



Indiana State  
Department of Health  
*An Equal Opportunity Employer*

Mitchell E. Daniels, Jr.  
*Governor*

Judith A. Monroe, M.D.  
*State Health Commissioner*

January 4, 2010

G. Marie Swanson, Ph.D., MPH  
Associate Vice Chancellor for Public Health  
Chair, Department of Public Health  
Indiana University School of Medicine  
714 N. Senate Avenue, Suite 250  
Indianapolis, IN 46204

Dear Dr. Swanson:

I am writing to voice my support of the Department of Public Health's proposal to establish a new PhD program in health policy and management. I also would be happy to serve as a member of the Advisory Board when the program receives final approval from the Indiana Commission for Higher Education.

As the State Health Commissioner, I appreciate the value of sound public policy as a tool to improve the public's health. In Indiana, we face many complex health problems, ranging from the H1N1 epidemic, to high rates of obesity and smoking, to the delivery of care to those who are in need. The program you are proposing will fill an important gap in our academic public health educational opportunities that will only strengthen the Hoosier public health workforce.

I am especially pleased that the proposed program builds on the existing expertise in health policy and management at IUPUI. We have long turned to faculty from across the IUPUI campus for help on projects, and this new program will help to organize intellectual resources and increase our capacity to develop sound and effective health policies. I am especially intrigued by the proposed workshop and practicum experiences that will involve advanced doctoral students in real-world projects, and we look forward to involve students and faculty in projects here at the Indiana State Department of Health.

You and your team of faculty have pulled together an outstanding application, and I am delighted to express my strong support of the program you are proposing.

Sincerely,

JUDITH A. MONROE, M.D.  
STATE HEALTH COMMISSIONER



## SCHOOL OF MEDICINE

INDIANA UNIVERSITY  
Office of the Dean

December 18, 2009

G. Marie Swanson, Ph.D., M.P.H.  
Associate Vice Chancellor for Public Health  
Professor and Chair  
Department of Public Health  
IU School of Medicine  
714 N. Senate Avenue, EF250  
Indianapolis, Indiana 46202

Dear Marie:

I am delighted to strongly endorse your proposal to establish a new Ph.D. program in health policy and management and further expand opportunities for doctoral level training in the health sciences. This program's importance extends well beyond the School of Medicine and the graduates of your department's MPH program. I am confident that this new doctoral program will be of considerable interest to the other health professions on this campus, including nursing, dentistry, rehabilitation sciences and pharmacy.

Taking graduate offerings to the doctoral level in health policy and management will benefit Indiana University, IUPUI, and the School of Medicine in many ways:

- offering graduates a new program of great interest, importance and opportunity;
- enhancing the research capacity of the IU School of Medicine and IUPUI;
- bringing us one step closer to meeting the criteria needed to establish a school of public health;
- strengthening academic public health on our campus and in Indiana; and
- enhancing educational collaborations by bringing faculty together to teach in this program from across the School of Medicine and other IUPUI schools.

A major new Indiana initiative is the Indiana Clinical and Translational Sciences Institute (ICTSI), which has a primary goal to strengthen life sciences collaborations in translational research and education throughout the state of Indiana and reaching into neighboring states, as well. Health policy and management is a core public health discipline and a key to the success of translational research; thus I know that this new program will further strengthen our CTSI as we already plan for its renewal in four years. This new program also will help be more competitive in our efforts to recruit faculty both in health policy and management and in translational science, since having the opportunity to train doctoral students is critical to our ability to recruit.

More generally, I believe this new program will help the State of Indiana. The problems within our health care system are complex, and the ongoing debate over health reform have highlighted the critical need for rigorous research on the quality and distribution of health services as well as the organization of our delivery systems. This new program will help to prepare a new generation of leaders and researchers in making our health care system more efficient and effective.

This is a time when expanding doctoral level training is of considerable importance. I am pleased that your department has taken the leadership to plan and establish this new doctorate.

Sincerely,

A handwritten signature in dark ink, appearing to read 'D. Brater', with a stylized flourish at the end.

D. Craig Brater, M.D.  
Dean and Walter J. Daly Professor,  
Indiana University School of Medicine



## INDIANA UNIVERSITY

SCHOOL OF NURSING

January 6, 2010

Eric R. Wright, Ph.D.  
Director, Center for Health Policy  
Professor, Department of Public Health, Indiana University School of Medicine  
Indiana University-Purdue University Indianapolis (IUPUI)  
410 West 10th Street, Suite 3100  
Indianapolis, Indiana

Dear Dr. Wright,

I am pleased to write this letter of strong support for the proposed PhD program in Health Policy and Management. The preparation of researchers and scholars in health policy is so critical to our ability to translate research into programs that can have an impact on the health and well being of Indiana's citizens. This is clearly an area in which there exist gaps in terms of preparation of future leaders, despite the considerable faculty talent at IUPUI. The program offerings in terms of courses are very strong in terms of relevance. I clearly envision some of the PhD and DNP students in nursing taking advantage of building a minor concentration in health policy, while others will certainly access the many substantive courses listed in the curriculum. I understand that you have been communicating with several of our faculty including Drs. Belcher, Wheeler and Riner as the program was being developed. Additionally, many of our NIH funded researchers' programs of research will clearly have an impact of health policy as health care reform moves forward (e.g., cancer screening, health interventions in the community, cost effectiveness of chronic illness management interventions). I am certain they would also be interested in being involved in various aspects of the program as it evolves. I am pleased to support the inception of this program and believe it will make a significant contribution to the depth and breadth of doctoral program offerings at Indiana University.

Sincerely,

Marion E. Broome, PhD, RN, FAAN  
Dean and Distinguished Professor  
Indiana University School of Nursing



## INDIANA UNIVERSITY

SCHOOL OF DENTISTRY

Office of the Dean  
IUPUI

January 4, 2010

G. Marie Swanson, Ph.D., MPH  
Associate Vice Chancellor for Public Health  
Chair, Department of Public Health  
Indiana University School of Medicine  
714 N. Senate Avenue, Suite 250  
Indianapolis, IN 46204

Dear Dr. Swanson:

I am writing this letter in strong support of your Department's application to establish a new PhD program in health policy and management at IUPUI. The health problems we face in Indiana are both numerous and complex. More important, solving these problems will require careful research that can help to design health policies that will support and encourage Hoosiers.

It is my understanding that the program you propose will be the first of its kind in the State of Indiana. More important, it will complement and pull together many existing health-related educational and research programs at IUPUI, the academic health science center for Indiana University.

The proposed Ph.D. is designed to prepare public health and health care leaders to: a) carry out independent, original research in health policy and management; b) apply health research skills to address domestic and international problems in health policy and management; c) translate health research into policy and practice; d) equip graduates for successful careers in academia as well as the public and private sectors; and, e) educate the next generation of students and the public about health policy and management. More importantly, it is designed for advanced graduate students who wish to be prepared to study and take leadership roles in health policy, health services, and health care management across the state, nationally, and internationally.

The Indiana University School of Dentistry (IUSD) is an important and integral member of the family of health professions schools of IU located on the campus of IUPUI. Our faculty, staff and students participate in providing a broad range of oral health care to the citizens of Central Indiana, in part through our own independent activities and in part through powerful strategic partnerships such as the one we have with Wishard Health Services. Moreover, we have a long history of enthusiastic and meaningful participation in public health efforts focused on oral health locally, nationally and internationally. We have one of the world's premier centers in preventive dentistry and cariology research and our contributions to prevention have been part of one of the biggest success stories in the history of public health. Our efforts would be magnified manifold, however, by the presence on our campus of a Ph.D. program such as you propose. I

am also confident that we will have graduates and faculty who would be interested in expanding their knowledge, credentials and impact in the area of health policy and management with a focus on oral health. Finally, in addition to our local efforts we have a strong international bent in the widespread interest of our faculty and students in making a difference in the level of oral health in disadvantaged populations abroad.

In summary, I strongly support your proposal and look forward to such a program which could really both benefit and benefit from a focus on oral health. Please let me know if I can provide any further information or answer any questions. Thank you for the opportunity to support this proposal.

Sincerely yours,

A handwritten signature in black ink, appearing to read "L. Goldblatt", with a stylized flourish at the end.

Lawrence I. Goldblatt, DDS, MSD  
Dean



## SCHOOL OF SOCIAL WORK

INDIANA UNIVERSITY

Electronic Letterhead

January 4, 2010

Dr. Eric R. Wright  
Department of Public Health  
IUPUI  
410 West 10<sup>th</sup> St., Suite 3100  
Indianapolis, IN 46202

Dear Dr. Wright:

I am pleased to provide this letter of support for the proposed Ph.D. in Health Policy and Management. This new Ph.D. Health Policy and Management Program is designed for advanced graduate students who want to be prepared to conduct research and take leadership roles in health policy, health services, and health care management. Students in this Program will be educated to become researchers, policy makers, and administrators in universities, government, and private and not-for-profit agencies.

The health care field is changing rapidly and experts are needed to manage this change. Therefore, I support the development and approval of this new Ph.D. in Health Policy and Management.

Sincerely,

Michael A. Patchner, Ph.D.  
Dean and Professor



**SCHOOL OF HEALTH  
AND REHABILITATION  
SCIENCES**

INDIANA UNIVERSITY  
IUPUI

January 4, 2010

Eric R. Wright, Ph.D.  
Director, Center for Health Policy  
Professor, Department of Public Health, Indiana University School of Medicine  
Indiana University-Purdue University Indianapolis (IUPUI)  
410 West 10th Street, Suite 3100  
Indianapolis, Indiana 46202

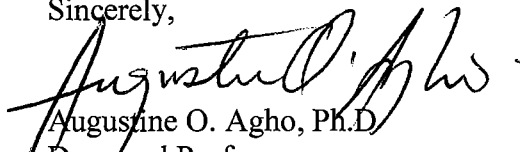
Dear Dr. Wright:

On behalf of the faculty of the IU School of Health and Rehabilitation Sciences, I support your effort to establish a Doctor of Philosophy program in Health Policy and Management on the IUPUI campus.

The proposed Ph.D degree in Health Policy and Management is aligned with the mission of IUPUI to be "Indiana's urban research and academic health sciences campus." The implementation of degree program will increase the diversity of graduate programs and enhance the capacity of the campus to attract talented graduate students and faculty. I concur with your overall assessment that health policy and management are important tools to improve and enhance our public health system. Graduates of the proposed program will be prepared to assume teaching and research positions at research intensive academic institutions and other important leadership positions in public and private sectors.

I look forward to partnering with you to develop and implement the program. Please do not hesitate to contact me if there is anything I need to do to further demonstrate my support.

Sincerely,

  
Augustine O. Agho, Ph.D.  
Dean and Professor  
School of Health and Rehabilitation Sciences



**SCHOOL OF PHYSICAL  
EDUCATION AND  
TOURISM MANAGEMENT**

INDIANA UNIVERSITY  
IUPUI

January 4, 2010

Dr. Eric Wright  
Professor  
Department of Public Health  
IUPUI

Dear Eric:

I am happy to support your proposal for a Ph.D. program in health policy and management. As I have communicated to you in separate email conversation, I see great merit in the creation of this program. Additionally, I see numerous ways in which the School of Physical Education and Tourism Management's exercise science focus might be able to contribute to this program and look forward to engaging in some substantive conversations as the program moves toward inception.

Best wishes for a smooth approval process – this program will further enhance our graduate program offerings here at IUPUI.

Sincerely,

Jay Gladden, Ph.D.  
Dean



## SCHOOL OF LIBERAL ARTS

INDIANA UNIVERSITY  
Office of the Dean  
IUPUI

January 14, 2010

G. Marie Swanson, Ph.D., MPH  
Associate Vice Chancellor for Public Health  
Chair, Department of Public Health  
Indiana University School of Medicine  
714 N. Senate Avenue, Suite 250  
Indianapolis, IN 46204

Dear Dr. Swanson:

I am writing this letter in support of your Department's application to establish a new PhD program in health policy and management at IUPUI. The health problems we face in Indiana are numerous and complex, and solving these problems will require careful research that can help to design health policies that will support and encourage Hoosiers.

As I understand it, the proposed Ph.D. is designed for advanced graduate students who wish to be prepared to study and take leadership roles in health policy, health services, and health care management across the state, nationally, and internationally. More specifically, it is designed to prepare public health and health care leaders to: a) carry out independent, original research in health policy and management; b) apply health research skills to address domestic and international problems in health policy and management; c) translate health research into policy and practice; d) equip graduates for successful careers in academia as well as the public and private sectors; and, e) educate the next generation of students and the public about health policy and management.

The program you propose will be the first of its kind in the State of Indiana. More important, it will complement existing health-related educational and research programs at IUPUI, the academic health science center for Indiana University. To the extent it helps contribute to public health in Indiana, it furthers the mission of the campus and the university in that respect as well.

Sincerely,

William Blomquist  
Dean and Professor

**IUPUI**  
**SCHOOL OF SCIENCE**  
A PURDUE UNIVERSITY SCHOOL  
Indianapolis

January 9, 2009

G. Marie Swanson, PhD, MPH  
Associate Vice Chancellor for Public Health  
Chair, Department of Public Health  
Indiana University School of Medicine  
714 N. Senate Avenue, Suite 250  
Indianapolis, IN 46204

Dear Dr. Swanson:

I am pleased to offer my strong support for your Department's proposal to establish a new PhD program in health policy and management at IUPUI. The proposed program will be the first such program in the State of Indiana, and it will complement and build on the many existing health-related educational and research programs at IUPUI. It is therefore a perfect fit with IUPUI's mission as the academic health and life sciences center of Indiana.

I understand that the proposed program will prepare graduates for successful careers in academia as well as in the public and private sectors. It is specifically designed to train and prepare future public health and health-care leaders to carry out independent and original research in domestic and international health issues, and to translate such research into sound public health policies as well as effective management practices. The current national debate on health-care reform and the increasing recognition of the impact that sound health policies can have on our nation's economy further underscore the timely relevance of the proposed program.

As a state, Indiana thus far has not been known for being at the forefront in promoting the overall health of its citizenry. Indeed, the health problems faced by Hoosiers are both numerous and complex. If left unattended, these problems will have a very negative long-term impact on the state's economy. The proposed program can therefore play a pivotal role in helping formulate sound public health policies in support of the state's ongoing effort to develop a new and robust 21<sup>st</sup> century economy.

Please do not hesitate to contact me if I can be of assistance to your effort in any other way.

Sincerely,



Bart S. Ng  
Acting Dean, School of Science  
M. L. Bittinger Chair Professor of Mathematical Sciences



## SCHOOL OF INFORMATICS

INDIANA UNIVERSITY  
IUPUI

January 4, 2009

G. Marie Swanson, Ph.D., MPH  
Associate Vice Chancellor for Public Health  
Chair, Department of Public Health  
Indiana University School of Medicine  
714 N. Senate Avenue, Suite 250  
Indianapolis, IN 46204

Dear Dr. Swanson:

I am writing this letter in support of your Department's application to establish a new Ph.D. program in Health Policy and Management at IUPUI.

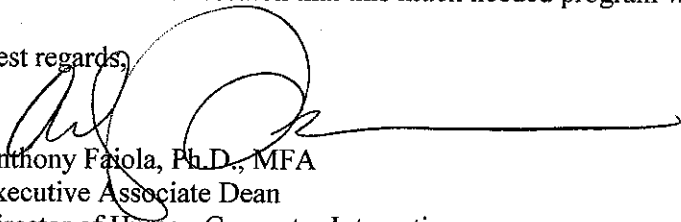
As I understand it, the program you propose will be the first such program in the State of Indiana. More important, it will complement and pull together many existing health-related educational and research programs at IUPUI, the academic health science center for Indiana University. Moreover, I believe there will be many opportunities for collaboration with our Informatics research faculty, given the exciting frontiers in health policy and health informatics.

Based on the materials I have reviewed from your office, the proposed Ph.D. is designed to prepare public health and health care leaders to: a) carry out independent, original research in health policy and management; b) apply health research skills to address domestic and international problems in health policy and management; c) translate health research into policy and practice; d) equip graduates for successful careers in academia as well as the public and private sectors; and, e) educate the next generation of students and the public about health policy and management.

In summary, let me say that the health problems we face in Indiana are both numerous and complex. Solving these problems will require innovative thinking and advanced research methods that can help to design health policies that will support and encourage Hoosiers. The Ph.D. program you have proposed is positioned to meet these challenges. That is to say, it is designed for graduate students who wish to be prepared to study and take leadership roles in health policy, health services, and health care management across the state, the nation, and around the world.

I am delighted to provide this letter of support and look forward to many opportunities for collaboration in curriculum and research that this much needed program will afford.

Best regards,



Anthony Faiola, Ph.D., MFA  
Executive Associate Dean  
Director of Human-Computer Interaction  
Associate Professor of Informatics



**Indiana Public Health Association**  
P.O. Box 1705, Indianapolis, IN 46206  
(317) 221-2392 • Fax (317) 221-3006

January 6, 2010

Eric R. Wright, PhD  
Director, Center for Health Policy  
Professor and Division Director for Health Policy and Management  
Department of Public Health, IU School of Medicine  
410 W. Tenth St, Suite 3100  
Indianapolis, IN 46202

Dear Dr. Wright:

The Indiana Public Health Association (IPHA) is very glad to endorse the proposed PhD program in Health Policy and Management at the IU School of Medicine, Department of Public Health. IPHA completely agrees with you that expanding capacity and activity for research-based public health policy development is of the highest importance in Indiana.

From the knowledge we've gained through our own policy related activity, as well as reports from our members and recent assessments of the public health system in Indiana, we see the results, at both local and statewide levels, when policy makers make decisions – or fail to do so – in the absence of relevant and crucial data. In public health we believe that timely research supports responsive policy development and essential practice. But in Indiana, as elsewhere, that chain is often broken for want of reliable data and confident spokespersons.

As the proposed doctoral program reflects, the need for better informed policy development is not only to expand research but also to educate both students and the public about policy and management and thus to translate research into better practice. In fact, in our view, one of the most important outcomes of the new program will be that the public health community at large will benefit by becoming more confident and articulate advocates for improved policy and practice.

As you know, IPHA is embarking on an initiative to identify significant challenges in public health policy and to collaborate with partners in both academia and practice to generate research and recommendations for sound policy. Therefore, we are extremely enthused about the proposed PhD program in Health Policy and Management and eagerly look forward to opportunities to combine our resources to seek solutions for better public health in Indiana.

Sincerely,



Jerry King  
Executive Director