MEMORANDUM

TO: Robert Gold  
Dean, College of Health and Human Performance

FROM: Phyllis Peres
Associate Provost for Academic Planning and Programs

SUBJECT: Proposals to create a Department of Health Services Administration, a Department of Epidemiology and Biostatistics, and the Maryland Institute for Applied Environmental Health (PCC log nos. 05057, 05058, and 05059)

On April 27, President Mote gave final approval to your proposals to create a Department of Health Services Administration and a Department of Epidemiology and Biostatistics. As you know, the proposals were recommended for acceptance by the University Senate on April 24, 2006. Please accept my apologies for the delay in formal notification.

Additionally, the proposal to establish the Maryland Institute for Applied Environmental Health was approved on April 7 by the Senate Committee on Programs, Curricula and Courses.

The changes are formally effective July 1, 2006.

CWR/

Enclosure

cc: William Destler, Provost  
Ellin Scholnick, Associate Provost for Faculty Affairs  
James Baeder, Chair, Senate PCC  
Sarah Bauder, Office of Student Financial Aid  
Mary Giles, University Senate  
Barbara Hope, Data Administration  
Anne Turkos, Archives
THE UNIVERSITY OF MARYLAND, COLLEGE PARK
PROGRAM/CURRICULUM PROPOSAL

DIRECTIONS:
- Provide one form with original approval signatures in lines 1 - 4 for each proposed action. Keep this form to one page in length.
- Early consultation with the Office of the Associate Provost for Academic Planning & Programs is strongly recommended if there are questions or concerns, particularly with new programs.
- Please submit the signed form to Claudia Rector, Office of the Associate Provost for Academic Planning and Programs, 1119 Main Administration Building, Campus.
- Please email the rest of the proposal as an MSWord attachment to pcc-submissions@umd.edu.

DATE SUBMITTED _ March 17, 2006 _

COLLEGE/SCHOOL _ College of Health and Human Performance _

DEPARTMENT/PROGRAM _ proposed Department of Health Services Administration _

PROPOSED ACTION (A separate form for each) ADD _ X _ DELETE ________ CHANGE ________

DESCRIPTION (Provide a succinct account of the proposed action. Details should be provided in an attachment. Provide old and new sample programs for curriculum changes.)

Please see attached document.

JUSTIFICATION/REASONS/RESOURCES (Briefly explain the reason for the proposed action. Identify the source of new resources that may be required. Details should be provided in an attachment.)

Please see attached document.

=================================================================================================

APPROVAL SIGNATURES _ DATE

1. Department Committee Chair ____________________________________________

2. Department Chair ____________________________________________

3. College/School PCC Chair ____________________________________________

4. Dean ____________________________________________

5. Dean of the Graduate School (if required) ____________________________________________

6. Chair, Senate PCC ____________________________________________

7. Chair of Senate ____________________________________________

8. Vice President for Academic Affairs & Provost ____________________________________________

VPAAP 8-05
MEMORANDUM

April 25, 2006

To: C.D. Mote, Jr., President

From: Adele Berlin
Chair of the University Senate

Subject: Proposal to Create a Department of Health Services Administration, Senate Document Number 05-06-40

I am pleased to forward for your consideration the attached report entitled, “Proposal to Create a Department of Health Services Administration, Senate Document Number 05-06-40.” The proposal was presented by James Baeder, Chair of the Senate Programs, Curricula, and Courses Committee. The University Senate approved the proposal at its April 24, 2006 meeting.

We appreciate your consideration of the proposal and request that you inform the Senate Office of your decision as well as any subsequent action related to your conclusion.

Enclosure: Senate Document 05-06-40

AP/MG/am

cc: William Destler, Senior Vice President for Academic Affairs & Provost
James Baeder, Chair, Senate Programs, Curricula and Courses Committee
Mary Giles, Executive Secretary and Director, University Senate
Robert Gold, Dean, College of Health and Human Performance
Phyllis Peres, Associate Provost, Academic Planning and Programs
Ellin Scholnick, Associate Provost for Faculty Affairs
Ann Wylie, President’s Chief of Staff

Approved: C.D. Mote, Jr. President
Date: 4.27.06
TRANSMITTAL AND ABSTRACT OF SENATE REPORT

Date Presented to the Senate: April 24, 2006

Presenter: Dr. James Baeder, Chair, Senate Programs, Curricula, and Courses Committee

Subject of Report: Proposal to Create a Department of Health Services Administration

Senate Document Number: 05-06-40

Voting: (a) on resolutions or recommendations one by one, or (b) in a single vote (c) to endorse entire report

A. Statement of Issue:

The College of Health and Human Performance (HLHP) proposes to establish a Department of Health Services Administration as part of an overall plan to reorganize HLHP to a School of Public Health. The development of a School of Public Health will expand College's strengths to meet the strong need for affordable public health education and position the unit to take advantage of significant external funding opportunities. Schools of public health seeking accreditation are required by the Council on Education for Public Health (CEPH) to offer master's of public health degree programs or concentrations in the five core areas of public health: health services administration; behavioral science/health education; biostatistics, epidemiology; and environmental health.

The proposed Department of Health Services Administration would build upon the existing expertise and resources of the Center on Aging, which would continue to function as a research and educational unit within the department. The Department would require five FTE tenured or tenure-track faculty, two staff members, and two research faculty. Plans for physical resource needs are also included in the full proposal.

The proposed Department would house two academic programs, a new concentration in Health Services Administration within the Master of Public Health, and the Post-Baccalaureate Certificate in Gerontology presently offered through the Center on Aging. (The proposal to establish the concentration in Health Services Administration will be developed in fall, 2006.)
This proposal was submitted to the Senate by the Office of Academic Affairs following a favorable recommendation by the Academic Planning Advisory Committee on March 27, 2006.

B. Recommendation:

The Senate Committee on Programs, Curricula, and Courses recommends that the Senate approve the proposal to establish a Department of Health Services Administration.

C. Committee Work:

The Committee considered the proposal at its meeting on April 7, 2006. After discussion, the Committee approved the proposal.

D. Alternatives:

The Senate could decline to approve the creation of the department.

E. Risks:

There are no obvious risks associated with this proposal.

F. Financial Implications:

Funding sources for the proposed Department of Health Services Administration include funds reallocated from the College of Health and Human Performance, campus funds already committed through regular processes, and the University request for funds associated with the development of a School of Public Health. The new Department will actively seek additional funds through external funding, entrepreneurial activities, tuition resources, and donors.
PROPOSAL TO CREATE

THE DEPARTMENT OF HEALTH SERVICES ADMINISTRATION

COLLEGE OF HEALTH AND HUMAN PERFORMANCE

UNIVERSITY OF MARYLAND, COLLEGE PARK

ROBERT S. GOLD, DEAN

Effective July 1, 2006
Proposal To Create The Department of Health Services Administration

Preface

Public Health is the science of protecting and improving the health of communities through education, promotion of healthy lifestyles, and research for disease and injury prevention.

-Association of Schools of Public Health

In September 2004, Dr. Robert S. Gold, Dean of the current College of Health and Human Performance (HLHP), proposed to the University of Maryland that this college be converted to a School of Public Health (SPH). Building on its existing accredited MPH program in Community Health – ranked 12th in the nation by U.S. News and World Report – this school would create benefits for the entire campus, including the opportunity to apply for up to $50 million dollars annually in set-aside funding from NIH and the Centers for Disease Control and Prevention. The University and System have provided support for this plan, and we will ultimately create a collaborative effort with the University of Maryland, Baltimore (UMB). Two critical building blocks for developing our SPH are creation of this department, and under separate cover, a second Department of Epidemiology and Biostatistics.

For the last 15 months we have been completing the background work necessary to build a strong program in health services administration. Dean Gold has held three HLHP retreats and college faculty and staff have provided unanimous support for this program. A committee of HLHP faculty, staff, and students has drafted a new Strategic Plan for the college. We have also crafted a Memorandum of Understanding with the UMB to foster collaboration on public health initiatives. Faculty committees have carefully examined all issues relating to the creation of an MPH in the discipline covered by this new Department within the context of programs at USM, other leading universities, and our vision for the future of public health training at the University of Maryland. During the committees’ deliberations, Drs. Gold (UMCP) and Morris (UMB) consulted with the Council on Education for Public Health (CEPH, the accrediting body for public health), three recently accredited schools of public health (Texas A & M School of Rural Public Health, University of Medicine and Dentistry of New Jersey School of Public Health, and University of Arizona Mel and Enid Zuckerman College of Public Health), and schools using the model of combined departments of epidemiology and biostatistics (e.g., Tulane University School of Public Health and Tropical Medicine). Drs. Gold and Morris made a site visit to the University of Medicine and Dentistry of New Jersey School of Public Health. Finally, Dean Gold visited and briefed all University of Maryland, College Park (UMCP) deans about the proposed SPH and the importance of these efforts.

This document proposes to create the Department of Health Services Administration as a critical foundational step in developing a School of Public Health at UMCP. Subsequent proposals will propose and outline graduate programs of the highest caliber to educate Maryland students and meet the demands for public health practitioners in the State and the nation.

The University of Maryland: The State of Maryland currently lacks a public institution School of Public Health. There are excellent private Schools of Public Health at Johns Hopkins and George Washington Universities, but tuition costs exclude many prospective students. The state is fortunate to have two very strong potential schools, one in Baltimore and one in College Park. Both have graduate MPH programs in place. Response to these programs has been overwhelmingly positive. It is very clear that there is a strong need (and market) for affordable public health education; it is also clear that the interest in such training extends well beyond our current students. This interest includes persons considering a career in public health, as well as those who are already dealing with public health issues on a day-to-day basis and who recognize the need for additional public health training to optimize their job performance and advance their careers.

The longstanding tradition in public health has been built on the strength of clinicians who turn their attention to population based health problems. That strength is core to what the program at UMB contributes to the public health mission. More recently, public health has focused as well on the behavioral and social determinants of the health of populations – the principal strength found in the current graduate program in public health and the behavioral and social sciences strengths at UMCP. One additional strength which warrants attention is the land grant mission of the UMCP and its Cooperative Extension program - which provide access to a microcosm of public health and
environmental issues stretching from urban to rural settings. And, the capacity to focus on rural settings represents a significant strength, not only for the state but for our ability to train practitioners as well.

**Purpose of the Proposal**

The purpose of this proposal is to create the Department of Health Services Administration in the College of Health and Human Performance (HLHP), UMCP by July 1, 2006. Under separate cover (for submission in Fall 2006) is a proposal to establish a Master of Public Health (MPH) concentration in health services administration that meets the requirements for public health accreditation.

The creation of this new department is integral to efforts to establish a University of Maryland School of Public Health, now being undertaken by the Dean and faculty of the College of Health and Human Performance. The proposed School of Public Health is being developed to meet accreditation standards of the major accrediting body for schools of public health, CEPH. CEPH requires that schools seeking accreditation offer master’s degree programs in the five core areas of public health: health services administration, behavioral science/health education, biostatistics, epidemiology, and environmental health. Creation of this new department is one of the essential building blocks for meeting accreditation requirements for a School of Public Health.

The proposed Department of Health Services Administration builds upon the expertise, resources, and capacities of the Center on Aging in HLHP. All personnel, budget, and space currently associated with the Center on Aging will now be directed toward fulfilling both the mission and requirements of the new department and the Center on Aging. The Center on Aging, established in 1974, offers a Graduate Certificate in Gerontology and conducts health services and policy research with a focus on aging. Faculty and staff currently affiliated with the Center on Aging hold appropriate degrees in health services and health policy that are relevant and necessary for the new department. In addition, two new faculty members are currently being recruited with public health and health services degrees and backgrounds; they will join the HLHP faculty in August 2006. An additional FTE tenure track member is expected by August 2008 as a part of a current request to the Provost being made jointly by HLHP and the School of Public Policy.

**What is Health Services Administration?**

According to the Institute of Medicine (IOM), Health Services Administration is a multidisciplinary field of inquiry, both basic and applied, that examines the use, costs, quality, accessibility, delivery, organization, financing, and outcomes of health care services to increase knowledge and understanding of the structure, processes, and effects of health services for individuals and populations.

As health care delivery continues to evolve, professionals trained in Health Services Administration are in high demand. Today’s managed care environment requires trained professionals to focus on the study of health care systems, health care reform, health law, financial management, clinical management, and policy analysis. In addition, health administrators play an important role in the organization and financing of medical care, analysis of utilization patterns, patient and provider relations, developing health information systems, monitoring changes in health service demand, and delivery.

Students who graduate with training in health service administration can find career opportunities in administration or resource development in the public or private sectors of health service delivery and can specialize in planning, organization, policy formation and analysis, finance, economics, and marketing. Health service administrators play a leadership role in regional, state, national, and international agencies and organizations.

**Overview and Rationale**

The field of public health is experiencing a dramatic increase in interest nationally, driven by rising health care costs, 43 million uninsured Americans, the aging of the population, growing health disparities, and the rise in natural disasters such as 9-11 and Hurricane Katrina. Amelioration of any of these problems will require professionals with a strong knowledge base in health care management and health services
Proposal To Create The Department of Health Services Administration

delivery systems. The proposed Department of Health Services Administration will combine these two areas in order to address local, state, and national issues in health care services, health care delivery and management, health services policy, disparities in access to care, long term care, chronic disease and disability care, and financing and economics in public health services delivery. These goals are consistent with the overarching goals of the United States Health Resources and Services Administration (HRSA), a federal agency that seeks to “improve access to health care, improve health outcomes, improve the quality of health care, eliminate disparities, improve the public health and health care systems, enhance the ability of the health care system to respond to public health emergencies, and achieve excellence in management practices.” Faculty in the proposed Department of Health Services Administration will train graduate students, conduct research, and carry out service in order to address these important issues facing the United States today.

A graduate degree program in Health Services Administration located at a public University will be a tremendous asset for the region and the state. Currently, the University has two neighboring institutions with accredited schools of public health, offering master’s degrees with an emphasis in health services administration or health care management: The Johns Hopkins University Bloomberg School of Public Health in Baltimore and George Washington University School of Public Health and Health Services in the metropolitan area. Johns Hopkins offers a Master of Health Science degree in Health Finance and Management or in Health Policy. George Washington University offers the Master of Public Health degree in Public Health Management and a Master of Public Health degree in Health Policy. Both universities are private. Creating a Department of Health Services Administration at the University of Maryland will provide an opportunity to train students and future public health leaders, to offer a high quality, affordable degree, and to develop research responsive to the needs of the public in Maryland. UMCP has a unique location in close proximity to federal government agencies, the United States Congress, and a variety of public health policy think tanks. Students will have the opportunity to take full advantage of these resources available in metropolitan area while also applying their knowledge, tools, and resources to health services issues specific to the State of Maryland.

Occupational Outlook

The job outlook for graduates of a new Department of Health Services Administration is promising. There is high demand for well trained professionals to manage the many complex health-related organizations including hospitals, long term care facilities, managed care organizations, rehabilitation agencies, public health clinics, and state agencies. With the impending retirement of the first wave of baby boomers, public health and health care organizations face large scale losses of middle and executive level administrators.

Public health and health services now comprise the largest industry in the United States, producing nearly one seventh of the United States’ gross national product. According to the World Health Report 2000, the health care system should be conceptualized as including not only health services, but also public health and social welfare activities. The Department of Health Services Administration adopts this integrated approach to address current health needs, provide leadership in a rapidly evolving health care industry, and anticipate future health challenges in an expanding global economy.

Health Services Administration at Other Institutions

The data below provide an overview of similar departments/programs at a) our peer institutions, b) the University of Maryland System, c) the State of Maryland, and d) the surrounding geographic area.

a) Peer Institutions

Our peer institutions all have units that offer degrees and programs related to health services administration.

➤ The University of California, Berkeley offers an MPH degree in Health Management through the Department of Health Policy and Management in the School of Public Health.
Proposal To Create The Department of Health Services Administration

➢ The University of California, Los Angeles offers an MS and a PhD in Health Services through the Department of Health Services located in the School of Public Health.

➢ The University of Illinois, Chicago offers a concentration in Health Policy and Administration as a part of its MS in Community Health through the Department of Community Health in the College of Applied Life Science.

➢ The University of Michigan, Ann Arbor has a Master of Health Services Administration degree and a combined Master of Health Services Administration and Business Administration degree offered by the Department of Health Management and Policy located in the School of Public Health.

➢ The University of North Carolina, Chapel Hill offers a Master of Health Administration degree through the Department of Health Policy and Administration in the School of Public Health.

b) The University System of Maryland

Two universities in the Maryland System currently offer programs that are related but distinctly different from the program in the proposed department. Neither institution offers a program accredited by CEPH or the Commission on Accreditation of Health Care Management Education (CAHME).

➢ The University of Baltimore has an MS in Health Systems Management degree in the School of Public Affairs. The program is offered on Saturdays only; its only core public health course is in epidemiology.

➢ University of Maryland University College offers an MS degree in health care administration through its Department of Health Care Administration. No public health content of any kind is offered.

c) State of Maryland

Two universities have programs:

➢ Johns Hopkins University has a Department of Health Policy in the Bloomberg School of Public Health; the Department offers a master of health science degree in health finance and management or in health policy, as well as the core MPH public health curriculum. The School has CEPH and CAHME accreditation.

➢ Morgan State University offers an MPH degree and recently announced a School of Public Health and Policy, but it has neither a department nor a degree in health services administration at this time.

d) Washington, D.C. and Virginia

There are 6 universities in this geographic region that have related departments with degrees at the master’s level. Only one has public health content.

➢ George Washington University School of Public Health and Health Sciences is CEPH accredited and its Division of Health Management offers an MPH degree in Public Health Management. The University’s Business Administration Program offers a Master of Health Services Administration which is accredited by CAHME.
Proposal To Create The Department of Health Services Administration

- Georgetown University School of Nursing and Health Studies has a Department of Health Systems Administration that offers an MS degree in Health Systems Administration with an emphasis on quality of care. The program is not accredited by CEPH or CAHME.

- James Madison University School of Business has an MBA degree with the option of a concentration in health services administration. The program is not accredited by CAHME, and there is no CEPH accredited MPH program offered in Health Services Administration.

- Virginia Commonwealth University in Richmond has a Master of Health Administration program and an online Master of Health Services Administration degree for those with a minimum of five years of professional experience in a health care organization. The program is accredited by CAHME. The University does not offer a CEPH accredited MPH program.

- Marymount University School of Business Administration has an MS degree in health care management; the degree program does not have CEPH or CAHME accreditation.

- George Mason University College of Nursing and Health Studies offers an MS in health systems management. The degree is not accredited by CAHME and the University has no CEPH accredited MPH program.

Impact on the State of Maryland

A Department of Health Services Administration would produce many benefits for the State of Maryland:

- Research on health services delivery and health policy needs that are current or emerging in the State of Maryland would be conducted. Studies would explore such issues as disaster impact and management, consumer directed care, planning for long term care services, chronic disease services management, the linkages between formal and informal services to achieve health care cost containment, access to health care and reduction in health disparities, and rural health care service delivery and financing.

- A cadre of health care administrators would be trained in health care management and public health with knowledge and skills specific to the needs of the State.

- Continuing education and research partnerships would be created with the Community Health Services Division of the Maryland Department of Health and Mental Hygiene.

- New, cutting-edge, interdisciplinary collaborations addressing public health services administration issues could be created on our campus through joint research, education, and outreach programs. For example, the proposed Department of Health Services Administration might link with the Fischell Department of Bioengineering to help facilitate the creation and/or testing of biomedical devices designed to facilitate more efficient health care delivery in Maryland and/or reduce health care costs. The proposed Department might also collaborate with the Department of Geography to develop GIS technology for hand held communication devices that could be used by health services administration professionals across the state.

The Department of Health Services Administration

The Department of Health Services Administration is one of two new departments needed to complete the requirements for an accredited School of Public Health at the UMCP. The primary mission of the Department of Health Services Administration will be:

_to prepare students for careers in the practice of public health and health services administration and to conduct research and service that strengthen health care delivery systems and their management._
Graduate students will complete rigorous, multi-disciplinary foundational coursework in the core public health areas and in the specialized areas of health policy, finance and health care economics, marketing, quality assessment and evaluation, leadership and communications, human resource management, information systems, and health care organizations. Their education will be enhanced through an internship and a capstone experience. Students will have the opportunity for significant involvement with the extensive network of public health and health services organizations in Maryland, many of which are already linked to the College and the University.

**Human Resource Requirements**

The new department will build upon the resources and capabilities of the existing Center on Aging. The Center will continue to function as a research and educational unit within the Department of Health Services Administration. Building on this well established resource ensures that the new department will be able to operate efficiently and effectively, with adequate infrastructure, human resources, physical resources, and financial resources.

The human resource requirements of the new department will be a chair, and 4 other FTE tenured/tenure track faculty (the minimum required by the accrediting body), a business coordinator, an administrative assistant, and two doctoral level research faculty. The accrediting body, CEPH, requires a minimum of 5 FTE faculty for accreditation. The Department will be directed by a Chair; this role will be assumed by the current Director of the Center on Aging, Dr. Laura B. Wilson. Dr. Wilson will add the Chair’s assignment to her University service allocation as she did from 1996-2001 when she chaired the Department of Public and Community Health and created and completed accreditation for the current Master of Public Health degree in the College. Her demonstrated ability to chair a department and achieve accreditation for a new MPH degree should ensure a smooth transition and the creation of a productive department. The chair will report to the Dean of HLHP. She will have academic and administrative oversight of the department, its programs and its centers.

Of the 5 FTE tenured/tenure track faculty, 4 are already in place or are currently being recruited with existing funds. The fifth is part of a special request by the HLHP Dean to the Provost. The 4 faculty have degrees and backgrounds in health services, organizational development, public health, health policy, health care finance, and health care. Two additional research faculty, supported with extramural research dollars and with appropriate degrees (health care administration, organizational leadership and organizational development) have expressed a willingness to teach and supervise research. Current tenure track faculty hold their positions and lines in the Center on Aging, but hold tenure in the Department of Public and Community Health. Upon approval of the new department, all Center on Aging faculty lines will be assigned to the Department of Health Services Administration and all tenured appointments will be reallocated to this department. It is anticipated that the Department faculty will continue to grow through fundraising for endowed chairs, entrepreneurial activities (e.g., teaching at Shady Grove), and externally funded grants and contracts. Additional College Park Professors, professors of practice, and adjunct professors will provide valuable real world experience in the classroom and in internship placements.

Table 1 presents an initial view of the faculty for this unit, including their rank and specialization.

<table>
<thead>
<tr>
<th>Name</th>
<th>Rank</th>
<th>Current Unit</th>
<th>Specialization</th>
<th>Appointment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wilson, Laura B., PhD</td>
<td>Professor and Director</td>
<td>Center on Aging</td>
<td>Chair of the new Department Health policy, long term care administration</td>
<td>Full-time academic appointment</td>
</tr>
<tr>
<td>Rusinowitz, Lori Simon, MPH, MA, PhD</td>
<td>Associate Professor</td>
<td>Public and Community Health</td>
<td>Health policy, disability administration</td>
<td>Full-time academic appointment</td>
</tr>
<tr>
<td>Simson, Sharon P., PhD, MSHA</td>
<td>Research Professor</td>
<td>Center on Aging</td>
<td>Health services administration, long term care administration</td>
<td>Research Professor</td>
</tr>
<tr>
<td>Manning</td>
<td>Research</td>
<td>Center on Aging</td>
<td>Health care leadership</td>
<td></td>
</tr>
</tbody>
</table>
Faculty efforts in both teaching and research will be supported by graduate assistants. The Dean of the College has requested one-time money for 5 teaching assistants for the Department of Health Services Administration in his overall request for funds for the proposed School of Public Health. In addition, grants and contracts in the Center on Aging have typically funded 3-5 graduate research assistantships. It is anticipated that with an expanded faculty base, additional graduate research assistants will be supported on grants and contracts.

The business and administrative operations of the new department will initially be managed by the current business coordinator of the Center on Aging, who will now have expanded duties in the new department. With the growth in faculty and the addition of an instructional program, another administrative assistant may be needed. A request has been made for additional staffing in the Dean’s plan for the proposed School of Public Health. Until a new staff position is allocated, student assistants will provide additional administrative help.

The College Dean’s Office will provide standard support services for faculty members and staff. Web, IT, grants management, and fundraising/development assistance will be handled in this manner.

Figure 1 contains a proposed organizational chart for the Department of Health Services.

### Physical Resource Requirements

The Center on Aging currently has administrative and faculty office space in the HHP Building (#255). In addition, the Center rents space in the Hartwick Building for its life long learning programs. Existing space is adequate to cover current faculty and research needs. New office space will be needed for the three new faculty positions being added. The Dean of HLHP has been working with the Dean of the School of Architecture to create plans for renovating existing space in the HHP Building (#255) to provide new faculty office, research, administrative, and classroom space for the proposed School of Public Health. The needs of the new Department of Health Services Administration are addressed in those plans. Renovations already underway will free additional faculty offices for the two new hires to occupy in the 2006-2007 academic year.

### Financial Resource Requirements

The financial requirements of the proposed Department of Health Services Administration are realistic and limited in nature. These requirements will largely be met through dual purpose allocation of the existing Center on Aging budget, the University request for operating dollars necessary for a new School of Public Health, and the request for graduate assistant lines also included in School of Public Health proposal. The new Department will plan an aggressive campaign for additional funds, to be secured through external funding, entrepreneurial activities, tuition resources, and gifts stemming from donor support of the new department and School of Public Health.

### Anticipated Student Load
Proposal To Create The Department of Health Services Administration

The Department of Health Services Administration will support one MPH concentration in the new School of Public Health. We anticipate growth in student numbers until we reach a steady state in year 3. Steady state will be achieved at 25 full-time and 10 part-time students.

Letters of Support

Letters of support for the new Department of Health Services Administration are provided from relevant UMCP Deans and Chairs, and from the Maryland Department of Health and Mental Hygiene.
Figure 1: Proposed Organizational Chart for the Department of Health Services Administration

Department Chair

Business Operations
- Business Coordinator
  - Student Assistants
- Administrative Assistant

Academic Programs
- Faculty
- Teaching Assistants
  - Masters in Health Services Administration
  - Graduate Certificate in Gerontology

Centers and Institutes
- Research Faculty
- Research Assistants
  - Center on Aging RSVP International Legacy College
  - New Centers
February 24, 2006

Dr. William Destler  
Senior VP Academic Affairs and Provost  
University of Maryland College Park  
1119 Main Administration  
College Park, MD 20742-5031

Dear Dr. Destler,

I am writing this letter in support of two new departments in the College of Health and Human Performance (HLHP): The Department of Public Health Services Administration, and The Department of Epidemiology and Biostatistics. I recognize that these are essential steps towards the reshaping of HLHP into a School of Public Health on the University of Maryland, College Park Campus. This is an opportune time for the creation of a public institution school of public health in the State of Maryland.

I recognize the importance of these departments and the subsequent degree programs that will be proposed both to the new school and to our campus. Masters degrees in Health Services Administration (MHSA) and Public Health (MPH) degrees will represent exciting new opportunities for our campus and are likely to draw talented students to the campus from the State and beyond. We look forward to collaborating with these departments within the new School of Public Health and anticipate high levels of collaboration between our faculties and students. We anticipate students from their newly proposed programs taking critical courses in our college and our students to benefit from the specialized training that will be offered in these new departments.

Finally, we look forward to broader collaboration with new faculty from these departments on National Institutes of Health and Centers for Disease Control and Prevention grant opportunities that will be available to schools of public health.

I enthusiastically support the new Departments of Public Health Services Administration and Epidemiology and Biostatistics.

Sincerely,

Edna Mora Szymanski  
Dean
February 27, 2006

Dr. William Destler
Senior Vice President for Academic Affairs and Provost
University of Maryland College Park
1119 Main Administration
College Park, Maryland 20742-5031

Dear Dr. Destler:

I am writing this letter to indicate my support for the creation of two new departments in the College of Health and Human Performance (HLHP): The Department of Public Health Services Administration, and The Department of Epidemiology and Biostatistics. I recognize that the creation of these departments is an essential step towards the reshaping of HLHP into a School of Public Health on the University of Maryland, College Park Campus. This is an opportune time for the creation of a school of public health at a public university in the State of Maryland.

The research and educational offerings that will be provided by the faculty in these departments will help the campus move forward on its march to excellence. The subsequent degree programs that will be proposed will provide exciting opportunities for our students and critical training for health professionals in the State. Masters degrees in Health Services Administration (MHSA) and Public Health (MPH) will allow us to move ever closer to our goal of establishing UMCP as the institution of choice for high quality students from the State and beyond. Given our broad interest in many aspects of health, we look forward to collaborating with these departments within the new School of Public Health. This cross fertilization will undoubtedly enhance the research and graduate level teaching programs both in BSOS and the new School of Public Health.

While the pedagogical benefits from the creation of these departments are large, the creation of this school will also open the door to new funding sources for our research programs. We look forward to broader collaboration with new faculty from these departments on National Institutes of Health and Centers for Disease Control and Prevention grant opportunities that will be available to schools of public health.

I enthusiastically support the new Departments of Public Health Services Administration and Epidemiology and Biostatistics.

Sincerely,

Edward Montgomery
Professor and Dean
14 March 2006

TO: William Destler, Provost
FROM: Steve Fetter
SUBJECT: New Department of Public Health Services Administration

I support the creation of the proposed new Department of Public Health Services Administration in the College of Health and Human Performance. Establishing such a department is an essential step in transforming the College into an accredited School of Public Health—a goal that is supported by the entire faculty of the School of Public Policy.

You are no doubt aware of the many advantages an accredited School of Public Health could bring to the broader university. I would like to emphasize the potential advantages for the School of Public Policy. Health care accounts for large and growing fraction of the U.S. economy. Debates about health policy are sure to be a major feature of U.S. domestic politics for the foreseeable future. "Health policy and management" is one of the 10 public affairs specialties ranked by U.S. News and World Report; most of the universities ranked in the top 10 overall—Syracuse, Harvard, Berkeley, Carnegie Mellon, Michigan, Duke—are also ranked in the top 10 in health policy. Visitors to the Maryland School of Public Policy have often noted with surprise our lack of a health policy specialization.

A Department of Health Services Administration within a School of Public Health would create opportunities for collaboration with School of Public Policy. Students from their proposed programs could take courses in our School, and our students could benefit from the specialized training that would be offered in the new department. We could use this opportunity to expand our offerings in health policy, create a health policy specialization, and perhaps even create joint degree programs. There would also be opportunities for faculty collaboration, particularly in pursuing grants—from the National Institutes of Health and Centers for Disease Control and Prevention—that are available only to schools of public health.
# Health Services Administration Department Proposal: Notes and Explanations of Budget Plan

## TABLE 1: RESOURCES

<table>
<thead>
<tr>
<th>Resources Categories</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Allocated Funds</td>
<td>$425,464</td>
<td>$579,621</td>
<td>$602,806</td>
<td>$626,918</td>
<td>$651,995</td>
<td>$678,075</td>
<td>$705,198</td>
</tr>
<tr>
<td>2. Tuition/Fee Revenue ((= 75 % \text{ of } [c + g] \text{ below}))</td>
<td>$0</td>
<td>$41,318</td>
<td>$43,082</td>
<td>$61,066</td>
<td>$80,582</td>
<td>$101,732</td>
<td>$124,622</td>
</tr>
<tr>
<td>a. #FT Students</td>
<td>0</td>
<td>8</td>
<td>8</td>
<td>10</td>
<td>12</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>b. Annual Tuition/Fee Rate Per Credit Hour</td>
<td>$4,716</td>
<td>$4,928</td>
<td>$5,150</td>
<td>$5,382</td>
<td>$5,624</td>
<td>$5,877</td>
<td>$6,141</td>
</tr>
<tr>
<td>c. Annual Full Time Revenue (a x b)</td>
<td>$0</td>
<td>$29,569</td>
<td>$30,900</td>
<td>$53,817</td>
<td>$78,735</td>
<td>$105,786</td>
<td>$135,112</td>
</tr>
<tr>
<td>d. # Part Time Students</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>e. Credit Hour Rate Per Credit Hour</td>
<td>$409</td>
<td>$425</td>
<td>$442</td>
<td>$460</td>
<td>$478</td>
<td>$498</td>
<td>$518</td>
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<tr>
<td>f. Annual Credit Hours</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>g. Total Part Time Revenue (d x e x f)</td>
<td>$0</td>
<td>$25,522</td>
<td>$26,542</td>
<td>$27,604</td>
<td>$28,708</td>
<td>$29,857</td>
<td>$31,051</td>
</tr>
<tr>
<td>3. 5 Graduate Assistantships (@$13,820)</td>
<td>$74,739</td>
<td>$77,728</td>
<td>$80,837</td>
<td>$84,071</td>
<td>$87,434</td>
<td>$90,931</td>
<td></td>
</tr>
<tr>
<td>4. Other Sources</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Total (Add 1 - 4)</td>
<td>$425,464</td>
<td>$620,939</td>
<td>$645,888</td>
<td>$687,984</td>
<td>$732,577</td>
<td>$779,807</td>
<td>$829,820</td>
</tr>
</tbody>
</table>
## TABLE 2: EXPENDITURES

<table>
<thead>
<tr>
<th>Expenditure Categories</th>
<th>Fall 2006</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Total Faculty Expenses (b + c below)</td>
<td>$371,383</td>
<td>$448,638</td>
<td>$466,584</td>
<td>$485,247</td>
<td>$504,657</td>
<td>$524,843</td>
<td>$545,837</td>
</tr>
<tr>
<td>a. # FTE</td>
<td>5</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$371,383</td>
<td>$448,638</td>
<td>$466,584</td>
<td>$485,247</td>
<td>$504,657</td>
<td>$524,843</td>
<td>$545,837</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>2. Total Administrative Staff Expenses (b + c below)</td>
<td>$54,081</td>
<td>$56,244</td>
<td>$58,494</td>
<td>$60,834</td>
<td>$63,267</td>
<td>$65,798</td>
<td>$68,430</td>
</tr>
<tr>
<td>a. # FTE</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$54,081</td>
<td>$56,244</td>
<td>$58,494</td>
<td>$60,834</td>
<td>$63,267</td>
<td>$65,798</td>
<td>$68,430</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>3. Total Student Support Expenses (b + c below)</td>
<td>$0</td>
<td>$74,739</td>
<td>$77,728</td>
<td>$80,837</td>
<td>$84,071</td>
<td>$87,434</td>
<td>$90,931</td>
</tr>
<tr>
<td>a. # FTE</td>
<td>0</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$0</td>
<td>$74,739</td>
<td>$77,728</td>
<td>$80,837</td>
<td>$84,071</td>
<td>$87,434</td>
<td>$90,931</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
<tr>
<td>4. Equipment (computers and printers)</td>
<td>$7,500</td>
<td>$3,000</td>
<td>$1,500</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>5. Library</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>6. New or Renovated Space</td>
<td>$10,000</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>7. Other expenses</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>Total Expenditures (Add 1 - 7)</td>
<td>$450,464</td>
<td>$590,121</td>
<td>$611,806</td>
<td>$631,918</td>
<td>$656,995</td>
<td>$683,075</td>
<td>$710,198</td>
</tr>
<tr>
<td>Total Resources</td>
<td>$425,464</td>
<td>$620,939</td>
<td>$645,888</td>
<td>$687,984</td>
<td>$732,577</td>
<td>$779,807</td>
<td>$829,820</td>
</tr>
<tr>
<td>Net (Resources - Expenditures)</td>
<td>-$25,000</td>
<td>$30,818</td>
<td>$34,082</td>
<td>$56,066</td>
<td>$75,582</td>
<td>$96,732</td>
<td>$119,622</td>
</tr>
</tbody>
</table>
Health Services Administration Department Proposal: Notes and Explanations of Budget Plan

Notes:

1. Allocated funds based on current College designated funds. The listing below contains the raw data for these initial resources. This information is for the Provost’s office.
2. From the raw material listed below, we began with an assumption that existing dollars would be escalated by COLA and merit dollars (average annual escalation 4.0%)
3. Fall 2007 we expect to add one $60,000 staff member to the faculty pool that the Dean will take from the Provost’s allocation (April 2006).
4. For Fall 2007 we will request University support for the addition of five new graduate assistant lines (@ $13,820 appropriately escalate).
5. With Provostial and APAC approval, we will request 75% return on tuition revenues back to Department until department reaches steady state in year 6 (Fall 2011).

<table>
<thead>
<tr>
<th>Health Services Administration</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor Laura Wilson</td>
<td>1.00</td>
<td>$169,225</td>
</tr>
<tr>
<td>Associate Professor Lori Simon-Rusinowitz</td>
<td>1.00</td>
<td>$67,874</td>
</tr>
<tr>
<td>Two Assistant Professor Appointments Health Services TBN (2006)</td>
<td>2.00</td>
<td>$60,000</td>
</tr>
<tr>
<td>One Assistant Professor Appointment in Health Services TBN (2007)</td>
<td>1.00</td>
<td>$60,000</td>
</tr>
<tr>
<td>Executive Administrative Assistant Louise Benas</td>
<td>1.00</td>
<td>$52,001</td>
</tr>
<tr>
<td>Total Salaries for Faculty and Staff</td>
<td>7.00</td>
<td>$469,100</td>
</tr>
<tr>
<td>Total Existing Salaries 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total New Salaries 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total New Salaries 2007</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>