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28 August 2000

TO: Members, University Senate

FROM: University Senate Council

RE: AGENDA ITEM: University Senate Meeting, Monday 11 September 2000  
Proposal to establish a Department of Rehabilitation Sciences, College of Allied Health Professions. If approved, the proposal will be forwarded to the administration for appropriate action.

Proposal to establish a Department of Rehabilitation Sciences:

Attached find a copy of the proposal to establish a Department of Rehabilitation Sciences in the College of Allied Health Professions.

All affected units support the proposal. It has been reviewed and unanimously approved by the Academic Council for the Medical Center, the Senate's Committee on Academic Organization and Structure and is recommended to the Senate by the Senate Council.

Attachment

**Proposal for Re-Organization of the Current  
Department of Health Services  
Revised 4/26/2000**

**PROPOSAL:**

This document represents a proposal to re-organize the current Department of Health Services in the College of Allied Health Professions into two separate, free-standing departments. The Department of Health Services currently includes the following academic divisions: Communication Disorders, Health Services Management, Physical Therapy, and Radiation Sciences. The proposal described in this document would divide those divisions into the following two departments:

- ◆ **Department of Health Services:** to include the Division of Health Services Management (HSM) and the Division of Radiation Sciences (RS)
- ◆ **Department of Rehabilitation Sciences:** to include the Division of Communication Disorders (CD) and the Division of Physical Therapy (PT)

**HISTORY:**

Development within the Department of Health Services: This proposal originated from requests made by Division Directors and faculty members in both proposed departments. This proposal originated in October 1999 as a recommendation from the Division Directors of Communication Disorders, Health Services Management, Physical Therapy, and Radiation Sciences that HSM form a Department of Health Services Management. In November 1999, faculty in the Department of Health Services recommended formation of two separate departments (Health Services and Rehabilitation Sciences). They requested that the Department chair draft the rationale for this change. The Division Directors assisted in the development of the rationale. A draft proposal for two departments and the associated rationale was presented to the Department in December 1999. Divisions were asked to consider the proposal and provide feedback by December 17, 1999. All divisions reported favorable votes; a few wording changes were suggested. These wording changes were incorporated into a final proposal, which received a favorable vote by departmental faculty at a meeting in January 2000.

Consideration by the College of Allied Health Professions: The proposal was forwarded to the Dean of the College of Allied Health on February 24. It was presented to Faculty Council on March 8, included on a CAHP Faculty Meeting Agenda that was circulated electronically on March 8, and brought for a vote at the CAHP Faculty Meeting on March 24. It was approved by voice vote at that meeting.

### **BUDGETARY IMPLICATIONS:**

The evolution of the current department of Health Services into two distinct Departments of Rehabilitation Sciences and Health Services requires **no new financial resources** to implement. The current Health Services budget will be divided between these departments. The current budget is now organized into sub-accounts by division. These divisional budgets will be rearranged, as will the divisions, to create two new departmental accounts with appropriate sub-accounts by division.

Currently, all faculty and clerical/staff employees are assigned to a division, except for the departmental Administrative Assistant. All faculty and clerical/staff assigned to the Divisions of Physical Therapy and Communication Disorders will be assigned to the Department of Rehabilitation Sciences. All of the faculty and clerical/staff that are currently assigned to the Divisions of Health Services Management and Radiation Science will remain in the Department of Health Services. The current Administrative Assistant for Health Services will be assigned to the Department of Rehabilitation Sciences.

The clerical/staff resources within the Division of Health Services and collateral staff in the Center for Health Services Management and Research are adequate enough as not to require the establishment of an AA position for the re-formulated Department of Health Services.

There is no need to establish any additional administrative increment for the Chairmanship of the re-formulated Department of Health Services. Funds within Health Services Management and Radiation Sciences covering administrative increments will suffice.

The disposition of the current budget for the Department of Health Services into two distinct budgets has not and will not have any bearing, effect, or impact on the budget of the College's Department of Clinical Sciences. Formulas for distribution of recurring operating expense dollars, as well as the College's policy regarding distribution and reallocation of non-recurring dollars, are unaffected by this proposal.

Note: If approved, the proposal will be forwarded to the Administration for appropriate action

US Agenda Item: 9.11.00 Rehab Science Department proposal, AHP.doc

## **RATIONALE:**

### **Department of Health Services**

- Faculty in both HSM and RS strongly support the proposed departmental reorganization.
- ◆ The proposed realignment offers a more appropriate professional “fit”, since RS and HSM share a public health focus in the Master of Science in Health Physics degree. By contrast, the current alignment of the Department of Health Services offers no closely allied professional “fit” between HSM’s managerial and public health focus and the strong clinical focus of CD and PT.
- ◆ HSM is heavily committed to strong linkages with the new School of Public Health, the Martin School, the Center for Health Services Management and Research, and the Certificate Program in Medical Management. The proposed change should improve the synergy available among these entities.
- The need for HSM to pursue the internal linkages discussed above plus external consulting relationships in an aggressive, entrepreneurial fashion in the modern healthcare environment argues for a more streamlined structure which will be partially achieved through the proposed re-alignment into two departments.
- ◆ The proposal will allow greater latitude in pursuing linkages with the Martin School and the School of Public Health, without having any significant impact on other programs in the college.
- ◆ This reorganization will strengthen the educational experiences of undergraduate students in Health Services Management by allowing them to see a clearer career path to graduate studies. It will not change the requirements or delivery of their undergraduate program. Students in other division will be unaffected.
- ◆ Accreditation can be only be strengthened by providing a better academic and professional “fit” for affected programs.

### **Department of Rehabilitation Sciences**

- Faculty in both CD and PT strongly support the proposed change in departmental organization.
- ◆ Joining of CD and PT into a unified Rehabilitation Sciences unit will offer a unified professional “fit” for both Divisions. Nationally, CD and PT are two parts of a Tri-Alliance of rehabilitation professions that also includes occupational therapy. Members of these two professions have a long history of working together both clinically and academically and will only be strengthened by forming a unified unit.
- ◆ Placing CD and PT into a Department of Rehabilitation Sciences (rather than their current home in Health Services) will give the program a clearer identity and stronger external visibility and recognition.
- ◆ CD and PT are the two on-campus pieces of the developing Rehabilitation Sciences doctoral program. Placing the two Divisions in a unified department whose identity and focus is Rehabilitation Sciences will strengthen each Division’s linkages to the Rehabilitation Sciences doctoral degree and also facilitate coordination with the other institutional partners.
- ◆ Providing a unified identity as a Department of Rehabilitation Sciences provides a clearer structure for external linkages and for opportunities for external funding.
- ◆ A unified professionally appropriate departmental structure will foster increased interdisciplinary activities for faculty, both within the department and the college.
- ◆ Development of this departmental structure should simplify the organizational roles with respect to the administration of the Rehab Sciences doctoral degree.

- Opportunity for cross-disciplinary collegiality and collaboration within the College will remain a strong component in the college. As the college currently maintains strong cross-departmental linkages (e.g. participation of HSM faculty in proposed PA program modification), so will those linkages remain.
  - ◆ Academic freedom, both in form and in substance, will be unaffected by a change in departmental status.
  - ◆ Promotion and tenure evaluation should be strengthened due to judgement being made by peers with more closely aligned professional knowledge and interests. The proposed unit is comprised of at least twelve faculty having full or majority academic appointments in either division, so mentoring of non-tenured faculty should continue to be available.
  - ◆ Existing staff roles will remain significantly unchanged, with staff supporting the same faculty members, content areas and students as in the existing structure.
  - ◆ The proposed change has positive implications for sector and College strategic plans in that it positions the units to respond more quickly and efficiently to changes in the local, regional, and national healthcare environment, thereby improving the quality of service available to the region and state.
- ◆ This reorganization will strengthen the educational experiences for students in CD and PT by allowing them to have first-hand experience with interdisciplinary functioning of units within the traditional tri-alliance for rehabilitation. It will not change the requirements or delivery of existing undergraduate or master's programs. Students in other divisions will be unaffected.
  - ◆ This reorganization will strengthen the educational experiences for Rehabilitation Sciences doctoral students by giving them first hand experiences with interdisciplinary functioning of units within the traditional tri-alliance for rehabilitation and by providing an academic milieu with focused attention on rehabilitation from several disciplinary perspectives.
  - ◆ Accreditation can be only be strengthened by providing a better academic and professional "fit" for affected programs..
  - ◆ Academic freedom, both in form and in substance, will be unaffected by a change in departmental status.
  - ◆ Promotion and tenure should be strengthened due to judgement being made by peers with more closely aligned professional knowledge and interests. The proposed unit is comprised of at least twenty faculty having full or majority academic appointments in either division, so mentoring of non-tenured faculty should continue to be available.
  - ◆ Existing staff roles will remain significantly unchanged, with staff supporting the same faculty members, content areas and students as in the existing structure.
  - ◆ The proposed change has positive implications for sector and College strategic plans in that it positions the units to respond more quickly and efficiently to changes in the rehabilitation environment