

UNIVERSITY OF MICHIGAN SCHOOL OF PUBLIC HEALTH

# FINDINGS

VOLUME 31, NUMBER 2

What It Means, Why It Matters:

## The Anniversary Issue

INSIDE > The history gene p. 14 | Past legends, present inspiration p. 16 | From cornerstones to croissants p. 24





**In 1923, the automotive industry discovered** that by adding lead to gasoline, cars could run more smoothly and economically. For the next 50 years, a strong industrial lobby helped keep lead in gasoline—despite concerns about the health risks of automotive lead exhausts—and government policymakers refrained from imposing regulations. Matters changed in 1965, with the publication of a major study showing extensive contamination of Arctic snow fields with automotive lead. Subsequent studies linked environmental exposure to automotive lead—especially in early life—with a range of metabolic disorders and developmental disabilities.

SPH Professors Bertram Dinman and Jerome Nriagu contributed to critical assessments of the extent of automotive lead pollution in the U.S., and in a widely cited study in *Nature* in 1979, Nriagu provided the first global inventory of lead emissions to the atmosphere. In 1985, SPH biostatistician Richard Landis coauthored a paper showing links between environmental lead exposure and cardiovascular abnormalities in adult males. As a result of these and other studies, gasoline today is lead-free in practically every country in the world.



## **SPH epidemiologist Thomas Francis Jr.**

conducted the clinical trials that led to his celebrated announcement in U-M's Rackham Auditorium on April 12, 1955, that a polio vaccine developed by Jonas Salk was "safe, effective, and potent." Francis designed and oversaw the year-long trials, which involved an unprecedented 1.8 million children during an era before computers. The vaccine, developed by Salk using techniques he'd learned from Francis while completing a postdoctoral fellowship at SPH, effectively ended one of the 20th century's most dreaded diseases.

Today, polio is on the verge of global eradication, and a team of SPH researchers—including James Koopman, Marisa Eisenberg, David Hutton, and Joseph Eisenberg—is working with the World Health Organization and with support from the National Institutes of Health to ensure that this goal is achieved.

*Born gentle*

**P**ROUD mothers, please forgive us if we too feel something of the pride of a new parent. For new Philip Morris, today's Philip Morris, is delighting smokers everywhere. Enjoy the gentle pleasure, the *fresh unfiltered flavor*, of this new cigarette, born gentle, then refined to special gentleness in the making. Ask for new Philip Morris in the smart new package.

***New Philip Morris...gentle for modern taste***

**Once a ubiquitous feature of social life,** smoking is now the exception in countries like the U.S., and there's a major push to lower tobacco use in low- and middle-income countries. The first big step toward this major public health achievement occurred in 1964, with the release of the first Surgeon General's Report on Smoking and Health. Smoking in the U.S. dropped 15 percent in the first three months after the report's release.

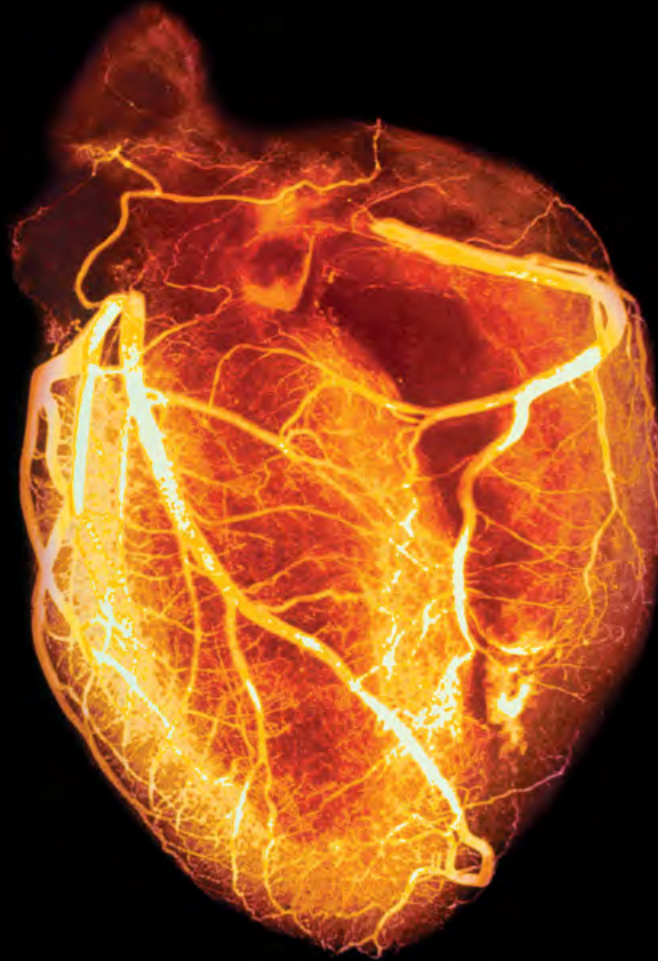
SPH Professor Kenneth Warner played a key role in subsequent efforts to lower smoking rates, advocating for federal cigarette excise tax increases and representing the World Bank at negotiations to create the WHO Framework Convention on Tobacco Control, the world's first international health treaty. Since ratified by 180 countries, the FCTC addresses the global tobacco epidemic through price and tax measures, education, advertising, packaging, and an array of other means.

**SPH** For Kenneth Warner's keynote address on "Tobacco and Health: Progress to Date and the Path Forward," delivered at the 2016 U-M SPH schoolwide symposium, visit [sph.umich.edu/findings](https://sph.umich.edu/findings).





**In 1966, SPH Professor Avedis Donabedian** published an article, “Evaluating the Quality of Medical Care,” which laid the foundation for a profound and widespread change in the measurement and improvement of quality of care. Donabedian’s study became one of the most frequently cited public health articles in the next 50 years. Its paradigm-shifting conclusion was that assessments of the quality of health care services focused on either structure, process, or outcomes. That insight—and the conceptual framework Donabedian developed as a result of it—underlies important work currently being done in quality assessment and improvement, as well as in areas such as medical-risk management, medical-error prevention, hospital rankings, and payment for health services. Donabedian continued to build on his landmark 1966 study, devoting his career to the principle that health care is “a sacred mission,” not a commercial enterprise.



**Before 1972, some clinicians and scientists** believed that high blood pressure was a normal part of aging—despite emerging evidence that lowering elevated blood pressure would prevent strokes, heart failure, and heart attacks. That year, the National Heart, Lung, and Blood Institute launched a new National High Blood Pressure Education Program, and a few years later, SPH alumnus Ed Roccella, MPH '69, became its director.

By the early 2000s, the success of that program—coupled with new research on hypertension control by the likes of SPH biostatistician Richard Remington, and earlier findings from the U-M Tecumseh Community Health Study and other community studies—contributed to a 70- and 60-percent decline, respectively, in age-adjusted stroke and heart-disease mortality. The Centers for Disease Control and Prevention hailed the decline in cardiovascular disease as one of the 20th century's ten great public health accomplishments. Today SPH researchers are developing new guidelines, therapies, and policies aimed at preventing and reducing hypertension and cardiovascular disease in all populations.





**Throughout the 20th century,** the absence of a comprehensive national health insurance system left millions of Americans vulnerable to disease, disability, and death. As early as 1928, U-M Professor Nathan Sinai undertook research to address the crisis. His colleague Sy Axelrod followed suit in 1969 by co-founding the Committee for National Health Insurance. Furthering their efforts, SPH health economist Catherine McLaughlin chaired nationwide hearings and community meetings on health care coverage and costs in 2005, and from 2001 to 2008 directed the Robert Wood Johnson–funded Economic Research Initiative on the Uninsured. Her former student John McDonough, DrPH '96, was a key force behind passage of the Massachusetts Health Reform Law of 2006.

All of this work contributed to the game-changing 2010 Affordable Care Act, as did research conducted in the U-M Center for Value-Based Insurance Design, conceptualized by SPH Professors Michael Chernew and Mark Fendrick. V-BID principles underlie Section 2713 of the ACA, which eliminates consumer cost-sharing for specific preventive services, among them cancer screenings, counseling, and immunizations. As a result, over 137 million Americans now have enhanced access to preventive care.



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## DEPARTMENTS



### SPH On the Web

Whenever you see this symbol, it means you can check out additional, exclusive content on this topic online at [sph.umich.edu/findings](http://sph.umich.edu/findings).

### Video extras in this issue:

- > Tobacco and Health
- > SPH History
- > North Star Reach

### Connect with SPH

Links at [sph.umich.edu](http://sph.umich.edu).



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**On the cover:** Pictured are some of the deans who have led SPH from its inception in 1941:

1. Henry F. Vaughan; 2. Myron E. Wegman; 3. Richard A. Remington;
4. June E. Osborn; 5. Richard E. Cornell (interim); 6. Noreen M. Clark;
7. Kenneth E. Warner; 8. Martin A. Philbert

Not pictured are interim deans William C. Gibson and John P. Kirscht

**Back cover:** Professor Dana Dolinoy's research, which reveals that in utero exposures can change a baby's epigenome, enables pregnant mothers to take informed steps to protect their babies' health.



# FINDINGS

Volume 32, Number 1 Fall/Winter 2016

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Craig Harris

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# 75 and Counting



Martin Philbert

Most public health professionals have their nose to the grindstone—collecting and analyzing data, identifying new issues and creating new approaches to those issues. Both metaphorically and literally, we spend a great deal of time with our head down, or with our eyes locked on the computer screen. Just think of that famous picture of the great SPH epidemiologist Tommy Francis, poring over the card catalog for the polio vaccine trials, making sure that each handwritten entry was correct.

It takes that kind of intensity to come up with good answers and better questions—I know from my personal experience

peering down the ocular of a microscope for hours on end, looking for subtle changes in brain morphology and function.

But that’s why I welcome the chance to look up every so often and take a longer view. This year, as we celebrate the 75th anniversary of the founding of this school, the SPH community at large has the opportunity, for a brief moment, to step back from what we’re doing and take stock of how far we’ve come.

And that’s a good thing. As academics, we’re unerringly moored to things like P-values, impact factors, and H-indices—and to promotion, tenure, and recruitment. It’s easy to be so consumed with where we are in our careers that we lose sight of why we’re doing what we do. It’s easy to forget that the only real achievement in academic public health is the creation of new knowledge that improves the health of people around the globe.

So in addition to giving us an excuse to pull out streamers and balloons and celebrate our successes, the school’s 75th anniversary helps reorient us to where we ought to be going. It reminds us that overnight successes are rare (if not non-existent), and that not everything we do works—but that the prospect of failure should never deter us from trying.

As a species, human beings rarely take time to reflect on endeavors that were not so successful. And that’s a pity, because if we ignore our failures, we risk repeating the same mistakes at the expense of the health of our communities. We’ve recently learned, for example, that FluMist—the world’s first nasal-spray influenza vaccine, developed here at SPH by the late John Maassab—is not as effective as previously thought. And while

that news is disappointing, it’s also motivating, for we can find new ways to do things better. The history of public health is full of research and ideas that didn’t work—and those are every bit as instructive as all of the achievements we celebrate.

So this anniversary year, I encourage us not to shy away from hard truths or difficult history. Let’s look back not just on the things that worked but on those that did not, and remember that with each new discovery comes an opportunity to find a better way.

I like to think of Tommy Francis scrutinizing those index cards crammed with data. He didn’t know what the outcome of those clinical trials would be. He didn’t know that one day soon he’d be standing in



**I like to think of Tommy Francis scrutinizing those index cards crammed with data.**

Rackham Auditorium telling the world that Salk vaccine worked. Instead, in his notebooks (now part of the extraordinary collection at U-M’s Bentley Historical Library) he jotted this note to himself: “What if the stuff is no good?”

It is inspiring to remember that a great scientist like Francis was subject to the same doubts, wants, and fears that we experience today. It’s inspiring to remember that the core of what drives us as scientists, educators, and practitioners has changed very little from the inception of this school in 1941—even though the means by which we execute our mission have changed vastly.

What truly unites all the greats who have wandered these halls—both faculty and alumni, students and staff—is not the technology. It’s not our computational ability or our access to information. It’s our ability to identify, frame, and articulate the right question. The fundamental legacy of all the people who have spent late nights and early mornings with their nose to the grindstone inside this school is their ability to think critically about the issues of the day—to ask the questions more cogently, to analyze the data

more clearly, and to come up with a better intervention.

Our collective job is to leave the world a better place. So the questions for us on this 75th anniversary are: what are we doing today to make the world that much better? What new stories are we creating for the next 75 years? <

**Martin Philbert**  
*Dean and Professor of Toxicology*



## FROM OUR READERS

### What We Love

*Editor's note: In anticipation of the 75th anniversary of the founding of the School of Public Health, we asked Findings readers and members of the SPH community far and wide to tell us what you love about the school.*

*Here's what you said:*



**John Maassab**

> During my course work in 1972, one of my professors, John Maassab, had a ferret colony and studied influenza. That was the one lab we couldn't enter, because ferrets can become infected with human influenza, and we might contaminate them. Dr. Maassab was working on a different type of vaccine. Fast forward to 2009: Mass-immunization clinics at the county health department where I worked offered FluMist, a new nasal-spray influenza vaccine. This completed the cycle of research Dr. Maassab had begun—his work had led to FluMist, and he had been my professor! I felt so proud for him and so honored to have worked under this virology genius.

**Linda R. Cooperstock, MPH '73**

*President, Missouri Public Health Association  
Columbia, Missouri*

### I will never forget the support and encouragement that I received from professors within the school, driving me to put 110 percent into my graduate studies.

> Working on biostatistics problem sets late into the night in the now-eliminated student lounge in the basement of SPH II, drinking the world's worst vending-machine coffee at \$0.25 a cup.

**Michael Elliott, PhD '99, MS '97**

*Professor, Biostatistics, U-M SPH  
U-M SPH student, 1995-1999*

> As a parent with young kids, I love that the leadership at SPH has been very supportive of a flexible schedule.

**Adam Ancira-Corrigan**

*Director of Admissions and Student Life,  
U-M SPH*

> I will never forget the support and encouragement that I received from professors within the school, driving me to put 110 percent into my graduate studies. While I came into this program unsure about my future, the professional skills and self-confidence that I gained from going to U-M SPH have made me both highly competitive in the job market and more confident than ever in my ability to go for my dreams.

**Jillian Shotwell, MPH '16**

*Northport, New York*

### Working on biostatistics problem sets late into the night, drinking the world's worst vending-machine coffee.

> I still remember the first day I nervously entered SPH for a job interview in 2001. I entered through the original front entrance of the Henry



Vaughan Building, which had an impressive, ornate entrance with a big door and two bas-relief sculptures flanking either side. Since the renovation, this entrance is no longer used and has become a

conference room with floor-to-ceiling windows in place of the doors. I have meetings in this conference room and often remember walking up to that entrance for the first time.

**Shelagh Saenz**

*Director, U-M SPH Career Development*

> Coming from a small women's college, it was wonderful to discover that I could connect with anyone across the university to do something as simple as meeting up to discuss an interesting article or something as complex as planning a research project together. Being able to access not just the resources at SPH, but all of the resources across U-M, has truly changed my academic trajectory and helped to cement my love for U-M SPH.

**Avery Avrakotos**

*U-M SPH student (MPH '17)  
Ann Arbor, Michigan*



**MaryFran Sowers**

> My most vivid memories of SPH are from the Copper Café—the study and lounge area that used to be on the third floor of SPH 1. There were a few vending machines, including a coffee machine. I found myself there a lot of early Saturday mornings, reading papers and writing (not on a laptop of course!). I remember Professor MaryFran Sowers walking through often, as her office was on the third floor, and she would buy me a cup of vending-machine coffee from time to time. When I joined the faculty years later, she remembered these early Saturday mornings. It was the place you saw everyone.

**Laura Rozek, PhD '05**

*Associate Professor, Nutritional Sciences  
and Environmental Health Sciences, U-M SPH  
Associate Director, U-M SPH Office of Global  
Public Health*

> I met my wife of 38 years, Andee (Bess) in Sy Axelrod's class.

**Ken Marcus, MHSA '78**

*West Bloomfield, Michigan*

### Dr. Burt planted the idea of my going on for a PhD by simply saying to me on graduation day, "You'll be back."

> My MPH experience with Professors David Striffler and Brian Burt was an extremely supportive environment, in which they asked students what we wanted to accomplish, and faculty helped us achieve our goals. They helped create my professional identity. Dr. Burt planted the idea of my going on for a PhD by simply saying to me on graduation day, "You'll be back." Today, as a faculty member myself, my ideas about good mentoring are based on my MPH program. My SPH experience was truly life-changing. I'll always be grateful for the opportunities that I had while in Ann Arbor and in the decades since. I'm very true blue!

**Lori Simon-Rusinowitz, PhD, MPH '78**

*Associate Professor, Health Services  
Administration, University of Maryland School  
of Public Health*



## Brightening Brightmoor

*Editor's note: The spring/summer 2015 issue of Findings ("Becoming Detroit") featured a story about residents of Brightmoor, Michigan, who worked to document revitalization of their Detroit neighborhood through a Photovoice project called "Cues to Care," with SPH alumna Natalie Sampson (PhD '13), an assistant professor at U-M Dearborn. Last August, some of these residents helped organize an art tour through Brightmoor in collaboration with the group Brightmoor Alliance and Detroit's College for Creative Studies. Featured on the tour were photos from "Cues to Care."*

*A member of "Cues to Care" also wrote to tell us of the impact Findings had made on one Detroiter:*

> In July, I found three copies of the "Becoming Detroit" issue of *Findings* in the pocket on the back of my driver's seat. Major find! I clean houses for a living, and I gave a copy to one of my clients. Her eyes lit up, and she said both of her kids go to U-M and that she was eager to read the magazine. She was very excited to get it.

**Cindy**

Brightmoor, Michigan

## Undergraduate Public Health

> Linda Fishman is correct in her letter to you in the latest issue of *Findings* ("Undergraduate Degree" in "From Our Readers," spring/summer 2016). I starting working at University Hospital in February of 1952 when we were still working split shifts (7 a.m. to 1 p.m., off from 1-4 and back to work 4-7). So from 1-4, I walked down the street to the School of Public Health to complete an undergrad degree, having had two years of college before entering the Milwaukee Lutheran School of Nursing in 1948. But before I could complete the degree, U-M ended the undergrad public health program. I am pleased that you are starting the undergraduate program again. I was eventually able to get a BA at Wartburg College in Waverly, Iowa, in 1985 after my five children were on their own.

**Lois J. Jelneck, RN, PNP, BA**  
Ann Arbor, Michigan

## We love hearing from you!

Post comments online; e-mail us at [sph.findings@umich.edu](mailto:sph.findings@umich.edu); or send a letter to *Findings*, University of Michigan School of Public Health, 1415 Washington Heights, Ann Arbor, MI 48109-2029; fax 734.763.5455. Comments may be edited for length and clarity.

## Back Issues

Back issues of *Findings* are available upon request. Visit [sph.umich.edu/findings](http://sph.umich.edu/findings) to review past issues. To request print copies, specify which issue and e-mail [sph.findings@umich.edu](mailto:sph.findings@umich.edu).

## RECENT AWARDS

The spring/summer 2015 ("Becoming Detroit") issue of *Findings* won the Grand Gold Award for Design in the 2016 Circle of Excellence competition, a global awards program sponsored by the Council for the Advancement and Support of Education (CASE). Grand Gold awards are reserved for entries that are clearly preeminent and/or "game changing" among gold-level winners in each category. The "Becoming Detroit" issue also won a CASE COE bronze award for Special Issues and, along with the fall/winter 2015 ("The Ideas Issue") edition of *Findings*, earned a bronze award in the category of Special Constituency Magazines.

The spring/summer 2015 ("Becoming Detroit") issue of *Findings* won an Excellence Award for magazines in the 2015 UCDA Design Show, which recognizes "the best of the exceptional design work done to promote educational institutions."

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# Around the World

Over the summer, to help celebrate the school's 75th anniversary, SPH students, faculty, and community partners donned SPH T-shirts in countries around the world. Summer internships are a key part of the U-M SPH curriculum, and the 2016 numbers show why. Over 200 students completed internships—nearly a quarter of them in international settings. In countries as distant as Mongolia, Bolivia, Thailand, and Jordan, SPH students addressed such issues as refugee health policy, the nutritional status of low-income children, electronic waste recycling, cancer screening, emergency preparedness, antibiotic-resistant infections among war-injured civilians, and mining safety. Their efforts bear witness to the enduring legacy of this historic school.

# ON THE HEIGHTS

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Thailand



Israel



Flint, Michigan



Israel



Israel



Ghana



SPH Professor **Peter Jacobson** has received the 2016 Lifetime Achievement Award in Public Health Law from the law section of the American Public Health



Association. The award honors individuals who, over the course of their careers, have made significant contributions to the field of public health. As one nomination received by the awards committee phrased it, "Professor Jacobson has made enormous contributions to the scholarship, practice, and teaching of public health law" during his 40-year career and is a "pioneer in the field and a national leader. Professor Jacobson's career serves as a model for others in how to effectively combine scholarship with practice to improve the public's health." A professor of health law and policy at SPH, Jacobson directs the U-M Center for Law, Ethics, and Health and chairs the Washtenaw County (Michigan) Board of Health. ■

Women in Health Leadership (WiHL), an SPH student-led organization focused on mentorship and skill-building to empower women, held its third annual Spring Forum event last April with the theme "Managing Change." Female health professionals from a variety of disciplines spoke about how they'd managed change in their careers, and during breakout sessions led exercises emphasizing the need for women to support each other in the workplace. They also helped student participants develop goal-setting and leadership abilities, and offered the advice that both assertiveness and a positive work environment are key to successfully managing change. ■



In response to the Flint (Michigan) water crisis, **Laurie Carpenter**, a senior research associate with the U-M Center for Managing Chronic Disease, and her life partner, **Michael Hood**, launched Crossing Water ([crossingwater.org](http://crossingwater.org)). The nonprofit works with a range of community-based stakeholders as well as local, state, and federal agencies; statewide nonprofit and advocacy groups; and volunteers from across Michigan to ensure that all Flint residents have access to safe drinking water, information on how to access and utilize resources, and access to medical care. Among its initiatives, Crossing Water is deploying Rapid Response Service Teams to the city's hardest-hit and most underserved neighborhoods and communities. The Michigan chapter of the National Association of Social Workers named Carpenter and Hood the 2016 Public Citizens of the Year. ■

# U-M to Help White House, NIH Advance Precision Medicine

▶ **A tool that helps determine if someone with diabetes can manage better with drugs or diet and exercise.**

▶ **A 3-D printer that created a personalized implantable tracheal splint for an infant who stopped breathing every day.**

▶ **Massive genetics studies to better understand diseases like diabetes, obesity, and macular degeneration that involve the coordination of hundreds of scientists and tens-of-thousands of participants across the globe.**

These are among the lifesaving and life-changing contributions by U-M scientists that demonstrate Michigan's leadership in a growing field known as precision medicine. Using data about lifestyle, medical history, environment, and genetics, precision medicine essentially works to prevent and treat disease one person at a time.

A national Precision Medicine Initiative—announced in 2015 by President Barack Obama and funded last July by the National Institutes of Health—dedicates \$55 million to create four program areas: a Data and Research Support Center, Participant Technologies Centers, a Healthcare Provider Organizations network, and a Biobank.



“Over time, data provided by participants will help us answer important health questions.”

The U-M School of Public Health was named one of four sub-awardees that will work with the Data and Research Support Center at Vanderbilt University to mine and organize data and create the tools to analyze it, while protecting those who share it. The nationwide goal is to obtain the DNA and relevant health information from one million people.

“The goal is to make sure scientists can ask questions about the role of particular genes,” says **Gonçalo Abecasis**, the Felix E. Moore Collegiate Professor of Biostatistics and director of the biostatistics department at the School of Public Health. Abecasis, his lab, and other faculty in SPH and across U-M have been involved with hundreds of genetic studies—either directly or because researchers have used software and other tools for genetic analysis that were developed at Michigan.

Abecasis was a leader of the well-known 1000 Genomes Project, an international effort to catalogue human genetic variation. He has made contributions to better understanding conditions such as heart disease, diabetes, psoriasis, and macular degeneration.

The NIH announcement coincides with U-M efforts to develop its own strategy around how to advance precision medicine work across its campuses. Michigan’s current areas of expertise include precision oncology, drug development and targeted therapies, obesity research, health outcomes research and analysis, social research, and new approaches to big data.

In announcing the awards, NIH Director Francis Collins said, “Over time, data provided by participants will help us answer important health questions, such as why some people with elevated genetic and environmental risk factors for disease still manage to maintain good health, and how people suffering from a chronic illness can maintain the highest possible quality of life. The more we understand about individual differences, the better able we will be to effectively prevent and treat illness.” < —*Laurel Thomas Gnagey*



## Ebbin Dotson’s Dream Job

Since its founding in 1986, the U-M SPH Summer Enrichment Program in Health Management and Policy has welcomed more than 600 undergraduates. One of those is **Ebbin Dotson**, who, after completing an SEP internship, went on to get an MHS degree from SPH and a PhD in health services and policy analysis from the University of California, Berkeley. This year, Dotson, PhD, MHS ’01, returned to SPH to take the reins of SEP, a program that has profoundly influenced his values and career choices.

Dotson’s predecessor on the job, SPH Professor Richard Lichtenstein, the S.J. Axelrod Collegiate Professor of Health Management and Policy, founded SEP with the aim of identifying and training future leaders of health care organizations who would strive to eliminate health inequalities. Like other SEP participants, Dotson is committed to eliminating racial, ethnic, and socioeconomic health inequalities. As the program’s new faculty director—a position he describes as the “icing on the cake” for his “dream job”—he hopes to “make an impact not only on students but on the solution to health disparities.”

His main goal is to enhance the best aspects of SEP rather than make major changes. “If there’s a problem to have with an already excellent program,” he says, “it’s how can we make it better?” One enhancement will be to create a more formalized way to connect students with opportunities that can advance their education and careers. Dotson wants to implement an official system for opening doors to students. He also wants to increase the program’s focus on retention, and strengthen the bridges that lead students from SEP to graduate school. Above all, Dotson says, he is fully committed to the theme of changing the face of health care leadership. < —*Sydney Egan*



## A Winning Lifestyle

SPH Associate Professor **Peter Mancuso** and a team of fellow U-M employees took first place at the 2016 USRowing Masters National Championships in the Men’s 4 with Coxswain 50–54 age group. Mancuso, a member of the Department of Nutritional Sciences, has been rowing since graduate school and even met his wife through a rowing club. From April to October, he’s on Ann Arbor’s Huron River with his teammates by 5:30 a.m. Off-season, they train indoors. Besides the camaraderie of the sport, Mancuso likes the fact that rowing reinforces his SPH research and teaching. “We promote this healthy lifestyle, right? Part of that is to engage in physical activity that we enjoy,” he says. “Mind, body, and spirit. Practice what you preach.” <



From left to right: Geoffrey Emberling (U-M Kelsey Museum of Archaeology), David Olson (U-M Medical School), Martin Myers (U-M Medical School), Sara Gronewald (coach), Peter Mancuso (SPH), and in front, coxswain Leisa Thompson (photographer for U-M Law School and U-M Cardiovascular Center).



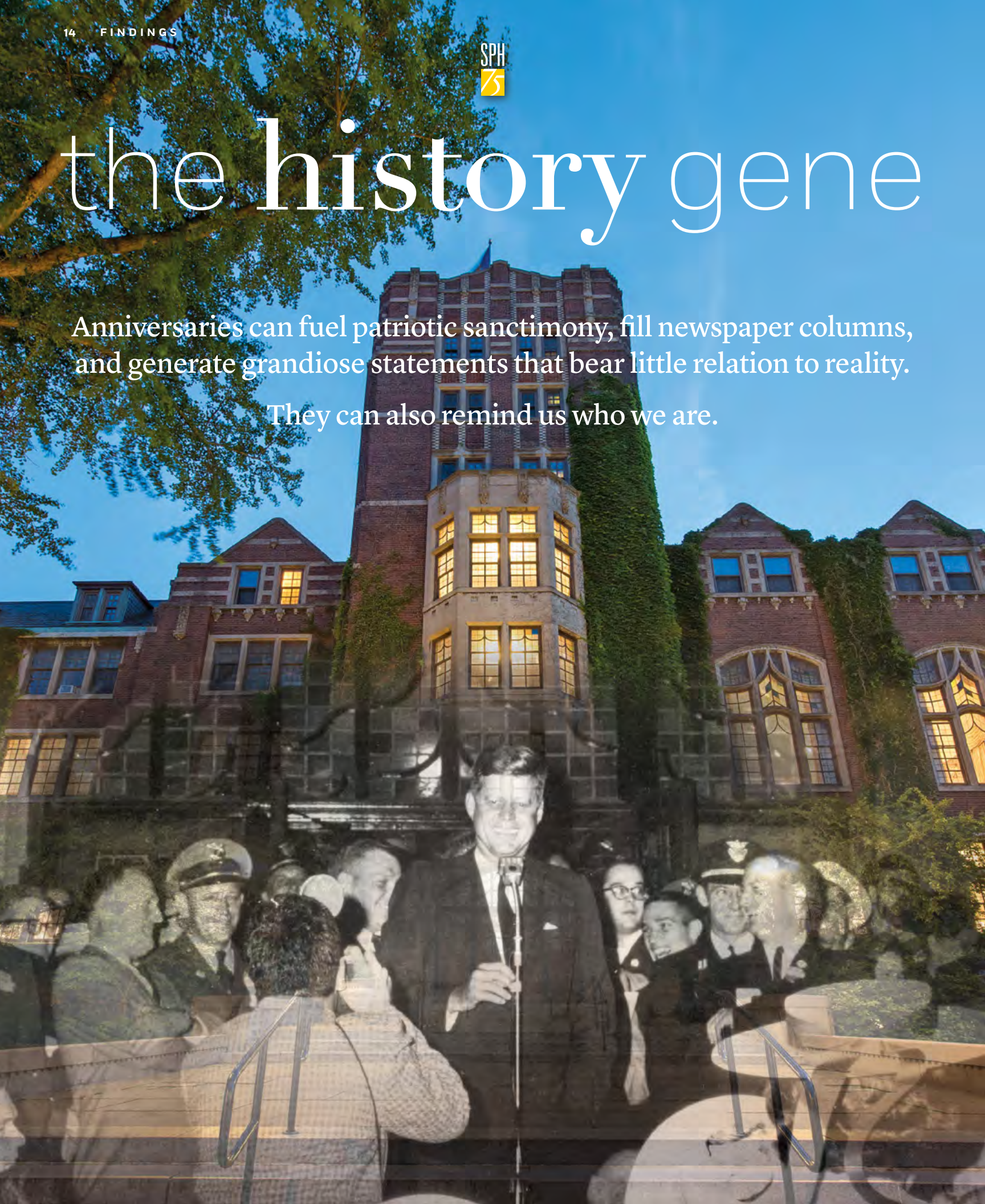




# the history gene

Anniversaries can fuel patriotic sanctimony, fill newspaper columns, and generate grandiose statements that bear little relation to reality.

They can also remind us who we are.





by James Tobin

Sometimes I feel like the kid in that scary movie *The Sixth Sense*.

I've lived in Ann Arbor more than 40 years, and for a number of those years I've been writing occasional stories about the University of Michigan's history—long enough that wherever I turn, I see people who are dead or at least long departed.

It can happen on any street corner. I look around and I feel as if I'm looking down through layers of time—my own time, my family's time, the university's time.

Say I'm at the corner of Hill and Washtenaw, standing by the Rock.

Across Washtenaw, behind some trees, there's a stone house with a tower where Henry Simmons Frieze used to live. He was the popular professor of Latin who stepped in as president of the university when President James Angell was on leave as U.S. minister to China. Frieze also did more than anyone else to make music a central part of life at Michigan. That was in the 1880s.

If I pivot to look across Hill Street, I see the rambling house where John Sinclair's Rainbow People lived when Sinclair went to prison for possession of two joints and "Free John" became a pro-pot rallying cry. That was in 1969.

Just up Washtenaw is the Phi Delta Theta house, where my dad was set up on a blind date with my mom, who lived a few blocks east at Kappa Kappa Gamma. That was in 1938. Kitty-corner from the Kappa house, in 2013, I dropped off my younger daughter to start her freshman year at East Quad, where I started my own first year in 1974.

Or say I'm at the corner of State and South U. I turn and see John F. Kennedy on the steps of the Union, talking to a crowd of students and conjuring the Peace Corps off the top of his head. That was late one night in the fall of 1960.

I look over at the Law School and see the sculptors who carved the stone heads of gargoyles for the Lawyers Club archways. That was in 1924. One of those heads is a likeness of Henry Philip Tappan, who lived across the street in the President's House, the only building still standing from the original campus. He stayed from 1852 until the Regents fired him in 1863.

Like the kid in *The Sixth Sense*, I didn't ask for this second-sightedness. It's just that I was born with a gene that makes me see the past in the present, wherever I happen to be.

I realize it isn't normal.

Most people are preoccupied with the here and now, and for good reason. Managing today is more than enough to worry about. "That's history" is a dismissal. For the average person born without the history gene, the past claims attention only when the calendar notes a hash-mark in time—an anniversary.

It's a strange idea, when you think about it—the notion that a particular date on this year's calendar has something in common with the same date a year ago or a century ago, as if time is a circle, and we return again and again to the same point, like the earth around the sun.

I was born with a gene that makes me see the past in the present, wherever I happen to be.

I'm more partial to the idea of time as a river, and as the philosopher Heraclitus said, "No man ever steps in the same river twice, for it's not the same river and he's not the same man."

I wrote for a newspaper long enough that I still feel an inward cringe at the word "anniversary," which editors in desperate need of news would deploy in search of any weak peg to hang a headline on—"The Hula-Hoop Turns 40."

Anniversaries also turn up as weak excuses for patriotic sanctimony. The farther some historic event sinks into the past, the more likely it is that someone will say dumb things about it on the anniversary. In the early 1990s, you couldn't get through a week without another 50-year marker for World War II, and the people who talked the loudest about those memorial dates usually knew the least about what that global nightmare had really been like.

Still, there is something about an anniversary. Like the nearness of a hanging, it concentrates the mind.

"Mr. Marley has been dead these seven years," says Ebenezer Scrooge to his callers on Christmas Eve. "He died seven years ago, this very night."

That anniversary provides the occasion for Scrooge to be haunted, and, apart from Marley's ghost, the spirits are peculiarly Scrooge's own—his past, his present, his future. On the anniversary of Marley's death, the spirits inscribe a red-letter point on Scrooge's map in time.

And that, I think, is what an anniversary is good for—or, to say it better, why it matters to feel connected to the past. The past, when seen as a companion, lends us a system of echolocation, a way of knowing where we are in time, and thus of knowing who we are. The past is ground beneath our feet, not always solid but better than thin air. That's a comfort in any era, and certainly in this one, with so much else in flux.

As it is with a person, so it is with an institution. When a university has its past in mind, it knows what it is and what it is for. In this place, for a long time now, professors have taught and students have studied. Scientists here have scrutinized the universe. Scholars at Michigan have helped to build the academic disciplines—whole new ways of delineating knowledge. Decade after decade after decade, students here have asked questions and argued.

In a few months the university will enter its 200th year. This year the School of Public Health turns 75. "Who cares?" people will say. "That's history."

I hope it isn't only people like me, blessed and cursed with the history gene, who will find that dismissal impossible to understand. <

*James Tobin, author and historian, earned a PhD in history at Michigan and teaches narrative nonfiction at Miami of Ohio. His stories about U-M history appear online at the U-M Heritage Project ([heritage.umich.edu](http://heritage.umich.edu)) and in the alumni monthly Michigan Today. His most recent book is The Man He Became: How FDR Defied Polio to Win the Presidency (Simon & Schuster, 2013).*

# Inspired.

For some SPH faculty and graduates, history is alive, well, and very much a factor in what they do today.

## National Security

“I have a unique technical expertise in understanding the effects of nuclear, chemical, and biological weapons.”

Observers are illuminated by an 81-kiloton atomic bomb test at Enewetak Atoll, April 8, 1951.

### Lisa Gordon-Hagerty on the **Radiation Health Program**

**I**n the decades following World War II, SPH played a critical role in strengthening radiation protection across the country. The professional society to which I belong—the Health Physics Society—originated at U-M, where its first full meeting was held in the 1940s. In 1957, the Radiation Health Program was established at SPH to determine how to positively exploit the benefits of radiation and radioactivity while protecting humans and the environment.

My career path led me into the fields of military application/nuclear weapons and counterterrorism. The tie to public health is inextricable. Whether working in national security, homeland security, or defense, you have to think about health care, protecting people, and protecting the environment. Currently, I run a company that focuses on counterterrorism and countering weapons of mass destruction. As a result of my education

at U-M, I have a unique technical expertise in understanding the effects of nuclear, chemical, and biological weapons. That expertise affords me the remarkable opportunity to ensure the public health and safety of Americans and our allies against weapons of mass destruction.

It’s really quite amazing to be a Michigan alum and to run into people who also have SPH degrees. There’s a string that ties us all together. I think it’s because there is an identity to each of the students while they are at Michigan, and there is such an intimacy between the students and the faculty.

**Lisa Gordon-Hagerty**, BS ’83, MPH ’86, studied health physics at SPH before making her way to Washington, D.C., where she served from 1998 to 2003 on the White House National Security Council as director for combating terrorism. She is now president and CEO of LEG Inc., a consulting firm specializing in domestic and national security, global energy, crisis management, and related issues.

The **U-M Health Physics Program** existed as a formal track within SPH from 1957 to 2002. It now resides within the U-M College of Engineering as the Department of Nuclear Engineering and Radiological Sciences.



# Equal Partnerships



SPH faculty and staff partner with residents of Flint, Michigan, on a community-improvement project in 2008.

“Our Flint partners were initially a bit skeptical of the university and its interests.”

## Cleopatra Caldwell on Community-Based Participatory Research

When the **W.K. Kellogg Foundation** first funded the school’s community-based participatory research (CBPR) program in 1992, researchers had begun to recognize that some public health interventions were failing, in part, because they lacked input from the communities whom the interventions were meant to help. SPH Professor Barbara Israel, a pioneer in the field, advocated for equal partnerships between researchers and communities. Since then, CBPR has dramatically changed public health—and research more broadly. Now we want to engage the communities and people being impacted by our work, recognizing that they have a lot to contribute to framing the problems and the solutions. Their lives are being impacted.

I was intrigued by the possibilities of CBPR when I came to SPH in 1996. My colleagues reached out to me, and I eventually became involved in Flint as principal investigator (PI) of the Fathers and Sons Project. Our Flint partners were initially a bit skeptical of the university and its interests. So often people come into their neighborhood, do research, and leave. But

ultimately, our partners were willing to learn along with us as we figured out how to do research that would benefit their community.

The community PI on our very first grant was a Flint resident named Mrs. E. Hill De Loney. Sixteen years later, she is still the community PI. Mrs. De Loney has traveled around the country with the Centers for Disease Control and Prevention to help other places implement CBPR. Recently, she came with me to a community breakfast in Chicago, where we’re replicating the Fathers and Sons Project. After all these years, we’re still together doing this work—and SPH is recognized as a global leader in the field.

**Cleopatra Caldwell** is a professor and incoming chair of the SPH Department of Health Behavior and Health Education and principal investigator for the Fathers and Sons Project, which aims to reduce youth substance abuse, violent behavior, and early sexual initiation by strengthening bonds between nonresident African-American fathers and their eight- to 12-year-old sons. Caldwell and her community partners recently received a grant from the National Institutes of Health to replicate the project in Chicago, including a focus on depression and substance use among fathers.

**Barbara Israel** is a professor of health behavior and health education at SPH, with more than 30 years’ experience in community-based participatory research. She directs the Detroit Community-Academic Urban Research Center.



# Research Study Design

“The Framingham Heart Study helped establish the link between blood cholesterol levels and heart attack risk. The study has also become a treasure trove for the field of genetics—in fact, I’ve worked on it.”

Participants in the Framingham Heart Study, 1952.

## Gonçalo Abecasis on **Felix E. Moore**

“**M**y professorship is named after former SPH Professor Felix E. Moore, who helped design the famous Framingham Heart Study. Since 1948, the study has followed residents of Framingham, Massachusetts, tracking their health in order to identify risk factors for cardiovascular disease. Over the years, the study has grown to include children and even grandchildren of that original cohort.

In 1961, the Framingham Heart Study helped establish the link between blood cholesterol levels and heart attack risk. This discovery led to the development of statins, which lower cholesterol levels and reduce the frequency of heart attacks. The study has also become a treasure trove for the field of genetics—in fact, I’ve worked on it.

Using the DNA of Framingham study participants, we can explore the genetic causes of familial risk for heart disease. Specifically, my research group and I have been working to identify genes that modify cholesterol levels and then checking to see if these genes affect the risk of heart disease. Thanks to the study, we’ve identified a couple of dozen different genes. Each one of them is a potential target for medicine in the future.

By observing people in detail over a long period of time, the Framingham Study established an effective model for identifying health outcomes and risk factors. We’ve adapted this model for a number of our own studies, including one in Sardinia, where we’ve enrolled 60 percent of the adult population in four neighboring villages. Every three years, we measure participants’ health in terms of bone density, immune function, etc., and combine that with genetic information to learn about the causes of disease and the causes of variation among people.

**Gonçalo Abecasis** is the Felix E. Moore Collegiate Professor of Biostatistics and chair of the SPH Department of Biostatistics. His research team in the U-M Center for Statistical Genetics develops statistical tools to analyze the genetics of human disease.

**Felix E. Moore** (1912-1993) was an SPH faculty member from 1957 to 1979, during which time he devoted 14 years to chairing the Department of Biostatistics. In addition to his work with the Framingham Heart Study, Moore played a key role in designing U-M’s pioneering Tecumseh Community Health Study.



# The Classroom

SPH students, 2016.

“You could almost see the students’ brains churning with excitement at the idea that they might be looking at themselves a couple of decades hence.”

## Kenneth Warner on SPH Students

**I**’m inspired by our graduates and what they’ve accomplished. Jonas Salk is the most obvious example. As a postdoctoral fellow, Salk studied virology at SPH with Thomas Francis Jr. He then went on to create the polio vaccine, which has saved over a million lives and prevented countless debilitating illnesses. Sometimes when I’m in a classroom I wonder what this current crop of students is going to contribute to their world. The students undoubtedly have similar questions as well, although their attention likely focuses on more prosaic matters such as, “Where am I going to find a job?” One of the more effective things I did as a teacher occurred years ago in a departmental course with all of the first-year master’s students. Each week or two, I’d bring in a highly accomplished alum who had sat in those same seats 20 years earlier. Transfixed, the students would listen to each alum describe his or her professional career. You could almost see the students’ brains churning with excitement at the idea that they might be looking at themselves a couple of decades hence. The experience enhanced their sense of purpose and their optimism concerning where this otherwise sometimes abstract education might take them.

It’s been fun watching our alums’ careers flourish. I had the privilege of teaching Larry Brilliant and Marianne Udow, among others, and frequently crossing paths with Julio Frenk. Each has become a close friend, in addition to being a highly valued colleague. They—and all of our graduates—are part of our history and a defining variable of who we are today.

A member of the SPH faculty since 1972, **Kenneth E. Warner** is the Avedis Donabedian Distinguished University Professor of Public Health and a professor in the Department of Health Management and Policy. He served as dean of the school from 2005 to 2010.

**Larry Brilliant**, MD, MPH ’77, participated in the World Health Organization smallpox eradication program. In 1978, he co-founded the Seva Foundation, whose programs and grantees have returned sight to more than 3.5 million people worldwide. Brilliant is a past director of Google’s philanthropic arm, Google.org, and the current chair of the Skoll Global Threats Fund.

As Minister of Health of Mexico, **Julio Frenk**, MD, MPH ’81, PhD ’83, launched the country’s first comprehensive universal health insurance. Now president of the University of Miami, he founded the National Institute of Public Health of Mexico in 1987. Subsequently he served as second-in-command of WHO and, later, as dean of the Harvard T.H. Chan School of Public Health.

**Marianne Udow-Phillips**, MHA ’78, directs the Center for Healthcare Research & Transformation, a nonprofit partnership between U-M and Blue Cross Blue Shield of Michigan. She is a past director of the Michigan Department of Human Services and former senior vice president of Blue Cross Blue Shield of Michigan.



# Health Care Administration

“McNerney believed that pre-paid health care could reduce medical costs and encourage insurance companies to take responsibility for a given population.”

Walter McNerney, far right, vice-chair of the President's Committee on Health Education, with President Nixon and committee chair R. Heath Larry in 1973.

## Gail Warden on **Walter McNerney**

“**W**hen I was applying to graduate schools in hospital administration, Walter McNerney told me if I didn't come to Michigan I'd be making a big mistake. He was right—and he continued to be right as he mentored me throughout my career.

McNerney was unique in his ability to influence the field of health care administration. He was a teacher and an accomplished executive, one of the first with experience running health care organizations and an insurance company, Blue Cross Blue Shield. McNerney influenced young people entering the field, physicians, health care executives, even government officials who wanted to know what he thought about the changes taking place in health care.

Throughout my early career, McNerney helped steer me toward key jobs. He helped me understand that the country was moving toward pre-paid health care—what would become HMOs. McNerney always told me to consider where the future was going to be in health care. It's like when you're playing hockey: you skate to where the puck is headed.

McNerney believed that pre-paid health care could reduce medical costs and encourage insurance companies to take responsibility for a given population. His efforts stimulated some of the early attempts at capitation, where experts identify what it will cost to provide care to a given population. These plans incentivize preventive health care.

He was an amazing person. I was lucky to have him as a mentor. Because of that relationship, I learned how important it is to mentor others.”

**Gail Warden**, MHA '62, is a professor of health management and policy at SPH and president-emeritus of the Detroit-based Henry Ford Health System, where he served as president and CEO from 1988 to 2003. A chairman emeritus of the National Quality Forum, the National Committee for Quality Assurance, and the National Center for Healthcare Leadership, and a past chair of the American Hospital Association, Warden helps direct the Gail L. Warden Leadership Fellowship at U-M.

**Walter McNerney** (1925–2005) founded U-M's Program in Hospital Administration in 1955. Its curriculum remains the core of Michigan's graduate degree program in health management and policy, which *U.S. News & World Report* has ranked #1 in the nation every year since 1993. McNerney left U-M in 1961 to become president of the Blue Cross Association. He helped create the Medicare and Medicaid programs in the 1960s and oversaw the merger of Blue Cross and Blue Shield in the late 1970s.



# Health Care Disparities

“Doc gave us an opportunity to help shape the health care system.”

Rich Lichtenstein, left, with SEP participant Carmel Hannah, 2009.

## Bill Manns on “Doc” Lichtenstein

“I had the privilege of meeting Rich Lichtenstein, or Doc, as I call him, when I applied to the inaugural class of the U-M Summer Enrichment Program (SEP) in 1986, when I was 21 years old. He was fascinating. I thought, here’s this white guy from New York, accent and all, who is taking an interest in health care disparities. As a young African-American man, I remember wondering, why does he care? Doc had compassion and integrity. He wanted to do the right thing for the sake of doing the right thing.

Through SEP, I worked at Henry Ford Hospital in inner-city Detroit and saw firsthand the disparities that Doc talked about in lectures. As a person of color, you see and experience things that you probably wouldn’t otherwise, and so you’re sensitized to certain aspects of the health care system, especially as they relate to the care that you or a loved one might receive. With that perspective, there’s almost an obligation to change the system—be it through trying to eliminate bias in hiring practices, or through the actual delivery of health care, where you try to ensure that the policies you implement are fair and just, regardless of color.

The quote that I use to describe Doc comes from the late U-M Professor Avedis Donabedian, who reminded us that “systems awareness and systems design are important for health professionals, but they are not enough. It is the ethical dimensions of individuals that are essential to a system’s success. Ultimately, the secret of quality is love.” Doc gave us an opportunity to help shape the health care system by working to end health care disparities. To me, that’s an aspect of love, of something coming from the heart that you don’t see every day.

Bill Manns, MHA ’91, is president of Mercy Health Saint Mary’s in Grand Rapids, Michigan.

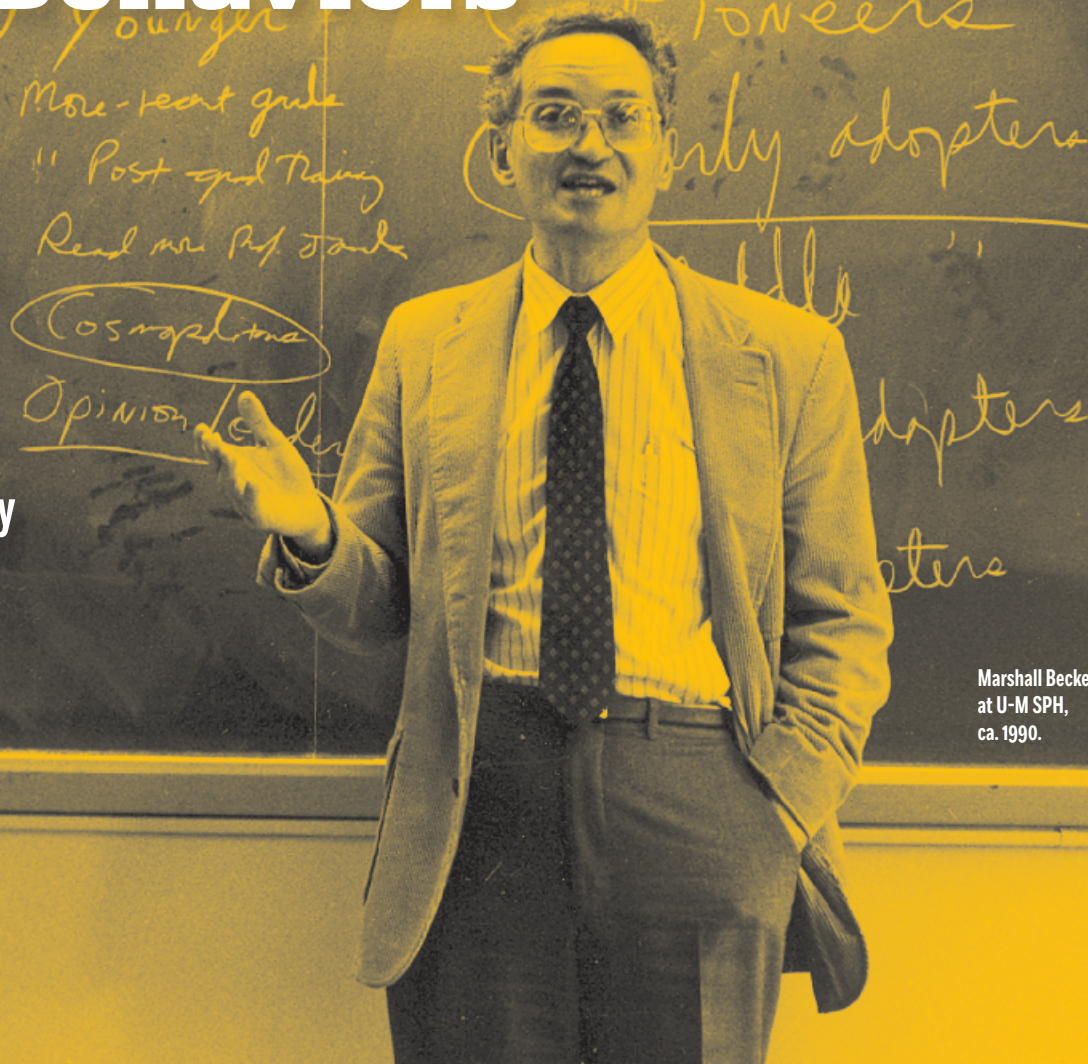
Founded in 1986, the **U-M Summer Enrichment Program in Health Management and Policy** educates future leaders who are committed to eliminating racial, ethnic, and socioeconomic health inequalities. More than 90 percent of its graduates have completed graduate study in public health, medicine, health sciences, and business. **Richard Lichtenstein**, the S.J. Axelrod Collegiate Professor of Health Management and Policy, retired earlier this year as the program director.

**Avedis Donabedian** (1919–2000) was the Nathan Sinai Distinguished Professor of Public Health at SPH, where he worked for 28 years until his retirement. He is world-renowned for his work in the area of quality assessment and monitoring of health service.



# Health Behaviors

“Marshall Becker is the only professor who made me fall out of my chair laughing. Buried in his humor, however, was a scorn for the intellectually mediocre, shallow, and lazy.”



Marshall Becker  
at U-M SPH,  
ca. 1990.

## Vic Strecher on Marshall Becker

**M**arshall Becker is the only professor who made me fall out of my chair laughing. Buried in his humor, however, was a scorn for the intellectually mediocre, shallow, and lazy. Not afraid to challenge the hype of 1980s-era health promotion, Marshall Becker deftly excoriated “researchers” who pushed a vast array of behavior changes with flimsy evidence.

Eating Chinese food at his favorite lunch place, Marshall would point the newspaper at me. “First, cholesterol is supposed to be bad for you. But look at this headline: ‘Impulsive Homicidal Behavior Can Be Connected with Low Cholesterol Levels.’ Does adhering to a low-cholesterol diet make one wish to commit murder? Tell you what, Vic. Next time someone is chasing me down the street with a knife, I’m leading him here for General Tso’s Chicken!”

While noted for his development of the Health Belief Model, Marshall saw the behavior of individuals within a broader context. And with the advent of the AIDS epidemic in the 1980s, the world needed this perspective. He was asked to join the effort and contributed immensely to our understanding of risk-reduction behaviors of different populations in different environments.

In his early fifties, Marshall fell ill to a cancer that swept through his body. Despite this devastating blow, Marshall remained funny, positive, and insightful. And poignant. In an address he gave in 1992, shortly before the end of his life, Marshall said: “The purpose of life is not only to be happy; it is to matter—to be productive, to be dedicated to goals higher than one’s own self-indulgence; in other words, to have it make some difference to the world that you have lived at all.”

These words have stared at me in my office for the past 20 years and continue to resonate with me both personally and professionally.”

SPH alumnus **Vic Strecher**, MPH '80, PhD '83, is a professor of health behavior and health education at SPH and director for Innovation and Social Entrepreneurship. He is the founder of Health Media, which pioneered web-based health coaching, and the founder and CEO of JOOL Health, a digital company integrating the science of purpose, advanced mobile technology, and big data analytics to help improve health and overall well-being through sustainable behavior change.

**Marshall Becker** (1940–1993) was professor of health behavior and health education from 1977 until his death in 1993. He was internationally known for his elaboration of the Health Belief Model and pioneering work on patient compliance with medical regimens.



# Data Collection



Health surveillance work in Central America, 2013.

“Victor was one of the early advocates for departments of health to start regular surveillance of their populations for the major chronic diseases, as well as infectious diseases.”

## Sharon Kardia on **Victor Hawthorne**

**I met Victor Hawthorne** when I was a junior faculty member, in 1998. By that time, he was one of the grandfathers of epidemiology. He was quite the storyteller, with his wonderful Scottish accent. He told stories of the real championship efforts that individuals make when they believe in something. He talked about how he had to work his way up the channels. We often forget how important a story is to capture the imagination, to inspire. I miss that.

One of Victor’s biggest contributions was his work helping public health departments conceptualize their role in tracking the major health outcomes in their states. Victor was one of the early advocates for departments of health to start regular surveillance of their populations for the major chronic diseases, as well as infectious diseases.

Thanks in large part to Victor’s work, now when people are concerned that something systematic is making people sick within a community, often there will be data on the disease trends in a given locale. Consider cancer, for example: we can pull the data to see if there really is an excess of cases in a location. It shortens the investigation time considerably between the

first signs of community concern and an evidence-based assessment of the community.

I was really inspired by Victor’s relational ethic. He was tremendously kindhearted. I remember a conversation when he was extolling how we should be collecting good data regularly to help people and communities and institutions identify culprits and act quickly. He was always talking about how it was both a privilege and responsibility to be a faculty member, to be working in public health. He was a longstanding member of the Michigan Governor’s Advisory Committee, including the years when the state’s Public Health Code was being created. He had a deep concern for people and felt that faculty should be standing up for the people who cannot, in order to make sure that their places of work and play are safe for them.

**Sharon Kardia** is an SPH alumna (PhD ’91), senior associate dean for administration, and professor of epidemiology.

**Victor Hawthorne** (1921–2014) came to U-M in 1978, serving as chair of the Department of Epidemiology until 1986. He was named professor emeritus in 1991, but remained active in research and practice until shortly before his death in 2015.





# 75 Things

## YOU MAY NOT KNOW ABOUT SPH

### 1 Circus Act

When typhoid struck the Ringling Brothers and Barnum and Bailey Circus while playing Detroit in 1934, Don W. Gudakunst rushed to investigate. The deputy health commissioner of Detroit and a non-resident professor of preventive medicine and public health at U-M, Gudakunst worked with a team of nurses and interns to examine company members and give inoculations.

He stayed with the circus, watching for typhoid, until the troupe left the state. Health officials later traced the probable origins of the disease—which killed seven circus members—to contaminated drinking water in Pennsylvania. In the wake of the outbreak, circus management instituted new safety measures, among them latrines with fly-proof seats and covered coolers for drinking water. Today's SPH Department of Epidemiology remembers Gudakunst through the Don W. Gudakunst Memorial Lectureship.



**SPH** SPH Professor Emeritus John Gannon reflects on SPH history in a video interview at [sph.umich.edu/findings](http://sph.umich.edu/findings).

Peggy Korpela, MPH '16, contributed to this article.



## 2. Meadowland

Trees once grew on the spot where builders laid the cornerstone for the new U-M School of Public Health on July 2, 1942. Two years earlier, the Rockefeller Foundation had determined that the United States suffered a shortage of well-trained health professionals and had called for the establishment of schools to address the crisis. The University of Michigan responded by creating SPH. Launched with major funding from both the Rockefeller and W.K. Kellogg foundations, the school started out with just three departments: Public Health Practice, Epidemiology, and Environmental Health. A fourth, Tropical Disease, was added in 1943 as result of U.S. involvement in World War II.

## 3. Cornerstone Contents

Installed on July 2, 1942, the cornerstone for SPH contains school catalogs, budgets, newsletters, course announcements, a copy of the school's by-laws, a 1930 account of the early development of public health at U-M, a list of students who attended SPH during the academic year 1941-1942, and an announcement of SPH commencement exercises in 1942.

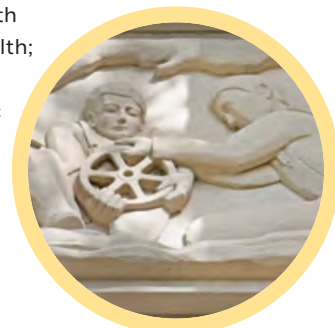
## 4. Henry Had Some Little Lambs

During the tenure of Dean Henry F. Vaughan, a flock of sheep grazed in the school's backyard. A source of red blood cells for lab experiments, the sheep drew complaints when their bleating disrupted lectures inside SPH. By 1965, the animals were gone and their pasture turned into a parking lot.



## 5. What a Relief

Flanking the original entrance to the original SPH building, a pair of limestone bas-reliefs convey what Battle Creek architect Lewis J. Sarvis saw as the “two outstanding parts to a school of public health: basic scientific research, medicine, and training of career workers in public health nursing as related to public health; and industrial hygiene and engineering as related to public health.” A tree—symbolizing public health itself—frames each panel. Sarvis designed the original SPH building, now known as SPH I.







## 6 They Gambled the Night Away

Fake money and costumed faculty: what better way to kick off a school year? The brainchild of then-Dean Henry F. Vaughan, “Michereno” brought the SPH community together every fall in the 1950s for a night of gambling and prizes aimed at fostering camaraderie. “It was funny, hilarious, and most enjoyable,” remembers Professor Emeritus Khalil Mancy, who dressed as a rich Arab sheik for one “Michereno.”

## 7. We Walk, We Bike, We Bus

Members of the SPH community have been taking part in the annual Ann Arbor Chamber of Commerce Commuter Challenge since 2005, logging on average each year a total distance of 18,233 miles of alternate commutes.

From 2011 through 2016, the SPH team burned a yearly average of 131,198 calories, with a five-year total of 91,008 pounds avoided in carbon dioxide emissions. SPH has consistently ranked at the top among Ann Arbor organizations that participate in the challenge.



## 8. Top Jobs

Two SPH alums have held the top post in the U.S. Occupational Safety and Health Administration: John Pendergrass, MPH '56, who served as OSHA director from 1986 to 1989, and John Henshaw, MPH '74, OSHA director from 2001 to 2004.

## 9. Teatime

For years, this silver tea service helped welcome international students to SPH during an annual reception held in the faculty dining room.



## 10. Deans' Choice

Dean's Assistant Sylvia Koski has served every SPH dean since Richard Remington took office in 1974 as the school's third dean (after Henry Vaughan and Myron Wegman). The two most recent SPH deans, Martin Philbert and Ken Warner, both made it a condition of their accepting the job that Koski keep hers. In 2015, Koski received the competitive U-M Candace Johnson Award for Staff Excellence.

Peter Smith



# 11

## Hidden Talents

Craig Harris, the NSF International Chair of Environmental Health Sciences, is a painter. His meticulously rendered watercolors—whose richness of detail is reminiscent of oil paintings—pay homage to the natural environment. “I have a passion for the outdoors,” says Harris, who grew up in Idaho and Washington State and goes hiking, backpacking, and fishing whenever he can. Asked if there’s a link between his avocation as an artist and his professional life as a toxicologist, Harris says, “A lot of what I paint is really organic, and that’s kind of what I do professionally. Toxicology is all about patterns and textures and spatial kinds of things.”

The current SPH faculty and staff roster also includes several singers and extreme athletes, a cellist, an organist, a clarinetist, a race car driver, a parachutist, and a chocolatier.



## 12. A Shy Student Finds Her Voice

So shy as a student that she couldn’t address her fellow students without turning her back to them and using a flip-chart to tell her story, SPH alumna Beverlee Myers, MPH ’61, became the first woman and first non-physician to head California’s Department of Health Services when then-Governor Jerry Brown appointed her in 1978.

Myers’s distinguished career—cut short in 1986 by her death from cancer—included nine years as speaker of the American Public Health Association Governing Council,

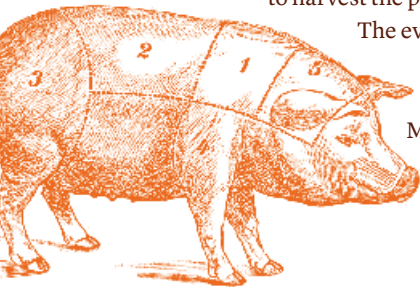
four years as director of the New York State Medicaid Program, and periodic service as a health care consultant in Senator Edward Kennedy’s office. Her SPH mentor, Avedis Donabedian, recalled that as a student, Myers gave no sign “of the resolute leader, the cool risk-taker, the consummate politician, the commanding executive she was to become.” The California Department of Public Health’s Beverlee A. Myers Award for Excellence in Public Health honors her memory.





# 13 Pig Roast

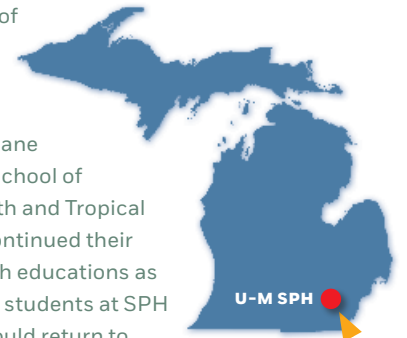
From 1970 to 2001, Professors Peter Meier and Rolf Deininger of the Department of Environmental Health Sciences staged an annual fall pig roast to welcome new students to the department. In the first years, the German-born Meier went to Frankenmuth, Michigan, to harvest the pig himself with the aid of his brother Hans, a butcher.



The event itself, always held in a local park, started at six a.m. when department staff members like Susan Crawford arrived to start the nine-hour roasting process. The menu included Meier's homemade sauerkraut, roasted pig skin and meat, hot dogs, sausages, hamburgers, pork loin, and beer. Some 200 people came every year and brought more dishes to pass.

## 14. Disaster Relief

In the wake of Hurricane Katrina, six students from the Tulane University School of Public Health and Tropical Medicine continued their public health educations as non-degree students at SPH until they could return to Tulane in 2006. After Katrina, the SPH Office of Public Health Practice also took 40 SPH students to Louisiana and Mississippi during spring break to help with relief efforts. A decade later, U-M SPH continues to work with community partners in



Biloxi, Mississippi, and has extended its work to include the greater Mississippi Delta region.

## 15. A World of Good

Since 1960, over 2,500 U-M students—many of them past, present, or future SPH students—have volunteered for the Peace Corps, whose origins famously date back to the steps of the Michigan Union. There, on October 14, 1961, presidential candidate John F. Kennedy first floated the idea of a



voluntary corps devoted to fostering global peace. Marvin

Hanson, MPH '69, signed on in 1962 and spent two years in Sierra Leone. "Whenever I've had to prepare a resume or a job application, my lead item—front and center—was that I was among the first Peace Corps volunteers and that I am a graduate of U-M," he said years later.



## 16. Safe Sex Champion

The outbreak and sudden, lethal spread of AIDS in the 1980s spurred Ann Arborite BethAnn Karmeisool to action. After learning how poorly informed many adolescents were about sexual health, Karmeisool left a corporate job to open the S3 Safe Sex Store in downtown Ann Arbor in 1995. During its 20 years of existence, S3 offered HIV counseling and testing in addition to selling safer sex products. Karmeisool went on to earn an MPH ('09) in health behavior and health education from U-M SPH. In 2014, she told the *Michigan Daily* that when she first opened the store, people's number-one fear concerning their sexual health was "contracting HIV. People were afraid to die." Although Karmeisool closed the physical store in 2015, she continues to operate S3 online and to offer counseling.







## 17. Graveyard Service

In his later years, SPH Professor Emeritus Avedis Donabedian acquired a burial plot in Forest Hills Cemetery, which abuts SPH II. He told colleagues and friends at the school he did it so he could continue to inspire them after death. A world-renowned expert in quality of care, as well as a poet, Donabedian wrote these lines 18 days before his death in 2006: “To strive, to engage, to work, these are noble things. But to be set free when the time comes is no little matter either. It is benison, the balm of forgiveness, the fond farewell.”

## 19. Namesake

The school’s first dean, Henry F. Vaughan, was also the first person to receive a DrPH from U-M SPH. Public health—and an aca-



ademic career at Michigan—seem to have been his birthright. Henry was the fourth son of Victor Clarence Vaughan, who effectively launched public health education at Michigan when he began

teaching sanitary science at the university in 1881. Victor named Henry after his close friend and U-M colleague Henry Frieze, whom Victor regarded as “my ideal of a learned man.”

## 18. An Exemplary Alumnus

Ann Arbor’s first—and to date only—African-American mayor, Albert H. Wheeler, received a master’s degree in public health from Michigan in 1938, before U-M SPH officially became a school. In 1941, Wheeler earned his doctorate from SPH with a dissertation on syphilis testing. His wife, Emma Monteith, also received her master’s in public health from Michigan in 1938; the two met as public health students. Monteith went on to become the Ann Arbor NAACP chapter president in 1957. She and Wheeler both worked lifelong for civil rights and the NAACP.

Wheeler joined the microbiology and immunology faculty at U-M and in 1952 became the university’s first tenured black professor. In 1975, he ran as a Democrat for mayor of Ann Arbor and won. He helped establish the Michigan Civil Rights Commission and the Ann Arbor Human Rights Commission, and at the behest of President Jimmy Carter, he served on the Mayor Advisory Council to the White House Office of Drug Abuse Policy. Wheeler died in 1994. Ann Arbor’s Wheeler Park is named for him.



Albert H. and Emma M. Wheeler in 1965.



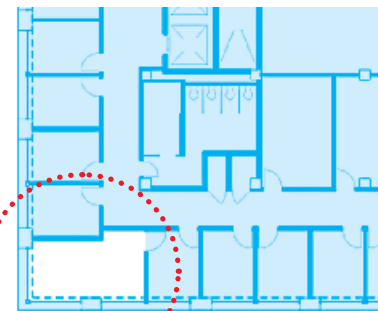
Dr. Wheeler at work in U-M’s Medical School in the 1970s.

## 20. Clean Hands

In an effort to promote hand-washing, epidemiologists at SPH in the 1950s insisted that every room in SPH hold a washbasin. Eventually, the cost of plumbing repairs dampened the zeal for hand-washing, and the sinks were removed.

## 21. Lucky Corners

At least four faculty occupants of offices in the southwest corner of SPH II have been elected to the Institute of Medicine, now the National Academy of Medicine: Michael Boehnke, Avedis Donabedian, Catherine McLaughlin, and Kenneth Warner. Four additional SPH members of the IoM (Gonçalo Abecasis, Marshall Becker, Noreen Clark, and Roderick Little) at one point occupied northwest corner offices of SPH II while serving as department chairs.





## 22. Unshockable

For many male students, SPH Professor Mabel Rugen was the first female teacher they'd ever encountered. "Once they found they couldn't shock me, I never had any trouble," recalled Rugen, who taught at SPH from 1930 to 1970. Established in 1992 by Rugen herself, the school's Mabel Rugen Fund supports young researchers and doctoral students pursuing interdisciplinary studies in health education.



Peter Smith

## 23 Diaper Duty

When officials at Procter & Gamble wanted to ensure that polymers in their disposable-diaper and paper-towel products were not leaching into groundwater, they asked U-M SPH Professor James E. Martin and U-M Professor of Civil Engineering Eugene A. Glysson to conduct a study. Inside the SPH basement, the two scientists created a landfill environment using five ten-foot-tall fiberglass cylinders. Each cylinder held a half-ton of shredded refuse and an assortment of disposable diapers or paper towels moistened with distilled water and marked with carbon-14. Over the course of a year, from 1988 to 1989, Martin and Glysson sprinkled rainwater into the cylinders to simulate the effect of weather on landfills. Using radioactive isotopes, they then tracked the movement of polymers in both the diapers and paper towels. They found that most polymers bonded with other refuse and did not enter the groundwater.

## 24. If Desks Could Talk

Thomas Francis Jr. used this desk in the 1950s to conduct the clinical trials for the Salk polio vaccine. The desk—manufactured by Stow & Davis of Grand Rapids—now sits in the office of Matthew Boulton, SPH Senior Associate Dean for Global Public Health, who enjoys showing the desk to visitors and students and explaining its history. "Everybody is awed," he says, "and everybody touches it."

## 25. A Joyful Noise

On a bus ride in 2004, during the last annual gathering of partners in Allies Against Asthma, a U-M-based national program to improve asthma control for children and adolescents, participants burst into song. To the surprise of many, SPH Dean Noreen Clark, then-director of the program, joined right in. The song, written by deputy director Amy Friedman-Milonovich and sung to the tune of "Y-M-C-A," was designed to highlight the sustainable work achieved by the program's community partners. It concluded with these lines:

*"It's fun to be part of A...A...A  
It's fun to be part of A...A...A  
You have everything  
That you need to succeed  
Sustaining is guaranteed."*





## 26. Small Victories Add Up

Widely considered the world's foremost expert on tuberculosis, SPH alumnus George W. Comstock, MPH '51, conducted studies in the 1950s that led the health profession to adopt use of the drug isoniazid (INH) to treat TB. At one point, Comstock and his family themselves took INH as part of the study. Today's CDC guidelines on INH therapy still use Comstock's data. Comstock received his MPH from SPH while serving as a captain in the U.S. Public Health Service and later served on the public health faculty of Johns Hopkins



University, whose George W. Comstock Center for Public Health Research and Prevention honors his memory.

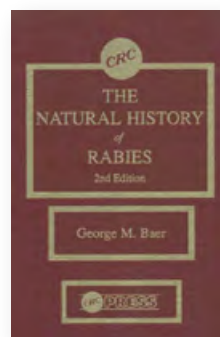
Comstock was fond of quoting the 19th-century thinker Horace Mann: "Be ashamed to die until you have won some victory for humanity." But Comstock added his own spin: "Most of us aren't going to win any big victories, but we can win little ones every day, and they mount up."

## 27. A Revered "Father"

A virologist, veterinarian, and lifelong animal lover, SPH alumnus George Baer, MPH '61, devoted his life to both animal and human health. In the early and mid-1960s, he worked to prevent bat rabies in the American Southwest and helped Mexican officials devise a plan

to control paralytic bovine rabies.

In 1969, as director of the CDC's Rabies Laboratory, Baer led a team of scientists in developing an oral rabies vaccine for wildlife. His efforts led to the eradication of wildlife rabies in most of Europe—and to Baer's designation as the "father of oral rabies vaccination." His book, *The Natural History of Rabies*, first published in 1975, remains an international reference for rabies control.



## 28 SPH Students Battle Hunger

Each fall, incoming SPH students volunteer at Ann Arbor-based Food Gatherers, a nonprofit umbrella agency for food rescue and distribution throughout Washtenaw County, Michigan. Launched in 1988 by former U-M SPH student Paul Saginaw, co-founder of Zingerman's Delicatessen, Food Gatherers is the state's first food rescue program. U-M SPH has been a partner since 2006. Last summer, SPH student interns designed and taught nutrition education classes at 31 Summer Food Service Program sites sponsored by Food Gatherers.



# 29

## The Ice Rink That Wasn't

Over the years, countless SPH students, faculty, and staff have taken the short downhill walk from the school to Nichols Arboretum, where they've found not only acres of woodland and prairie—and a world-renowned peony garden—but also a quiet place to reflect and rejuvenate. (At least one SPH couple got engaged in the Arb!) Established in 1907, Nichols Arboretum extends across gently undulating glaciated topography between Geddes Road and the Huron River and is a refuge for birds and other wildlife.

It could have been otherwise. In the 1920s, a group of U-M faculty urged the administration to turn the space into a winter sports facility, and plans were drafted to convert parts of the Arb into ski and toboggan runs and an ice-skating and hockey rink. U-M President Alexander Ruthven assembled a task force to evaluate the idea. Happily, the committee concluded that Nichols Arboretum "should be kept so that it might become a haven of quiet one hundred years from now when our rich native flora will have become a thing of the past in most places."



## 30. A Generous Hand

When his student Paul Cornely needed money to get married in 1934, at the height of the Great Depression, SPH Professor and health insurance pioneer Nathan Sinai (left) promptly wrote him a check for \$175.

Years later, a grateful Cornely said, “People might wonder whether Sinai’s elegance would cause him to lose the common touch.” Clearly it did not.



## 32. Women’s Rights, Then and Now

Elizabeth M. Dusseau, MSPH ’42, and eventually a faculty member at SPH, helped establish, and for years afterward chaired, an Affirmative Action for Women Committee in the SPH Department of Epidemiology. Dusseau was born in 1911 and grew up in a family that prized education for male and female children—then a radical concept. In her work life, she both observed and experienced gender discrimination. “Get Aunt Toots to start talking about women’s rights,” recalled her niece, Anne Dusseau, “and she’d give you an earful.” Today’s Elizabeth Dusseau Scholarship at the U-M Center for the Education of Women supports women pursuing a scientific field at Michigan.

“Human beings are highly over-rated.”

## 31. Sexy Minutes

“Human beings are highly overrated.” So goes the favorite joke of the late Sylvia Hacker, who spent 16 years on the faculty of the U-M schools of public health and nursing. An award-winning sexual health researcher and sex educator, Hacker used humor to encourage open, healthy dialogue about human sexuality. She hosted her own call-in TV show, *Sexy Minutes*, and with her daughter, Randi Hacker, she co-wrote a book entitled *What Teenagers REALLY Want to Know about Sex*. Sylvia Hacker also made TV appearances on the Montel Williams and Phil Donahue shows. She died in 2013. Her obituary read, in part: “A life-long opponent of both exercise and vegetables, she nevertheless survived in remarkable health to the age of 90.”



## 33. A SENATE SEAT



At a wedding in 2006, SPH Professor Mark Fendrick met then-Senator Barack Obama’s health legislative assistant. One connection led to another, and Fendrick soon found himself using Obama’s Senate office to work on legislation surrounding the concept of value-based insurance design, or V-BID. Developed



at U-M by Fendrick and others, V-BID aims to change the focus in health care spending from how much we’re spending to how well we’re spending it. V-BID was incorporated into the ACA in 2010 and is now used by both Medicaid and Medicare.

## 34. No Such Thing as a Free Lunch

In the 1950s, SPH featured a lunch room on the third floor. It was an unwritten rule, remembers SPH Professor Emeritus John Gannon, that faculty were expected to eat there daily. That way, Dean Henry Vaughan knew where to find them. Meals were both heavily subsidized and heavy. “Vaughan didn’t go cheap on anything,” Gannon laughs. “But it wasn’t so good on your weight.”





## 35. A Women's Health Pioneer

Asked in 1993 why so much public health research focused on men and not women, SPH epidemiologist Mary Fran Sowers replied, "I think economics drives the situation. Men were the money-makers; they were the industrial component, so their health was important, and we tended to focus on that."

Sowers added that because

until recently, most researchers had been men, "the natural tendency was to ask questions that were specific to and important to men."

With her groundbreaking studies in the areas of bone health, osteoarthritis, reproductive aging, cardiometabolic dysfunction, and physical functioning, Sowers helped change women's health into a major discipline. At the time of her death in 2011, she was principal investigator for several trailblazing studies, including the Study of Women's Health Across the Nation (SWAN), the largest multiethnic national cohort study of midlife women as they transition through menopause. SWAN continues at SPH under the direction of Sowers's colleague and friend Siobán Harlow.

## 38. A Transatlantic Grudge

Victor Clarence Vaughan, who launched public health studies at U-M when he began teaching sanitary science at the university in 1881, spent time in the labs of both Louis Pasteur and Robert Koch.

While Vaughan admired Koch, he was not, in his words, "altogether pleased with his personality." In his 1926 autobiography, Vaughan described Koch as "in many respects a typical German, ready to stamp upon those who did not acknowledge his authority."



vaughan

koch

Vaughan was especially peeved that Koch claimed sole credit for the discovery that typhoid spreads largely by direct contact. Vaughan himself had reached the

same conclusion in 1898, as a member of the U.S. Typhoid Commission. But the official announcement of Koch's discovery "did not mention our work begun ten years, and published four years previously," Vaughan complained. "Since this is my autobiography it is my duty to disclose some of my vices as well as magnify all my virtues; therefore I will admit that I was not greatly depressed when I learned that in the invasion of Belgium in 1914 the German army suffered from typhoid fever more seriously than did the English or French."

# 36

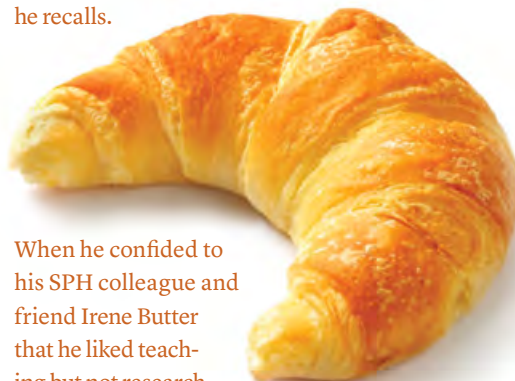
Before *Findings* magazine launched in 1986, SPH had a weekly newsletter called "The Phib" (for "Public Health Information Bulletin"), pronounced "The Fib."

## 39. Covered!

In 1993, a major flu vaccine study by SPH epidemiologist Arnold Monto helped convince Medicare policy-makers to make the seasonal flu vaccine a covered benefit for Americans 65 and up.

## 37. The Croissant Vendor

While teaching the basics of hospital administration at SPH from 1969–1971, instructor and research associate Paul Bash started making croissants in his spare time and selling them at the Ann Arbor Farmers Market, along with other baked goods. "Back in those days, croissants were the new kid on the block," he recalls.



When he confided to his SPH colleague and friend Irene Butter that he liked teaching but not research, she said, "Paul, why don't you go do what you want to do and become a chef?" So he did, eventually opening his own four-star French restaurant in Little Rock, Arkansas.

Now retired, Bash says running a restaurant isn't all that different from running a hospital. "You definitely want a quality operation. And just like a hospital, you have constant turnover." He says he never regretted "jumping ship. But I love U-M, even though all my family are Ohio State grads. I was smart enough to 'cross the line'!"



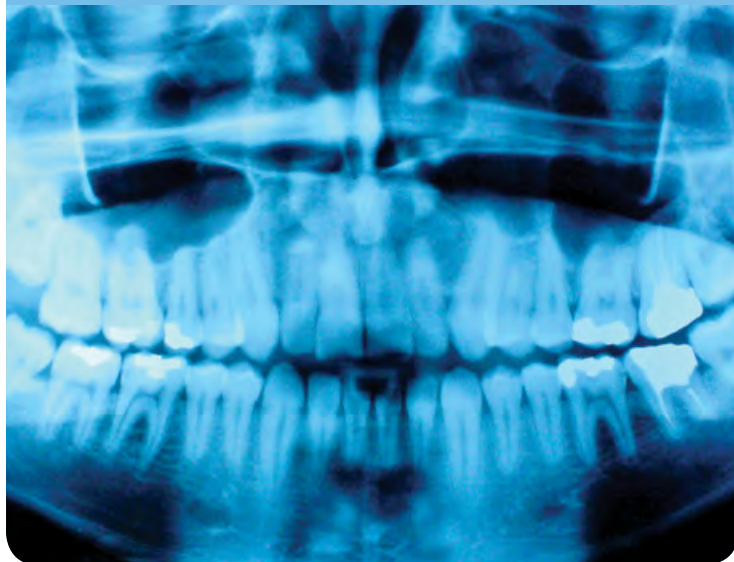
## Campus Unrest

During the tumultuous 1960s, SPH Professor Isadore Bernstein, an internationally recognized expert in environmental toxicology and cutaneous biochemistry, became the target of protests after students learned he had received funding from the U.S. Department of Defense to study the health effects of mustard gas. During a campus meeting about Bernstein's work, a protester threw an orange that just missed hitting the scientist on the head.



## 41. Fluoridation

Until the middle of the 20th century, widespread tooth decay meant that few Americans kept their teeth, and toothaches, often accompanied by abscesses, were routine. As early as 1901, however, researchers had noticed a lower prevalence of caries and dental decay in geographic areas with naturally high levels of fluoride in the water. SPH alumnus David Ast, MPH '42, then dental director for the state of New York, proposed a government project to study the fluoridation of water supplies drawn from the Hudson River. Although he failed in his bid to conduct the nation's first fluoridation trials, Ast conducted the second trials, in upstate New York. That work prompted federal dentists to launch a study in Grand Rapids, Michigan, which in 1945 became the first U.S. city to fluoridate its drinking water. SPH researchers collected data from the project, whose outcomes were so promising the U.S. Public Health Service established fluoridation programs nationwide in the 1960s. Other countries soon followed suit.



## 42. Say Cheese

Born in Zurich, Switzerland, SPH Professor Ernst Siegenthaler knew a thing or two about milk. During his 18-year tenure at Michigan, from 1967 to 1985, he contributed significantly to improvements in food safety—especially dairy products. A past officer with the Food and Agricultural Organization of the United Nations and a former consultant for the Swiss Federal Institute of Dairy Research, Siegenthaler taught in the school's human nutrition program and oversaw the training of food sanitarians who came to Michigan from across the U.S.

His overseas experience had taught him that “the problems of sanitation in America do not necessarily apply to other parts of the world. When you are in a developing country, you cannot throw away food if you don't trust it,” he said. “Instead, you have to solve that problem.”



## 43. Solidarity

When President Richard Nixon terminated federal aid to schools of public health in 1973, SPH faced a crisis. Despite an additional budget reallocation from the U-M administration, it was clear that without drastic action, the school's junior faculty members would have to be laid off within a year. Dean Myron Wegman “then orchestrated one of the greatest deanly leadership episodes ever,” remembers Kenneth Warner, a junior faculty member at the time, and today the Avedis Donabedian Distinguished University Professor of Public Health at SPH.

During a dramatic meeting that June, the tenured SPH faculty, at Wegman's urging, voted by more than a two-to-one margin to replace their traditional 12-month appointments with nine-month contracts, so that the school's junior faculty could keep their jobs.

**Dean Myron Wegman “then orchestrated one of the greatest deanly leadership episodes ever.”**

Warner says that while he credits Wegman “for his superb leadership, I also have always been deeply grateful to my senior colleagues, who exhibited remarkable unselfishness and had the institutional devotion necessary to allow me and my fellow junior faculty to continue serving on the faculty of this great institution.”

## 44. On (and off) the Chopping Block

After Dean June Osborn left SPH in 1993, U-M Provost Gil Whitaker announced he would not authorize a search for a new dean until he'd determined there was a genuine need for a school of public health at Michigan. He believed much of the school's work was duplicated elsewhere on campus, and he called for an external review.

SPH department chairs counter-proposed an internal review. Whitaker agreed, and asked SPH Professors Noreen Clark and Kenneth Warner to chair it. “We had to work closely with faculty,” Warner recalls. Several measures, including a recommendation to reduce the number of SPH departments from eight to five, were “a bit challenging.” But the faculty endorsed the final report, and when Whitaker read it he pronounced it the best internal review he'd ever seen.





## 45. Public Health Ethics

In 2005, SPH faculty members Sharon Kardia and Toby Citrin assumed direction of the U-M Life Sciences and Society Program, a campuswide initiative aimed at addressing the ethical and societal questions raised by advances in the life sciences—in particular, issues such as genetic screening, end-of-life decision-making, custom-designed pharmaceuticals, and reprogenetics. With the sequencing of the human genome in 2003 and ensuing advances in genetic understanding, Citrin and Kardia said they were both wary of the potential for the resurgence of eugenics. A movement popular in the early 20th century among many scientists—including members of the U.S. Public Health Service and some public health faculty at U-M—eugenics was founded on the belief that the human species could be improved through selective breeding, and that the quality of the U.S. population could be improved through immigration control. “We absolutely think we’re above eugenics,” Kardia said in 2005, “and we absolutely are not.”

**“We absolutely think we’re above eugenics, and we absolutely are not.”**



## 47. All that Jazz

Richard D. Remington—SPH biostatistician, alumnus (PhD '58), and dean (1974–1982)—played tuba in a local Dixieland jazz band, The Boll Weevils, which often performed at Ann Arbor’s old German Park and at the American Legion. Members of the Easy Street Jazz Band played at Remington’s SPH retirement party in 1982.

## 46. Litigation

As director of epidemiology for The Dow Corning Corporation in the early 1990s, SPH alumnus Ralph Cook, MD, MPH '71, played a key role in addressing the litigation crisis surrounding the company’s silicone breast implants. The stakes for Dow Corning were high: silicone breast implants had a putative association with multiple different diseases. Cook launched multiple epidemiological studies at academic institutions around the world. He insisted that all studies be published in peer-reviewed journals, regardless of the implications of the findings.

Cook took action “to ensure that the data being collected were as unbiased as possible,” recalled Carol Burns, PhD '94, who as an SPH doctoral student collaborated with Cook on one of the studies.

In 1999, an independent panel convened by the Institute of Medicine concluded that silicone breast implants do not cause any major diseases.



## 48. Feingold Award

After taking early retirement in 1989, at 57, SPH Professor Emeritus Eugene Feingold enrolled in the U-M Law School to get the legal skills he needed to further his life’s work fighting to end poverty and racial discrimination. Today the school honors him with the Eugene Feingold Excellence in Diversity Award, given to SPH faculty and staff members who exemplify Feingold’s commitment to social justice.



## 49. Michigan’s PBB Crisis

In 1973, Michigan—and a swath of the Midwest—suffered a public health disaster when a chemical fire retardant was accidentally misbagged and distributed as livestock feed to farms throughout the region. The retardant contained polybrominated biphenyls, or PBB. Millions of chickens and thousands of cattle, pigs, and sheep were contaminated, and over nine million Michigan residents consumed potentially tainted meat, eggs, and milk. SPH faculty were brought in to monitor the human health impact of the contaminated feed, and Professor Isadore Bernstein chaired the Governor’s Scientific Panel on PBBs, charged with addressing the problem and preventing future episodes. Today, scientists continue to investigate the long-term health impacts of the accident.



50

## He Spoke the Truth to Power

During the 1973 annual meeting of the American Public Health Association, U-M SPH alumnus Paul Cornely (DrPH '34) led a public demonstration against U.S. Secretary of Health, Education and Welfare Caspar Weinberger, who gave the meeting's opening address. Weinberger had recently announced his intention to cut his department's funding, and Cornely, a past APHA president (1970), objected to the proposed cuts, as did other public health professionals. As Weinberger spoke, Cornely led his colleagues in a silent march of protest. Ultimately, Weinberger received so much pushback he reduced the cuts. Today's Paul B. Cornely Postdoctoral Program for Minority Scholars at U-M SPH honors the legacy of this spirited public health physician, educator, scientist, and leader.

## 51. Family Planning

As a professor of health behavior and health education at SPH, Ruth Simmons was instrumental in shaping the World Health Organization's Strategic Approach to Contraception Introduction, a framework to determine which contraceptives should be offered by a given family-planning program.



The 1997 framework led to significant impacts on the delivery of reproductive health services worldwide. A key outcome has been the creation of ExpandNet ([expandnet.net](http://expandnet.net)), a global network of public health professionals devoted to advancing the science and practice of scaling up successful health innovations. Simmons plays a lead role in the organization.





Reinhard Krause/Reuters

## 52. The Gift of Sight

One snowy day in 1978, several members of the SPH class of 1977 gathered near Ann Arbor to create “a community of people who might gain common interest in service,” remembers Girija Brilliant (MPH '77, PhD '83), who with her husband, Larry (MPH '77), spearheaded the group. The gathering led to a foundation called Seva, which has since helped preserve and restore sight to millions of people worldwide. SPH alumnus David Green, MPH '82, joined Seva in 1983 and later founded his own organization, Aurolab, dedicated to producing low-cost intraocular lenses and ophthalmic sutures for eye patients in the developing world. In 2004, Green won a MacArthur award for his work.

## 54. Pioneer Spirit

In the 1920s, Warren Cook began investigating the occupational health hazards of fireworks manufacturing—work that ultimately led fireworks manufacturers to ban the use of white phosphorus (also used in rat and roach poisons) in their plants. Cook helped found the American Industrial Hygiene Association in 1939 and served as the association's second president before joining SPH in 1953 as the school's first industrial hygiene professor. Today's Warren A. Cook Award at SPH recognizes stellar contributions to industrial hygiene research.



“This is one of the most exciting times to be alive in all of human history.”

## 53. A Mentor's Mentor

When her 38-year-old husband was killed by lightning in 1985 while golfing, then-SPH student Nancy Janz had two chapters left to write for her PhD dissertation. But she couldn't do it. Devastated by her loss, struggling to raise two young sons, Janz couldn't eke out so much as three sentences. Her mentor, SPH Professor Marshall Becker, came to the rescue. “Bring me one paragraph, and we'll take a look at it,” he told her.

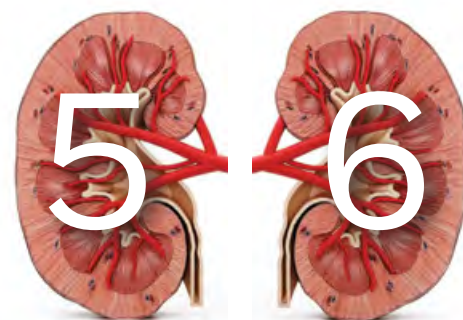
“And then it was two,” Janz remembers. “And then it was a page. He used social cognitive theory—breaking it down into the smallest little pieces—and he helped me finish that dissertation.” Janz received her doctorate in 1986 and promptly joined the SPH faculty, where she remains today.

Becker's example continues to inspire her. “Mentorship is not limited to what a student is focused on inside the walls of SPH,” she believes. “You have to understand the person as a whole. I relate to students in terms of the rest of their lives. That has been my pledge to Marshall.”



## 55. Breakthrough

In 2007, an international team of scientists led by SPH biostatisticians Laura Scott and Michael Boehnke identified nine genetic variants associated with type 2 diabetes. *Time* magazine hailed the findings as one of the year's ten medical breakthroughs. In his commencement address at U-M that year, former President Bill Clinton cited the study as proof that “this is one of the most exciting times to be alive in all of human history.”



## Breaking Down Barriers

A 1994 study by SPH biostatistician Robert Wolfe showed that the traditional system for determining matches between kidney donors and transplant candidates created barriers, because it was structured in such a way that whites were more likely to get transplants than African Americans—who suffer three times the rate of kidney failure as whites. Using transplant-registry data, Wolfe helped determine that the one criterion most important to successful kidney transplants also reduced racial disparity in organ allocation. Soon after the findings were reported in the *New England Journal of Medicine*, policymakers introduced a new and more equitable system.



## 57. One of the First

With the introduction of sanitary science to the curriculum in 1887, U-M became one of the first American universities to teach environmental health.

## 58. Protection from Chemical Warfare

In the wake of 9/11, Rudy Richardson and a team of Russian and American scientists received an anti-terrorism grant from the U.S. Civilian Research and Development Foundation to develop a rapid-detection system for novel chemical warfare agents. The research took place outside Moscow and in Ann Arbor. "This particular cause is something we can all support—developing ways to defend civilians against the threats of chemical weapons being wielded by rogue nations or terrorist groups," said Richardson, the Dow Professor of Toxicology at SPH.

Following the success of the original project, the collaboration subsequently evolved into several other lines of research, including computational approaches to predict toxic and therapeutic actions of compounds, which are now part of a new drug-discovery program targeting Alzheimer's disease and antiviral agents.



## 59. Bioterrorism Prevention and Preparedness

Following the 9/11 attacks and subsequent anthrax scare, SPH launched the Michigan Bioterrorism and Health Preparedness Research and Training Center with a \$1 million grant from the CDC. Directed by SPH epidemiologist Arnold Monto, the center sought to leverage faculty expertise in such areas as the rapid detection of dangerous substances in water, the spread of infectious disease, risk assessment, health surveillance, and the use of vaccines, antibiotics, and antivirals.

## 60. An Industry Leader

Funded in 1950 by a \$10 million gift from General Motors, the school's first teaching program in industrial health soon became the leading program of its kind in the U.S. Today's successor to that program, the U-M Educa-



tion and Research Center for Occupational Health and Safety Engineering, not only focuses on traditional areas, such as industrial health and hazardous materials, but also on ergonomics, epidemiology, and community issues including industrial noise pollution.

## 61. Radon Alert

In 1989, SPH became the site of a new Radon Resource and Training Center, which served the entire state of Michigan. The federal Indoor Radon Abatement of 1988 had raised public awareness of this inert, odorless, and potentially dangerous gas, which leaked into homes through basement cracks and pass-throughs and contributed significantly to lung-cancer deaths. Directed by A.P. "Jake" Jacobson, professor and director of the school's Radiological Health Program, the center offered training courses in radon detection and reduction techniques for builders, plumbers, radon diagnosticians, state and local public health personnel, and others.

## 62. A Crusade Pays Off

As an intern in New York's Kings County Hospital, SPH alumnus Gerald Deas, MD, MPH '57, learned that many black women ate cubes of laundry starch as a snack—a practice believed to be a holdover from women who ate clay in Africa. Because the ingested starch tended to cause anemia, Deas launched a seven-year crusade against the Argo Starch Company, the only company to make laundry starch in an edible form. As a result of Deas's work, Argo repackaged its starch in powdered form and added a warning stating "Not Recommended for Food Use." In 1985, the U.S. Food and Drug Administration gave Deas a special award for his efforts.



## 63. Nurses' Training

Between 1941 and 1977, 614 nurses earned MPH degrees, with an emphasis in public health nursing administration, through SPH. In 1976, the master's program in public health nursing moved from SPH to the U-M School of Nursing.



## 64. Blow Out the Candles

In 2003, research by SPH Professor Jerome Nriagu prompted the U.S. Consumer Product Safety Commission to ban lead wicks in candles. Until then, candlemakers had routinely used lead because it made flames burn more upright and helped candles burn longer. Nriagu's research showed that candles emitted dangerous levels of lead, especially when burned for long periods of time in enclosed spaces.



# 65 Numbers

At its official opening in 2006, the new SPH Crossroads and Tower facility contained **8,100** square feet of classroom space, **17** conference rooms, **133** laboratory benches, **320,000** feet of teledata wiring, and **2,400** light fixtures. Since then, SPH has become **100 percent** wireless, has a full-service café, and **more than 50 percent** of the school's older lab space has been renovated.



**66. Origins** On its first official day of existence, July 17, 1941, U-M SPH consisted of ten faculty members: (standing, L to R) Nathan Sinai, professor of public health; Henry F. Vaughan, dean; Ernest Boyce, professor of public health engineering; John Sundwall, professor of hygiene and public health; Warren E. Forsythe, professor of hygiene and public health; Kenneth A. Easlick, professor of public health dentistry; Thomas Francis Jr., professor and chair of epidemiology; (seated, left to right) Ella E. McNeil, professor of public health nursing; Margaret Bell, professor of hygiene and physical education; Mabel E. Rugen, professor of health education.

## 67. WARTIME

U-M administrators sought partial funding from the U.S. Public Works Administration for construction of a new School of Public Health in 1942, arguing that the school would benefit the nation's war effort by training health professionals to address the industrial hazards of wartime manufacturing, the threat of tropical diseases in combat zones, and the spread of infectious diseases—including sexually transmitted diseases—both at home and abroad.



## 68. ANIMAL FARM

Plans for the original 1942 SPH building included rooms for fish, frogs, sheep, pigeons, chickens, and cats, as well as rooms for animal surgery, washing, recovery, x-ray, and cadavers, and an animal anatomy museum.







Jon Hammond

## 69. A Bigger SPH

Named for celebrated SPH epidemiologist Thomas Francis Jr., the SPH II building began operation in 1971 and allowed the school to increase its enrollment by more than 20 percent—to 641 students.

## 70. Those Were the Days, My Friend

In the 1960s, favorable federal policies for public health training—including the Public Health Training Act of 1959 and the Hill-Rhodes formula grants, which provided \$2 million annually for project grants to U.S. schools of public health, nursing, and engineering—enabled large numbers of students to attend U-M SPH with fellowship support.

## 71. Better Nursing Homes

In 1991, SPH Professor Brant Fries developed the U.S. National Nursing Home Resident Assessment Instrument, the first comprehensive assessment system to be introduced in every nursing home in the U.S. “With the population of the United States aging rapidly, it’s more important than ever that we devise a systematic way to improve nursing home care,” said Fries.

## 72. Population Fellows

Established in 1984 with major funding from the U.S. Agency for International Development, the U-M Population Fellows Program helped launch the careers of hundreds of public health professionals—many of them returning Peace Corps volunteers. Each year, the program placed some two-dozen fellows with global organizations in the developing world, where they worked on reproductive health, family planning, and population-environment initiatives. The program remained a key component of SPH until 2006, when USAID transferred its fellowships to the Public Health Institute.



Wilson Center.org

## 73. Executive Ed Takes Hold

In response to a critical shortage of trained administrators for the U.S. government’s expanding Neighborhood Health Center program, SPH launched its first executive education program, the On Job/On Campus program in health management, in 1972. The OJOC model later grew to include programs in occupational medicine, public health policy, and clinical research design.

## 74. Jobs in Detroit

Since its inception in 1995, the Detroit Community-Academic Urban Research Center has provided both part- and full-time employment, as well as training, for over 400 Detroit residents, and training for more than 600 public health master’s and doctoral students and post-doctoral fellows.

## 75. A Healthy Huron River

For 25 years, SPH students helped monitor water quality in the Huron River through a unique lab course taught by Professors John Gannon and Peter Meier. Data collected by students at select river sites informed legislation aimed at improving the Huron. Budget constraints forced closure of the program in 1988.

NOAA.gov



# Legacies

*Now, more than ever, says  
SPH alumnus Bailus Walker,  
public health practice, teaching,  
and research need each other.*





*Since receiving his MPH from SPH in 1959, Bailus Walker has enjoyed a robust career as both an academician and a public health practitioner. His crowded resume includes stints as president of the American Public Health Association; director of the Occupational Standards Division, Occupational Safety and Health Administration; commissioner of public health for the State of Massachusetts; and state director of public health for Michigan—as well as faculty appointments at Howard University, SUNY-Albany, and the University of Oklahoma. He’s a past recipient of the SPH Distinguished Alumni Award (2006) and the SPH Department of Environmental Health Sciences Award (2012) for “achievements that exemplify the highest ideals and aspirations” of graduates of the department. On the occasion of the school’s 75th anniversary, we asked Walker to tell us how Michigan inspired him.*

**T**he late SPH Professor William Gibson was my model. Every Tuesday morning we had a class, and Bill Gibson would not lecture—instead, we would sit around the table, and we would talk about issues, and about how the practice world, as opposed to the academic world, functioned. Gibson was able to bring to us real-life experiences which suggested that when we got out there in the practice world, we were going to have to deal with political issues, and with groups who want you to accomplish or do things that you may not be able to do within the law. So you’ve got to pay attention to that.

**“We are dealing now, to some extent, with a population that is not going to just take what we say as the Bible.”**

I’m wondering if that kind of interaction isn’t probably more needed now than it was back then, because the issues we’re dealing with in public health are more complex than they were years ago. We’ve seen a gradual movement from the biomedical model to the population model, where we look more at the social and behavioral determinants of disease and dysfunction and how, for example, they link up to create risk for a poverty-laden family. We are dealing now, to some extent, with a population that is not going to just take what we say as the Bible but will go digging through the whys and wherefores, and will explain the limitations of what we can and cannot do. And as the people addressing the Flint water situation recognize, we are dealing with activists who demand results.

So the whole landscape of public health has changed, and I’m wondering if that has not created an almost daily demand for interactions between folks who are doing the teaching and research and those of us who are out there translating theory into practice. More and more, I think we need to link up with academics and have them help us move through these raucous practice environments that we are dealing with today.

## CLASS NOTES

### 1970s

*Crain’s Detroit Business* has named **Marianne Udow-Phillips**, MHSA ’78, one of the 100 Most Influential Women in Michigan in 2016. Udow-Phillips is director of the U-M Center for Healthcare Research & Transformation.

### 1980s

**Ruth (Detrick) Lefton**, MHSA ’86, is the new COO for Einstein Medical Center Philadelphia, home of the largest independent medical center in the Philadelphia region. Lefton has been part of Einstein Healthcare Network for over 20 years. ■ **Valerie Powell-Stafford**, MHSA ’89, is the new CEO of Englewood Community Hospital in Englewood, Florida. She brings over 19 years of health care management experience to the job, including executive positions with Yale New Haven Hospital and the H. Lee Moffitt Cancer Center. ■ Ascension Wisconsin, a health ministry of Ascension, has named **Debra Standridge**, MPH ’86, president of its north region. Previously, Standridge was president of Wheaton Franciscan Healthcare’s north market.

**“More than one-third of adults in the U.S. are not sleeping the recommended seven or more hours per night.”**

### 1990s

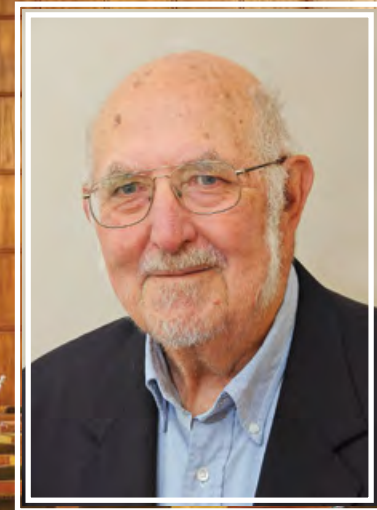
*Crain’s Detroit Business* has named **Denise Brooks-Williams**, MHSA ’91, to its list of the 100 Most Influential Women in Michigan in 2016. Brooks-Williams is president and CEO of Henry Ford Hospital, Wyandotte. ■ U-M Professor of Neurology and Sleep Medicine **Ronald Chervin**, MD, MS ’97, has become the 31st president of the American Academy of Sleep Medicine (AASM). AASM members play a critical role in helping Americans achieve

*continued on page 45*



# Serendipity's Friend

A concern for health care policy led Mitch Greenlick to run for a seat in Oregon's House of Representatives in 2002. He's been there ever since.



Olivier Asselin

Representative **Mitch Greenlick** of Portland, Oregon, PhD '67, got his first taste of politics at just nine years old, during Franklin D. Roosevelt's 1944 presidential campaign. Greenlick has been hooked ever since. But for most of his career he took more of a behind-the-scenes role in politics, working to influence health policy from outside the public eye. This was the case until 2002, when—motivated by his concern for the direction that health care was taking, as well as his opposition to a candidate who was running uncontested—Greenlick stepped into the political arena and won a seat in the Oregon House of Representatives, where the 81-year-old still serves today.

"It never occurred to me to run for public office until I was actually doing it," says Greenlick, who has made a lifelong habit of seizing serendipitous opportunities. In fact, it was serendipity that brought him to SPH in 1961.

Greenlick had recently earned his master's in pharmacy administration and was teaching at Wayne State University. His master's dissertation happened to be lying on his advisor's desk when Benjamin Darsky, then a newly appointed professor at SPH, noticed it while visiting Greenlick's advisor. Darsky picked up the dissertation, and after leafing through it said he wanted to meet the young author.

Greenlick had been looking to expand his teaching career by earning a PhD in drug administration, but Darsky convinced him to pursue a PhD in public health economics at SPH instead.

Looking back on his time at SPH, Greenlick says the school taught him both the technical skills to operate successfully in the field of health services research and the values behind public health. Sitting on the

floor of Darsky's home, sipping wine and discussing health care with visiting guests, such as the deputy director of the World Health Organization, Greenlick absorbed core lessons about the underlying philosophy of public health.

To this day, the ideological framework he learned at SPH guides Greenlick in his efforts to shape health policies to benefit his Oregon constituents—and Americans at large.

**"It never occurred to me to run for public office until I was actually doing it."**

Upon graduating with his PhD, Greenlick had approximately 60 job offers. He chose a position at Kaiser Permanente and moved with his family to Oregon. In 1971, at age 36, he was elected to the Institute of Medicine. Greenlick credits SPH Professor Benjamin Darsky with shaping both the arc of his career and his approach to the work he has done throughout that career.

When asked what advice he would give to SPH students, Greenlick says he would urge them not to be afraid to seize an opportunity when it presents itself, "because you never know where a path may lead you." As he and his accomplishments attest, it pays to be a friend of serendipity. <br>—Sydney Egan



CLASS NOTES *continued from page 43*

optimal health through better sleep, Chervin said. “More than one-third of adults in the U.S. are not sleeping the recommended seven or more hours per night, and millions of adults and children are afflicted by a chronic sleep disorder.” ■ In August, the Ann Arbor City Council passed an ordinance introduced by council member **Julie Grand**, MPH '98, PhD '11, to raise the minimum age to purchase tobacco products in Ann Arbor from 18 to 21. Ann Arbor is the first city in Michigan to pass such an ordinance, and the first to back the national Tobacco 21 movement, which seeks to restrict access to nicotine and tobacco before age 21. ■ Through her Washington, D.C.-based practice, Palisades Pediatrics, physician **Christi Hay**, MD, MPH '94, makes house calls for newborns and children who are under the weather, “so families don’t have to pack up a sick kid and come into the office,” she told the *Washington Post* earlier this year. Most of the families Hay serves have two or more children. Many are single-parent families, educators, and business owners. ■ Continental Who’s Who has recognized **Jay R. Shayevitz**, MD, MS '97, as a Pinnacle Professional in the health care field. Shayevitz is an anesthesiologist at Montefiore Medical Center, the academic medical center and university hospital for the Albert Einstein College of Medicine in New York. ■ A former president and executive director of the Global Health Council, **Christine (Kolars) Sow**, MPH '93, is the new COO of Population Services International, a network of country offices and NGOs working in over 50 countries to improve health in the developing world.

## 2000s

*Crain’s Detroit Business* has named **Mona Hanna-Attisha**, MD, MPH '08, one of the 100 Most Influential Women in Michigan in 2016. Hanna-Attisha directs the pediatric residency program at Hurley Medical Center, MSU College of Human Medicine. ■ **Maulik Joshi**, DrPH '00, MHSA '92, is the new executive vice president of integrated care delivery at Anne Arundel Medical Center and

### Ann Arbor is the first city in Michigan to pass such an ordinance and the first to back the national Tobacco 21 movement.

COO for the Annapolis hospital. Previously, Joshi was president of the Health Research & Educational Trust at the American Hospital Association in Chicago, Illinois. ■ **LaVonne Lang**, DrPH '02, MPH '81, is vice president of regulatory affairs for Cellceutix Corporation, a Massachusetts-based clinical-stage biopharmaceutical company that develops therapies with dermatology, oncology, antibiotic, and anti-inflammatory applications. Lang has over 25 years’ experience in pharmaceutical development. ■ ProterixBio has named **Fernando Martinez**, MD, MS '01, a global expert in pulmonary diseases, to its scientific and medical advisory board. ProterixBio develops disease-management solutions integrating bioclinical analytics with digital tools to improve chronic disease care. ■ As chief scientist with Lantana Consulting Group, epidemiologist **Dawn Sievert**, PhD '08, helps develop, test, implement, and evaluate scientific information technology aimed at creating new models of health information interchange and automation in medicine and public health.

## 2010s

**Hamdan Azhar**, MS '10, has launched a startup, Prismoj, focusing on data journalism and emoji analytics. A journalist as well as a statistician, Azhar also cofounded the Muslim Writers Collective, the first national open-mic series in the U.S. for Muslim-American youth, with monthly events in eight cities. ■ In June, **Nyia Noel**, MD, MPH '10, led an interactive discussion on postpartum depression for the Boston Alumnae Chapter of Delta Sigma Theta Sorority. An obstetrician-gynecologist, Noel is completing a fellowship in minimally invasive gynecologic surgery at Newton-Wellesley Hospital.

## IN MEMORIAM

## 1950s

Shirley A. Oconnell, MPH '51 ■ May 5, 2016  
Athan A. Baskous, MPH '56 ■ April 7, 2016  
Evan Evanoff, MPH '59 ■ May 4, 2016

## 1960s

David E. Hoxie, MHA '60 ■ May 30, 2016  
David S. Ramsey, MHA '62 ■ July 25, 2016  
Donald R. Parker, MPH '63 ■ April 17, 2016  
Joseph F. Thompson, MPH '66 ■ July 7, 2016  
Albert Metts, MPH '68 ■ March 29, 2016  
Marco D. Monti, MPH '68 ■ June 21, 2016  
Gordon C. Vidmar, MPH '70 ■ April 18, 2016

## 1970s

Margaret A. Child, MPH '70 ■ August 9, 2016  
Annemarie Lopez, MPH '74 ■ April 15, 2016  
Henry B. Lamb, MPH '77 ■ July 14, 2016  
Barbara A. Gooding, MS '78, PhD '84 ■ April 1, 2016  
Kathleen M. Smith-Zaremba, MPH '78 ■ June 19, 2016

## 1990s

John L. Mottley, MHSA '93 ■ April 23, 2016

# KEEP IN TOUCH

> Update your SPH contact info at [leadersandbest.umich.edu/alumni\\_update/](http://leadersandbest.umich.edu/alumni_update/). Or indicate changes on the address label and mail to the address on the back cover.





Leisa Thompson Photography

**D**oug Armstrong, MS '99, comes by his passions honestly. His dad taught chemistry at Albion College, and his mom was a pharmacist. By 13, Armstrong had begun volunteering in a local hospital. At 17, he got his license as an emergency medical technician. He was so young he needed special permission from the state to do it. In high school and college he volunteered for an ambulance company before joining the U-M Health System's organ transplant program, where he helped retrieve and prepare organs for transplant.

"I was the guy carrying the cooler back," he remembers.

The transplant program led to nursing school and then to clinical research studies, which in turn led Armstrong to get an MS from U-M SPH in Clinical Research Design and Analysis.

Meanwhile, he continued to cultivate a boyhood passion—summer camp, which he'd attended from the age of six on. So when he had the chance in 1998 to take some transplant children from Michigan to a summer camp outside Pittsburgh, he jumped. On the first day of camp, he watched, wonderstruck, as the kids donned swimsuits and began comparing scars.

"Where's your scar?" they asked Armstrong.

That's when the lightbulb went off. Most of the kids had never been in a situation where anyone else had a scar. "What had been this huge self-image problem for them suddenly became this badge of courage," he realized. "To see this transformation in 10 seconds, it all clicked to me that this was something that I could continue and expand."

By 2003, Armstrong had helped create a summer camp in Oscoda, Michigan, for kids who'd had transplants. In 2016, he helped launch an even bigger camp, North Star Reach, on Patterson Lake near Pinckney, Michigan. Open free of charge to kids across the U.S. who've had serious illnesses, North Star Reach features a state-of-the-art health center and professional medical staff, as well as more traditional camp offerings like arts and crafts and swimming. There's even an accessible treehouse.

In its first summer, North Star Reach offered three week-long sessions, respectively, for children with organ transplants, cardiac health issues, and blood disorders. In the off-

season the camp held family camp weekends. Going forward, Armstrong and his team plan to include additional sessions so that even more kids and families can attend.

"Camp gives kids the emotional, medical, and physical support needed to push beyond their limitations and boundaries and really get a sense of what they're capable of," Armstrong says. "We take kids where they don't think they can go—and certainly where parents don't think they can go." He cites research from Yale showing a correspondence between summer camp and improved health outcomes in children, including greater independence and self-esteem.

For Armstrong, the best part of running the camp is "all of the smiles and all of the transformations we get to witness—how much I take away as a practitioner and as a participant in that journey for those kids." <

**SPH** For a video interview with Doug Armstrong: [sph.umich.edu/findings](http://sph.umich.edu/findings). For more on North Star Reach: [northstarreach.org](http://northstarreach.org).



**In 1998, Doug Armstrong helped take a group of kids who'd had liver transplants to summer camp. One of those kids, a seven-year-old named Jake, burst into tears soon after they arrived, wailing, "I want to go home." Armstrong took the boy on his lap to console him. Jake came back for camp the following year, and today he's a volunteer at North Star Reach, which Armstrong helped found and direct. Jake (above, in yellow) and Armstrong embraced after the first week of camp this year.**



NSF International  
headquarters in  
Ann Arbor



# A Proud Partnership, with Deep Michigan Roots



Peter Smith

Born at the U-M School of Public Health in 1944, NSF International has been protecting and improving global human health for over 70 years. The long-standing relationship between NSF International and SPH reinforces our shared goal of protecting the environment on a global scale through international cooperation and collaboration. In a major effort to further that mutual goal, NSF International has generously given a \$2.5 million scholarship gift to U-M SPH.

**Together, we're doing a world of good in a world of ways.**

**Victors for Michigan.**





# A Global Impact



Manufacturers, regulatory agencies, and consumers worldwide look to NSF International for public health standards and certification programs that help protect the world's food, water, consumer products, and environment. Beginning in January 2017, the new NSF International Scholarship will allow ten international students per year to pursue a public health education at U-M SPH. NSF International leaders hope that after graduating from SPH, these scholarship recipients will return to their native countries and make an immediate impact by implementing the knowledge, skills, and expertise they've acquired at Michigan.

"NSF International considered a lot of different options," says SPH alumnus **Stan Hazan**, MPH '08, NSF International's senior director of scientific and regulatory affairs. "We asked ourselves, 'What can we have in place that creates an immediate impact?' At the end of the day, we are very much an international organization, and we felt NSF International can best serve global environmental health by helping to train international students who can have a positive impact in their home countries. It is important for those who have benefited from the university to give back. This is one of the ways we can give back."

"U-M SPH and NSF International have enjoyed a long-standing, 70-plus-year relationship, and we are delighted to continue with that tradition. This gift will allow SPH-trained public health professionals to have a great impact in the field of global public health, in developed and developing countries." — Kevan Lawlor, President and CEO, NSF International

Above: Stan Hazan (left) and Kevan Lawlor in one of NSF International's testing areas.



# A Legacy Grows



In making a gift to SPH to honor the late Noreen Clark, dean of SPH from 1995 to 2005, **Joel Lamstein** knew he wanted to focus on students. The co-founder and president of John Snow Inc. and JSI Research & Training Institute Inc., Lamstein met Clark many years ago when they worked together on a project. They became colleagues and friends and were soon collaborating on public health ventures. “Noreen was instrumental in how we thought about the kinds of work that we do, and how I have thought about public health,” remembers Lamstein. “I think it’s important for people to honor those colleagues who have made important contributions to the field—and to one’s own personal growth—and that’s my reason for giving back.”

Lamstein’s \$100,000 gift has established the JSI/World Education Scholarship Fund in Honor of Noreen Clark, which provides scholarships for MPH

students at Michigan. A particular focus of the scholarship is on the social determinants of health, health inequities, and mental health issues. “Too often, I think the media and others are missing the broader picture of what public health has done and can do,” Lamstein says. “We need to emphasize that a focus on public health is critically important to the health of the nation.”

Bridging the gap between those who receive good health care and those who don’t, both domestically and globally, is another key challenge. Lamstein believes that with a continued investment of both leadership and financial resources, developing countries can continue to build their capacity to provide affordable, accessible health care. He also believes in emphasizing the tried and true things that work, like vaccines. “They may not be sexy, but they work.” Too few people understand the impact of public health, he adds. “Whether it’s anti-smoking campaigns, seatbelts, lifestyle changes, or immunizations, many of the gains in longevity in the last century have happened because of public health interventions.”

Clark represented the best of her profession, says Lamstein. “Noreen was not about herself—she was very much about the field of public health and helping people. She was a generous person. We were very lucky to have her in public health.”

## The Kshirsagar/Wolfe Endowed Scholarship

Created to honor the contributions of two dedicated SPH teachers and biostatisticians, Anant Kshirsagar and Robert Wolfe, the U-M SPH Kshirsagar/Wolfe Endowed Scholarship provides complete support to a full-time biostatistics student who demonstrates both financial need and academic merit.

“The 2014 Wolfe/Kshirsagar award was a great encouragement and enabled me to stay here at Michigan for a PhD. I’m now working with SPH Professor Susan Murray and doctors from the pulmonary division at the U-M Health System to evaluate the survival benefits of new experimental treatments early in the course of a clinical trial. After an additional two years here in Michigan, I think I’m right—I love SPH!”—Meng Summer Xia, MS ’14, PhD ’20 (expected), U-M SPH Department of Biostatistics



SPH biostatisticians Anant Kshirsagar and Robert Wolfe

“Professors Anant Kshirsagar and Robert Wolfe really left their mark on our department as dedicated scholars and mentors. It’s terrific to honor them with this scholarship, which enables our students to hone their research and collaboration skills. And it’s wonderful to imagine that some of the students supported by this scholarship will one day become great teachers and mentors themselves.”—Gonçalo Abecasis, Felix E. Moore Collegiate Professor of Biostatistics and Chair, U-M SPH Department of Biostatistics






GIVING

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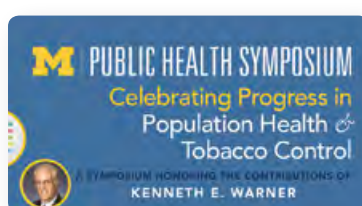
## > What do you love about SPH?

As part of our community, you hold the stories and experiences that make our history and our present real. What makes U-M SPH unique? What keeps us in

people's hearts and minds across the generations? As part of our 75th-anniversary celebration, we are asking our SPH alumni, faculty, staff, students, and friends to share the stories that only you can tell. See what others have shared, and submit your own at [sph.umich.edu/75/stories.html](http://sph.umich.edu/75/stories.html).

## > Focus on Zika

As Zika infections continue to increase, SPH experts discuss the disease, infection prevention, why this outbreak is so dangerous, and more in a video series that answers some of the most common questions surrounding the disease: [sph.umich.edu/zika](http://sph.umich.edu/zika).



## > 2016 Public Health Symposium

The biennial schoolwide SPH symposium took place on October 10, 2016. Focused on

challenges and opportunities in population health, with an emphasis on tobacco control, the event paid special tribute to former SPH Dean Kenneth Warner for his profound impact on tobacco-control policy. Details and video are online at [sph.umich.edu/symposium/2016/](http://sph.umich.edu/symposium/2016/).

## > Something to Say?

Comment online on any story in this magazine and learn what other readers have to say at [sph.umich.edu/findings](http://sph.umich.edu/findings).

JULY 9-28, 2017

# University of Michigan Summer Session in Epidemiology

Now in its 52nd year, this internationally recognized program provides instruction in the principles, methods, and applications of epidemiology.

A certificate program as well as online courses are available. For more information visit [SummerEpi.org](http://SummerEpi.org).

# Keep the Celebration Going!

See more on the U-M SPH 75th anniversary, and share memories, photos, and stories of your SPH history at [sph.umich.edu/75](http://sph.umich.edu/75).

*years*

# PAY IT FORWARD

Want to share your real-world knowledge and experience with current or prospective students? Need a job or have one to fill?

> **SPH Career Connection** matches SPH students and grads with companies and agencies. Check out [umsphjobs.org](http://umsphjobs.org) or e-mail [sph.jobs@umich.edu](mailto:sph.jobs@umich.edu).

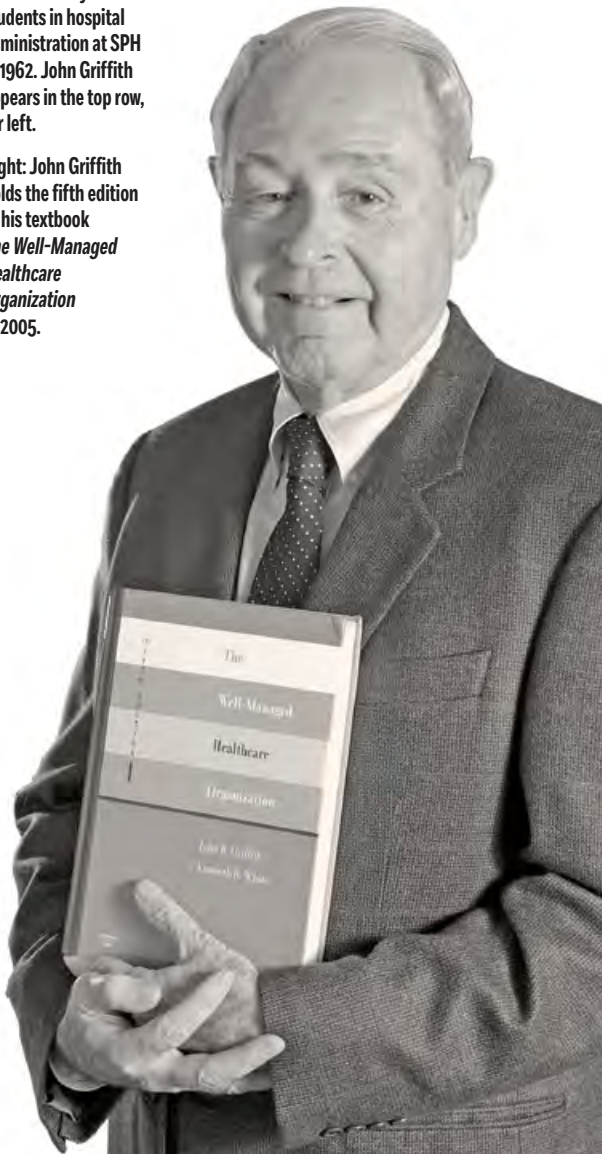
> If you would like to be part of **Ask an Alum** or **mentor a student**, please send an e-mail to [sph.inquiries@umich.edu](mailto:sph.inquiries@umich.edu).





Above: Faculty and students in hospital administration at SPH in 1962. John Griffith appears in the top row, far left.

Right: John Griffith holds the fifth edition of his textbook *The Well-Managed Healthcare Organization* in 2005.



As director of the program in hospital administration at U-M from 1970 to 1982, and later chair of the Department of Health Management and Policy from 1987 to 1991, **John Griffith** taught countless SPH students how to run a hospital. His legacy is global. SPH graduates have held leadership positions in hospitals throughout the U.S. and as far away as Taiwan, Japan, and Saudi Arabia.

Griffith began studying hospitals and hospital administration in an era before the advent of Medicare and Medicaid, when the chief challenges facing health care executives, as he remembers, were issues like how to “keep the medical staff from revolting or insulting nurses, or vice versa.” Funding shortages and a “lack of sophistication of governing boards” also posed problems.

Through both his teaching and his widely used textbook, *The Well-Managed Healthcare Organization*, first published in 1987 and now in its eighth edition, Griffith helped usher hospital administration into a new age—one in which quantitative measures and evidence-based protocols replaced personal opinion and anecdote. Griffith’s innovations inspired health care organizations and their leaders to adopt best practices, which in turn led to higher performance, cultures of empowerment, and drastic improvements in quality of care.

**Griffith helped usher hospital administration into a new age—one in which quantitative measures and evidence-based protocols replaced personal opinion and anecdote.**

Griffith also helped change the face of his field by actively recruiting women and African Americans to the profession.

Throughout his career, he has been driven by his conviction that health care management is a science, not an art, with specific “processes and measures and structure.” Asked in 2010 to name the award or accomplishment he was proudest of, Griffith gave this quintessentially self-effacing answer: “No prize was as good as the game itself.” <



**A**s faculty director of the Griffith Leadership Center at SPH, which honors her former teacher John Griffith, **Juliet Rogers**, PhD '04, MPH '96, is keenly aware she's building on a legacy.

An assistant professor of health management and policy at SPH and the founder and director of a consulting firm serving hospitals

Hospitals today, Rogers says, are expected to play a much greater role in the national health care landscape, in part by addressing health disparities whose roots often lie in social problems. In most communities, hospitals are also major employers and powerful economic engines, and their leaders are expected to play significant community roles. They must also

members of the health care team work. Toward that end, she takes MHA students to the U-M School of Nursing to see firsthand how nurses are trained and what bedside care looks like in a range of settings. Without this kind of experience, she says, "the first time students get exposure to other members of the team is their first day of work."

# NOW



**“Health care is the industry of health—which is very different from what a hospital is. That’s a paradigm shift.”**

and health care systems throughout the U.S. and Canada, Rogers is steeped in the new culture of health care administration. The term itself, she explains, is indicative of the seismic shift health care is undergoing across the U.S. “Health care is the industry of health—which is very different from what a hospital is. That’s a paradigm shift.”

know how to navigate the vast ecosystem that surrounds the health care enterprise.

“We are not just producing people who can work in this industry,” Rogers says of her work at SPH. “We are producing people who can lead in this industry.”

One of her primary aims is to ensure that future health care leaders know how different

The GLC works similarly to introduce students to the realities of health care administration by bringing in a half-dozen fellows a year—often SPH alumni who are industry leaders—to conduct workshops and help faculty and students gain new insights into the field. <



Health care administration students at U-M SPH get hands-on training from nursing faculty and students at the U-M School of Nursing.



The goal, says SPH Assistant Professor Juliet Rogers, is to ensure that tomorrow's health care leaders understand how diverse members of the health care team work.

**SPH** For more photos of SPH students at the U-M School of Nursing, visit [sph.umich.edu/findings](http://sph.umich.edu/findings).





*Dana Dolinoy, Ph.D.  
Associate Professor,  
Environmental Health Sciences  
and Nutritional Sciences*



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