

**PROPOSAL FOR**  
**A DOCTOR OF PHILOSOPHY PROGRAM IN HEALTH POLICY AND MANAGEMENT**  
**ON THE INDIANAPOLIS CAMPUS**

**DEPARTMENT OF PUBLIC HEALTH**  
**INDIANA UNIVERSITY SCHOOL OF MEDICINE**

**INSTITUTION: Indiana University, Indianapolis (IUPUI)**

**SCHOOL: University Graduate School**

**DEPARTMENT: Public Health**

**DEGREE PROGRAM TITLE: Health Policy and Management**

**FORM OF RECOGNITION TO BE AWARDED/DEGREE CODE: Doctor of Philosophy (Ph.D.)**

**SUGGESTED CIP CODE: 44.0503**

**LOCATION OF PROGRAM/CAMPUS CODE: Indianapolis, IUPUI**

**PROJECTED DATE OF IMPLEMENTATION: August 2012**

**DATE PROPOSAL WAS APPROVED BY  
INSTITUTIONAL BOARD OF TRUSTEES:**

---

**SIGNATURE OF AUTHORIZING  
INSTITUTIONAL OFFICER**

---

**DATE RECEIVED BY COMMISSION FOR  
HIGHER EDUCATION**

---

**COMMISSION ACTION (DATE)**

## **A. ABSTRACT**

This document proposes that a Ph.D. degree in Health Policy and Management be offered on the Indianapolis (IUPUI) campus and administered by the Indiana University School of Medicine, Department of Public Health.

### **1. PROGRAM OBJECTIVE AND RATIONALE**

There is growing recognition that health policy and management are important tools in society's efforts to improve the public's health. As in other areas of public health, there is a critical shortage of scholars and leaders with training in advanced research methods, an appreciation of the bioethic that can be applied to improve the development and evaluation of health policy initiatives and organizations. The proposed Ph.D. is designed to develop and 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. As a core discipline within the field of public health, health policy and management focuses on *the creation of new knowledge and the application of research findings to improve the effectiveness of public health and health service organizations within and across the public, private, and non-profit sectors*. The Ph.D. in Health Policy and Management 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. Establishment of a Ph.D. program in Health Policy and Management on the IUPUI campus will strengthen our collaborations and enhance the Department of Public Health's competitiveness for external, peer-reviewed research support. Research indicates that graduates of this program will be in high demand across the state, nationally, and internationally.

### **2. UNIQUE FEATURES AND STRENGTHS OF THE PROGRAM**

As a center for health and life sciences research in Indiana, the IUPUI campus is the ideal location for a doctoral program in health policy and management. The program has been designed to build on and leverage existing research and teaching strengths on or near the IUPUI campus, in particular:

- Indiana University School of Medicine, the country's second largest medical school
- The Indiana State Department of Health
- The Marion County Health Department, the largest county health department in the country
- Clarian Health Partners, the Richard L. Roudebush Veterans Administration Medical Center, Wishard Hospital and Health Services
- A set of "feeder" Masters-level programs including
  - the Masters in Public Health (MPH) program health policy and management;
  - the Masters in Health Administration (MHA)
  - the Masters in Philosophy (MA) , which includes two separate but complementary concentrations in (a) Bioethics, and (b) International Research Ethics,
  - the Master of Laws (LLM) in Health Law in the IU School of Law (Indianapolis)

- several combined degree programs with existing emphases on aspects of health policy, including the MD/MA; MA/MPH; MD/JD; JD/MA
- a wide range of masters programs in health-focused or health-related related social and behavioral science
- The establishment of the Consortium for Health Policy, Law and Bioethics, an IUPUI Signature Center, in 2006.
- A set of research centers with portfolios that include components of health policy and management including
  - The Regenstrief Institute
  - The Indiana University Center for Bioethics
  - The Indiana University Center for Health Policy
  - The Center for Health Policy and Professionalism Research
  - The Hall Center for Law and Health

Taken collectively there has been a concerted effort to pull together and organize the faculty expertise on campus to support more advanced doctoral level education and expand research collaborations in health policy and management. The proposed doctoral program is a direct outgrowth of these efforts.

### **3. CLIENTELE TO BE SERVED**

This program is designed to meet the needs of full-time and part-time students. The main pool of potential applicants for the Ph.D. will be graduates of accredited masters degree programs in public health or other health-related disciplines; behavioral science; social science; law; public policy; public administration; philosophy; business or health administration. While it is expected that most applicants will have graduated from a previous post-graduate masters or professional degree program, students with baccalaureate level training along with substantial professional experience will be considered for admission to the program.

### **4. EMPLOYMENT POTENTIAL**

Graduates with a Ph.D. in health policy and management have the potential to be employed in research-focused academic institutions in the professoriate; in the life sciences industry including biotechnology, pharmaceutical and device industries; health care organizations (e.g., hospitals, nursing homes, long-term care facilities; community health clinics) ; health care systems; federal, state or local government agencies, programs and departments; health-related non-government agencies and community-based organizations; international health organizations, including NGOs, intergovernmental organizations; and public health advocacy organizations. According to the Institute of Medicine (IOM) report, titled *Who Will Keep the Public Healthy? Educating Public Health Professionals for the 21st Century*, the extent to which we are able to address the complex challenges of the 21st century depends, in large part, upon the quality and preparedness of our public health workforce, which, in turn, is dependent upon the relevance and quality of public health education. The Association of Schools of Public Health estimate that in order to reach the goal of having over 250,000 additional trained public health workers in the U.S. by 2020, schools and graduate programs of public health will have to increase their number of graduates three-fold over the next 12 years. More specifically, AcademyHealth, the leading professional organization in the field, projects that demand for doctorate-prepared professionals in health policy and management will be “robust” through 2020, as government, private industry, and non-profit organizations continue to invest resources in managing the growth in health care costs, implementing

health reforms mandated by federal and state lawmakers, and responding to emergent public health problems and crises.

## **B. PROGRAM DESCRIPTION**

### **1. INTRODUCTION**

The Ph.D. Health Policy and Management Program is designed for advanced graduate students who wish to be prepared to conduct research and take leadership roles in health policy, health services, and health care management. As a core discipline within the field of public health, health policy and management focuses on the creation of new knowledge and the application of research findings to improve the effectiveness of public health and health service organizations within and across the public, private, and non-profit sectors both domestically and internationally. The specific aims of the doctoral program are:

- a. To develop scholars who will carry out independent, original research in health policy and management;
- b. To prepare leaders to apply health research skills to address domestic and international problems in health policy and management;
- c. To teach researchers how to translate health research into policy and practice;
- d. To equip graduate for successful careers in academia as well as the public and private sectors; and
- e. To train professionals to educate future generations of students and the public about health policy and management.

At the Ph.D. level, students are trained to become scientific and policy leaders and administrators in academic, governmental, non-governmental, and industry settings. Graduates will be trained to develop and conduct health policy, health services, and health management research and to translate, apply, and communicate their findings to improve the public's health.

### **2. ADMISSION REQUIREMENTS**

Admission into the Ph.D. Program is based on completion of a baccalaureate degree, although it is anticipated that many applicants will have completed a post-baccalaureate degree in health or other health-related disciplines; behavioral science; social science; law; public policy; public administration; philosophy; business or health administration. Admission criteria will follow the policies and procedures of the IUPUI Graduate Office. Admission requirements include:

- a. Formal application to the Indiana University Graduate School;
- b. Resume or curriculum vita;
- c. Personal statement;

- d. Three letters of recommendation from people who can comment on the applicant's suitability for doctoral level studies (e.g., former professors, employers or other professionals involved in health policy and management);
- e. Personal interview;
- f. Competitive scores on the GRE, GMAT, MCAT, LSAT, or DAT;
- g. TOEFL score of 213 on the computer version (or iBT equivalent of 79) is required for applicants whose native language is not English;
- h. A cumulative GPA of at least a 3.0 on a 4.0 scale in all prior academic work and a letter grade of B or higher in all courses serving toward prerequisites, as documented by official transcripts from all colleges and universities attended.

**Prerequisite Coursework and/or Degrees.** Completion of a baccalaureate degree is required and professional experience in public health is preferred. It is anticipated that many applicants will have a post-baccalaureate degree in public health, other health related disciplines, behavioral or social science, law, or business or health administration.

**Selection Criteria.** Admission into the Ph.D. program will be determined by the Admissions Committee applying the following selection criteria:

- 1) *Scientific Leadership Potential:* Assessed by the applicant's resume / curriculum vita, personal statement, personal interview, and recommendation letters.
- 2) *Ability to Engage in Advanced Graduate Study:* Assessed by the applicant's personal interview, evaluation of letters of recommendation, overall grade point average in prior academic work, and competitive scores on the GRE, GMAT, MCAT, LSAT, or DAT.
- 3) *Learning Goals and Objectives:* Assessed by the applicant's personal statement and personal interview.

**Transfer Credit:** Upon review and recommendation of the Admissions Committee and with the approval of the Chair of the Department of Public Health, work taken for graduate credit at other institutions may be transferred in partial fulfillment of degree requirements. To be transferable, the course grade must be B or higher. Students entering the Ph.D. program directly from a baccalaureate program or from a masters or postgraduate program not in health policy and management will be required to complete the 90 credits of the Ph.D. program. Students who have a master's or postgraduate degree in public health, another health-related disciplines, behavioral or social science, law, or business or health administration may be able to transfer up to 18 credits of prior coursework into the program. Candidates for the Ph.D. must spend a minimum of two consecutive semesters during one academic year on the Indianapolis campus.

### 3. CURRICULUM

A total of 90 credit hours are required to complete the Ph.D. in Health Policy and Management. The curriculum consists of:

**Required Core Courses** (33 credit hours): All students must take a common core of 11 courses or 33 credit hours of coursework.

**Methods Courses** (9 credit hours): All students must take 9 credit hours of methods courses.

**Elective Courses** (9 credit hours): All students must take 9 credit hours of elective courses.

Note: Several new elective courses are being developed over a three year time period from 2010-2013.

**Minor Area** (12 credit hours): All students must complete a minor in any area related to a health and life science. The minor choice must be approved by the student's advisor. Examples of minors include: bioethics, international research ethics, biostatistics, epidemiology, health economics, medical sociology, medical anthropology, nursing administration, business administration, and bioinformatics. The minor must contain a minimum of four graduate level courses (12 credit hours) in the chosen area and comply with the minor requirements of the respective department/unit.

**Doctoral Research Seminars** (4 credit hours): All students will enroll in 4 doctoral research seminars; each seminar is 1 credit for a total of 4 credits.

**Dissertation** (23 credit hours): The remaining hours to total 90 will be guided research dissertation hours.

#### Competencies for the Doctoral Curriculum

Students who complete the PhD program in Health Policy and Management will be able to demonstrate mastery of the following skills and competencies:

1. Demonstrate in-depth knowledge of the history, structure, and operation of health care systems domestically and internationally;
2. Understand and apply bioethical principles and theories and utilize them in research, policy, and practice;
3. Design and conduct health policy and services research studies;
4. Access, manage and utilize administrative and other secondary data sources in research studies;
5. Prepare grant applications and manage research projects;
6. Analyze and evaluate health policies and programs;
7. Utilize and report the results of advanced quantitative and qualitative data analysis;

8. Interpret and report the findings of original research for scholarly audiences;
9. Translate and apply findings from original and existing research in policy and practice; and
10. Educate and train students and professionals about health policy and management.

The curriculum will include courses that currently exist on the IUPUI campus as well as courses that will be developed over the next three years. Course descriptions of the existing and planned courses are included in the Appendices. Faculty members who teach the existing courses listed in other departments have been contacted and will allow Ph.D. students in Health Policy and Management to enroll in their courses. Courses that students will need during their first year either currently exist or will be developed prior to the matriculation of the first cohort of doctoral students, which if this proposal is approved, would be in the Fall of 2012. The remaining courses will be developed by 2013.

Course	Course Needs to be Created	Course Exists on Campus	Semester Offered	Level of Course	Credit Hours	Core Competencies Addressed (in priority order)
<b>Required Core Courses = 33 credit hours</b>						
US Health Care: Systems, Policies and Ethical Challenges		PBHL H501 or PBHL P504	Fall, Spring	500	3	1,2
Seminar Contemporary. Health Policy and Management Challenges	PBHL H6XX		Spring	600	3	6,1
Health Economics		PBHL P514 or SPHA H514	Fall	600	3	1,3,4
Ethical, Legal, and Policy Issues in Public Health	PBHL P6XX		Fall	600	3	2,1,6
Global Perspectives on Health Policy and Health Systems	PBHL P6XX		Spring	600	3	1,3,6
Biostatistics for Public Health I		PBHL P651	Fall, Spring	600	3	3,4,7
Biostatistics for Public Health II		PBHL P652	Fall	600	3	3,4,7
Health Services Research Methods	PBHL P6XX		Fall	600	3	3,4,5,6,8
Health Outcomes and Evaluation Research	PBHL P6XX		Spring	600	3	3,4,5,6,7
Workshop in Health Policy and Management	PBHL H7XX		Fall	700	3	6,7,9,1
Practicum in Health Policy and Management	PBHL H7XX		Spring	700	3	9,10,7,2

<b>Choose 3 Courses from the Following List of Methods Elective Courses = 9 credit hours</b>						
Management Science for Health Administration		PBHL H521	Fall	500		3,4,7,3
Health Care Financial Management	PBHL H6XX		Spring	600	3	3,4,7,3
Application of Cost-Effectiveness Analysis in Public Health		PBHL 657	Spring	600	3	3,4,7
Applied Spatial Statistics		GEOG G588	Spring	500	3	3,4,7
Qualitative Methods		NURS R610 or SOC S659	Fall	600	3	3,4,7
Instrumentation and Measurement		NURS R601	Spring	600	3	3,4,7
Advanced Public Health Survey Methods	PBHL P6XX		Spring	600	3	3,4,7
Analysis of Cohort Studies		PBHL E720	Spring	700	3	3,4,7
Applied Multivariate Anal. in Pub Health w/Lab	PBHL P7XX			700	4	3,4,7
Organizational Research Methods	PBHL H6XX		Fall	600	3	3,4,7
<b>Choose 3 Courses from the Following List of Substantive Elective Courses = 9 credit hours</b>						
Health Care Strategic Management	PBHL H6XX		Fall	600	3	1,6,9
History of Public Health		PBHL P650	Fall, Spring	600	3	1,6
Ethical and Policy Issues in International Research		PHIL P555	Spring	500	3	2,1,6
Law and Public Health		LAW D761	Spring	700	3	1,6
Foundations of Health Informatics		INFO 530	Fall	500		1,6
Public Health Genomics	PBHL P7XX		Spring	700	3	1,2,6
Mental Health and Addictions Policy	PBHL P6XX			600	3	1,6
Long-Term Care Policy	PBHL P6XX			600	3	1,6
Topics in Health Policy and Management (Variable)		PBHL P650		600	3	1,6
Doctoral Level Directed Studies	PBHL P8XX			800	3	Variable

<b>Minor = 12 credit hours</b>				Variable	12	Variable
<b>Doctoral Research Seminars = 4 credit hours</b> (4 semesters of seminar @ 1 cr. hr. each = 4 cr. hrs.)	PBHL P7XX			700	4	7,8,9,10
<b>Dissertation Research = 23 credit hours</b>	PBHL P8XX			800	23	All
<b>Total Number of Credit Hours = 90 credit hours</b>					<b>90</b>	

## PhD in Health Policy and Management Sample Schedule

Year 1	Course	Title	Credits
Fall	PBHL H501 or P504	US Health Care: Systems, Policies and Ethical Challenges	3
	PBHL P514 or SPHA H514	Health Economics	3
	PBHL P651	Biostatistics for Public Health I	3
	PBHL P6XX	Health Services Research Methods	3
Spring	PBHL P6XX	Seminar in Contemporary Health Policy Challenges	3
	PBHL P652	Biostatistics for Public Health II	3
	PBHL P6XX	Global Perspectives on Health Policy and Health Systems	3
<b>Year 2</b>			
Fall	PBHL P6XX	Ethical, Legal, and Policy Issues in Public Health	3
	PBHL P652	Biostatistics for Public Health II	3
	PBHL P6XX	Methods Elective 1	3
Spring	PBHL P6XX	Health Outcomes and Evaluation Research	3
	PBHL P6XX	Methods Elective 2	3
	PBHL P6XX	Substantive Elective 1	3
<b>Year 3</b>			
Fall	PBHL P6XX	Workshop in Health Policy and Management	3
	PBHL P6XX	Substantive Elective 2	3
	TBD	Minor Course 1	3
Spring	PBHL P6XX	Practicum in Health Policy and Management	3
	PBHL P6XX	Substantive Elective 3	3
	TBD	Minor Course 2	3
<b>Year 4</b>			
Fall	TBD	Minor Course 3	3
	PBHL P6XX	Methods Elective 3	3
	PBHL P7XX	Doctoral Research Seminar	1
	PBHL P8XX	Dissertation Research	2
Spring	TBD	Minor Course 4	3
	PBHL P7XX	Doctoral Research Seminar	1
	PBHL P8XX	Dissertation Research	5
<b>Year 5</b>			
Fall	PBHL P7XX	Doctoral Research Seminar	1
	PBHL P8XX	Dissertation Research	8
Spring	PBHL P7XX	Doctoral Research Seminar	1
	PBHL P8XX	Dissertation Research	8

## **OTHER DEGREE REQUIREMENTS:**

### **a. Preliminary Examination**

The Preliminary Examination in Health Policy and Management will be taken during the summer after the first year or during the first semester after the first six core courses are completed. The exam will be based on material presented and covered in the first six courses, including the foundations and history of the US health care system and policy; global health and comparative health systems; contemporary challenges in health policy, law, and bioethics; and biostatistics. Traditionally, the preliminary exam is given in Health Policy and Management to ensure that students have a strong working competency regarding health systems and health policy as well as basic statistical methods before they proceed to more advanced course work and their dissertation project.

### **b. Ph.D. Advice and Mentoring**

The Department of Public health will assign each student an advisor who will have overall responsibility for mentoring the student throughout their time in the program. The advisor will also chair an advisory committee consisting of at least two health policy and management faculty. The advisory committee will be established no later than one year after admission to the Ph.D. program and will be responsible for approving the student's program of study and, in cooperation with the advisor, counsel the student until he or she passes the qualifying examination. Typically, the Ph.D. advisor will be one of the full-time faculty in health policy and management. Faculty who meet the IUPUI Graduate School guidelines will be eligible to serve as a dissertation advisor.

### **c. Qualifying Examinations**

The qualifying examination will cover the subject matter on which the dissertation work will be based and will be taken after the coursework for the Ph.D. has been satisfactorily completed. Students who fail the qualifying examination are normally allowed to retake it only once. The qualifying exam will consist of both written and oral components.

Students who have passed the qualifying examination must enroll each semester (excluding summer sessions) for dissertation credits. Once such students have accumulated 90 credit hours in completed course work and deferred dissertation credits, they may maintain continuous enrollment by enrolling in one credit of G901; G901 may be taken for no more than a total of six credits.

The Department of Public Health will monitor the students' progress toward the Ph.D. degree and will make recommendations to the University Graduate School regarding the nomination to candidacy, the appointment of a research committee, the defense of the dissertation, and the conferring of the Ph.D. degree.

### **d. Minor Area**

The student will select at least one minor area of emphasis. It must include at least four graduate level courses (minimum 12 credits) and comply with requirements of the respective minor department or program. The minor area must be approved by the student's doctoral committee.

**e. Dissertation**

The dissertation will be written on an original topic of research and presented as one of the final requirements for the Ph.D. degree. The student's dissertation research committee will be comprised of members of the graduate faculty. The chair of the dissertation research committee must be a regular faculty member in the Department of Public Health and a full member of the Graduate Faculty. The student will submit to the IUPUI Graduate Office, acting for the University Graduate School, a two-page prospectus of the dissertation research and the membership of the research committee at least six months before the defense of the dissertation for their approval. The membership of the students' advisory and dissertation committees may, but is not required to, overlap.

When the dissertation has been completed and approved by the dissertation research committee chair, the student will submit an unbound copy to each member of the research committee as the initial step to the dissertation defense.

After the committee has reviewed the dissertation, the decision to schedule the defense will be made. The student will then present and defend the dissertation orally in a public forum before the committee. Following the dissertation defense, all deficiencies must be adequately addressed to obtain approval by the dissertation research committee.

**f. Form of Recognition**

Students who successfully complete this program will receive an Indiana University degree of Doctor of Philosophy (Ph.D.) in Health Policy and Management, from the Indiana University Graduate School.

**g. CIP Code**

The suggested Classification of Instructional Programs 2010 (CIP) code is **44.0503**. The National Center for Education Statistics defines this CIP as:

**Title:** Health Policy Analysis.

**Definition:** A program that focuses on the systematic analysis of public policy issues related to domestic and international health and health care systems. Includes instruction in contemporary health issues and policies, politics and economics of health care delivery, epidemiology, public health, comparative and global health, medical law and ethics, statistical methods, and applications to specific public policy topics.

#### **4. PROGRAM ADMINISTRATION AND FACULTY**

##### **a. Program Administration**

The IUPUI Ph.D. Program in Health Policy and Management will be administered by the Department of Public Health of the Indiana University School of Medicine. Primary responsibility will reside with the Chair of the Department of Public Health, the Associate Chair for Academic Programs, and the Division Director for Health Policy and Management. Fiscal oversight will be provided by the Department of Public Health Business Manager.

##### **b. Program Faculty**

Standards for public health doctoral programs have been established in the accreditation criteria of the public health accrediting agency, the Council of Education for Public Health (CEPH). These standards were developed by representatives of the accredited schools and programs in public health. CEPH criteria for a doctoral program require a minimum of five full-time faculty. By fall semester of 2010, the Department of Public Health will have eight full-time faculty in health policy and management and another part-time and adjunct faculty.

In order to be an accredited public health doctoral program, the Council on Education for Public Health (CEPH) requires that these five full-time faculty be trained and experienced in the discipline to support it. While teaching resources may be drawn from other university departments and from professionals in practice settings, a central core of faculty to sustain the curricular requirements for the Ph.D. program will be ensured. These eight full-time faculty constitute the central core required by CEPH.

The Department of Public Health currently has three full-time health policy and management faculty. On July 1, 2010, the health administration and associated faculty will transfer from the School of Public and Environmental Affairs to the Department of Public Health and join the Division of Health Policy and Management. In September, 2010 one part-time faculty will become full-time. These changes will increase the PhD-trained faculty in health policy and management from three to eight beginning in the 2010-2011 academic-year.

It is predicted that each of the eight faculty members will dedicate between 25-40% of their time to the Ph.D. program. There are numerous faculty (full-time, part-time and adjunct) on the IUPUI campus and in the Indianapolis area (e.g., Indiana State Department of Health, Marion County Health Department, Clarian Health, St. Vincent's Health Systems) who currently support existing programs and who are committed to supporting doctoral teaching and research in health policy and management. The attached budget for this program reflects revenues associated with new student enrollment and external grants.

The proposed Ph.D. program in health policy and management will complement other graduate programs on campus and has the support of a number of other schools, as evidenced by the support letters from the following schools included in the appendix:

- IU School of Medicine
- IU School of Nursing
- IU School of Dentistry

- IU School of Allied Health and Rehabilitation Science
- IUPUI School of Liberal Arts
- IUPUI School of Science
- IU School of Social Work
- IU School of Informatics

The responses we have received from the full-time, part-time, and adjunct faculty enthusiastically endorsed a doctoral program in health policy and management. Several commented that they viewed the proposed program as a natural extension of campus-wide efforts to strengthen graduate education in health policy, law and bioethics, an effort that was formally recognized by the campus with the funding of the Consortium for Health Policy, Law, and Bioethics (<http://hplb.iupui.edu>), an IUPUI Signature Center.

The following faculty members have agreed to serve as faculty in the proposed Ph.D. Program in Health Policy and Management:

Name	Employer	Specialization	Dept. of Public Health Appointment	Academic Degree(s)	Funded Research in 2009-2010
<b>PRIMARY FACULTY (as of 8/1/2010)</b>					
Eric R. Wright	Dept. of Public Health	Health Policy and Management	Full-Time	Ph.D.	Yes
Alejandro Arrieta	Dept. of Public Health	Health Policy and Management	Full-Time	Ph.D.	Yes
Ann Holmes	Dept. of Public Health	Health Policy and Management	Full-Time	Ph.D.	No
Yong Li	Dept. of Public Health	Health Policy and Management	Full-Time	Ph.D.	No
Nan Rong	Dept. of Public Health	Health Policy and Management	Full-Time	Ph.D.	Yes
Nancy L. Swigonski	Dept. of Public Health	Health Policy and Management	Full-Time	MD, MPH	Yes
Cynthia Stone	Dept. of Public Health	Health Policy and Management	Full-Time	Dr.Ph.	Yes
Greg Wilson	Dept. of Public Health	Health Policy and Management	Full-Time	M.D.	No
<b>PART-TIME AND ADJUNCT FACULTY (as of 8/1/2010)</b>					
Steve Jay	Dept. of Public Health	Health Policy and Management	Part-Time	M.D.	No
Eric Meslin	Dept. of Public Health, Dept. of Medicine, Dept of Medical and Molecular Genetics; Dept. of Philosophy	Bioethics, Health Policy, Science Policy, International Research	Full-Time, Joint Appointment	Ph.D.	Yes

NiCole R. Keith	School of Physical Education, Tourism, and Management	Clinical Exercise Science	Adjunct Faculty	PhD	No
Eleanor Kinney	School of Law	Health Law	Adjunct Faculty	JD, MPH	No
David Orentlicher	School of Law	Health Law	Adjunct Faculty	MD, JD	No
Heather McCabe	School of Law	Health Law	Adjunct Faculty	JD, MSW	No
Aaron Carroll	School of Medicine	Pediatrics and Health Services Research	Adjunct Faculty	MD, MS	Yes
Corrine Wheeler	School of Nursing	Health Policy	Adjunct Faculty	Ph.D.	Yes
Anne Belcher	School of Nursing	Health Policy	Adjunct Faculty	D.N.S.	Yes
Mary Beth Riner	School of Nursing	Health Policy	Adjunct Faculty	D.N.S.	No
Joanne Martin	School of Nursing	Health Policy	Adjunct Faculty	Dr.Ph.	Yes

**c. Needed Learning Resources**

Opportunities to engage in research activities are essential for students in this program. Such opportunities are possible only when faculty themselves are actively engaged in research. Research curricula will culminate in an integrative activity that permits the student to demonstrate the ability to successfully undertake research. Extensive research opportunities will be available to these doctoral students across the IUPUI academic health center.

Indeed, the primary health policy and management faculty is already engaged in funded research with nearly two-thirds of them reporting active grants during the 2009-2010 academic year (see table below). Many of these grants and contracts include support for student research assistantships.

Project/Grant Name	Funding Agency	Amount
Strategic Prevention Framework State Incentive Grant PI: E. Wright	Center for Substance Abuse Prevention/Indiana Division of Mental Health and Addiction	\$1,291,409
Integrating Primary and Mental Health Care in Community Based Pediatric Care PI: E. Wright	Midtown Community Mental Health Center	\$26,000
Economic Impact of Smoke-Free Air Policies PI: E. Wright	Indiana Tobacco Cessation and Prevention Agency	\$75,000
Program in Predictive Health Ethics Research (PredictER) PI: E. Meslin	Richard M. Fairbanks Foundation	\$900,000
Indiana Clinical and Translational Science Institute; Bioethics and Subject Advocacy Program PI: E. Meslin	National Institutes of Health	\$100,000
IU-Moi Academic Research Ethics Partnership PI: E. Meslin	Fogarty International Center, NIH	\$940,000
Medicaid Medical Advisory Cabinet Indiana PI's: N.L. Swigonski and S.M. Downs	Office of Medicaid Policy & Planning, Family & Social Services Administration	\$962,334
The Center for Health Care Strategies PI: T. Inui, Co-I: N.L. Swigonski	Medicaid Leadership Institute	\$150,646
Evaluation of Maintenance Therapy as a Treatment Option for Women with Advanced Ovarian Cancer PI: L. Hess, Co-I: N. Rong	Indiana Clinical and Translational Sciences Institute	\$25,000
Hospital efficiency and Perinatal mortality in Peru PI: A. Arrieta	The Economic and Social Research Consortium and the Canadian International Development Agency	\$20,000

As a center for health and life sciences research in Indiana, the IUPUI campus is the ideal location for a doctoral program in health policy and management. The program has been designed to build on and leverage existing research and teaching strengths on or near the IUPUI campus, in particular:

- The presence of the Indiana University School of Medicine, the country's second largest medical school
- The Indiana State Department of Health
- The Marion County Health Department, the largest county health department

- Clarian Health Partners, the Richard L. Roudebush Veterans Administration Medical Center, Wishard Hospital and Health Services
- A set of “feeder” Masters-level programs including
  - the Masters in Public Health (MPH) program health policy and management;
  - the Masters in Health Administration (MHA)
  - the Masters in Philosophy (MA) , which includes two separate but complementary concentrations in (a) Bioethics, and (b) International Research Ethics,
  - the Master of Laws (LLM) in Health Law in the IU School of Law (Indianapolis)
  - several combined degree programs with existing emphases on aspects of health policy, including the MD/MA; MA/MPH; MD/JD; JD/MA
  - a wide range of masters programs in health-focused or health-related related social and behavioral science
  - The establishment of the Consortium for Health Policy, Law and Bioethics, an IUPUI Signature Center, in 2006.
- A set of research centers with portfolios that include components of health policy and management including
  - The Regenstrief Institute
  - The Indiana University Center for Bioethics
  - The Indiana University Center for Health Policy
  - The Center for Health Policy and Professionalism Research
  - The Hall Center for Law and Health

There is no other location in Indiana that can offer such a diverse and rich research environment for health policy and management. Ph.D. students will have extensive opportunities to work one-on-one with both faculty members from a wide-array of related disciplines and professionals working in the field. The research centers and institutes, governmental agencies, and health care organizations listed above also have extensive data and resources that are ideal for health policy, health services, and health administration and management research. In short, Ph.D. students will have ample opportunities to conduct research and learn first-hand about many health policy and management-related areas, including health services research, bioethics, research ethics, public health and medical informatics, health administration, nursing administration, health law, medical social work, and oral health.

## **C. PROGRAM RATIONALE**

### **1. INTRODUCTION**

The Department of Public Health is located in the IU School of Medicine on the IUPUI campus. The mission of the Department of Public Health is *to improve the health of the residents of Indiana, the United States and the world through teaching, research and community practice programs*. The Department of Public Health fulfills this mission by offering quality degree programs to prepare professionals to work in many different types of public health positions to improve the quality of health and life around the globe as well as right here in our home state. The Department of Public Health also offers non-degree public health programs to educate professionals and agency staff to advance their knowledge and skills in public health. The Ph.D. program in Health Policy and Management will fill a critical gap in the Department of Public Health overall mission.

A Ph.D. program in Health Policy and Management will support IUPUI's mission to advance the State of Indiana and the intellectual growth of its citizens to the highest levels nationally and internationally through research and creative activity, teaching and learning, and civic engagement. The Ph.D. in Health Policy and Management will promote educational, cultural, and economic development through research collaborations, public health partnerships, and a commitment to diversity.

Now is the opportune time to expand the academic offerings in public health, which currently include MPH programs in health policy and management, epidemiology, and social and behavioral sciences and new public health doctoral programs in biostatistics and epidemiology, with a third doctoral program in another core public health discipline. Significant investments have been made by IUPUI, the IU School of Medicine, and collaborating schools to develop the Department of Public Health and its MPH program. But the scale and scope of the education offered is insufficient to meet the pressing needs without doctoral level education at IUPUI. Training beyond the MPH Program will provide the depth and breadth of scholarship and research needed for graduates to compete successfully for major private, federal and state grants and contracts. There also are other Masters and professional degree programs on this campus whose graduates often leave Indiana to pursue doctoral level studies in health policy and management out of state or out of the country. A doctoral program in health policy and management would provide highly educated public health professionals prepared to serve Indiana through research, service and teaching.

### **2. EVIDENCE OF DEMAND**

We expect the first Ph.D. students to come from several sources. Many of the students will be graduates of our Master of Public Health Program; however, we anticipate recruiting students from other undergraduate and graduate health-related programs on the IUPUI and other IU campuses, including, but not limited to:

- IU School of Medicine (MD and MS programs in clinical sciences);
- IU School of Nursing (MSN in Nursing Administration, Environments for Health);

- IU School of Liberal Arts (MA and MS programs in philosophy [bioethics, international research ethics concentrations], health economics, medical sociology, medical anthropology, health communication);
- IU School of Law Indianapolis (JD and LLM health law programs)
- Purdue School of Science (MS in Psychology)
- IU School of Social Work (MSW)
- IU School of Health and Rehabilitation Science (MS in Health Science and Therapeutic Outcomes)

The number of students pursuing joint degrees on the IUPUI campus has grown in recent years, as students have become more interested in the intersection of clinical science with health policy, law and bioethics. Indeed, part of the motivation behind the establishment of the IUPUI Signature Center Consortium for Health Policy, Law and Bioethics was to provide a more focused educational experience for these students. Currently, the Consortium roster of students includes 54 students, many of whom have indicated a strong interest in pursuing doctoral level studies in health policy at IUPUI. Indeed, Professors Wright, Meslin, and Kinney (the Co-Directors of the Consortium) have spoken to more than 20 interested students, one of whom left the state to pursue a Ph.D. in health policy at George Washington University.

In addition, we anticipate that many students in this Ph.D. program will be members of the regional public health workforce as well as employees of health care provider organizations (e.g., hospitals, health systems), businesses in the health and life science industries, and local, state, and federal government.

In the fall of 2009, an electronic survey was distributed to the current students and alumni of the M.P.H. Program at IU School of Medicine as well as to current students and alumni of other related programs. The survey asked about their interest level in a doctoral program in health policy and management at IUPUI. Of the 221 responses received, 46 (20.9%) indicated that they would apply and another 113 (51.4%) indicated that they might apply to be a student in the program. These data clearly suggest a high level of demand in the immediate, local market (i.e., 72.3% of the students in likely “feeder” programs surveyed).

As the program matures, it is anticipated that applicants from other states and countries would apply to the Ph.D. Program in Health policy and Management. Enrollment in this doctoral program will increase with recruitment efforts at universities and at governmental and non-governmental agencies performing public health functions in Indiana.

It is very common for doctoral students to obtain their degrees on a part-time basis. This opens the program to students who have full-time positions in places such as state and local health departments, health and life science corporations such, health care provider organizations and systems, other organizations. It is the student’s option to choose whether they wish to enroll full-time or part-time.

The approved doctoral program in biostatistics, which matriculated its first students in the fall semester of 2008-2009, enrolled five part-time and three full-time students. The newly approved program in epidemiology is currently receiving applications for its first cohort of students, many of whom are coming from applicants who intend to work on the doctoral degree while continuing their current employment. Because health policy and management is very similar in their doctoral training to these basic public health disciplines, we anticipate that approximately half (i.e., 4 out of 8) of the students who enroll in health policy and management doctoral program will pursue their studies on a part-time basis.

### **3. INSTITUTIONAL FACTORS**

Health policy and management is a discipline that is present in many schools and departments on the IUPUI campus, especially in the IU School of Medicine and the Regenstrief Institute. These faculty members will serve multiple roles in the proposed Ph.D. program – teaching doctoral level courses, serving on dissertation committees, supporting doctoral students through their research projects, and through faculty training grants. Through grants and departmental fundraising efforts, scholarships and financial support will be made available for full-time doctoral students.

Financial information is provided in the tables included in the appendices. Associated costs to support the Ph.D. program include a program director, faculty to teach and advise doctoral students, an administrative assistant, 6 workstations with computers/printer, tuition support for selected students, annual stipends for doctoral students working as teaching assistants and research assistants. It is projected that we will admit 8 students in the first year and 8 students in each of the first five years of the program.

### **4. LOCAL, STATEWIDE , NATIONAL AND GLOBAL FACTORS**

Local and State-wide Factors: There is strong interest in graduate public health education because of the unprecedented local and state focus on public health issues (e.g., H1N1, cancer, diabetes, heart disease, West Nile virus, emergency preparedness, poor access to care, uneven quality of health services, expanded use of health information technology) and, in part, from the demand of the market place for qualified public health professionals. The Indiana University School of Medicine Department of Public Health is witnessing record enrollments in its MPH course. The ongoing debate over health reform and state and federal health policy initiatives also has increased interest specifically in health policy and management because of widespread concern about rising health care costs. Given the complexities involved in improving access and quality and reducing health care costs, the need for public health expertise in health policy and management only will increase for the foreseeable future, regardless of whether the U.S. Congress enacts health reform.

Interest in pursuing a doctoral degree in health policy and management also comes from employees of state and local health departments, non-government organizations, hospitals and health systems, as well as health and life science corporations. Because a doctoral degree in health policy and management is not offered in Indiana, individuals interested in pursuing doctoral level education have been forced to leave the state to pursue their doctoral studies in health policy and management or have enrolled in face-to-face or online alternate health-related doctoral programs.

As the state's only academic department of public health, our goal is to eliminate the continuing "brain drain" of public health doctoral students who attend programs in surrounding states and subsequently

do not return to Indiana to practice. With only one academic health center in Indiana, it falls to IUPUI and its health-related schools, particularly the IU School of Medicine, to provide leadership to establish the doctoral program in health policy and management in Indiana. The health and economic future of Indiana—a state with among the worst health outcome indicators in the country -- will be dependent, in no small part, on creating the capacity to develop the intellectual capital to address the public health research and scholarship needs in Indiana.

An increased public health workforce with expertise in health policy and management is necessary to control rising health care costs and address the demand for services, demographic changes/growth, changes in the environment, new information needs in our state. The effectiveness of public health in Indiana is currently limited by insufficient public health education and research at the doctoral level. Our aim is to better position the Department of Public Health to support development of our research, teaching, and service initiatives parallel to the marked expansion of national and state funding. We believe this positioning is directly relevant to the life sciences initiative and would support our interest in collaborative research and teaching efforts with our colleagues on the IUPUI campus. Having public health leaders well-trained in health policy and management will provide additional human resources to help manage health care systems and control health costs in Indiana as well.

Doctoral students in health policy and management also will be good candidates for participating in the new Clinical Translational Sciences Initiative (CTSI) at Indiana University. The CTSI program will provide substantial support to participants, both mentoring and financial to assist young researchers establish their research agendas. This initiative is specifically intended to help bridge the gap between clinical research and practice in order to improve the quality of health care. A key aspect of this complex "translation process" is not only moving new clinical knowledge from the "bench to the bedside" but also from academic health centers to broader health systems, which will be a major focus in the proposed Ph.D. program in health policy and management.

National and Global Factors: According to the Institute of Medicine (IOM) report *Who Will Keep the Public Healthy? Educating Public Health Professionals for the 21st Century* (<http://www.nap.edu/openbook.php?isbn=030908542X>), the extent to which we are able to address the complex challenges of the 21st century depends, in large part, upon the quality and preparedness of our public health workforce, which, in turn, is dependent upon the relevance and quality of public health education. The Association of Schools of Public Health (ASPH) released a report in February 2008 titled, *Confronting the Public Health Workforce Crisis: ASPH Statement on the Public Health Workforce* indicating that the U.S. faces a future public health workforce crisis. The current public health workforce is inadequate to meet the health needs of the U.S. and global population. The full report is available at <http://www.asph.org/UserFiles/PHWFShortage0208.pdf>.

Public health workforce shortages are even more critical in much of the developing world. For example, despite representing 11% of the world's population and 24% of the global burden of disease, sub-Saharan Africa has only 3% of the world's health workers and commands less than 1% of the world's health expenditures. The 2006 *World Health Report* states that there is a "major mismatch" between population needs and the available public health workforce in terms of overall numbers, relevant training, practical competencies and sufficient diversity to serve all individuals and communities. Multifaceted efforts are needed to increase the capacity of the global public health workforce, given the increasingly easy cross-country and transcontinental transmission of disease. Program directors and decision makers with strong skills in health policy and management are critical to enable the public

health infrastructure to deliver effective public health programs and health care services efficiently to all who need services.

## 5. EMPLOYMENT FACTORS

The doctorate in health policy and management is designed primarily for those who plan to pursue academic careers involving research and teaching, as well as research and project directorship careers in industry, government, and non-governmental agencies. The increased development of accredited schools and programs of public health has resulted in an increased demand for Ph.D. candidates in health policy and management as qualified faculty in those institutions. In addition to the need for new faculty in health policy and management in schools of public health, there is a growing need for experts in health policy and management to assist in federal and state-level health reform efforts as well as to manage increasingly complex public and private health systems and health insurance programs.

The February 2008 ASPH report mentioned above concluded the following:

- 250,000 more public health workers will be needed by 2020.
- The current trends indicate that the public health workforce is diminishing over time (there were 50,000 fewer public health workers in 2000 than in 1980), forcing public health workers to do more for more people with fewer resources.
- This challenge is compounded by the fact that 23% of the current workforce – almost 110,000 workers – are eligible to retire by 2012.
- There are documented and forecasted shortages of public health physicians, public health nurses, epidemiologists, health care educators, and administrators. Without enough public health workers protecting us where we live, work and play, we all are vulnerable to serious health risks.
- To replenish the workforce and avert the crisis, schools of public health will have to train three times the current number of graduates over the next 12 years.

The Robert Wood Johnson Foundation commissioned a series of studies to examine the specific workforce needs in the field of health policy and health services research. The studies were carried out by AcademyHealth, the leading, national professional organization for health policy and health services scholars and policymakers. While the final results have not yet been published, preliminary findings were released at a conference in the summer of 2009. The researchers involved in this study concluded that the demand for professionals in health policy and management will be “robust” through at least 2020. This demand is being driven by expanded efforts in the public and private spheres to control rising health care costs. Much of the “inefficiency” in our health care system stems from an inadequate access to information and a weak or poor infrastructure to analyze, interpret, and apply data on health services in the policymaking process. Consequently, government, private industry, and non-profit organizations must invest more resources in managing the growth in health care costs, implementing health reforms mandated by federal and state lawmakers, and analyzing and applying the rapidly-expanding amount of health services-related data. In a December 2009 report, the Partnership for Public Service described public health-related jobs within the federal government as “mission critical”

and forecasted a 19.9% increase in positions within the Midwest region alone (<http://data.wherethejobsare.org/wtja/field/1486>).

While specific surveys have not been done to assess the need for doctoral level faculty in health policy and management in academia, estimates suggest a current shortage of 30% that could increase to 50% over the next decade. In addition to academia, doctoral-prepared leaders in health policy and management work in all levels of government, hospitals and health systems, health and life science businesses, community and not-for-profit organizations, and private health care research and consulting firms.

The following excerpts were taken from the February 2008 report released by the Association of Schools of Public Health mentioned above:

*“Dramatic public health advances in the 20th century have improved the quality of life—an increase in life expectancy, worldwide reduction in infant and child mortality, and the elimination or reduction of numerous life threatening communicable diseases. These achievements could not have occurred without the research, practice and service of professionals who comprise the public health workforce. This multi-disciplinary workforce includes public health clinicians, occupational and environmental health specialists, epidemiologists, biostatisticians, health program administrators and educators, health economists, planners and policy analysts.”*

*“More than 50% of states cite the lack of trained personnel as a major barrier to our nation’s preparedness. Additionally, a recent Institute of Medicine report states that there is a shortage of 10,000 public health physicians—double the amount estimated to be practicing currently. Other reports have documented and forecast shortages among public health nurses, epidemiologists, health care educators, and administrators. Moreover, there are demonstrated disparities in the public health workforce related to racial and ethnic parity, as well as geographic mal-distribution.”*

## **6. IMPACT ON OTHER UNITS AND PROGRAMS AT IUPUI AND IUB**

Students in this program will conduct scientific research on health policy and management-related problems essential for improving the health of populations. In addition, they will collaborate with health researchers in many other departments and schools, provide a critically needed academic resource to support our state’s public health infrastructure, build upon the considerable investments that Indiana has made in the life sciences, provide data that will impact health policymaking and the delivery of health services, address the growing demand for experts in health policy and management across a wide range of organizations, and increase Indiana University’s opportunity to obtain funding for research and training.

The Department of Public Health currently collaborates with other academic units on the IUPUI and IUB campuses by offering 12-credit doctoral minors in biostatistics, epidemiology, and public health, which have already been approved by the IUPUI Graduate Affairs Committee. Doctoral students from other disciplines have pursued these minors to complement their major discipline of study. If approved, the Department of Public Health will seek approval to offer an additional doctoral minor in health policy and management to support the expanding array of doctoral programs available at IUPUI and IUB.

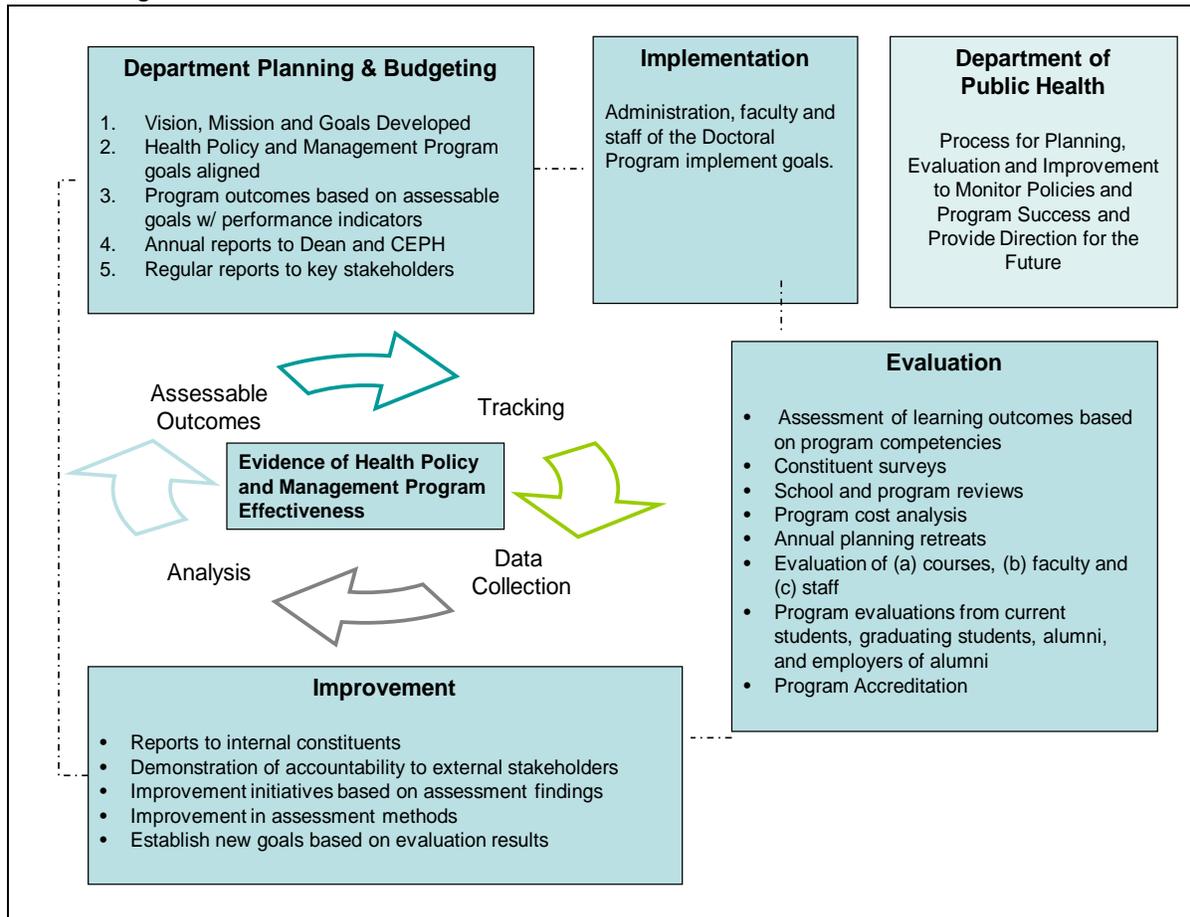
Recently academic and public leadership have recognized that the genomics/proteomics advances must be directly linked with public health if quality science, scholarship, education, public health policy and practice are to be advanced over the next 25-50 years. Major academic institutions have already forged this important link. A doctoral program in health policy and management, particularly one with a special emphasis on bioethics as proposed here, will extend the investments the State of Indiana, Indiana University, and partner institutions have made in genomics and the life sciences initiative.

Letters of support for this proposal are included in the appendices.

## **7. PLANNING AND IMPLEMENTATION**

According to the accrediting body, the Council on Education for Public Health (CEPH), Ph.D. programs in health policy and management must provide an interdisciplinary learning environment in which students can acquire a broad public health orientation, as well as depth of education in the discipline of health policy and management. Since this program will prepare students who may become public health faculty, as well as prepare researchers who will be expected to work in multidisciplinary settings, the curriculum was developed to provide the Ph.D. students with a broad public health perspective. The CEPH requirements further stipulate that students in academic curricula be familiar with the basic principles and application of health policy and management and develop competence in other areas of public health knowledge that are particularly relevant to their own disciplines. Opportunities for cross-disciplinary work will be afforded to students in the doctoral program in Health policy and management.

Figure 1: Doctoral Program in Health Policy and Management: Process for Planning, Implementation, Evaluation and Monitoring



## 8. EVALUATION AND ASSESSMENT

The major evaluation and assessment for any public health program in the Department of Public Health is through the Council on Education for Public Health (CEPH). We have completed our self-study for reaccreditation of our MPH Program. If the doctoral program in health policy and management is approved by September, 2010, it will be reviewed during the next cycle of reaccreditation of the MPH Program, during the site visit at the end of September, 2010.

The following advisory board, consisting of internal and external partners, will oversee the program's evaluation and assessment process:

G. Marie Swanson, Ph.D., M.P.H.  
Associate Vice Chancellor for Public Health  
Professor and Chair, IU Department of Public Health  
Former CEPH Board Member  
Founding Dean of the University of Arizona Zuckerman College of Public Health

Judy Monroe, MD  
Commissioner  
Indiana State Department of Health

Eric R. Wright, Ph.D.  
Professor and Division Director for Health Policy and Management  
Director, Center for Health Policy  
IU Department of Public Health

Eric Meslin, Ph.D.,  
Director, Center for Bioethics and  
Associate Dean for Bioethics  
IU School of Medicine

Eleanor Kinney, J.D., M.P.H.  
Co-Director, Hall Center for Law and Health  
IU School of Law Indianapolis

Dr. Swanson has served on the CEPH Board of Councilors, the body that makes all public health accreditation decisions. Her familiarity with the accreditation criteria will enable us to develop evaluation measures for this Ph.D. program that meet the highest national standards. She continues to chair site visits of public health programs and schools for CEPH.

Quantitative and qualitative measures of performance to determine success of the doctoral program include, but are not limited to, the following:

1. Applicant to Enrollee Ratio
2. Number and Diversity of Active Students
3. Flexibility of Program Design
4. Student Performance in Required and Elective Courses
5. Student Performance in 12 cr. hr. Minor
6. Student Performance on Preliminary Exam, Qualifying Exam, Dissertation Defense
7. Faculty to Student Ratio
8. Student Feedback

9. Research Opportunities and Funding
10. Quality and Level of Journals in which Students' Research is Published
11. Student Presentations, Awards, Recognition at Scientific Conferences
12. Average Length of Time to Complete Degree
13. Number of Graduates Per Year
14. Employment Rates of Graduates
15. Feedback from Campus and Institution
16. Feedback from Employers of Graduates
17. Feedback from Alumni
18. Feedback from the Public Health Community

Questions can be addressed to:

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  
317-274-3126  
swanson3@iupui.edu

Eric R. Wright, Ph.D.  
Professor and Division Director, Health Policy and  
Management  
Department of Public Health  
IU School of Medicine  
317-274-3161  
ewright@iupui.edu

Appendices:

Appendix I: Existing and Planned Course Descriptions

Appendix II: Financial Tables

Appendix III: Letters of Support

## Appendix I: Existing and Planned Course Descriptions

### REQUIRED CORE COURSES

<b>Course Title:</b>	U.S. Health Care: Systems , Policies, and Ethical Challenges
<b>Course Number:</b>	PBHL 504 or SPHA 501
<b>Home School:</b>	IU School of Medicine, Department of Public Health
<b>Credit Hours:</b>	3.0
<b>Description:</b>	The study of health, illness and disease trajectories and the systemic components that mold the healthcare system. Ideological paradigms predicting utilization and health behaviors are addressed as are guidelines or ethical decision making/problem analysis. Formulation and implementation of organizational and governmental policies and their associate theoretical assumptions are addressed.
<b>Course Title:</b>	Seminar in Contemporary Health Policy Challenges
<b>Course Number:</b>	PBHL 6XX – <i>IF APPROVED, WILL BE DEVELOPED 2010-2011</i>
<b>Home School:</b>	IU School of Medicine, Department of Public Health
<b>Credit Hours:</b>	3.0
<b>Description:</b>	This course is designed to introduce students to the theory and methods of health policy analysis. Over the course of the semester, students will review contemporary health policy issues, and examine these controversies from different perspectives and using different methodological approaches.
<b>Course Title:</b>	Health Economics
<b>Course Number:</b>	PBHL P514 or SPHA H514
<b>Home School:</b>	IU School of Medicine, Department of Public Health
<b>Credit Hours:</b>	3.0
<b>Prerequisites:</b>	3 credit hours of undergraduate economics or permission of the instructor
<b>Description:</b>	Examines the principles and application of economic analysis in the health field and the economist’s approach to health care issues. Provides insights offered by economic analysis of specific health issues and problems.
<b>Course Title:</b>	Ethical, Legal, and Policy Issues in Public Health
<b>Course Number:</b>	PBHL 6XX – <i>IF APPROVED, WILL BE DEVELOPED 2010-2011</i>
<b>Home School:</b>	IU School of Medicine, Department of Public Health
<b>Credit Hours:</b>	3.0
<b>Description:</b>	This course introduces students to the theory and methods of bioethics and how they can be applied to better understand health policy and law. The specific substantive topics will include an historical overview of key policy debates as well as a review of selected contemporary bioethical challenges.
<b>Course Title:</b>	Global Perspectives on Health Policy and Health Systems
<b>Course Number:</b>	PBHL 6XX – <i>IF APPROVED, WILL BE DEVELOPED 2010-2011</i>
<b>Home School:</b>	IU School of Medicine, Department of Public Health
<b>Credit Hours:</b>	3.0

**Description:** This course is designed to expand students' perspectives on health care through the in-depth study of select health care systems that are organizationally distinct from the U.S. health care system. Students also will learn how health policy and management research apply the comparative method in the study of health systems and health policy. Finally, students will explore health policy as a global challenge through a systematic discussion of international health policymaking and responses to health problems requiring global or regional nation-level cooperation.

**Course Title:** Biostatistics for Public Health I

**Course Number:** P651

**Home School:** IU School of Medicine, Department of Public Health

**Credit Hours:** 3.0

**Description:** This course introduces the basic principles and methods of data analysis in public health biostatistics. Emphasis is placed on public health examples as they relate to concepts such as sampling, study design, descriptive statistics, probability, statistical distributions, estimation, hypothesis testing, chi-square tests, t-tests, analysis of variance, linear regression and correlation.

**Course Title:** Biostatistics for Public Health II

**Course Number:** P652

**Home School:** IU School of Medicine, Department of Public Health

**Credit Hours:** 3.0

**Prerequisites:** P651

**Description:** This course introduces the advanced principles and methods of data analysis in public health biostatistics. Emphasis is placed on public health examples as they relate to concepts such as: multiple regression, analysis of variance and covariance, logistic regression, nonparametric statistics, survival analysis, statistics used in epidemiology, and repeated measures analysis.

**Course Title:** Health Services Research Methods

**Course Number:** PBHL P6XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*

**Home School:** IU School of Medicine, Department of Public Health

**Credit Hours:** 3.0

**Description:** This course provides an introduction to research design and the most common research methods applied in health policy and health services research. The course will begin with an overview of the fundamentals of research design that guide all social science research. Students will then have then focus in more depth on survey research and the analysis of existing data derived from national health surveys and from public and private administrative sources. The special methodological challenges associated with designing research studies that will be relevant for the policymaking process will be emphasized.

**Course Title:** Health Outcomes and Evaluation Research

**Course Number:** H6XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*

**Home School:** IU School of Medicine, Department of Public Health

**Credit Hours:** 3.0

**Prerequisites:** P504/H501, H514, P6XX (Health Services Research Methods)  
**Description:** This course will examine in-depth the special challenges associated with conducting health outcomes and evaluation research. Students will discuss the strengths and weaknesses of the most common health outcomes measures and how they are typically measured and analyzed. Students will also review the special methodological considerations in apply basic research methods to evaluating health policies and programs.

**Course Title:** Workshop in Health Policy and Management  
**Course Number:** P7XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Prerequisites:** Completion of All 500 and 600 Level Core Courses or Permission of the Instructor  
**Description:** This course is designed to prepare students for the P7XX: Practicum in Health Policy and Management. Students will be assigned to work in small groups of two or three students with health policy makers in local or state government or in private or non-profit health care organizations on a policy issue chosen by the agency. Over the course of the semester, students will conduct background research on the topic and examine prior relevant policies. This background work will be shared and discussed with the sponsoring agency.

**Course Title:** Workshop in Health Policy and Management  
**Course Number:** P7XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Prerequisites:** Completion of P7XX: Workshop in Health Policy and Management and Permission of the Instructor  
**Description:** In this course, students will continue to work on the policy issue identified by their sponsoring organization during the fall semester as part of the Workshop course. During this semester, students will take their background work into the field and work directly with the agencies in the development of policy proposals and, possibly, actual policy proposals. While the nature of the policy work will vary across agencies, the pedagogical objective of this field experience is for students to get hands on experience in translating research into policy and practice. Students will meet as a class every two to three weeks to discuss their work and challenges they are facing in their fieldwork.

### **METHODS ELECTIVE COURSES**

**Course Title:** Health Care Financial Management  
**Course Number:** H6XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Description:** This course provides a user-oriented understanding of how accounting information should be utilized, focusing on balance sheet, income statement, and cash flow analysis for healthcare organizations. Topics include cost analysis,

budgeting, and working capital management. It also provides knowledge of corporate finance practice in healthcare organizations with focus on capital investment, and investment decisions under uncertainty.

**Course Title:** Application of Cost-Effectiveness Analysis in Public Health  
**Course Number:** P657  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Prerequisites:** P651 and P652  
**Description:** Cost-effectiveness analysis is widely used in evaluating the performance of public health programs and policies. In this course, students will learn to frame the conceptual model, to collect and synthesize data regarding "cost" and "effectiveness", to perform a cost-effectiveness analysis, and to form recommendations based on the analysis. Meta-analysis and various survey/interview techniques will be introduced as essential tools for data collection in cost-effectiveness analyses. Learning will be facilitated by numerous examples of the application of this popular method.

**Course Title:** Instrumentation and Measurement  
**Course Number:** R601  
**Home School:** IU School of Nursing  
**Credit Hours:** 3.0  
**Prerequisites:** R603, R604, or faculty consent  
**Description:** This course provides an opportunity for the student to develop expertise in developing and testing the psychometric properties of an instrument to measure health-related phenomena. Content focuses on theoretical foundations of measurement, item construction, questionnaire design, and content analysis, item analysis, assessment of reliability and validity, accuracy and precision, and manuscript preparation to report psychometric properties.

**Course Title:** Qualitative Inquiry & Research Methods  
**Course Number:** R610  
**Home School:** IU School of Nursing  
**Credit Hours:** 3.0  
**Prerequisites:** R500, R603, or faculty consent  
**Description:** Required course that introduces students to the philosophical and methodological foundations of qualitative research in nursing. Students develop skills in understanding and critiquing health sciences research using qualitative designs and methods. Students acquire beginning skills in planning and conducting research in the qualitative paradigm.

**Course Title:** Applied Spatial Statistics  
**Course Number:** G588  
**Home School:** IU School of Liberal Arts, Department of Geography  
**Credit Hours:** 3.0

**Description:** The objectives of this course: To explore the foundations of spatial analysis (related mathematical and statistical theory) at a level and depth appropriate for someone aspiring to study higher-level environmental science and/or to become a professional environmental health scientist. To present an introduction to the field of topology, with an emphasis on those aspects of the subject that are basic to advanced spatial statistics. To introduce the student to what it means to do spatial statistics, as opposed to learning about spatial statistics or to learning to do exercises. To help the student learn how to write spatial statistics text according to the standards of the profession. To develop competence in handling large multivariate spatial analysis e.g. analyzing EPA point source data and population health data.

**Course Title:** Advanced Public Health Survey Methods  
**Course Number:** P6XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Prerequisites:** P6XX: Health Services Research Methods and P6XX: Health Outcomes and Evaluation Research  
**Description:** In this course, students will examine in-depth methods of survey research as they are used in public health and health services research. Students will examine the theory and alternative approaches to survey design, statistical sampling theory and methods, as well as various strategies for collecting survey data. Students also will examine the design and methods used in a variety of standardized national and state-level health survey research initiatives, such as the National Health Interview Survey and the Behavioral Risk Factor Surveillance System.

**Course Title:** Analysis of Cohort Studies  
**Course Number:** P6XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Prerequisites:** P651 and P652  
**Description:** This course will review the statistical and methodological challenges of analyzing data from cohort and panel studies.

**Course Title:** Applied Multivariate Analysis in Public Health with Lab  
**Course Number:** P7XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Prerequisites:** P651 and P652  
**Description:** To assist students in the development of their quantitative analytic skills, this course will focus on the application of select multivariate analytic strategies. Students will be exposed to the logic of multivariate data analysis as well as the strengths and weaknesses of different approaches. Students will learn how to apply these methods to real empirical data in both lab and outside exercises.

## **SUBSTANTIVE ELECTIVES**

**Course Title:** Health Care Strategic Management  
**Course Number:** H6XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Description:** This course focuses on strategic management theories, concepts and principles as applied to health sciences administration. It examines managerial processes, leadership, and organizational design .Tools for this approach includes decision theory, constrained optimization, and probability simulation.

**Course Title:** Ethical and Policy Issues in International Research  
**Course Number:** P6XX – *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Description:** This course will examine the ethical and policy challenges associated with conducting international research. In addition to reviewing fundamental principles governing the ethical conduct of research, students will review how these principles are applied across different cultural contexts.

**Course Title:** Law and Public Health  
**Course Number:** D761  
**Home School:** IU School of Law Indianapolis  
**Credit Hours:** 3.0  
**Description:** This course covers the law governing the practice of public health by state, local, and federal agencies, as well as health care professionals and institutions. Topics addressed include legal mandates on public health agencies, physicians, and other health practitioners regarding testing, reporting, and contact tracing with respect to specific diseases, as well as laws for the imposition of quarantine, civil commitment, and mandatory treatment. Also covered are public health aspects of the regulation of health care institutions, legal issues associated with risk assessment and cost benefit analysis, along with the environment.

**Course Title:** Public Health Genomics  
**Course Number:** P6XX - - *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0  
**Description:** Public Health genomics assesses the impact of genes and their interaction with behavior, diet and the environment on the population’s health. This course will provide students with an introduction to this emerging subfield and explore the many ways that genomic information is and could be used to improve public health and the delivery of health care.

**Course Title:** Mental Health and Addictions Policy  
**Course Number:** P6XX - - *IF APPROVED, WILL BE DEVELOPED 2011-2012*  
**Home School:** IU School of Medicine, Department of Public Health  
**Credit Hours:** 3.0

<b>Description:</b>	In this course, students will learn about the many policy-related challenges associated with mental illness and addiction. In addition to reviewing the nature of the problem, students will examine the historical development and evolution of policy in this domain.
<b>Course Title:</b>	Trans-disciplinary Approaches to Influencing Public Health Policy
<b>Course Number:</b>	D743
<b>Home School:</b>	IU School of Nursing
<b>Credit Hours:</b>	3.0
<b>Prerequisites:</b>	Graduate standing or permission of the instructor
<b>Description:</b>	This course is designed for nurses and other professionals interested in influencing public policy related to health system and resources. This course focuses on policy-making at the state/national level. Participants engage in interactive discussions with policy makers, learn about the forces that influence health policy decisions and apply health services research.
<b>Course Title:</b>	Topics in Health Policy and Management
<b>Course Number:</b>	P650
<b>Home School:</b>	IU School of Medicine, Department of Public Health
<b>Credit Hours:</b>	3.0
<b>Description:</b>	This variable topics course is used to offer students the opportunity to examine in-depth emergent topics in health policy and management. The topics will be approved by the health policy and management faculty and offered on as needed-basis.
<b>Course Title:</b>	Doctoral Level Directed Studies
<b>Course Number:</b>	P8XX — <i>IF APPROVED, WILL BE DEVELOPED 2011-2012</i>
<b>Home School:</b>	IU School of Medicine, Department of Public Health
<b>Credit Hours:</b>	3.0
<b>Prerequisites:</b>	Consent of the Instructor
<b>Description:</b>	This course is a directed readings course. Students enrolling in this course will work with a faculty member to develop a specialized course of readings on a topic of interest to the student. Students may only take one directed readings course in fulfillment of their course requirements.

**Appendix II: Click here to open Financial Tables:**



C1748\_PhD\_HealthP  
ol\_Mgmt 01-28-2010.

## **Appendix III: Letters of Support**