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February 21, 2019

To: Hilary Godwin, Dean, School of Public Health
        Shirley A. A. Beresford, Senior Associate Dean, School of Public Health

From: Rebecca Aanerud, Interim Dean
        Kima Cargill, Interim Associate Dean for Academic Affairs and Planning

RE: Review of the Department of Health Services (2017-2018)

This memorandum outlines the Graduate School's final recommendations from the Department of Health Services academic program review. Detailed comments on the review can be found in the documents that were part of the following formal review proceedings:
- Charge meeting between review committee and administrators (November 2, 2017)
- Self-Study (April 2, 2018)
- Site visit (May 3-4, 2018)
- Review committee report (July 10, 2018)
- Unit response to the report (November 20, 2018)
- Graduate School Council consideration of review (February 21, 2019)

The review committee consisted of:

Charles Hirschman, Professor, UW Department of Sociology (Committee Chair)
Shannon Dorsey, Associate Professor, UW Department of Psychiatry
Edith Parker, Professor and Head, Department of Community and Behavioral Health, College of Public Health, University of Iowa
Dean Sittig, Christopher Sarofim Family Professorship in Biomedical Informatics and Bioengineering, School of Biomedical Informatics, University of Texas

The Department of Health Services offers the following degrees: Bachelor of Science, Master of Health Administration, Master of Health Informatics and Health Information Management, Master of Public Health, Master of Science, Doctor of Philosophy.

Members of the Graduate School Council presented findings and recommendations to the full Council at its meeting on February 21, 2019. A summary of this report, composed by Graduate School Council Members, is attached to this document.

Graduate School Council Recommendations

The Graduate School Council commends the Department of Health Services on the strength of its programs, faculty, and students. After discussion, the Council recommended that the department:

- Revisit its incentive/points system for faculty. The current system rewards teaching on a Student Credit Hour (SCH) basis and does not reward research activity, seemingly creating a disincentive for grant writing. Consider including incentives for the preparation of large and innovative research projects.
- Continue its work on addressing challenges with junior faculty retention, as discussed in the department Self-Study: Five assistant or associate professors (three female, two male) left the department in 2017, citing morale, funding, promotion and salary considerations.

The Council recommends continuing status for all programs in the Department of Health Services, with the next full academic program review to take place in 10 years (2027-2028).

We concur with the Council's recommendations.

cc: Mark Richards, Provost and Executive Vice President
        Patricia Moy, Associate Vice Provost for Academic and Student Affairs, Office of the Provost
        Jason Johnson, Associate Dean, Undergraduate Academic Affairs
        Jeffrey Harris, Chair, Department of Health Services
        Becky Corriell, Director, Academic Program Review & Strategy, the Graduate School
        Academic unit Review Committee Members
        Members of the Graduate School Council
        GPSS President

Attachment

University of Washington │ Graduate Council

Academic Unit Name: Department of Health Services, Site visit May 4, 2018

Degrees/Certificates Included in the Review:
DHS offers a PhD, a Masters in Public Health (MPH: 3 different programs), a Masters in Health Administration (MHA: 2 programs), and a Masters in Science. There is also a Masters and Bachelor degree in Biomedical Informatics

Key points:
- DHS is one of five departments in the UW School of Public Health
- DHS has many external partners in Seattle and King County
- 53 core faculty, although some are supported in part or whole by other agencies, research, and/or training programs
- offers 9 different degree programs
- DHS views Professional and Continuing Education as a substantial barrier to teaching effectiveness in fee-based and certificate programs.
- Review Committee praised DHS for its training effectiveness, but said unit faces important issues in morale and retention of junior faculty, replacing large numbers of retired senior faculty and staff, and emphasis on undergraduate teaching mission at cost of funded research programs.
- Regarding program composition of Under Represented Minority (URM)
  - 11% of faculty
  - 18% of staff
  - applicant pool 19% in 2017, up from 16% in 2013
- Continue to work with institutional resources in recruitment and retention of faculty from diverse backgrounds
- Biomedical Informatics programs recommended to add courses on "data sciences" as per suggestion by the Commission of Accreditation for Health Informatics and Information Management Education (CAHIIM)

Program Strengths:
- Most of the students spoke highly of their classes and how coursework served them well in their graduate training
- Review committee was impressed with the leadership of Professor Jeff Harris and administrative staff
- DHS as undertaken several initiatives to increase diversity of faculty, staff, and students
- DHS has a number of productive centers to contribute to the research mission
- Department examining different alternatives to enhance research productivity, having already implemented 2.5% of FTE for faculty release time for those submitting large grant proposals (over $200k)
- Ph.D. program very successful with 100% five-year completion rate
- Several other degree programs over 90% degree five-year completion rate
- Biomedical Informatics program has been reviewed by Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM), with recommendations made to strengthen the program
- Continued opportunities for Biomedical Informatics Program to collaborate with others across UW campus

Challenges and Risks:
- Five junior faculty, including three female, left UW in 2017 due to low morale, gender salary inequity, soft money funding, and concerns with promotion. Difficulty retaining junior faculty!
- Faculty pay based on point system that rewards teaching by SCH, and student advising, but not research activities. Disincentivizes grant writing. Extramural funding ($10.4M in FY '17) is less than expected for

this sized department (20-25 full-time faculty not dedicated only to teaching). Dept taking good steps to increase research activity and funding.

- Dept heavily dependent on teaching mission for funding, at cost of research profile. Fee-based degree programs provide nearly as much funding as does research support.
- ABB has fostered growth of undergraduate teaching at expense of small enrollment graduate courses and research.
- Much research conducted at two off-campus research centers. Off campus IDC are ½ those of on campus research, which reduces RCR available to cover administrative costs.
- PI's of Centers and NIH grants are disproportionately Associate Professors, less research among Full Professors.
- Students in core MPH program feel that sometimes courses are taught more at undergraduate level and not at more rigorous masters level.
- Most students expressed some concern about finding practicum placements and understanding goals of experience.
- Professional and Continuing Education is a substantial barrier to teaching effectiveness in fee-based and certificate programs. PCE is paid but fails to provide recruitment and marketing services. Program faculty and staff use their own time to do recruitment and marketing, with department effectively paying twice for these services.
- "Many" senior faculty and staff retired in past 5 years. Not replaced fully by new hires.
- State support provides only 1.5% of department's revenue.

Review Committee Recommendations:
- Continue efforts to ensure an inclusive climate for diversity
- Consider consolidating research centers to ensure critical mass of faculty and reduce administrative costs.
- Consider revising the point system to include more incentives for the preparation of large and innovative research projects, protect research time for junior faculty.
- Department should add training on data science and analytics to existing and new courses, as recommended by CAHIIM review. Should look for opportunities to collaborate on research and share courses with other biomedical informatics programs at UW.
- Should maintain CAHIIM health informatics accreditation.
- Should survey MPH students about practicum experiences to better organize structure this training.
- The department and school should work with the Graduate School and central administration to address the weaknesses identified with PCE support. The lack of support of PCE for the certificate programs is extremely concerning, particularly given that the department is paying for services from PCE that they are not receiving.

Areas of concurrence and disagreement:
- The department and Review Committee were in broad general agreement about program strengths and challenges. There were no areas of disagreement. The department is taking steps to address concerns raised by the review.

Graduate School Council Recommendations:
Full review in 10 years