHSL print collection boasts almost 270,000 volumes with approximately 550 titles published within the last ten years specific to public health. However, due to the transdisciplinary focus of the Commonwealth Institute, a discussion of library materials must consider the University of Louisville Libraries as a whole as well as specific public health issues. Taking into account issues such as "violence", "obesity", "smoking", and "vulnerable populations", an additional 4,100 print titles are culled from the library system collections.

In an effort to support remote access to information, the libraries have reduced and continue to reduce print holdings to focus on the acquisition of digital collections. System-wide, over 700 public-health related books are available electronically, 164 titles are from the KHSL Oxford Scholarship Online Collection.

### *Journals*

University of Louisville Libraries subscribe to approximately 7,100 full-text health sciences or health sciences-related journals of which 2,726 are current KHSL subscriptions. Over 800 of the system-wide electronic journal titles fall under the subject area "Public Health". When titles are considered in areas such as "mathematical sciences", "statistics", "social sciences", "preventive medicine", "nursing", "health policy and administration", etc., another 7,000 plus electronic journals are added in support of the educational, research, and community health improvement efforts of the Commonwealth Institute.

### *Databases*

University of Louisville Libraries host 331 databases, 50 of these are health related. Available databases include: MEDLINE via PubMed and OVID; Ageline: Cochrane Database of Systemic Reviews; TOXNET; CINAHL (Cumulative Index to Nursing and Allied Health Literature); TRIP Database; DynaMed; HSRPro, a National Information Center on Health Services Research and Health Care Technology (NICHSR); RAND Health Publications, objective, nonpartisan research and analysis papers; Social Sciences Index, etc.

## **SERVICES**

### *Interlibrary Loan/Document Delivery*

In addition to the in-house resources, the William F. Ekstrom Library participates in KUDZU, a consortium of major university libraries in the southeastern United States, and KHSL is a member of the Greater Midwest Regional Medical Library Program that offers ready access to the library collections in ten Midwestern states. Interlibrary loan (ILL) services are available to all students, staff and faculty of the University of Louisville free-of-charge. The ILL office can borrow almost any item published from any library in the world, either in the original format, or as a photocopy. Also, the Document Delivery Service can electronically send an article or book chapter from library-owned resource to a requestor's office or home.

### *Reference Assistance*

The University Libraries also facilitate the understanding and use of the resources. To foster a supportive learning environment, the staff offers extensive reference assistance, helping users to formulate online search strategies, validate citations, and locate materials. KHSL librarian liaisons provide in-depth consultation and training sessions by appointment for faculty, students, and residents; classroom instruction is available by request.

No additional resources or library materials expenditures should be required to support the SPHIS Commonwealth Institute unless the program requires that specific resources be added to the library collections. We do rely on the recommendations of the University of Louisville faculty and staff to help development library collections and services. We welcome any suggestions.

Please contact us if you have any questions or need additional information.



**David L. Dunn, M.D., Ph.D.**  
Executive Vice President for Health Affairs  
Professor of Surgery, Microbiology and Immunology

July 13, 2015

Dr. Neville Pinto  
Interim Executive Vice President and University Provost  
University of Louisville  
Louisville, KY 40292

Dear Dr. Pinto,

I am writing to express my strong support for the formal creation of the Commonwealth Institute of Kentucky to facilitate interdisciplinary collaboration for population health improvement, policy, and analytics. Because of KentuckyOne Health's \$4 million generous investment, the School of Public Health and Information Sciences (SPHIS) is able to start building the infrastructure of the Institute and support significant extramural research. SPHIS plans on continuing the Commonwealth Institute of Kentucky long after the initial projects and our office is committed to supporting their endeavors.

The landscape of higher education has changed dramatically and we must look for innovative approaches to continue striving to reach our high quality teaching and research 2020 goals. With state funding decreasing yearly and the highly competitive environment for research dollars, we need a mechanism for enhancing our ability to attract funding. The vision statement of the 21<sup>st</sup> Century University states, "The changing expectations will require that stewardship and engagement be at our center, and the 21st century will be responsible for supporting innovation, community development, workforce partnerships and regional industry clusters". I believe the Commonwealth Institute of Kentucky's mission is built upon supporting innovation, community development, workforce partnerships and regional industry clusters. Bill Pierce, the university's Vice President for Research, and I have agreed to return the maximum amount of indirect funds allowed under university policy to the institute for the initial three years, July 1, 2015 to June 30, 2018. This is one overt indication of the degree to which we believe in the future of the Institute. Further, the Institute's accomplishments will ultimately benefit the University, Louisville Metro, and the Commonwealth of Kentucky.

Sincerely,

David Dunn, M.D., Ph.D.

Cc: Dr. Bill Pierce

**University of Louisville  
Centers and Institutes Budget Form**

Center/Institute: Commonwealth Institute of Kentucky

Unit Home: School of Public Health & Information Science

**Amounts and Sources of Revenue**

|  |  | Current          | Projected          | Projected          | Projected        | Projected        | Projected       |
|--|--|------------------|--------------------|--------------------|------------------|------------------|-----------------|
| Fiscal Year  |  | 2015             | 2016               | 2017               | 2018             | 2019             | 2020            |
| 1. Regular State Appropriation & Fees                        |  |                  |                    |                    |                  |                  |                 |
| a. New Allocation  |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| b. Internal Reallocation                                     |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 2. Institutional Allocation from Restricted Endowment        |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 3. Institutional Allocation from Unrestricted Endowment      |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 4. Gifts   |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 5. Extraordinary State Appropriation                         |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 6. Grants and Contracts                                      |  |                  |                    |                    |                  |                  |                 |
| KentuckyOne Health (0 indirect costs)                        |  | \$322,480        | \$644,958          | \$644,958          | \$322,480        | \$0              | \$0             |
| AHRQ (50% indirect costs)                                    |  | \$0              | \$50,000           | \$50,000           | \$50,000         | \$50,000         | \$50,000        |
| NIH (50% indirect costs)                                     |  | \$0              | \$0                | \$25,000           | \$25,000         | \$25,000         | \$25,000        |
| KY Cabinet for Health & Family Services (12% indirect costs) |  | \$0              | \$25,000           | \$40,000           | \$60,000         | \$60,000         | \$60,000        |
| CDC (26% indirect costs)                                     |  | \$0              | \$20,000           | \$20,000           | \$20,000         | \$20,000         | \$20,000        |
| 7. Capitation  |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 8. Capital   |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 9. Renovation  |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 10. Library Support  |  | \$0              | \$0                | \$0                | \$0              | \$0              | \$0             |
| 11. Indirect costs (anticipated 6%)                          |  |                  | \$45,000           | \$60,000           | \$70,000         | \$70,000         | \$70,000        |
| 12. Surplus Funds  |  |                  | \$259,497          | \$416,255          | \$450,509        | \$133,035        | -\$129,515      |
| <b>TOTAL REVENUES</b>  |  | <b>\$322,480</b> | <b>\$1,044,455</b> | <b>\$1,256,213</b> | <b>\$997,989</b> | <b>\$358,035</b> | <b>\$95,485</b> |

| <b>Expenditures for the Center/Institute</b> |  | <b>Current</b>  | <b>Projected</b> | <b>Projected</b> | <b>Projected</b> | <b>Projected</b> | <b>Projected</b> |
|--|--|-----------------|------------------|------------------|------------------|------------------|------------------|
| <b>Fiscal Year</b>                           |  | <b>2015</b>     | <b>2016</b>      | <b>2017</b>      | <b>2018</b>      | <b>2019</b>      | <b>2020</b>      |
| <b>I. Personnel</b>                          |  |                 |                  |                  |                  |                  |                  |
| 1. Full-time Faculty (FTF)                   |  | 1               | 4                | 4                | 5                | 5                | 6                |
| a. Number of FTF                             |  |                 |                  |                  |                  |                  |                  |
| b. Total Salaries                            |  | 40000           | 270000           | 357813           | 357813           | 30000            | 30000            |
| c. Total Fringe Benefits Cost                |  | 8400            | 56700            | 75141            | 75141            | 6300             | 6300             |
| COST OF FTF : (b+c)                          |  | \$48,400        | \$326,700        | \$432,954        | \$432,954        | \$36,300         | \$36,300         |
| 2. Part-time Faculty (PTF)                   |  |                 |                  |                  |                  |                  |                  |
| a. Number of PTF                             |  |                 |                  |                  |                  |                  |                  |
| b. Total Salaries                            |  |                 |                  |                  |                  |                  |                  |
| COST OF PTF: (b)                             |  | \$0             | \$0              | \$0              | \$0              | \$0              | \$0              |
| 3. Graduate Assistants (GA)                  |  |                 |                  |                  |                  |                  |                  |
| a. Number of GA                              |  | 0               | 2                | 2                | 2                | 0                | 0                |
| b. Total GA Stipends                         |  | 0               | 40000            | 40000            | 40000            | 0                | 0                |
| COST OF GA: (b)                              |  | \$0             | \$40,000         | \$40,000         | \$40,000         | \$0              | \$0              |
| 4. Staff Support (SS)                        |  |                 |                  |                  |                  |                  |                  |
| a. Number of Staff                           |  | 1               | 3                | 4                | 5                | 6                | 7                |
| b. Total Staff Salaries                      |  | 11,666.67       | 186000           | 231000           | 276000           | 321000           | 366000           |
| c. Total Fringe Benefits Cost                |  | 2916.67         | 46500            | 57750            | 69000            | 80250            | 91500            |
| COST OF SS: (b+c)                            |  | \$14,583        | \$232,500        | \$288,750        | \$345,000        | \$401,250        | \$457,500        |
| <b>TOTAL PERSONNEL COST</b>                  |  | <b>\$62,983</b> | <b>\$599,200</b> | <b>\$761,704</b> | <b>\$817,954</b> | <b>\$437,550</b> | <b>\$493,800</b> |

|  |  |                 |                  |                  |                  |                  |                  |                  |  |
|--|--|-----------------|------------------|------------------|------------------|------------------|------------------|------------------|--|
|  |  |                 |                  |                  |                  |                  |                  |                  |  |
|  | <u>II. Operating Cost</u>                    |                 |                  |                  |                  |                  |                  |                  |  |
|  | 1. Supplies, Including equipment Maintenance | 0               | 1000             | 1000             | 1000             | 1000             | 1000             | 1000             |  |
|  | 2. Travel                                    | 0               | 2500             | 2500             | 2500             | 2500             | 2500             | 2500             |  |
|  | 3. Library                                   |                 |                  |                  |                  |                  |                  |                  |  |
|  | a. one-time retrospective purchasing         | 0               | 0                | 0                | 0                | 0                | 0                | 0                |  |
|  | b. Book and journal acquisitions             | 0               | 0                | 0                | 0                | 0                | 0                | 0                |  |
|  | c. Computerized information system           | 0               | 0                | 0                | 0                | 0                | 0                | 0                |  |
|  | 4. Student Support-Tuition Remission         | \$0             | \$24,000         | \$24,000         | \$24,000         | \$24,000         | \$24,000         | \$24,000         |  |
|  | 5. Equipment                                 |                 |                  |                  |                  |                  |                  |                  |  |
|  | 6. Off-campus Facilities                     | 0               | 0                | 15000            | 18000            | 21000            | 24000            | 24000            |  |
|  | 7. Accreditation                             | 0               | 0                | 0                | 0                | 0                | 0                | 0                |  |
|  | 8. Other (explain)                           |                 |                  |                  |                  |                  |                  |                  |  |
|  | <b>TOTAL OPERATING COST</b>                  | <b>\$0</b>      | <b>\$27,500</b>  | <b>\$42,500</b>  | <b>\$45,500</b>  | <b>\$48,500</b>  | <b>\$51,500</b>  | <b>\$51,500</b>  |  |
|  |  |                 |                  |                  |                  |                  |                  |                  |  |
|  | <u>III. Capital Cost</u>                     |                 |                  |                  |                  |                  |                  |                  |  |
|  | 1. Facilities                                |                 |                  |                  |                  |                  |                  |                  |  |
|  | a. New Construction                          | 0               | 0                | 0                | 0                | 0                | 0                | 0                |  |
|  | b. Renovation                                | 0               | 0                | 0                | 0                | 0                | 0                | 0                |  |
|  | c. Furnishings                               | 0               | 1500             | 1500             | 1500             | 1500             | 1500             | 1500             |  |
|  | <b>TOTAL CAPITAL COST</b>                    | <b>\$0</b>      | <b>\$1,500</b>   | <b>\$1,500</b>   | <b>\$1,500</b>   | <b>\$1,500</b>   | <b>\$1,500</b>   | <b>\$1,500</b>   |  |
|  |  |                 |                  |                  |                  |                  |                  |                  |  |
|  | <b>TOTAL EXPENDITURES</b>                    | <b>\$62,983</b> | <b>\$628,200</b> | <b>\$805,704</b> | <b>\$864,954</b> | <b>\$487,550</b> | <b>\$546,800</b> | <b>\$546,800</b> |  |



| <b>List all current employees paid from the center/institute budget (faculty, staff, graduate asst. or other temp. employees.)</b> |                                   |                              |                     |  |
|--|-----------------------------------|------------------------------|---------------------|--|
| <b>1. Full-time Faculty (FTF)</b>  |                                   |                              |                     |  |
| <b>Name</b>  | <b>Full-time Equivalent (FTE)</b> | <b>Status Perm. or Temp.</b> | <b>Total Salary</b> | <b>Salary paid by the program/center/institute</b> |
| Monica Wendel  | 0.2                               | Permanent                    | \$150,000           | \$30,000   |
| Bert Little  | 0.5                               | Permanent                    | \$200,000           | \$100,000  |
| Liza Creel   | 0.5                               | Permanent                    | \$100,000           | \$50,000   |
| Total  | 1.2                               |                              | \$450,000           | \$180,000  |
| <b>2. Part-Time Faculty (PTF)</b>  |                                   |                              |                     |  |
| <b>Name</b>  | <b>Full-time Equivalent (FTE)</b> | <b>Status Perm. or Temp.</b> | <b>Total Salary</b> | <b>Salary paid by the program/center/institute</b> |
|  |                                   |                              |                     |  |
| Total  |                                   |                              |                     |  |
| <b>3. Graduate Assistants (GA)</b>   |                                   |                              |                     |  |
| <b>Name</b>  | <b>Full-time Equivalent (FTE)</b> | <b>Status Perm. or Temp.</b> | <b>Total Salary</b> | <b>Salary paid by the program/center/institute</b> |
|  |                                   |                              |                     |  |
| Total  |                                   |                              |                     |  |
| <b>4. Staff Support (SS)</b>   |                                   |                              |                     |  |
| <b>Name</b>  | <b>Full-time Equivalent (FTE)</b> | <b>Status Perm. or Temp.</b> | <b>Total Salary</b> | <b>Salary paid by the program/center/institute</b> |
| Sherry Duffy   | 1                                 | Perm.                        | 70,000              | 70,000   |
| Total  | 1                                 | Perm.                        | 70,000              | 70,000   |
| Note: the total FTE and salary amounts should be equal to the personnel cost information listed in the departmental expenditures.  |                                   |                              |                     |  |
|  |                                   |                              |                     |  |
|  |                                   |                              |                     |  |
|  |                                   |                              |                     |  |
|  |                                   |                              |                     |  |