MEMORANDUM

TO: Robert Gold
   Dean, School of Public Health

FROM: Phyllis Peres
       Associate Provost for Academic Planning and Programs

SUBJECT: Proposal to add a Ph.D. in Health Services (PCC log no. 06026)

On June 22, the Board of Regents approved your proposal to create a Ph.D. in Health Services. The Maryland Higher Education Commission gave their approval on July 3. Attached please find the approved proposal and copies of the approval letters from the Chancellor and MHEC.

The Ph.D. in Health Services is effective Fall 2007. The School of Public Health should ensure that the program is fully described in the Graduate Catalog and in all relevant descriptive materials, and that all advisors are informed.

CWR/

Enclosure

cc: Carmen Balthrop, Chair, Senate PCC Committee
    Sarah Bauder, Office of Student Financial Aid
    Mary Giles, University Senate
    Barbara Hope, Data Administration
    Anne Turkos, Archives
    Linda Yokoi, Office of the Registrar
    Mary Ann Ottinger, Graduate School
    Blakely Pomietto, School of Public Health
July 3, 2007

Dr. C. D. Mote, Jr.
President
University of Maryland, College Park
1101 Main Administration Building
College Park MD 20742

Dear Dr. Mote:

The Maryland Higher Education Commission has reviewed a request from University of Maryland, College Park to offer a new Doctor of Philosophy (Ph.D.) in Health Services. I am pleased to inform you that the new program has been approved. This decision was based on an analysis of the program in conjunction with the Maryland Higher Education Commission’s Policies and Procedures for Academic Program Proposals and the Maryland State Plan for Postsecondary Education. The program demonstrates potential for success, an essential factor in making this decision.

For purposes of providing enrollment and degree data to the Commission, please use the following HEGIS and CIP codes:

<table>
<thead>
<tr>
<th>Program Title</th>
<th>Degree Level</th>
<th>HEGIS</th>
<th>CIP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Services</td>
<td>Ph.D.</td>
<td>1202-01</td>
<td>51.2211</td>
</tr>
</tbody>
</table>

Should the program require any substantial changes in the future, please keep the Commission apprised. I wish you continued success.

Sincerely,

James E. Lyons, Sr.
Secretary of Higher Education

JEL:DES:ggs

cc: Ms. Theresa Hollander, USM
June 26, 2007

Dr. C.D. Mote, Jr.
University of Maryland, College Park
1101 Main Administration Building
College Park, MD 20742

Dear Dan:

This is to officially inform you that the Board of Regents, meeting in executive session on Friday, June 22, 2007 at University of Maryland, College Park, approved the following new academic program proposals for UMCP:

- Master of Health Administration
- Ph.D. in Health Services
- Ph.D. in Epidemiology
- Ph.D. in Maternal and Child Health

The Education Policy Committee, meeting on June 5, 2007, recommended approval.

Sincerely,

[Signature]

William E. Kirwan
Chancellor

WEK/um

cc: Irwin Goldstein
Janice Doyle
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: 1/19/07

COLLEGE/SCHOOL: Health and Human Performance

DEPARTMENT/PROGRAM: 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.)

Create a new Ph.D. program in Health Services.

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.)

See attached.

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

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
PROPOSAL FOR

A NEW PROGRAM SUBMITTED BY A UNIVERSITY SYSTEM OF MARYLAND INSTITUTION IN ACCORD WITH SECTION 11-206.1 OF THE ANNOTATED CODE OF MARYLAND

University of Maryland, College Park

Doctor of Philosophy (Ph.D.) in Health Services

HEGIS:                  CIP:

Department of Health Services Administration  Laura B. Wilson, Ph.D., Chair
Unit Offering the Program  Contact Person

Doctor of Philosophy (Ph.D.) in Health Services  Fall 2007
Degree to be Awarded  Proposed
I. OVERVIEW and RATIONALE

A. Briefly describe the nature of the proposed program and explain why the institution should offer it. [You may want to refer to student demand, market demand for graduates, institutional strengths, disciplinary trends, synergy with existing programs, and/or institutional strategic priorities.]

Goal and Contribution to UMCP Strategic Priorities

The Department of Health Services Administration (HLSA) is proposing to offer a Ph.D. program in Health Services. The goal of this program will be to provide interdisciplinary training in research, practice, and policy analysis relevant to the planning, administration, management, and evaluation of health and public health programs. The degree program will prepare students to advance research, policy, and practice to improve access, cost, and quality of health services, with a particular emphasis on federal and state health policy.

The Department of HLSA builds upon the expertise, resources, and capacities of the Center on Aging in the College of Health and Human Performance (HLHP). All personnel, budget, and space currently associated with the Center on Aging are now being directed to 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 Gerontology Certificate 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 graduate health services degrees.

The proposed Ph.D. program in Health Services addresses UMCP’s mission to “continue to build a strong, university-wide culture of graduate and professional education,” and to provide knowledge-based programs and services that are responsive to the needs of the citizens of the state and the nation. The proposed doctoral program builds on professional education offered in the Master of Health Administration (MHA) program by providing advanced knowledge and opportunities for scholarly research on health care systems and health outcomes. A Ph.D. program in Health Services is also well positioned to engage the university more fully in outreach and collaborative partnerships with the greater community. Faculty and doctoral students in this degree program will collaborate with relevant health care delivery and health policy institutions at the local, state, and national levels with the goal of conducting research to solve critical health service problems and answering important questions related to health systems.

Accredited Schools of Public Health must offer at least three doctoral degree programs in core disciplines of public health. Health services administration is recognized as a core area of public health practice that draws heavily from the disciplines of public health, management, public policy, economics, and other social and behavioral sciences. Thus, development of a Ph.D. program in Health Services will contribute to meeting a CEPH accreditation requirement for the proposed School of Public Health.

Market Demand for Graduates

In recent years there has been increasing national interest in the field of health services, driven by an aging population, nearly 47 million uninsured Americans, rising health care costs, growing health disparities, and the increase in manmade and natural disasters such as 9-11 and Hurricane Katrina. Amelioration of any of these problems will require professionals with a strong knowledge base and research expertise in health services delivery systems and health care management. The proposed Ph.D. program in Health Services will provide this training, addressing 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 (HRSA, 2006).

Data from the American Public Health Association (APHA, 2004) documents the urgent need for qualified, graduate level public health professionals to tackle emerging challenges in health services administration. Americans now spend approximately one seventh of the gross domestic product on health-related expenditures (Smith, Cown, Sensenig, Catlin, 2006). At the same time, the American Public Health Association (APHA) estimates that 50% of the federal public health workforce and 25% of state public health employees will retire within the next five years (APHA, 2004). APHA has concluded that this anticipated attrition in the public health workforce cannot be solved through existing training programs and recruitment efforts.

**Student Demand**

The Association of Schools of Public Health (ASPH) reports significant growth in applications for graduate degrees in public health between 1994 and 2004 (ASPH, 2005). Moreover, admissions data from the two nearest private accredited schools indicate that George Washington University accepted less than 40% of graduate applicants to public health programs and Johns Hopkins University accepted less than 25% of all applicants (no data available for doctoral degrees in health services at these institutions).

The job outlook for doctoral graduates of the Department of Health Services Administration is very promising. There is a high demand for well-trained professionals to conduct health services research and to administer 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 (APHA, 2004).

A Ph.D. degree program in Health Services located at a public university will be a tremendous asset for the region and the state. Currently 24 domestic universities offer the Ph.D. or DrPH in Health Services Administration including UMCP’s aspirational peer institutions of UCLA, University of Michigan, and University of North Carolina at Chapel Hill. UMCP has two neighboring institutions with accredited schools of public health offering doctoral degrees with an emphasis in health policy and management: The Johns Hopkins University Bloomberg School of Public Health and The George Washington University School of Public Health and Health Services. Johns Hopkins offers a Ph.D. in Health Policy and Management, and a DrPH in Leadership and Management. George Washington University offers a DrPH in Health Policy. Both universities are private.

UMCP will provide students and future public health leaders with a high quality, affordable doctoral degree in health services and will prepare them to conduct research responsive to the needs of the Maryland public. The University has a unique location in close proximity to federal government agencies, the United States Congress, and a variety of public health policy think tanks, as well as the Maryland state capital and several county governments. Students will be able to take full advantage of resources available in Washington DC area while also applying their knowledge, skills, and resources to health services issues specific to the State of Maryland. These advantages promise to attract excellent graduate students to the proposed Ph.D. program in Health Services.
B. How big is the program expected to be? From what other programs serving current students, or from what new populations of potential students, onsite or offsite, are you expecting to draw?

The Department of HLSA anticipates that the majority of the applicants for the Ph.D. program in Health Services will come from its own Master of Health Administration (MHA) program. In addition, we expect to attract doctoral students from other MPH and MHA programs in the region and nationally. The proposed doctoral program is anticipated to draw students from both master’s level programs and from a wide range of practicing professionals seeking to advance their careers within their current agencies or seeking to make career moves within the field of public health. The proposed Ph.D. program should attract students from the rich and varied governmental and professional agencies associated with health and health services located in the Baltimore-Washington D.C. corridor. Examples of agencies and organizations from which doctoral students may be drawn include: the Veteran’s Administration, the National Center for Health Statistics, the Health Resources and Services Administration, the Department of Health and Human Services, the American Nurses Association, the Association for Public Policy Management, the Centers for Medicare and Medicaid Services, various associations which are focused on the resolution of specific diseases and disabilities, Congressional staff, and state and local health departments.

The Department of Health Services Administration anticipates admitting 2-3 full-time and 1-2 part-time doctoral students a year. With an expected attrition rate of 20%, we predict a cohort of approximately 16 students once we have attained maximum enrollment capacity for the program.

II. CURRICULUM

A. Provide a full catalog description of the proposed program, including educational objectives and any areas of concentration.

The Ph.D. program in Health Services provides students with comprehensive knowledge and applied research skills in the areas of health services systems and health care management. Students analyze social, behavioral, and health system effects on health outcomes and examine how the organization, delivery, financing, and management of health services affect system performance. Graduates are prepared for careers in academic institutions, health delivery systems, public health departments, government agencies, and the private sector.

The proposed Ph.D. program in Health Services will provide students with:

a) In-depth knowledge of theory and conceptual models employed in the study of health services and health systems.
b) Comprehensive knowledge of health systems and the health care industry.
c) Expertise in the design and execution of scholarly research on critical issues in health services, health systems, and health policy.
d) Expertise in the application of health services research to the management of health care delivery systems.
e) Leadership skills that facilitate application of acquired knowledge to policy development and analysis, and to professional and community service.
f) Comprehensive knowledge of ethical issues in health services delivery and management.
g) Preparation for health services careers in the public, nonprofit, and private sectors, including university teaching, research, health care administration, health policy analysis, and leadership positions in health care systems.
B. List the courses (number, title, semester credit hours) that would constitute the requirements and other components of the proposed program. Provide a catalog description for any courses that will be newly developed or substantially modified for the program.

Students entering the Ph.D. program in Health Services must have completed a master’s degree in Health Administration, Health Services, Health Policy, Health Care Economics, Business Administration, or a related field. If the student’s completed master’s degree does not include public health content in the five core areas of health services administration, epidemiology, biostatistics, environmental health sciences, and social and behavioral sciences, these courses will need to be completed in addition to a minimum of 42 credit hours of advanced course work required in the Ph.D. program. The 42 credit hours will include a minimum of 21 credit hours in methods for health services research, a minimum of 9 hours of credits in a cognate area (approved by the faculty advisor), and 12 credit hours of dissertation research. Doctoral students advance to candidacy by completing a written comprehensive exam and an oral defense of their dissertation proposal. In addition to the 42 credit hours of coursework, the written comprehensive exam, and the proposal defense, students must successfully complete a doctoral dissertation and an oral dissertation defense.

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>EPB 650 Biostatistics I</td>
<td>3</td>
</tr>
<tr>
<td>EPB 610 Foundations of Epidemiology</td>
<td>3</td>
</tr>
<tr>
<td>HLSA 601 Introduction to Health Systems</td>
<td>3</td>
</tr>
<tr>
<td>HLTH 665 Health Behavior I</td>
<td>3</td>
</tr>
<tr>
<td>MIEH 600 Foundations of Environmental Health</td>
<td>3</td>
</tr>
<tr>
<td>Elective, selected with faculty advisor</td>
<td>3</td>
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<tr>
<td>Elective, selected with faculty advisor</td>
<td>3</td>
</tr>
<tr>
<td>Elective, selected with faculty advisor</td>
<td>3</td>
</tr>
<tr>
<td>EPB 611 Intermediate Epidemiology</td>
<td>3</td>
</tr>
<tr>
<td>EPB 651 Biostatistics II</td>
<td>3</td>
</tr>
<tr>
<td>EPB 652 Categorical Data Analysis</td>
<td>3</td>
</tr>
<tr>
<td>HLSA 780 Qualitative Methods for Health Services</td>
<td>3</td>
</tr>
<tr>
<td>HLSA 765 Oral and Written Communications</td>
<td>3</td>
</tr>
<tr>
<td>HLSA 790 Seminar in Advanced Health Services Research</td>
<td>3</td>
</tr>
<tr>
<td>Elective, selected with faculty advisor</td>
<td>3</td>
</tr>
<tr>
<td>HLSA 899 Doctoral Dissertation Research</td>
<td>12</td>
</tr>
</tbody>
</table>

**Total Credits for Proposed Health Services Ph.D. Program** | **42**

**Recommended Electives for Cognate Area in the Health Services Ph.D. Program**
- EPB 652 Categorical Data Analysis (3 credits)
- EPB 653 Survival Data Analysis (3 credits)
- EPB 655 Longitudinal Data Analysis (3 credits)
- EPB 710 Epidemiologic Research Methods (3 credits)
- FMST 606 Ethnic Families and Health Disparities (3 credits)
- FMST 710 Foundations in Maternal & Child Health (3 credits)
- FMST 730 Maternal and Family Health in Adulthood and Aging (3 credits)
- FMST 720 Perinatal, Child and Adolescent Health (3 credits)
- FMST 750 Family and Health Policy (3 credits)
- FMST 810 Theory in Family Systems and Family Health (3 credits)
- FMST 850 Population Epidemiology (3 credits)
HLTH 775 Health Education Program Planning Evaluation (3 credits)
MIEH 770 Law and Policy in Environmental Health (3 credits)
Additional electives may be taken with the consent of the student’s advisor.

Courses for HLSA Ph.D. Program
All courses in the program are described below, with new courses in the Department and College noted with an asterisk.

EPIB 610 Foundations of Epidemiology: Overview of the discipline of epidemiology, basic concepts and methods, and applications of epidemiology to health and disease.

EPIB 611 Intermediate Epidemiology*: Analysis of epidemiologic methods as applied to epidemiologic research, analysis of bias, confounding, effect modification issues, overview of design, implementation, and analysis of epidemiologic studies. Prerequisite: EPIB610, EPIB650

EPIB 650 Biostatistics I: Basic descriptive concepts and procedures for inferential statistics; focus on applications, hands-on experience, and interpretation of statistical results.

EPIB 651 Biostatistics II*: Introduction to a variety of statistical tools with applications in public health, including simple and multiple regression, experimental design, categorical data analysis, logistic regression, and survival analysis. Prerequisite: EPIB650

EPIB 652 Categorical Data Analysis*: Methods for the analysis of categorical data as applied to public health research, including variables with two or more categories, analysis of data structures that are counted, ordered, censored, or subject to selection. Prerequisites: EPIB650, EPIB651

HLSA 601 Introduction to Health Systems: Overview of the major elements of the American health care system and its driving forces. Examination of current health policy issues in a historical, economic, and political context.

HLSA 765 Oral and Written Communications*: Review of professional writing required of health services professionals including grant proposals, journal articles, papers, presentations, textbooks, theses, and dissertations. Form and content of a variety of technical documents, as well as the processes of writing, peer review and critique.

HLSA 780 Qualitative Methods for Health Services*: Qualitative methods for conducting research on individuals and their use of health services. Review of research designs, first-person accounts, life histories, visual records, semi-structured and open-ended interviews, informal and formal observations, and biographical and autobiographical materials, among others. Examination of the collection, analysis, and interpretation of qualitative data.

HLSA 790 Seminar in Advanced Health Services Research*: In-depth examination of the health services research literature with emphasis on review of methodology, interpretation of complex results, and evaluation of policy implications. Emphasis on critical examination of the literature in the design of research questions and the selection of appropriate methods to answer policy questions.

HLTH 665 Health Behavior I: The psychological, social psychological, and sociological theories of health behavior. The relation of health knowledge, beliefs, attitudes, intentions, and behavior to preventive, illness, sick-role, and health utilization behaviors.
MIEH 600 Foundations of Environmental Health: Overview of the major principles, methods, and issues of environmental health. Emphasis on common chemical, biological, and physical contaminants of the air, water, soil, food, and workplace, as well as their known health effects on humans. Discussion of real-world examples of significant past and current events, and effective approaches to abatement and prevention.

Sample Student Schedule
Below is a table showing how a typical Ph.D. student can complete the required coursework over a three-year period (including one year of dissertation).

<table>
<thead>
<tr>
<th>Schedule for Full-time Ph.D. Student in Health Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 1 (9)</td>
</tr>
<tr>
<td>EPIB 652</td>
</tr>
<tr>
<td>Elective I</td>
</tr>
<tr>
<td>Elective II</td>
</tr>
</tbody>
</table>

C. Describe any selective admissions policy or special criteria for students selecting this field of study.

The Department of HLSA will require a Master’s Degree in Health Administration, Health Services, Health Policy, Health Care Economics, Business Administration or a related field in order to enter the Ph.D. program in Health Services. If the student’s master’s degree program does not include the five core public health courses, these courses will need to be completed in addition to a minimum of 42 credit hours of advanced coursework required in the Ph.D. program.

All applicants must submit: Undergraduate and Graduate transcripts, Graduate Record Examination (GRE) scores, letters of recommendation from 3 persons competent to judge the applicant’s probability of success in graduate school, and the graduate school essay describing professional goals and relevant work and research experience.

In addition to Graduate School requirements, admission decisions for the Ph.D. program in Health Services will be based on the quality of previous undergraduate and graduate course work, the strength of GRE scores, the relevance of prior work and research experience, and the congruence of professional goals with those of the program. Students should submit application materials for the fall semester by January 15th. This program does not accept applications for Spring semester admission.

D. How will the program increase students’ technology fluency?

Doctoral students admitted to the program in the Department of Health Services Administration must have completed a Master’s Degree in Health Services Administration or a related field. Accreditation criteria for this type of master’s program requires knowledge and competence in a wide variety of information technology skills pertinent to the delivery of health services (e.g., management information systems) and health services research. The Ph.D. program will build on these skills through continued training in information technology and its application to research in health services.

III. STUDENT LEARNING OUTCOMES AND ASSESSMENT

List the program's learning outcomes and explain how they will be measured and assessed.
Outcome 1: To acquire a strong foundation of knowledge in the organizational, policy, economic, and social factors that influence health services delivery.
Measure: Students’ qualifying comprehensive examination, which addresses organizational, policy, economic, and social factors that influence health services delivery.
Criterion: At least 80% of Ph.D. students will pass the Qualifying Comprehensive Examination.
Assessment: Outcomes will be assessed every year beginning in Fall 2008.

Outcome 2: To acquire foundational and advanced research skills which result in the ability to develop an independent research project.
Measure: Oral defense of dissertation proposal.
Criterion: At least 80% of students will successfully complete an oral defense for a dissertation proposal, demonstrating knowledge in a cognate area and research skills necessary to conduct independent research.
Assessment: Outcomes will be assessed every year beginning in Fall 2009.

Outcome 3: To demonstrate the ability to complete an independent research project.
Criterion: At least 75% of doctoral students will successfully complete an oral defense of their dissertation, demonstrating foundational and advanced knowledge of the health services dissertation topic, advanced skills in health services research, and ability to advance the field through independent research.
Assessment: Outcomes will be assessed every year beginning in Fall 2009.

Outcome 4: To demonstrate oral and written communication skills appropriate for the dissemination of knowledge in health services to both academic and professional/practitioner audiences.
Measure: Number of students who submit articles to refereed journals or presentations to national professional conferences.
Criterion: Prior to graduating from program, 100% of students will have either a manuscript accepted for publication in a refereed journal or will have presented a paper at a national professional conference.
Assessment: Outcomes will be assessed every year beginning in Fall 2008.

IV. FACULTY AND ORGANIZATION

A. Who will provide academic direction and oversight for the program? [This might be a department, a departmental subgroup, a list of faculty members, or some other defined group.]

The proposed Ph.D. in Health Services will be managed by the Department of Health Services Administration. The HLSA Department currently has 6 FTE faculty. Four are tenured/tenure track. These 4 faculty members have doctoral degrees and backgrounds in health services, organizational development, public health, health policy, health care finance, and long term care. Two additional research faculty from the Center on Aging with appropriate degrees in health care administration, organizational leadership, and organizational development will augment the faculty and assist in teaching, research, and thesis committees. These research faculty have some teaching responsibilities as part of their appointments, including supervising students in the Graduate Gerontology Certificate Program. Recent appointees to the Dean’s Office will also participate in the proposed program. Three new associate and assistant deans with credentials in health care law, health services, and health policy have expressed a willingness to assist with teaching and research and serve on doctoral committees. Additionally, there are three Ph.D. faculty in the College of Health and Human Performance with health services background who have agreed to participate on doctoral committees.
Health Services Administration Faculty Scheduled to Teach in the Proposed PhD Program

Tracey T. Manning, PhD, Research Associate Professor, Center on Aging
  Teaching/research focus: health care leadership
  Course: To Be Determined

Lori Simon-Rusinowitz, PhD, MPH, Associate Professor, HLSA
  Teaching/research focus: health policy, disability studies
  Course: HLSA 765 Oral and Written Communications

Cynthia Saunders, PhD, MPH, Assistant Professor, HLSA
  Teaching/research focus: health policy, qualitative methods, health services research
  Course: HLSA 780 Qualitative Methods for Health Services

Judith Shinogle, PhD, MSc, Assistant Professor, HLSA
  Teaching/research focus: health economics, neuro-economics, health services research
  Course: HLSA 790 Advanced Health Services Research

Sharon P. Simson, PhD, MSHA, Research Professor, Center on Aging
  Teaching/research focus: health services administration, long term care administration
  Course: To Be Determined

Laura B. Wilson, PhD, Professor and Director of the Center on Aging; Chair, HLSA
  Teaching/research focus: health policy, long term care administration
  Course: To Be Determined

B. If the program is not to be housed and administered within a single academic unit, provide details of its administrative structure.

Not applicable. All classes will be housed and administered within the Department of Health Services Administration.

V. OFF CAMPUS PROGRAMS

A. If the program is to be offered to students at an off-campus location, with instructors in classrooms and/or via distance education modalities, indicate how student access to the full range of services (including advising, financial aid, and career services) and facilities (including library and information facilities, and computer and laboratory facilities if needed) will be assured.

Not applicable. All classes will be offered on the UMCP campus.

B. If the program is to be offered mostly or completely via distance education, you must describe in detail how the concerns in Principles and Guidelines for Online Programs are to be addressed.

Not applicable. No part of the program will be offered via distance education.

VI. OTHER ISSUES

A. Describe any cooperative arrangements with other institutions or organizations that will be important for the success of this program.
The College of Health and Human Performance at UMCP has established a Memorandum of Understanding to share resources with the School of Public Health at the University of Maryland at Baltimore (UMB). UMCP and UMB will share academic resources, fund seed grants to support inter-institutional research, and make courses available to graduate students from both campuses. HLHP is currently creating a Memorandum of Understanding with Prince George’s County Health Department to develop graduate student internships and to collaborate on health research and demonstration projects that will benefit county residents.

B. Will the program require or seek accreditation? Is it intended to provide certification or licensure for its graduates? Are there academic or administrative constraints as a consequence?

The proposed School of Public Health will seek accreditation from the Council on Education for Public Health (CEPH), which will review all academic programs and accredit the School. CEPH is an independent agency, recognized by the U.S. Department of Education, which accredits schools and programs of public health. CEPH accreditation will ensure students, employers, and the general public that UMCP’s new graduate programs meet the highest standards for education in public health.

VII. COMMITMENT TO DIVERSITY

Identify specific actions and strategies that will be used to recruit and retain a diverse student body.

The Department of Health Services Administration will work closely with the HLHP Assistant Dean for Diversity and the Director of the UMCP Graduate Office of Recruitment, Retention, and Diversity, to attract students from underrepresented groups to the new Ph.D. program in Health Services. Faculty will recruit prospective students at national and regional professional conferences, including annual meetings of the American Public Health Association and Academy Health. The Department will host campus visits of prospective students from targeted minority institutions, including the historically black colleges in Maryland and the surrounding region. Faculty will also seek help from colleagues on other campuses in identifying minority graduate students who may be interested in the Maryland program and its research foci.

VIII. REQUIRED PHYSICAL RESOURCES

The establishment of this doctoral program is within the context of the creation of the proposed School of Public Health. In order to achieve accreditation by the Council on Education for Public Health, the proposed School of Public Health must include three doctoral degrees, each in a core discipline of public health. Health services is one of the core disciplines (epidemiology, biostatistics, health services, health behavior and environmental health) and will complete one of the three doctoral program requirements along with the current doctorate in public and community health (public health behavior) and the proposed doctorate in epidemiology.

The proposed doctorate can be implemented in accordance with Section 11 206.1 in which programs developed under this provision can be implemented within existing resources of the campus. In proceeding with the submission of this program, the institution’s president certifies that no new general funds will be required for the implementation of this doctoral program.

A. Additional library and other information resources required to support the proposed program.
The attached memorandum from the Library’s Collection Management Team describes existing library holdings and new library resources needed for the Maternal and Child Health Ph.D. program. The Provost will provide funding to meet library needs for this doctoral program.

B. Additional facilities, facility modifications, and equipment that will be required. This is to include faculty and staff office space, laboratories, special classrooms, computers, etc.

The Department has adequate space in HHP to house new faculty and doctoral students in the doctoral program. The College’s existing classroom facilities will be used to teach new doctoral courses. Each of the departments has a technology cart (with a minimum of sixteen laptop computers), which will be used to provide students with training in advanced information technologies. No laboratories or computer labs are needed to operate the program.

C. Impact, if any, on the use of existing facilities and equipment. Examples are laboratories, computer labs, specially equipped classrooms, and access to computer servers.

See response to VIII.B above.

IX. RESOURCE NEEDS and SOURCES

Describe the resources that are required to offer this program, and the source of these resources. Project this for five years. In particular:

A. List new courses to be taught, and needed additional sections of existing courses. Describe the anticipated advising and administrative loads. Indicate the personnel resources (faculty, staff, and teaching assistants) that will be needed to cover all these responsibilities.

The faculty of the Center on Aging who are now tenured as faculty of the Department of Health Services Administration have been successful in acquiring external research funding at an annual rate per FTE faculty member of approximately one million dollars. These funds have supported an average of 4-6 graduate students per year. These students came from other departments in the College and University. The expected continuation and expansion of this capability to support the Department’s own graduate students is expected and should serve to cover a number of students in the program. Tuition revenues will serve to augment the program’s ability to fulfill its mission and goals. The faculty of the program will aggressively pursue additional external research and fellowship funds (especially those accessible only to accredited Schools of Public Health), private donations, and funds generated by entrepreneurial activities in order to augment the capacities of the Department and the proposed doctoral program.

B. List new faculty, staff, and teaching assistants needed for the responsibilities in A, and indicate the source of the resources for hiring them.

Faculty resources of the Department of Health Services Administration (as described herein) are adequate to cover the size of the doctoral program proposed. All courses necessary can be taught by current Health Service faculty, faculty in the proposed School of Public Health, or are electives which may be drawn from other disciplines within the School. Reallocated funds from the Center on Aging created the Department of Health Services Administration along with allocations requested by the Dean as a part of the development of the proposed School of Public
Health. No additional allocations for administrative or faculty support beyond those submitted as a part of establishing the new Department of Health Services Administration (effective July 1, 2006) are requested.

The HLSA PhD program will be supported, in part, by tuition revenue from new Ph.D. students. HLSA has requested funds for 8 2-year Graduate Assistantships from the Dean of HLHP over the 5-year period between 2007-2012. These Graduate Assistantships will come from funds provided to the College/School by the Provost when specific milestones are met in new graduate student enrollments. Soft money support will be provided in the initial years of the program, to be incrementally replaced by hard money allocations when program milestones are met (see page 19, School of Public Health proposal). Graduate Fellowships for the HLSA Ph.D. program will be sought over the same period of time from the Dean of the Graduate School. We also anticipate that this new Ph.D. program will increase our ability to attract research funding and an MCH training grant.

HLSA’s most important need associated with implementation of the MCH Ph.D. program is for additional Graduate Assistantships. These GA positions are entered on MHEC Table 2, Expenditures, as “Support Staff” expenses. These positions will enable the Department to be competitive in recruiting the most outstanding students.

C. Some of these teaching, advising, and administrative duties may be covered by existing faculty and staff. Describe your expectations for this, and indicate how the current duties of these individuals will be covered, and the source of any needed resources.

As described above, teaching, advising, and administrative duties will be handled by existing faculty members and existing administrative staff. HLSA faculty members have proposed the new courses as described in another section of this proposal. College faculty teaching in our School can also accommodate additional public health students in their courses.

D. Identify the source to pay for the required physical resources identified in Section XII above.

HLSA will not request additional physical resources in HHP. If minor renovations are required for existing facilities (e.g., carpeting), the Department will cover this expense. The Department will draw on DRIF and summer school/winterterm revenues to provide telephones and office furniture for these offices.

E. List any other required resources and the anticipated source for them.

As with Ph.D. programs in our School, the Department will annually provide some financial support to doctoral students who present their work at professional conferences. The Department will also commit some funds to advertising the new program, especially in the first two years. This support, projected will come from HLSA DRIF funds and summer school/winterterm revenue.

F. Provide the information requested in Table 1 and Table 2 (for Academic Affairs to include in the external proposal submitted to USM and MHEC).
**MHEC TABLE 1: RESOURCES HLSA PhD Program**

<table>
<thead>
<tr>
<th>Resource Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Reallocated Funds</td>
<td>$138,757</td>
<td>$173,707</td>
<td>$193,855</td>
<td>$229,209</td>
<td>$249,778</td>
</tr>
<tr>
<td>a. Department</td>
<td>$92,779</td>
<td>$96,490</td>
<td>$100,349</td>
<td>$104,363</td>
<td>$108,538</td>
</tr>
<tr>
<td>b. HLHP</td>
<td>$5,000</td>
<td>$5,200</td>
<td>$5,408</td>
<td>$5,624</td>
<td>$5,849</td>
</tr>
<tr>
<td>c. Total Benefits*</td>
<td>$25,978</td>
<td>$27,017</td>
<td>$28,098</td>
<td>$29,222</td>
<td>$30,391</td>
</tr>
<tr>
<td>c. UMCP Graduate School / Provost</td>
<td>$15,000</td>
<td>$45,000</td>
<td>$60,000</td>
<td>$90,000</td>
<td>$105,000</td>
</tr>
<tr>
<td>2. Tuition/Fee Revenue</td>
<td>$24,240</td>
<td>$54,540</td>
<td>$78,780</td>
<td>$81,500</td>
<td>$101,040</td>
</tr>
<tr>
<td>(c+g below)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. # Full Time Students</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>8</td>
<td>11</td>
</tr>
<tr>
<td>b. Annual Tuition/Fee Rate*</td>
<td>$9,090</td>
<td>$9,090</td>
<td>$9,090</td>
<td>$9,090/$1,360</td>
<td>$9,090/$1,360</td>
</tr>
<tr>
<td>c. Total Full Time Revenue (a x b)</td>
<td>$18,180</td>
<td>$36,360</td>
<td>$54,540</td>
<td>$57,260</td>
<td>$76,800</td>
</tr>
<tr>
<td>d. # Part Time Students</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>e. Credit Hour Rate</td>
<td>$505</td>
<td>$505</td>
<td>$505</td>
<td>$505</td>
<td>$505</td>
</tr>
<tr>
<td>f. Annual Credit Hours</td>
<td>12</td>
<td>36</td>
<td>48</td>
<td>48</td>
<td>48</td>
</tr>
<tr>
<td>g. Total Part Time Revenue (d x e x f)</td>
<td>$6,060</td>
<td>$18,180</td>
<td>$24,240</td>
<td>$24,240</td>
<td>$24,240</td>
</tr>
<tr>
<td>3. Grants, Contracts, and Other</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>External Sources</td>
<td>$0</td>
<td>$0</td>
<td>$15,000</td>
<td>$15,600</td>
<td>$16,224</td>
</tr>
<tr>
<td>4. Other Sources: UMCP Provost - Library</td>
<td>$6,590</td>
<td>$7,117</td>
<td>$7,687</td>
<td>$8,302</td>
<td>$8,966</td>
</tr>
<tr>
<td>TOTAL (Add 1 - 4)</td>
<td>$169,587</td>
<td>$235,364</td>
<td>$295,322</td>
<td>$334,611</td>
<td>$376,007</td>
</tr>
</tbody>
</table>

*Annual tuition based on 80% in-state plus 20% out-of-state rates for an average of $505/credit x 18 credit hours per student in first two years; tuition candidacy for two years at resident rate of $1,360/year ($680/semester)
## MHEC TABLE 2: EXPENDITURES HLSA PhD Program

<table>
<thead>
<tr>
<th>Expenditure Categories</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Year 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Faculty (b+c below)</td>
<td>$110,309</td>
<td>$114,721</td>
<td>$149,137</td>
<td>$155,103</td>
<td>$161,307</td>
</tr>
<tr>
<td>a. FTE</td>
<td>1.00</td>
<td>1.00</td>
<td>1.25</td>
<td>1.25</td>
<td>1.25</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$86,179</td>
<td>$89,626</td>
<td>$116,513</td>
<td>$121,174</td>
<td>$126,021</td>
</tr>
<tr>
<td>c. Total Benefits*</td>
<td>$24,130</td>
<td>$25,095</td>
<td>$32,624</td>
<td>$33,929</td>
<td>$35,286</td>
</tr>
<tr>
<td>2. Admin Staff (b+c below)</td>
<td>$8,448</td>
<td>$8,786</td>
<td>$9,137</td>
<td>$9,503</td>
<td>$9,883</td>
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<tr>
<td>a. FTE</td>
<td>0.20</td>
<td>0.20</td>
<td>0.20</td>
<td>0.20</td>
<td>0.20</td>
</tr>
<tr>
<td>b. Total Salary</td>
<td>$6,600</td>
<td>$6,864</td>
<td>$7,139</td>
<td>$7,424</td>
<td>$7,721</td>
</tr>
<tr>
<td>c. Total Benefits</td>
<td>$1,848</td>
<td>$1,922</td>
<td>$1,999</td>
<td>$2,079</td>
<td>$2,162</td>
</tr>
<tr>
<td>3. Support Staff (b+c below)</td>
<td>$24,090</td>
<td>$72,270</td>
<td>$96,360</td>
<td>$144,540</td>
<td>$168,630</td>
</tr>
<tr>
<td>a. FTE</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
<td>1.00</td>
</tr>
<tr>
<td>b. Total Salary**</td>
<td>$15,000</td>
<td>$45,000</td>
<td>$60,000</td>
<td>$90,000</td>
<td>$105,000</td>
</tr>
<tr>
<td>c. Total Benefits***</td>
<td>$9,090</td>
<td>$27,270</td>
<td>$36,360</td>
<td>$54,540</td>
<td>$63,630</td>
</tr>
<tr>
<td>4. Equipment</td>
<td>$10,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>5. Library</td>
<td>$6,590</td>
<td>$7,117</td>
<td>$7,687</td>
<td>$8,302</td>
<td>$8,966</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>
</tr>
<tr>
<td>7. Other Expenses</td>
<td>$5,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$12,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>TOTAL (Add 1 - 7)</td>
<td>$174,437</td>
<td>$217,894</td>
<td>$277,321</td>
<td>$334,447</td>
<td>$365,785</td>
</tr>
</tbody>
</table>

* Fringes calculated at 28% for Faculty
** This figure includes Graduate Assistantship stipends only
*** This figure includes tuition remission only and is calculated at #FTE x $505/credit x 18 credits/year
References


