

# COMMUNITAS

XAVIER UNIVERSITY COLLEGE OF PROFESSIONAL SCIENCES



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THE CAMPAIGN FOR XAVIER UNIVERSITY

**LAYING THE FOUNDATION  
FOR A HEALTHY FUTURE**



# THE COLLEGE OF PROFESSIONAL SCIENCES

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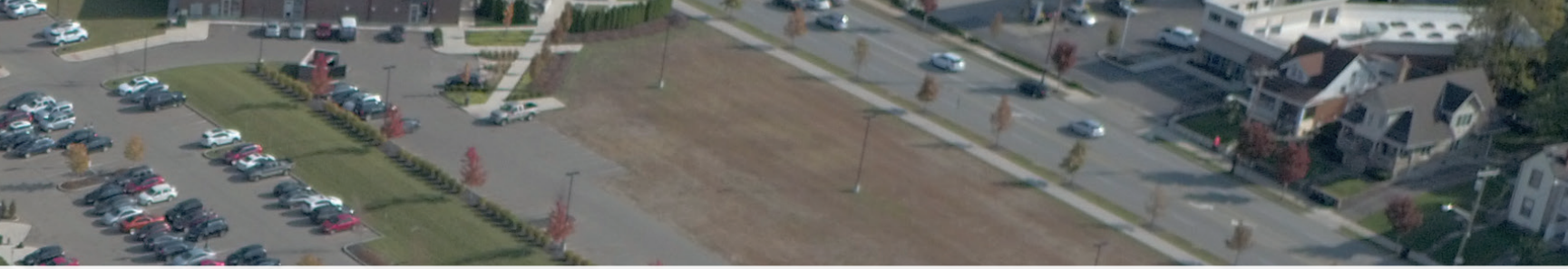
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ON THE COVER: A rendering of the atrium  
space in the Health United Building,  
opening fall 2019.





# A Message from the Dean

## TRANSFORMING OUR COLLEGE—AND OUR STUDENTS

This August, Xavier University welcomed its largest freshman class ever—almost 1,400 new students—at the same time Xavier’s signature project, the Health United Building (HUB), began rising out of the ground. As part of *Together. For Others. The Campaign for Xavier University*, the creation of the HUB and its health-focused programming will be transformative for students in the College of Professional Sciences, which today supports over 3,200 graduate and undergraduate students—an increase of 21 percent in just three years.

Made possible, in part, by a unique partnership with TriHealth, the Health United Building embraces the health and well-being of all students on campus and will be a significant advance for the College, whose academic departments will be largely based within the new \$50 million structure.

As detailed on the following pages, construction of the HUB ushers in a new era for students of the College and the entire University. When it opens in the fall of 2019, students in the health professions will, for the first time in the history of the University, be together in common state-of-the-art teaching and learning space. They will have the opportunity to interact with one another across academic disciplines and engage

in interprofessional teaming exercises. In so doing, they will be better prepared to serve our communities and our citizens.

The HUB will also be the new headquarters for our longstanding Health Services Administration academic program. For the first time, the HSA program will have a home of its own—and a unique space on the fourth floor of the building named in honor of former director Edward J. Arlinghaus. Alumni of the program, who benefited from his leadership, are being asked to contribute to the \$1.5 million cost of its construction.

The HUB is also the focal point for the newly launched Center for Population Health, now poised to coordinate and deliver the latest developments in the field of Interprofessional Collaboration and Education as it applies to the health of both individuals and society. The University is seeking \$5 million to name the center and support the cost of operations.

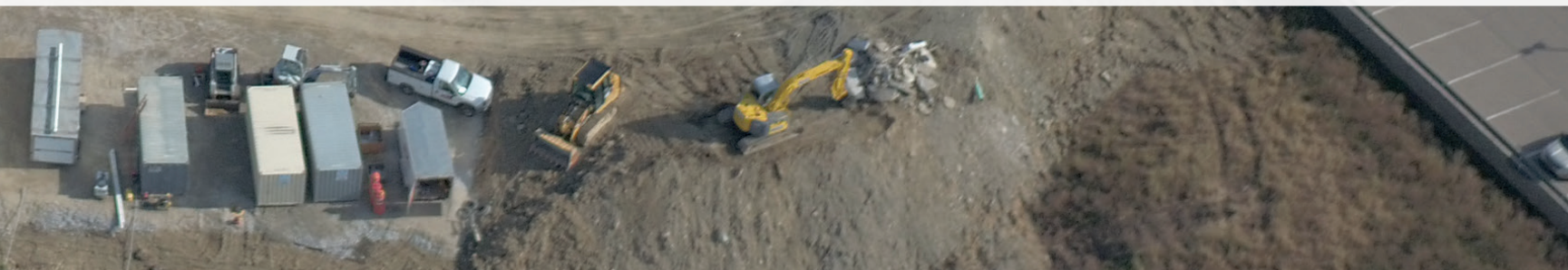
Finally, Xavier faculty are collaborating with TriHealth leaders on an Academic Innovations Partnership to develop courses that give students educational experiences in TriHealth health-care and other community settings. Everyone, from students to the community, stands to benefit. Donations



to the Dean’s Fund will help support the program.

We invite you to join us on this exciting journey to build a better society by focusing on the health of our College and its students. Your philanthropic support will help create innovative learning space, develop academic programs, support research, and catalyze our ability to prepare our graduates for lives of service, for and with others. We all stand to benefit from the transformation that lies ahead. Together we can make it happen.

Paul Gore, PhD  
Dean, College of Professional Sciences



**THE NEED: COORDINATION OF RESOURCES TO SUPPORT  
POPULATION HEALTH INITIATIVES AT XAVIER**

**THE SOLUTION: THE CENTER FOR POPULATION HEALTH  
THE COST: \$5 MILLION**

**QUESTIO**

**ANSWE**

# CENTER *of* ATTENTION

*Xavier's new Center for Population Health and Wellness will synergize departments*

BY RYAN CLARK

**W**hen Paul Gore, PhD, was hired as Dean of Xavier's College of Professional Sciences in 2015, he inherited the work conducted the year before by interim Dean Sr. Nancy Linenkugel. One of the proposals made by the previous staff involved proposed collaborations among seemingly different academic departments.

"They were looking for ways to create a 'we' environment versus an 'us and them' environment," Gore says. "It's like having a department of marketing and then having a department of accounting — they're really related. So they came up with this vision that tried to weave together some of the overlaps."

And one of the ideas that seemed to overlap many departments was something called population health. "When I arrived it was my job to advance that vision," he says. "So we engaged in a strategic planning process and one of our pillars that emerged was to become a regional, if not national, leader in the area of population health."

To do so, Gore created the Center for Population Health and Wellness, now being led by former School of Nursing Director Sue Schmidt, which will be housed in the new Health United Building.

*Communitas* caught up with Gore recently to ask several questions, including how the new Center will benefit students, what his vision for it will be, and — maybe most important — just what is population health, anyway?



PAUL GORE, DEAN,  
COLLEGE OF PROFESSIONAL SCIENCES

**COMM:** Can you give us a definition for population health?

**GORE:** It is a philosophy, or a construct, that in essence is a re-boot of our approach to health care.

Many people in our country today would argue that we don't have a health-care industry. We have a disease-care industry. Our entire model of health care is based on curing diseases—it's a tertiary model, after-the-fact. Further, the current industry business model reinforces fees for services provided—services that focus on disease processes. So the one thing that population health does is tell us we need to pivot, we need to think about health, wellness, well-being and thriving in a new way. The vast majority of chronic diseases in this country are preventable and we're not focusing on prevention. We reimburse health-care professionals for treating diseases, many of which are preventable. What if the business model changed to reimbursing for health promotion and disease prevention?

Population health also recognizes that health care, under this new model, is a "team sport." When you go into the hospital, you'll be worked on by multiple professionals from multiple disciplines who all work together in what hopefully is an effective team environment, intercollaboratively. It's really our job to prepare students for that future.

**COMM:** Tell us about your vision for the Center for Population Health.

**GORE:** We have a lot of faculty who are passionate about different aspects of population health. By creating the center, and resourcing it with leadership and support, we can further advance existing population health priorities and programs, identify new opportunities to expand our influence, and get students more involved in faculty efforts.

**COMM:** You chose Sue Schmidt as the center's director on July 1. What makes her right for this role?

**GORE:** Sue Schmidt was a logical choice. She had already expressed an intent to transition away from the directorship of the School of Nursing, and she's the first person ever on this campus to say the words "population health." She's immersed in it. And people know her. They respect her expertise in this area. To top it off, she's also good at getting grants. She's perfect.

**COMM:** And all of this will be located in the new Health United Building. How important is it to have a home for it all?

**GORE:** It's important because of the visibility the space brings. The HUB perfectly animates the pillars of population health, corporate health and collegiate health. This is interdisciplinary, multipurpose, recreation and wellness programming, good eating, primary care, mental health care, as well as all of the academic programs. For the first time ever on Xavier's campus, they're all in one place. There will be 1,500 students learning and interacting in health programs in the HUB and especially on the fourth floor, all from different disciplines, illustrating this concept.

**COMM:** How do you expect this new centralized space to impact health programs and students at Xavier?

**GORE:** A brand new building is going to be great when we bring prospective freshmen through. They're going to see all this activity going on in these five academic departments, in environments in which they might find themselves working. I think we're probably underestimating the impact that's going to have on the number of applications. I think we can only begin to fantasize about what kinds of indirect, unofficial, vicarious learning is going to occur on that fourth floor, which is the primary space dedicated for students interacting with one another in unstructured ways. This is going to be a place where those 1,500 students can go have their coffee, have their lunch, get together and work in groups and small teams to finish a project. Then they're going to be working together a few years later when they become professionals.

**COMM:** So in summary, population health is an attempt to solve a nationwide problem?

**GORE:** The economics are pushing this transition from primary care to population health. It's not just us saying, "Oh we should be doing this." The system is moving that way. It's broken, and one possible solution is to try and relieve some of the pressure on the system by focusing on prevention.

So we're going to try to coordinate it through the center and ride this synergy with TriHealth to see what's possible when a non-health care, non-medical University partners with a leading regional network.

## Meet Sue Schmidt: First Director

Her PhD is in epidemiology—the study of how to control diseases and health. Her first job was as a visiting nurse for home care. She's raised over \$10 million in grants and federal funding for Xavier, the most recent of which focuses on public health. And she's been appointed to the Ohio Patient Centered Collaborative Practice committee run by the Ohio Primary Care Practice Physicians in Columbus.

These are just a few of the reasons why Sue Schmidt, former director of the School of Nursing, was the perfect choice to lead Xavier's new Center for Population Health. Moving forward, she hopes to identify priorities and advisory groups—and she's already working on a grant.

"It's a great opportunity to give back," she says. "Grants, research, sharing and responding are in my future. The opportunity to collaborate across all interprofessions within our community, region, nation and perhaps globally is exciting."



**SUPPORT THE CENTER FOR  
POPULATION HEALTH AT  
[xavier.edu/cpsgiving](http://xavier.edu/cpsgiving)**

# A NEW HOME FOR HEALTH SERVICES ADMINISTRATION

BY MICHAEL SHAW

**In 1958, Xavier founded a program to offer graduate education in the “new” field of hospital administration.**

By the time Edward J. Arlinghaus became the director in 1966, the Hospital and Health Administration program was developing a national reputation for excellence.

Today the renamed Health Services Administration (HSA) graduate program, located within the College of Professional Sciences, has over 1,600 alumni. A distinguishing characteristic is that it remains one of only seven graduate programs in the country that require a third-year paid administrative residency for all students.

And soon, in the fall of 2019, the program will have a new home in the Health United Building, or “HUB.” The \$50 million, 150,000-square-foot building, now under construction on the east side of Xavier’s campus, will be a center of activity related to the health, wellness and learning of students and staff through the inclusion of classrooms, labs and space dedicated to fitness and health.

In addition to HSA, it will house a new recreational center and comprehensive medical clinic and counseling center for students. Other College of Professional Sciences programs to

be located in the HUB include the nursing, occupational therapy, radiologic technology and sports studies.

But more than just a building, it will also be home to the spirit of the HSA program, which is celebrating its 60th anniversary this year. And it will be the first true home for the program,

whose students at both graduate and undergraduate levels will head to the HUB for their classes.

To honor Arlinghaus, a fundraising campaign was launched this year to raise \$1.5 million to name a large gathering space on the fourth floor of the HUB after the beloved leader.

“On Xavier’s campus, we’ve never had space where we can all congregate and bring all the medical specialties together,” said Pamela Coyle-Toerner, Executive Director of TriHealth Physician Practices and a 1986 graduate.

The Arlinghaus Health Services Commons will be a place for HSA and other students to gather for group projects or quiet study, or for larger signature events or small conferences, both inside and outside on a large terrace.

“With a new home,” says program director Sr. Nancy Linenkugel, “MHSA is poised to ensure that top candidates pick our program not only because of our national reputation and legacy but also because of our cutting-edge environment.”

“On Xavier’s campus, we’ve never had space where we can ... bring all the medical specialties together.”





## WHAT'S IN A NAME? A LOT WHEN IT'S ARLINGHAUS

No one embodied the Health Services Administration program's commitment to caring, professionalism and competency more than Edward J. Arlinghaus. For 26 of the program's 60 years, Arlinghaus was its director, shepherding through nearly 50 percent of all graduates until his death in 1992.

Older alumni remember him fondly.

"None of us would be doing what we're doing if not for Ed and the program," said Barry Cesafsky, President and CEO of CES Partners and a 1980 graduate. "We were a strong,

successful class, and a lot of that was due to Ed. He was a coach and a mentor, a father figure and a disciplinarian. As tough as he was, he had a heart of gold."

Pamela Coyle-Toerner, Class of 1986, said Arlinghaus thought of his students as his "kids."

"We weren't allowed to call him Ed. It was always Dr. Arlinghaus until we graduated," she said. "Then Ed became Ed. He shook your hand at graduation, and we were all colleagues. He was very humble, and he would be very grateful for this honor, especially if it was done by 'his ducklings.'"



Arlinghaus was known for high standards, including the requirement that students dress professionally, i.e. suits for all, a standard which remains in place today. The new HUB and its unique space honoring the tradition of HSA education ensure those ideals and standards endure.

"Preserving his legacy in a tangible way in the HUB is not only wonderful respect but also a lasting reminder of the ideals that he held for all of us," said program director Sr. Nancy Linenkugel, an Arlinghaus alum.



## Additional HUB Naming Opportunities

### GROUND FLOOR

- Aquatics facility - \$2 million
- Large, modern cardio and strength fitness floor - \$2 million
- Fitness studios (large) - \$750,000
- Men's and women's aquatics and fitness locker rooms - \$750,000
- Fitness studios (medium) - \$500,000
- Wet classroom - \$250,000
- Fitness studios (small) - \$250,000

### FIRST FLOOR

- HUB OF THE HUB - The central point of connection and collaboration - \$10 million

- Center for Population Health - \$5 million
- Atrium - \$2 million
- Large-scale fitness area - \$1 million
- Recreational offices and wellness space - \$250,000
- Multi-purpose meeting spaces (2) - \$100,000
- Recreational lab spaces (2) - \$100,000

### SECOND FLOOR

- Recreational courts (3) - \$3 million (\$1 million each)
- Multi-purpose flexible classroom (capacity 60) - \$150,000
- Multi-purpose flexible classroom (capacity 40) - \$100,000



Arlinghaus  
Health Services Commons

## Support the Arlinghaus Health Services Commons

Health Services alumni and friends of the College are being asked to contribute to the \$1.5 million fundraising effort to complete the fourth floor space in the HUB. To make a gift, visit [xavier.edu/supportHSA](http://xavier.edu/supportHSA).

Pre-functional area - \$100,000  
Nursing simulation labs - \$50,000  
Nursing skills labs - \$50,000

### THIRD FLOOR

Recreational 3-lane track - \$1 million  
General classrooms (6) - \$100,000 each  
Pre-functional area - \$100,000  
Health labs (2) - \$50,000 each  
Study rooms (2) - \$50,000

### FOURTH FLOOR

**Arlinghaus Health Services Commons - \$1.5 million**

Computer room - \$250,000  
Conference room/classroom - \$250,000  
Faculty area - \$100,000  
Small conference room - \$100,000  
Flexible huddle rooms (3) - \$50,000 each  
ROOFTOP DECK - \$250,000

[xavier.edu/togetherforothers/naming](http://xavier.edu/togetherforothers/naming)

THE NEED: DEVELOP NEW ACADEMIC PROJECTS BENEFITING STUDENTS AND COMMUNITIES

THE SOLUTION: TRIHEALTH PARTNERSHIP FOR ACADEMIC INNOVATIONS

# PARTNERS FOR THE GREATER GOOD



BY FRANCE GRIGGS SLOAT

**It's said that good things come in threes, and that goes for Xavier's newest initiative involving health care and TriHealth.** The Cincinnati health-care provider's special partnership with Xavier to address the changing face of health care in Cincinnati and across the U.S. was founded upon three pillars: The health and wellness of students, the creation of a new full-fledged recreation center for campus, and the TriHealth Partnership for Academic Innovation.

While all three areas will be part of the new Health United Building, scheduled to open in fall 2019, the Academic Innovations program has been the quiet tagalong. Yet, this initiative is likely to have the greatest impact.

"Something that is not as visible as the building is how the partnership between Xavier and TriHealth might promote education, service, outreach and policy designed to create a healthier population," says Paul Gore, Dean of the College of Professional Sciences. "The partnership obviously helped make the HUB possible, but we are creating an agenda and a set of priorities for what can be catalyzed in the academic space as a result of our efforts together rather than alone."

Xavier already has partnerships with many community organizations, including TriHealth, where students do internships, practicums and residencies. But the issue became: Imagine how much more Xavier could do for its students and the community by joining forces with TriHealth to develop educational projects and experiences while addressing some of society's most difficult issues.

Those who will benefit are again three-fold: Xavier students, TriHealth clients and staff, and the community as a whole as TriHealth and Xavier-trained employees go out to practice their skills.

"The academic innovation between TriHealth and Xavier is going to allow us to think outside the box as health care changes from patient-centric to consumer-centric," says Terri Hanlon-Bremer, Chief Operating Officer of Corporate Health at TriHealth.

"We can partner with Xavier for resources and development and delivery in preparation for the future of health care, and that aligns with what this whole partnership



is about—being pioneers and leaders in the integration of academics and health and wellness.”

A steering committee of Xavier faculty and TriHealth staff, which began meeting last May, has brainstormed a list of academic projects focusing on what Gore calls the “super-priority” of behavioral health, such as having Xavier social work faculty and students work with TriHealth to study human trafficking and domestic violence.

“The focus now is on the academic piece, what can we do together that can enhance our student programs or create new ones that could include improving education content, research, practicum experiences, and become a model for our health-care systems and institutions of higher education,” says Cindy Geer, associate dean for the college and a committee member.

“The focus now is on the academic piece, what can we do together that can ENHANCE OUR STUDENT PROGRAMS or create new ones.”

“We are taking all the knowledge, skills and expertise of TriHealth and Xavier folks and looking at how can we benefit our students, their clients and community members. The big

picture—that is what this academic piece is going to be.”

The committee expects to have its list of projects identified and ready to put in place for the spring semester. Xavier faculty involved in planning projects are from Psychology, Social Work, Counseling, Nursing, Occupational Therapy, Special Education, Health Services Administration, and HECOR, Xavier’s health data

analytics graduate program.

Students will benefit by gaining hands-on research skills and experience working on teams with other professionals as part of Xavier’s emphasis on interprofessional collaboration and education. The benefit for TriHealth is a steady supply of well-educated

“My vision is we will take this concept of behavioral health and CREATE A CUTTING-EDGE NEW MODEL OF CARE that can meet the need.”




new hires already familiar with their organization, as well as educational opportunities for their own employees.

Hanlon-Bremer, whose background is critical care and community health nursing, envisions the partnership leading to a breakthrough in behavioral health. It's a topic she knows too well, as she's caring for a family member with bipolar disorder. It's expensive and difficult to treat.

“It's an underserved aspect of health care,” she says. “There are not enough providers to meet the need, and for us to thrive as a society, mental health and behavioral health have to be addressed. My vision is we will take this concept of behavioral health and create a cutting-edge new model of care that can meet the need. There are just not enough psychologists or psychiatrists available.”

Projects involving TriHealth that are already in place—like the ones described on the following pages—may benefit from the expanded partnership or become models for other projects. Either way, they illustrate the good work that can be done when two like-minded institutions come together and focus on the greater good. With support from alumni and stakeholders, including donations to the College of Professional Sciences, opportunities are limitless.





TRAINEE Arianna Constantakes, left, helps children solve behavior problems with supervisor Susan LaVelle Ficke.

## ACADEMIC PARTNERSHIP: School-Based Care

This fall, Arianna Constantakes, a doctoral candidate in Xavier's Clinical Psychology (PsyD) program, went back to school—elementary school, that is. She was placed at North Avondale Montessori in the Cincinnati Public Schools to complete a required traineeship in her journey to become a licensed psychologist.

At North Avondale, she joined a team from TriHealth's School-based Behavioral Health Services program. Everyone on the team graduated from Xavier's graduate psychology program and now works for TriHealth. For about 20 hours a week, she helps young students deal with problems of life at home and school.

"I hope to work with children and families in the future and was looking for a practicum placement that would allow me to do so," Constantakes says. "This

placement is perfect because I not only have the opportunity to work with children and their families, but I also am able to experience working in a school setting."

A unique partnership between Xavier and TriHealth makes her training experience possible. Since 1997, the program has operated in three of Cincinnati's public Montessori schools, including North Avondale. In 1998, Susan LaVelle Ficke became the first Xavier PsyD student to do her training in the program. The 2002 graduate later joined TriHealth as a staff psychologist and is now the program coordinator, supervising two to four doctoral trainees each year as well as training for post-doctoral students.

Funded by the Bethesda Foundation, the program serves a growing number of students with an array of behavioral issues.

"The program has definitely changed in that it's a more intensive training experience because the population needs have grown in intensity and numbers," she says. "We are constantly striving to make every dollar count by finding creative ways to impact as many students as we can."

A major benefit of the TriHealth-Xavier partnership is that more students get care because they can be seen in their schools during the day, which removes many of the barriers people face such as cost, work and transportation. About 1,600 students benefited from the program last year.

For Constantakes, the experience is rewarding in many ways.

"I am connected with other practicum students and psychologists working in similar places, so I can learn from them and work as a team," she says.



TEAMWORK Eileen Alexander, center, and students, Christina Driskell, left, and Julia Schlich discuss their work on the tumor testing project.

## ACADEMIC PARTNERSHIP: Saving Lives with Genetic Testing

Eileen Alexander believes that to learn how to manage a large project, you have to manage a large project. This fall, Christina Driskell and Julia Schlich, seniors in her Quality Management and Performance Improvement class, are doing just that.

Assigned to the TriHealth Cancer Institute's cancer genomic database project, they are applying their classroom skills to real clinical data. Under the supervision of Karen Huelsman, a licensed genetic counselor and coordinator of the tumor testing project, the students helped build and now manage a tracking system to identify tumors with potentially inherited mutations, which can have important implications for patients' families.

Learning how their work helps families was an unexpected bonus.

"It's been very rewarding knowing how my work affects patients," Christina says. "I

have always been interested in going into health care and through work with Xavier and other organizations, I've learned that helping patients is not limited to clinical care. Data projects like this are the start to a larger aspect of shared information regarding population and public health."

The TriHealth Cancer Institute is one of several community partners where Alexander, Health Services Administration professor, sends students for project management experience while also providing a community service. The TriHealth-Xavier partnership promises to add to and expand such opportunities to benefit even more students.

Based at Good Samaritan Hospital, the students help the counselors evaluate tumor test reports from cancer patients for gene mutations that could be inherited, such as the BRCA gene that puts women

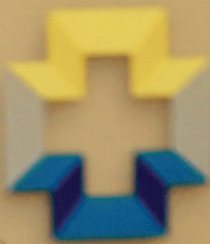
at higher risk for cancer. Once the genes are flagged, the counselors can inform patients' families of their risk for cancer, so they can start on a risk reduction plan.

"In some cases, the students' work can even be life-saving," Huelsman says.

In one case, the students identified a gene mutation in the tumor of a woman with lung cancer who was entering Hospice care. Further testing found that her son and granddaughter also had the gene. The granddaughter is now being screened and, at age 25, will be on a care management plan aimed at catching and treating any signs of cancer early.

"Now the granddaughter has a chance to get ahead of her cancer risk, but she would not have had the opportunity to do that if the Xavier students hadn't developed an efficient way to screen the clinical data," Huelsman says.





**TriHealth**  
Cancer Institute

The Front Desk can provide a mask if experiencing a fever or COVID-19 symptoms.

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# JOHN LECHLEITER: A DEBT OF GRATITUDE

Some say that Xavier's newest fundraising campaign really began on a fall evening in October 2014 when nearly 50 alumni and supporters gathered for dinner at the Indianapolis home of John C. Lechleiter and his wife, Sarah.

Xavier President Michael Graham, S.J., was there, too, and he had a message for those gathered.

"It was fairly low key, but during the dinner, Father discussed the facets of the current campaign, and we were pleased we had so many friends and alums who were able to attend," Lechleiter says.

True to his values, Lechleiter was "all in" when it came to helping Xavier secure its future. And so were a good many of their colleagues in attendance. Their combined support since that dinner helped provide the solid foundation that, three years later, led to the public launch of *Together. For Others. The Campaign for Xavier University* in September 2017 at the Cintas Center.

The Lechleiters are supporting Xavier's campaign with a million dollar gift to the Center for Catholic Education in honor of Gary Massa, Xavier's vice president for University Relations, and his wife, Mary.

Lechleiter's support for Xavier, however, began long before the launch of the \$250 million *Together. For Others* campaign. It actually started a couple of years after he graduated with a chemistry degree in 1975 when he helped in a calling campaign in Indianapolis.

He's been raising money for Xavier ever since. He also served on the Board of Trustees for 10 years, was awarded the Gallagher Leadership Medallion, Xavier's highest honor, in 2016 and the Distinguished Alumni

Award in 2011, and he and Sarah, who graduated from Edgecliff College in 1976, are longtime members of the 1831 Society.

Lechleiter explains that his love for Xavier is rooted in the Jesuit education he received while earning his chemistry degree. It gave him the academic foundation to pursue a career as a chemist, earning advanced degrees from Harvard and a job as a senior organic chemist with Eli Lilly in 1979, where he stayed for 37 years and retired in 2016 as president and chief executive officer.

But he says his Xavier education was about more than just excellent academics. "It was all about the Jesuit education for me. It really challenged us back then to think critically about what we can do to make the world a better place."

Lechleiter and Sarah share their passion for Catholic education with Gary and Mary Massa, whose efforts on behalf of Catholic education inspired their gift to Xavier's Center for Catholic Education.

"The origin of our gift was to honor Gary and Mary Massa for contributions they have made to Xavier," Lechleiter says.

"I've supported Xavier because I believe my Xavier education had everything to do with whatever success I've had in life and professionally. It's in a way a debt of gratitude to the institution," he says. "We have to work together to contribute what we can, each of us, to help ensure Xavier's future."



TOGETHER | John and Sarah Lechleiter believe in the importance of supporting Catholic education.



LEARN more about the campaign at  
[xavier.edu/togetherforothers](http://xavier.edu/togetherforothers)



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The College of Professional Sciences is the largest College at Xavier University, preparing over 3,000 undergraduate and graduate students for lives of professional service in education, health care, and the social and behavioral sciences. Your gifts to the College enable us to support future Musketeers who want to work for the greater good and change the world. We can make a difference—together.

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