Proposal for Authorization to Implement New School

1. SCHOOL IDENTIFICATION

1.1 Title of Proposed School

University of Wisconsin-Milwaukee (UWM) School of Public Health (SPH).

1.2 School Mission

The UW-Milwaukee School of Public Health will conduct rigorous public health research and scholarship; educate the current and future public health workforce; and influence the development of strategies and policies that promote health among diverse populations.

1.3 Timetable for Initiation

It is anticipated that a proposal for a SPH at UWM will be presented to the UW Board of Regents in June 2008, with the initiation of the SPH soon after approval is granted by the Wisconsin Legislature.

2. DESCRIPTION AND FIT WITH MISSION

2.1 School/College Description

The SPH at UWM will offer education, research and service opportunities for students and faculty. This unit will develop masters and doctoral level programs aligned with accreditation criteria defined by the Council on Education for Public Health (CEPH). Graduate offerings will include:

- Masters in Public Health (MPH) with tracks in five core disciplines:
  1. social and behavioral health
  2. environmental health
  3. health administration and policy
  4. epidemiology
  5. biostatistics
- PhD in Community Health Interventions Studies (Social and Behavioral Health)
- PhD in Environmental and Occupational Health
- PhD in Public Health Administration and Policy
- PhD in Epidemiology
- Graduate Certificate programs
In addition to academic programs, the establishment of the SPH will contribute substantially to building a critically-needed public health infrastructure in Milwaukee and Wisconsin. Essential elements of public health infrastructure include a highly qualified workforce, research that examines root causes of public health disparities, the identification of strategies to improve health outcomes, and the development and analysis of policies to protect the health of the public. Steps in the establishment of the SPH at UWM include applying for accreditation, planned for the year 2012 at the earliest. If granted, this will be the first accredited SPH in Wisconsin. A SPH at UWM will provide Milwaukee with a unique opportunity to establish itself as a major contributor to public health scholarship and research.

2.2 Mission of School/College and Relation to Campus Mission

Mission of the School of Public Health
The UW-Milwaukee School of Public Health will conduct rigorous public health research and scholarship; educate the current and future public health workforce; and influence the development of strategies and policies that promote health among diverse populations.

Relation to UWM Campus Mission
As affirmed in UWM’s mission statement, the university “must provide a wide array of degree programs, a balanced program of applied and basic research, and a faculty who are active in public service” in order to “meet the diverse needs of Wisconsin’s largest metropolitan area.”

The role of UWM as the metropolitan doctoral university within the UW System involves an explicit responsibility to the community that emphasizes research and scholarship related to urban society. The proposed SPH will contribute to UWM’s achievement of its mission by directly addressing critical health needs and disparities. Addressing these critical urban concerns will provide an excellent opportunity for UWM to link research with community engagement.

On a broader scale, the health of the state of Wisconsin is directly tied to the health of its largest urban center, metropolitan Milwaukee. As such, the work of the SPH will have significant impact well beyond the limits of the city of Milwaukee. The boundaries of the influence and work of the SPH will be those of UWM: the state of Wisconsin. The education, research, and work that is completed at the UWM SPH will draw upon resources and expertise from the entire state so as to ensure that widely dispersed populations benefit from this new institution in promoting health and preventing disease. Because the health determinants and outcomes of various Wisconsin populations are all unique, the SPH will balance its research, curriculum, and practice opportunities to address statewide public health concerns.

The broad research framework of UWM will also benefit the faculty and students of the SPH by providing ample research and scholarship opportunities. Collaborative relationships with city and statewide public health agencies will allow SPH students and faculty to view the entire

---


In alignment with UWM's mission, its SPH will:

- Engage in academic and research activities in the recognized core disciplines of public health (social and behavioral health, environmental health, health administration and policy, epidemiology, and biostatistics).

- Develop and enhance a diverse public health workforce through increased educational and professional development opportunities for current and future public health workers, promoting the public health workforce in Wisconsin and beyond.

- Apply experiential learning in various settings through translational research and practical work experiences to gain a comprehensive understanding of the determinants of health for diverse populations.

- Collaborate with community, governmental, medical, and academic agencies to identify potential partnerships and research opportunities to promote the public health of Milwaukee and Wisconsin.

- Obtain federal, state, and local extramural research funding to support the sustainability of the school and contribute to UWM's goals of increased extramurally funded research.

- Hire high quality and diverse faculty members in each of the five core areas of public health in order to sustain quality masters and doctoral level academic degree programs.

3. NEED

3.1 Need for proposed school or college

Establishing a SPH at UWM will continue the process of building a critically-needed public health infrastructure in Milwaukee and Wisconsin. Essential elements of public health infrastructure include a highly qualified workforce, research that examines root causes of public health disparities, the identification of strategies to improve overall health outcomes, and the analysis and development of policies to protect the health of the public\(^1\).

There is a critical need to upgrade the knowledge and skills of the current public health workforce, and to train future public health workers as their numbers decline. Milwaukee and Wisconsin follow the national public health workforce statistics that indicate more than 50% of

the public health workforce is aged 50 years or older, demonstrating a critical need to train new workers at both the baccalaureate and graduate level. It is estimated that as many as four out of five practicing public health professionals lack formal public health training. In addition to formal graduate public health curricula that will be offered at the proposed SPH, certificates and continuing education offerings in traditional and online formats will also support the achievement of this goal. These academic programs will provide a broad conceptual overview of public health, and will ultimately enhance the work of these professionals. The ability to engage in public health research in an urban setting, such as the City of Milwaukee, will generate knowledge that can ultimately be translated to community-wide practices, as well as inform policy that addresses critical health needs.

At UWM, several undergraduate majors, such as B.S. Nursing and B.S. Clinical Laboratory Science, currently address some public health workforce needs, as well as provide a pipeline of students who will pursue health-related graduate degrees. The education and research opportunities provided by the SPH will address shortages at the graduate level and ensure the quality of the public health professional workforce in Wisconsin. It is imperative that the public health educational opportunities offered by UWM exist in an accredited school of public health rather than programs within other existing schools, because an accredited school of public health attracts a more competitive level of faculty and students, as well as funding to support the goals of UWM.

The need to develop the public health profession in the state of Wisconsin has been clearly established in recent statistics. In FY 2005-2006, Wisconsin ranked 46th out of the nation’s 50 states in state funding for public health. This limited investment in public health negatively impacts the health of Wisconsin residents. In fact, there has been a documented recent drop in the health ranking of Wisconsin from 10th to 12th in the nation. UWM SPH faculty and students will have ample opportunities to combat these trends through research, workforce education, and policy influence. The UWM SPH will supplement the number of public health professionals and enhance their education through its research and academic work, thereby enhancing statewide public health resources and support. Milwaukee, with its large, diverse population and substantial public health needs, represents the optimal location for a “public health learning laboratory” to the benefit of both students and faculty, who will positively impact the health of Wisconsin.

---


According to the Association of Schools of Public Health, there is a great increase of students enrolling in public health programs. Between 1995 and 2006, applications to these programs increased from 1,319 to 2,506, and the number of accredited schools grew from 27 to 39. The Chronicle of Higher Education\(^1\) stated that the growth is fueled by the realization that in this era of globalization, health threats like AIDS, SARS, and avian flu transcend national boundaries, and students are committed to finding long-term solutions through public health studies. Furthermore, there is an increased number of faculty seeking homes in accredited schools of public health. The current cluster hire recruitment through the Center of Urban Population Health—three positions modeled as halftime faculty and halftime researcher for the Center—received more than 60 applicants with public health expertise.

### 3.2 Comparable Schools or Colleges in Wisconsin and Neighboring States

**Comparable Schools or Colleges in Wisconsin**

Currently, there is no accredited SPH in Wisconsin. UW-Madison's School of Medicine and Public Health (UWSMPH) is a school of medicine with a focus on public health. However, the UWSMPH is not an accredited SPH, as CEPH only accredits schools that are independent of medical schools, and that hold the same degree of independence as all other professional schools and colleges on the campus.

There are only two accredited masters programs in public health (MPH) available in the state, but they are not housed in accredited schools of public health: UW-La Crosse offers an MPH in Community Health Education, and the Medical College of Wisconsin (MCW) offers a MPH program which was recently altered to admit non-physicians. MCW also recently developed a PhD in Public and Community Health, which is not accredited at the time of this writing. UW-Madison has recently developed an MPH for which it is seeking accreditation, and also offers a PhD program in Population Health. In addition, the UW-Madison School of Nursing recently announced an MS/MPH degree to be offered jointly with the UWSMPH. The UWM College of Nursing confers an MS in Community Health Nursing.

The UWM SPH will distinguish itself from these programs with the following characteristics: **accreditation as a School of Public Health, academic breadth, critical mass, and focus.**

**Accreditation as School of Public Health.** The primary difference between the UWM SPH and other Wisconsin programs is that the UWM SPH will be a CEPH accredited school of public health offering comprehensive public health education. An accredited SPH at UWM will provide Wisconsin with a unique opportunity to establish itself as a major contributor to public health scholarship and research. The full accreditation as a school of public health has many benefits to students and faculty, as well as to the public as a whole. The Council on Education for Public Health outlines the following advantages of accreditation:

For prospective students and their parents, accreditation serves a consumer protection purpose. It provides assurance that the school or program has been evaluated and has met accepted standards established by the profession.

For prospective employers, it provides assurance that the curriculum covers essential skills and knowledge needed for today's jobs.

For graduates, it promotes professional mobility and enhances employment opportunities in positions that base eligibility upon graduation from an accredited school or program.

For public health workers, it involves practitioners in the establishment of standards and assures that educational requirements reflect the current training needs of the profession.

For the profession, it advances the field by promoting standards of practice and advocating rigorous preparation.

For the federal government and other public funding agencies, it serves as a basis for determining eligibility for federally funded programs and student financial aid.

For foundations and other private funding sources, it represents a highly desirable indicator of a program's quality and viability.

For the university, it provides a reliable basis for inter- and intra-institutional cooperative practices, including admissions and transfer of credit.

For the faculty and administrators, it promotes ongoing self-evaluation and continuous improvement and provides an effective system for accountability.

For the school or program, accreditation enhances its national reputation and represents peer recognition.

**Academic Breadth.** The UWM SPH will further distinguish itself from other Wisconsin public health programs by emphasizing masters and doctoral level training and education. As such, it will coordinate existing and develop new intellectual capital, advancing the body of knowledge in the field of public health.

Additionally, the UWM SPH will offer comprehensive public health education across all five of the core disciplines as defined by CEPH. The existing programs of public health at other Wisconsin institutions do not provide such all-inclusive curriculum or research opportunities. For example, an accredited MPH program requires students to take one class from each of the five core disciplines, but requires depth in only one focus area. An accredited SPH’s MPH

---

program would provide strength and rigorous coursework in all five of the CEPH identified core disciplines.

**Critical Mass.** UWM’s SPH will differ from accredited public health programs in that an accredited SPH is required to offer at least three doctoral degrees, providing a critical mass of cross-disciplinary faculty and research opportunities. Furthermore, an accredited SPH creates a host of new opportunities to partner with extramural funding agencies including the National Institutes of Health and the Centers for Disease Control and Prevention. Because this SPH will be housed within a comprehensive research university, it will provide ample learning and practice opportunities for public health students, faculty, and professionals in Milwaukee and Wisconsin.

**Focus.** UWM’s existing strengths in three public health disciplines (social and behavioral sciences, environmental health, and health administration and policy) will further distinguish this SPH from other Wisconsin programs. As a public health institution, it will focus on the primary public health tenets of “upstream” prevention, promotion, and protection of communities and populations, rather than the “downstream” model of curing illness.

**Comparable Schools or Colleges in Neighboring States**

There are currently 40 accredited schools of public health and 69 accredited programs of public health across the United States. There are only two of these programs located in Wisconsin, but no schools of public health in this state. For Wisconsin students interested in public health, the nearest accredited schools of public health are located at the University of Minnesota-Minneapolis and the University of Illinois-Chicago. The commute to both of these locations presents a hardship for many students, as would out-of-state tuition rates. Locating the institution in Wisconsin’s largest metropolitan area will be crucial for many public health learners and workers located within the state. It is clear that UWM’s SPH position in Milwaukee will not only be advantageous to both local and regional students, but it will also be advantageous to the country’s “Midwestern public health academic belt,” increasing collaborative opportunities between Chicago, Milwaukee, Madison, La Crosse and Minneapolis. Hence, locating an accredited school of public health within the state boundaries has financial, temporal, and accessibility benefits for students throughout the state of Wisconsin.

3.3 Collaborations with other state, regional, and national organizations

**UWM External Collaborations**

The public health needs of widely dispersed populations will be addressed as public health practice is synchronized in a way that brings together and utilizes the assets from a range of statewide academic institutions. Collaboration with a variety of institutional academic schools and programs, as well as with other community agencies, will be an essential element of the public health research and academic work conducted at the UWM SPH. Two existing partnerships illustrate such collaboration: 1) the Center for Urban Population Health, a joint initiative between the UW-Madison’s School of Medicine and Public Health, UWM, and Aurora Health Care, and 2) the reciprocal agreement between UWM and the Medical College of Wisconsin.

---

Wisconsin (MCW), whereby students from either institution may take classes from the other. UW System granted to UWM an Entitlement to Plan a collaborative PhD program with MCW drawing upon the expertise of both institutions. This degree program is currently being planned.

UWM’s SPH will also develop cooperative partnerships with the UW-Madison School of Medicine and Public Health. This relationship will benefit students and faculty at UW-Madison and UWM, as well as strengthen the UW System. Enhancing this partnering opportunity will further advance and promote the public health work conducted throughout the entire state of Wisconsin, as well as leverage critical assets such as library resources. The health needs of widely dispersed populations will be addressed as standards of public health practice, and the assets from a range of statewide academic institutions are utilized.

UWM’s SPH will continue to expand upon the already existing collaborative relationships with the Milwaukee Health Department and other local health departments (LHDs). Plans are currently underway for the development of an Academic Health Department (AHD) concept at one or more local or state health departments. This concept requires that public health research, work, and education at a LHD such as Milwaukee Health Department be conducted in close partnership with a SPH. To this end, UWM and the Milwaukee Health Department envision co-location of facilities. The UWM SPH will be the obvious first choice for those LHDs that wish to become AHDs. Such partnerships provide synergies for both partners, will increase the learning and research opportunities for public health students and faculty, and will ensure that there are distinct connections between public health education and practice.

In addition, the SPH will conduct critical research that will inform policy makers who address local and regional public health needs. The importance of community collaboration and research will be augmented by the already large and growing network of community collaborations UWM has with local health departments, health providers, environmental organizations, businesses and other organizations. Such collaborations are critical to the development of strategies and policies that promote health among diverse populations.

The UWM SPH will develop collaborations with rural health institutions and community-based organizations representing diverse populations, such as the Marshfield Clinic and the Great Lakes Native American Research Center for Health (NARCH), and the Sixteenth Street Community Health Center. These partnerships will increase the diverse public health learning and research opportunities for students across all parts of Wisconsin. It will also broaden the scope of the SPH so that the unique public health concerns of all of the residents of urban and rural Wisconsin communities are fully and proactively addressed. In addition, UWM’s SPH will likely pursue credit and noncredit outreach functions. These activities will regularly engage students and faculty in a wide array of community-based projects and services. This outreach will ultimately infuse academic knowledge into community practice while simultaneously gauging and utilizing community knowledge and experience to inform academic practice.

**UWM Internal Collaborations**

A variety of UWM programs aligned with public health are already engaged in public service, and additional programs will be developed as the SPH is established. For example, the WATER Institute, the Institute of Environmental Health, Children’s Environmental Health Institute, and
the NIEHS Marine and Freshwater Biomedical Sciences Center all provide outreach opportunities and work with the community to establish connections between environment and health. As only the second of its kind worldwide, the proposed UWM School of Freshwater Studies will have a synergistic relationship with the SPH as it develops environmental programs that will inform environmental health research within the SPH. Furthermore, the SPH will draw international faculty, researchers, and students with expertise in environmental health, knowing that they will have access to study the largest body of freshwater in the world. This is a rare opportunity to create a niche research area in Wisconsin, and worldwide. Other examples of interdisciplinary collaboration on the UWM campus include:

- Center for Addiction and Behavioral Health Research (CABHR),
- Institute for Urban Health Partnerships (IUPH),
- Center for Urban Population Health (CUPH),
- Center for Urban Initiatives and Research (CUIR),
- Human Movement Sciences Laboratories,
- Center for Cultural Diversity and Global Health, and
- Center for International Education
- Numerous academic certificate and degree programs.

4. ORGANIZATIONAL STRUCTURE

4.1 Administrative Structure

The administrative structure of the SPH will resemble that of other UWM Schools and Colleges. Recruitment for a founding dean will begin in 2008-2009. Once a founding dean is appointed, the administrative structure will be further established and aligned with UWM’s other academic institutions’ administrative structures. This will likely include an associate dean, chairs, faculty, and staff.

4.2 Academic Structure

The faculty of the SPH will focus on the five core disciplines of public health: Social and Behavioral Health, Environmental Health, Health Administration and Policy, Epidemiology, and Biostatistics.

The school’s faculty will initially be organized without academic departments. There will be coursework, research opportunities, and academic programs in each of these core areas offered to masters and doctoral students. However, considerable overlap in course and degree requirements will most likely occur in accordance with the multidisciplinary nature of public health academia and research. Faculty with strength in these areas will comprise the academic staffing for the SPH, while additional classified and other support staff will be hired to maintain the academic and administrative structure of the overall SPH.

4.3 Support Service Structure

Access to Academic Advising Support
The new SPH will offer substantial advising and outreach for potential students in order to fully support their academic progress and success. Academic advisors will provide guidance to new students and develop academic timelines that best support the students’ needs and interests. Faculty will work with masters and doctoral students to identify their strengths in public health practice and align those with appropriate learning and research opportunities. Specific outcome goals will be incorporated into program planning and curriculum development.

Online models of the MPH, certificate, and continuing education offerings through the UWM SPH will make use of the technologies and related resources for this format of learning. A technology support team will be available to assist students with any difficulties they may experience, while a separate distance education advisor will advise online students on their academic plan and develop a system that allows for open and consistent communication between all SPH students and faculty. This full system academic support for both traditional and non-traditional students will support their educational progress and success.

Access for Individuals with Disabilities
Being aware of, and proactively addressing the needs of individuals with differing capabilities, the UWM SPH will diligently work to provide access to those enrolled, participating, or working in the SPH. As described on the UWM Student Accessibility Center website\(^1\), there are a range of services and support systems available on campus for students with disabilities. SPH faculty will work with the staff of the Student Accessibility Center (SAC), which is a part of the Division of Academic Affairs, in order to provide optimal access to the educational opportunities offered at this school. In addition, with the assistance of SAC staff, the faculty, staff, and students of the SPH will ensure that all students are equally included and regarded with their unique abilities and strengths.

SPH students and faculty will have access to current UWM library resources, as well as the seven collaborative libraries in UW System and resources at Medical College of Wisconsin. As the school is formed, however, UWM’s library collections will be reviewed to identify the resources that are relevant to public health and supplement those deemed as necessary. Additionally, students and faculty will have access to numerous online resources including meta search databases, Refworks accounts, reserve and e-reserve, video and DVD collections, archives, and more.

Access to Campus Student Services
SPH students will have full access to the comprehensive student services provided by UWM, including the following:

- Graduate School Resources
- Financial Aid
- Advising
- Access to Success/Diversity
- Tutoring
- Disability Services
- Student Health Services
- Multicultural Affairs
- Technology Resources
- International Student Services
- Klotsche Athletic Center
- Learning Technology Center
- Help Desk
- Student Union
- Campus Safety

In addition, all UWM students have access to the services and resources provided by University Information Technology Services which include: Panthermail, PantherCal, PantherFile, PantherList, D2L (Desire to Learn), PAWS (Panther Access to Web Services), electronic security and antivirus, and desktop support.

5. FINANCE

5.1 Operating Budget and Budget Narrative
The budget of a SPH is ultimately dependent on a multitude of factors that include location, size, history of the program, state support, institutional support, tuition, federal funding opportunities, and others. The proposed SPH at UWM depends on the identification of significant new resources. Investment costs will include new faculty lines, staff, and facilities. Current planning is based on a midsize SPH, which typically has an annual base budget of approximately $10 million in unrestricted funds, plus $16 million in grants and/or contracts. The SPH will also realize income from GPR and tuition revenue.

The estimate of academic strength in public health must be coupled with the observation that the identified faculty are currently attached to colleges, schools, and programs within the university. Thus, while they can contribute to a SPH as joint appointees, they cannot substitute for a primary faculty recruited into this new unit. As such, the initial operating budget for the SPH must take into consideration the need for at least twenty-five full time equivalent faculty members, as well as additional support staff and personnel.

The SPH planning is supported by a reallocation of $250,000 (base dollars) from UWM’s Milwaukee Idea. This is to be used for planning purposes for the SPH. Beginning in 2008-2009, the SPH will be supported by $200,000 (base dollars) as a result of approval of the 2007-2009 biennial budget. This new funding will initially provide support for SPH planning and subsequently serve as operating support for the SPH.

5.2 Capital Budget and Narrative
Total estimated resources required to build an appropriate facility to house the SPH will be approximately $25 million. There will clearly be significant investment costs associated with the establishment of this school. The $10 million gift received from Milwaukee philanthropist Joseph J. Zilber will significantly offset the initial expenses for the infrastructure associated with building UWM’s SPH.

5.3 Extramural Research Support
Extramural funding will provide significant support for the successful function and advancement of the SPH. The SPH will utilize state funds, gifts, extramural funding, and research grants to support the research related to the proposed academic public health programs.

UWM’s success obtaining extramural funding to support public health related research is well documented in Appendix II of UWM’s Public Health Planning report entitled Planning for an
UWM Proposal for School of Public Health

Accredited School of Public Health at UW-Milwaukee\(^1\), and is available for download at http://www4.uwm.edu/publichealth/final_report.cfm.

UWM received $8.4 million (base dollars) in state funding in the 2007-2009 biennial budget to support new faculty and researchers\(^2\). Some portion of these new funds will be allocated to support cluster hires of faculty for the SPH. To further support the SPH requests for new base funding will be made in each of the next two biennials.

The plethora of academic resources at UWM, including an average $8 million in annual extramural funding for public health related research, support the creation of a SPH. These figures compare favorably with most schools of public health. Furthermore, UWM has a substantial research base funded by the National Institute of Health (NIH), an agency which earmarks additional funding to accredited SPHs. An accredited SPH at UWM will grow research extramural funding, ultimately benefiting the economy of the city and the state.

\(^1\) Public Health Planning. (2006). Planning for an Accredited School of Public Health at UW-Milwaukee. Milwaukee, WI.

APPENDIX I: UWM School of Public Health Planning Council (SPHPC)

Stephen Percy, PhD  
*Chair: UWM SPHPC*  
Professor, Dept. of Political Science, UWM; Director, Ctr. for Urban Initiatives & Research

Sylvia Furner, PhD, MPH  
*Public Health Academic Consultant: UWM SPHPC*  
Interim Dean, School of Public Health, University of Illinois at Chicago

Laura Anderko, PhD, RN  
Associate Professor, College of Nursing; Director, Nursing Centers Research Network, UWM

Mary Jo Baisch, PhD, RN  
Asst. Professor, College of Nursing, UWM

Bevan Baker, CHE  
Commissioner of Health, City of Milwaukee Health Department

Paul Brodwin, PhD  
Associate Professor, Department of Anthropology, UWM

Robert Burlage, PhD  
Associate Professor; Chair, Department of Health Sciences, College of Health Sciences, UWM

Michael J. Carvan, PhD  
Assistant Scientist, Great Lakes Water Institute

Ron Cisler, PhD  
Associate Professor, College of Health Sciences, UWM; Director, Center for Urban Population Health

Michael Fendrich, PhD  
Professor, School of Social Welfare; Director, Center for Addiction and Behavioral Health Research (CABHR), UWM

Marcia Firmani, PhD, MSPH  
Associate Professor, College of Health Sciences, UWM

Ray Fleming, PhD  
Professor, Department of Psychology, UWM

Arun Garg, PhD, CPE  
Professor, Industrial & Manufacturing Engineering; Chair, Department of Industrial & Manufacturing Engineering, UWM
Jeanne Hewitt, PhD, RN
Associate Professor, College of Nursing; Associate Director, Inst. of Environ. Health, UWM

Ron Kotecki
Development Program Manager, UWM

Randall Lambrecht, PhD
Dean, College of Health Sciences, UWM

Sally Lundeen, PhD, RN
Dean, College of Nursing, UWM

Nancy Mathiowetz, PhD
Professor; Chair, Department of Sociology, UWM

Richard Meadows, PhD
Dean, Letters & Science, UWM

Laura Pedrick, MA
Assistant to the Provost for Strategic Initiatives, UWM

David Petering, PhD
Distinguished Professor, Department of Chemistry/Biochemistry, UWM

Joan Prince, PhD
Vice Chancellor of Partnerships and Innovations, UWM

Colin Scanes, PhD
Vice Chancellor for Research and Dean of the Graduate School

Geoffrey R. Swain, MD, MPH
Medical Director & Chief Medical Officer, City of Milwaukee Health Department;
Associate Professor, UW-Madison School of Medicine and Public Health;
Center Scientist, Center for Urban Population Health

Rodney Swain, PhD
Associate Professor, Department of Psychology; Associate Dean, Letters & Science, UWM

Dev Venugopalan, PhD
Associate Vice Chancellor for Academic Affairs, UWM

Bonnie Halvorsen,
Manager of Public Health Planning
APPENDIX II: PERSONNEL

Faculty

CEPH, the accrediting body for schools of public health, stipulates that accredited schools of public health must have a critical mass of faculty to support each core concentration. Minimums for full time equivalent faculty in the School are 5 for each doctoral program (environmental health, epidemiology, health administration and policy, and social and behavioral health) and 3, plus 2 FTEs, for other core disciplines (biostatistics). The expectation is that the SPH will serve as the State’s academic leader in public health, doing frontier research, robust teaching, and effective community service.

To accomplish this goal, the School will need to build to a critical mass of 40 full-time equivalent faculty distributed evenly across the core doctoral programs as well as biostatistics as its foundation. Over time, as research and instructional responsibilities increase, it is anticipated that the faculty body will grow well beyond its initial base. It is planned that most, if not all, of the founding faculty will be hired into new faculty positions. Indicative of the interdisciplinary nature of public health, it is anticipated that the UWM SPH will create many joint and adjunct appointments for faculty in other UWM schools and colleges and regional institutions that have research and teaching expertise in public health.

To begin building a base of new faculty, a cluster hire is currently being conducted through Center for Urban Population Health (CUPH) for three faculty members with expertise in epidemiology, informatics, community and environmental health, and community health promotion. A second cluster hire has been approved for three faculty with expertise in children’s environmental health. Other new faculty needed for the SPH will be determined as the curriculum for the MPH and doctoral programs are planned. Support staff for the SPH include graduate students, administration, and program assistants. The hiring plan will be conducted with the following funding sources:

- Cluster hires through DINs (state support)
- Cluster hire supported by UW-Madison School of Medicine and Public Health’s Wisconsin Partnership Foundation endowment, through CUPH
- Donor support
- Extramural

As the SPH’s academic and professional programs are established and student enrollment increases, there will be a need to supplement the core faculty with additional new FTE positions. The SPH will work closely with other UWM colleges and schools to formalize joint teaching and research appointments. Adjunct faculty members, to include public health professionals working in the local and state health departments and other collaborating agencies, will provide invaluable input to the courses offered and enhance the quality and breadth of the public health education offered at UWM’s SPH.

The UWM SPH has been a draw for faculty candidates looking at departments and schools across campus. Indeed, several departments have included references to the SPH in their recruitment materials.
Academic Staff

The SPH will need to develop a cadre of academic staff in alignment with the mission and research of the school. This staff will include research, teaching, advising, outreach, and fiscal personnel who will provide administrative support to the students and faculty of the SPH.

Classified Staff

As deemed necessary for efficient and successful operations of the SPH, a limited number of clerical, administrative, and technical support staff will be hired. These individuals will assist in the operations of the school in its entirety and ensure that it is able to function well on a personal, accessible, and technological level for all students and faculty.

Diversity

From its initial conception, a primary objective of the SPH has been to encompass and promote diversity among faculty and students. The school is committed to enhancing UWM’s goal to attract and involve students from unique backgrounds. UWM’s location in a large urban environment will allow the SPH to establish close connections to community based organizations and diverse individuals. To prioritize this component of the SPH early on, the SPH Planning Council has created a Community Advisory Council that is comprised of individuals representing a range of local and statewide public health related and community based associations.

A SPH at UWM will be in a unique position to increase the number of public health workers from diverse backgrounds. Partnership with the Milwaukee Health Department will facilitate community connections and outreach. Although the diversity of the public health workforce has improved over the last 30 years, significant challenges remain. Graduates of schools of public health who are African American are in proportion to the African American adult population. However, only seven percent of public health graduates were from Hispanic or Latino backgrounds, short of the 11 percent proportion in the general adult population. Furthermore, statistics regarding recent graduates do not reflect the actual public health workforce, which remains far from representative of the general population. In the City of Milwaukee, 15 of the 37 public health workers eligible for retirement (40 percent) are minorities, two of whom are bilingual (Public Health Planning, 2006). The need for a diverse public health workforce is self evident. The SPH will therefore strive to attract diverse students and faculty so that the public health education and research they conduct is reflective of, and applicable to a broad range of populations.

Diversity will also be a driving factor of the curriculum of the SPH. The coursework of this school will focus on understanding the determinants of health of entire populations. It will also highlight the importance of studying various methods that seek to promote and protect the public’s health. As such, an essential component of the SPH curriculum will be for students and faculty to actively learn in a range of settings and engage with diverse groups and individuals. The SPH curriculum will infuse public health research and practice that examines the range of influences on the health of different populations. The curricular framework of the SPH will enable students and faculty to identify public health trends, preventive approaches, and policies that are optimally fashioned for specific population groups.
APPENDIX III: FACILITIES

Space and Capital Resources – Existing Facilities and Capital Equipment
The SPH will be located within an off-campus facility. However, UWM leadership is currently exploring options for temporary space to house faculty and staff in the formative years of the SPH.

Additional Facilities and Capital Equipment Required
There are preliminary plans to construct a new building in downtown Milwaukee with the possibility of co-locations with the City of Milwaukee Health Department. This facility will be state of the art with classrooms, computer labs, laboratories, and any other special resources necessary to conduct public health learning and research. The campus administration and development office is in the process of obtaining funds to build this structure. Milwaukee philanthropist Joseph J. Zilber, founder and chairman of Zilber Ltd., has donated $10 million toward the establishment of a SPH in downtown Milwaukee.

The collaborative partnerships established by the SPH will serve to further benefit the professional development and research of its students and faculty. In addition to facilities made available by UWM's other health-related academic programs and research, the Milwaukee Health Department, local health departments, the State health department, and community-based agencies will all serve as clinical placements for students and faculty. The SPH’s proposed downtown location would facilitate access to the Aurora Health Care downtown facility (for prevention interventions), as well as those of the Center for Addiction and Behavioral Health Research (CABHR) and the Center for Urban Population Health (CUPH).

Library and Technology Needs
The faculty, students, and staff of the UWM SPH will require access to up to date journals, both in an electronic and hard-copy formats. As such, considerable library resources will need to be acquired to support the learning and growth of those invested in public health education. In addition, current technologies including computer labs and distance learning technologies, appropriate hardware and software, and technology and library resource support and help for students and faculty will be essential to the public health work conducted at UWM’s SPH.
Footnotes

a) Authorization to Implement (ATI). UWM prepares a formal request for authorization from the BOR to implement a school of public health.

b) To apply for accreditation, the applicant must "offer three doctoral degrees in public health disciplines, with students enrolled in all three and a graduate from at least one by the time of the site visit or within two years of the application date, whichever comes first." ** (pg. 5)

c) The applicant must "offer the MPH programs in at least the five basic areas of public health knowledge, or provide specific plans and timeline demonstrating that they will be in place with graduates in each program area at the time of the site visit or within two years of the application date, whichever comes first." ** (pg. 4)

d) "Once accepted as an applicant, a school or program must proceed toward accreditation. An applicant must schedule a CEPH consultation visit, attend an accreditation orientation workshop, and submit an acceptable self-study document to CEPH offices within two years of the date when accepted as an applicant; failure to do so will result in termination of applicant status." ** (pg. 5)

e) The applicant must "have at least five full-time faculty who are trained and experienced in the discipline for each core concentration area offering a doctoral degree, and at least three full-time faculty plus two full-time-equivalent faculty in the core concentration areas offering only the MPH by the time of the site visit or within two years of the application date, whichever comes first." ** (pg. 5)

** CEPH Accreditation Procedures, 2006
Council on Education for Public Health
Complete accreditation criteria and procedures are available at www.ceph.org

Association of Schools of Public Health
Information including "Core Areas of Public Health" for accreditation is available at www.asph.org
APPENDIX V: ACCREDITATION CRITERIA

Excerpts from Council on Education For Public Health’s School of Public Health Criteria
(Full document available at http://www.ceph.org/i4a/pages/index.cfm?pageid=3352)

I. The School of Public Health

1.1 Mission. The school shall have a clearly formulated and publicly stated mission with supporting goals and objectives. The school shall foster the development of professional’s public health values, concepts and ethical practice.

1.2 Evaluation and Planning. The school shall have an explicit process for evaluating and monitoring its overall efforts against its mission, goals and objectives; for assessing the school’s effectiveness in serving its various constituencies; and for planning to achieve its mission in the future.

1.3 Institutional Environment. The school shall be an integral part of an accredited institution of higher education and shall have the same level of independence and status accorded to professional schools in that institution.

1.4 Organization and Administration. The school shall provide an organizational setting conducive to teaching and learning, research and service. The organizational setting shall facilitate interdisciplinary communication, cooperation and collaboration. The organizational structure shall effectively support the work of the school’s constituents.

1.5 Governance. The school administration and faculty shall have clearly defined rights and responsibilities concerning school governance and academic policies. Students shall, where appropriate, have participatory roles in conduct of school and program evaluation procedures, policy-setting and decision-making.

1.6 Resources. The school shall have resources adequate to fulfill its stated mission and goals, and its instructional, research and service objectives.

II. Instructional Programs

2.1 Master of Public Health Degree. The school shall offer instructional programs reflecting its stated mission and goals, leading to the Master of Public Health (MPH) in at least the five areas of knowledge basic to public health. The school may offer other degrees, professional and academic, and other areas of specialization, if consistent with its mission and resources.

The areas of knowledge basic to public health include:

Biostatistics – collection, storage, retrieval, analysis and interpretation of health data; design and analysis of health-related surveys and experiments; and concepts and practice of statistical data analysis;
Epidemiology – distributions and determinants of disease, disabilities and death in human populations; the characteristics and dynamics of human populations; and the natural history of disease and the biologic basis of health;

Environmental health sciences – environmental factors including biological, physical and chemical factors that affect the health of a community;

Health services administration – planning, organization, administration, management, evaluation and policy analysis of health and public health programs; and

Social and behavioral sciences – concepts and methods of social and behavioral sciences relevant to the identification and solution of public health problems.

2.2 Program Length. An MPH degree program or equivalent professional masters degree must be at least 42 semester credit units in length.

2.3 Public Health Core Knowledge. All professional degree students must demonstrate an understanding of the public health core knowledge.

2.4 Practical Skills. All professional degree students must develop skills in basic public health concepts and demonstrate the application of these concepts through a practice experience that is relevant to the students' areas of specialization.

2.5 Culminating Experience. All professional degree programs identified in the instructional matrix shall assure that each student demonstrate skills and integration of knowledge through a culminating experience.

2.6 Required Competencies. For each degree program and area of specialization within each program identified in the instructional matrix, there shall be clearly stated competencies that guide the development of educational programs.

2.7 Assessment Procedures. There shall be procedures for assessing and documenting the extent to which each student has demonstrated competence in the required areas of performance.

2.8 Other Professional Degrees. If the school offers curricula for professional degrees other than the MPH or equivalent public health degrees, students pursuing them must be grounded in basic public health knowledge.

2.9 Academic Degrees. If the school also offers curricula for academic degrees, students pursuing them shall obtain a broad introduction to public health, as well as an understanding about how their discipline-based specialization contributes to achieving the goals of public health.

2.10 Doctoral Degrees. The school shall offer at least three doctoral degree programs that are relevant to any of the five areas of basic public health knowledge.
2.11 Joint Degrees. If the school offers joint degree programs, the required curriculum for the professional public health degree shall be equivalent to that required for a separate public health degree.

3. Creation, Application and Advancement of Knowledge

3.1 Research. The school shall pursue an active research program, consistent with its mission, through which its faculty and students contribute to the knowledge base of the public health disciplines, including research directed at improving the practice of public health.

3.2 Service. The school shall pursue active service activities, consistent with its mission, through which faculty and students contribute to the advancement of public health practice.

3.3 Workforce Development. The school shall engage in activities that support the professional development of the public health workforce.

4. Faculty, Staff and Students

4.1 Faculty Qualifications. The school shall have a clearly defined faculty which, by virtue of its distribution, multidisciplinary nature, educational preparation, research and teaching competence, and practice experience, is able to fully support the school's mission, goals and objectives.

4.2 Faculty Policies and Procedures. The school shall have well-defined policies and procedures to recruit, appoint and promote qualified faculty, to evaluate competence and performance of faculty, and to support the professional development and advancement of faculty.

4.3 Faculty and Staff Diversity. The school shall recruit, retain and promote a diverse faculty and staff, and shall offer equitable opportunities to qualified individuals regardless of age, gender, race, disability, sexual orientation, religion or national origin.

4.4 Student Recruitment and Admissions. The school shall have student recruitment and admissions policies and procedures designed to locate and select qualified individuals capable of taking advantage of the school's various learning activities, which will enable each of them to develop competence for a career in public health.

4.5 Student Diversity. Stated application, admission, and degree-granting requirements and regulations shall be applied equitably to individual applicants and students regardless of age, gender, race, disability, sexual orientation, religion or national origin.

4.6 Advising and Career Counseling. There shall be available a clearly explained and accessible academic advising system for students, as well as readily available career and placement advice.