



# The University of Georgia

University Council  
Athens, Georgia 30602

March 26, 2010

## UNIVERSITY CURRICULUM COMMITTEE – 2009-2010

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Graduate School - Dr. Malcolm R. Adams

Undergraduate Student Representative – Cameron Secord

Graduate Student Representative – Lauren King

Dear Colleagues:

The attached proposal for a new Institute for Evidence-Based Health Professions Education (IEBHPE) will be an agenda item for the April 2, 2010, Full University Curriculum Committee meeting.

Sincerely,

David E. Shipley, Chair  
University Curriculum Committee

cc: Professor Jere W. Morehead  
Dr. Laura D. Jolly



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# The University of Georgia

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April 9, 2010

To the University Council:

We are pleased to transmit the attached proposal for the Institute for Evidence-Based Health Professions Education and our letter of support. Also, attached is a letter signed by the deans of five schools and colleges involved in training health professionals at UGA and who support the proposal. We anticipate the faculty from all of these programs will work together to make the institute a success.

Arthur Horne  
Dean, College of Education

Phillip L. Williams  
Dean, College of Public Health



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# The University of Georgia

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April 9, 2010

To the University Council:

We support the creation of the Institute for Evidence-Based Health Professions Education (IEBHPE) as proposed under joint governance by the College of Education and the College of Public Health. Existing programs in our colleges train health professionals in our respective disciplines for careers involving evidence-based practice. We believe the Institute will provide benefits to those who participate in our programs and it will also provide new opportunities for cooperation and collaboration across campus.

Sincerely,

Sheila W. Allen  
Dean, College of Veterinary Medicine

Maurice Daniels  
Dean, School of Social Work

Laura Jolly  
Dean, College of Family and Consumer Sciences

Svein Øie  
Dean, College of Pharmacy

Garnett S. Stokes  
Dean, Franklin College of Arts and Sciences



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# The University of Georgia

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College of Education  
*Office of the Dean*

March 12, 2010

To the University Curriculum Committee, Executive Committee, and Council:

We are pleased to support the attached proposal to establish the Institute for Evidence-Based Health Professions Education (IEBHPE). We believe this will provide the appropriate institutional structure for a program that has arisen as an innovative collaboration between faculty of our two colleges that has also engaged other units and faculty from the University of Georgia.

This initiative has made significant and validating initial progress during the past year. Participating faculty have been engaged in discussions of how evidence-based approaches will impact health professional training within and outside the university. We believe these discussions are helping identify common ground and shared interests among UGA health professional programs, and that these closer interactions will result in new approaches beneficial to all. We see the Institute as providing a cross-disciplinary catalyst for research, curricular innovation and faculty development that will positively impact health professions education across campus.

Based on complementary expertise in the two colleges and emerging partnerships with other units, the IEHBPE will also be well positioned to assume a national leadership role in this expanding field. Earlier this year, the program was awarded support from the President's Venture Fund and will hold a two-day state-of-the-art conference May 10-11 focused on teaching evidence-based practice in the health professions. The program also received direct confirmation of its underlying strategy by competing successfully for a \$50K research grant from the Physician's Institute for Excellence in Medicine. The funded study will analyze the unanswered questions that health care providers experience at the point of care and explore their learning needs. One goal in this field is to develop continuing education methodologies applicable across the health professions spectrum.

The attached document has been developed over the current academic year and responds to new UGA guidelines for center/institute proposals. Although it proposes no new courses or degrees at this time, the proposal describes the purpose and structure of an

institute that would eventually assist in developing and in some cases offering innovative curricula in the health professions fields. We believe the proposal also responds to the new guidelines requiring clearly articulated program goals, relevant budgetary detail and appropriate review criteria.

Sincerely,



Arthur M. Horne  
Dean & Distinguished Research Professor  
College of Education



Phillip L. Williams, Ph.D.  
Dean  
College of Public Health

# **The Institute for Evidence-Based Health Professions Education (IEBHPE)**

**Submitted 3/15/10 Revised Version 3/25/10**

## **Proposal Developed by:**

Ronald M. Cervero, Professor and Associate Dean, College of Education

Mark Ebell, Associate Professor, College of Public Health

Eric Dahl, Associate Dean, College of Public Health

## **Proposal Submitted by:**

Arthur Horne, Dean, College of Education

Phillip Williams, Dean, College of Public Health

## **1. Context**

One of the most important paradigm shifts affecting current practice in health professions education and in other professional fields has been the adoption of evidence-based approaches to professional practice. "Evidence-based practice" refers to the working methods of professionals in health fields, education, law, business and other areas who seek to integrate research evidence into their decision processes. Relying on this kind of evidence contrasts with other types of professional decision making based on local community standards, expert opinion, extrapolation from basic science principles, tradition, informal observations in practice, or anecdote.

The Institute for Evidence-Based Health Professions Education (IEBHPE) has its origins in the decision more than a year ago by two UGA colleges, the College of Education (COE) and the College of Public Health (CPH), to collaborate in research and the development of educational programs for health professionals based on evidence-based practice. It was recognized from the outset that in addition to affecting these units, this initiative could serve as a mechanism for interdisciplinary collaboration among

other units that currently offer health professions education and wish to explore evidence-based approaches collaboratively. The IEBHPE thus has the potential to serve as a source of expertise and collaboration available to multiple health professional educators at UGA. The Institute's seminars, lectures, conferences, and collaborative research initiatives will provide a context for interested faculty in all areas of related scholarship to interact. Collectively, the participants in the Institute will comprise a cohort with significant expertise in educational theory, program development, evaluation, evidence-based health care, epidemiology, health informatics, and clinical decision making. The Institute will serve as a catalyst for cross-campus sharing of expertise in the continuing development of separate programs and independent health professional education courses. It will also serve as a platform for national engagement in this expanding area of study and pedagogy.

## **2. Mission**

The mission of the IEBHPE is to facilitate the collaborative efforts of COE and CPH to develop programs for health professions educators, researchers and practitioners focused on evidence-based practice and to facilitate the efforts of faculty in other programs at UGA to develop programs in their own units with a similar focus. In essence, the Institute will serve as a mechanism for COE/CPH collaboration and as a catalyst for similar work in other programs at UGA. The Institute also will serve more generally as a forum for interdisciplinary discourse and research that employs, analyzes and/or contributes to evidence-based approaches.

## **3. Program Goals**

### **3.1 COE/CPH Programs for Evidence-Based Health Professional Education**

Establishing the IEBHPE will formalize and structurally facilitate the commitment of the College of Public Health and the College of Education to jointly explore and develop professional education and continuing education programs focused on evidence-based practice. This shared interest will inform the development of new programs and new

pedagogical perspectives as IEBHPE scholars from both programs study and devise strategies for the education of health professionals

### 3.2 Support for Program Development in Other Units at UGA and Beyond

One of the main goals of the Institute is to promote interdisciplinary discourse and scholarship that links experts in educational theory, educational program development, outcomes evaluation, health professions pedagogy and evidence-based decision-making with leaders who are concerned with the advancement of health professions education programs in their own disciplines. The exploration and adoption of evidence-based methods is occurring in a wide range of health professions training programs nationally. This trend is reflected in the interests of faculty in many programs at UGA, which has well-established and high-quality health professions education programs in the College of Pharmacy, the College of Veterinary Medicine, and the School of Social Work. There are also excellent programs that train professionals for health-related careers in the College of Family and Consumer Sciences and the College of Arts and Sciences. Although the development of the Institute began with a collaboration between the COE and CPH, its relevance and potential impact is campus-wide. As described in Section 4, the Institute will develop seminars, conferences, a network for interdisciplinary communication and other opportunities that encourage collaboration and information sharing in the development of training programs and collaborative research opportunities focused on evidence-based practice. The new MCG-UGA Medical Partnership in Athens also has faculty with interests and expertise in evidence-based clinical practice, and they will be welcomed enthusiastically as participants.

### 3.3 Collaboration with Government, Industry and Healthcare Partners

Hospitals, insurance companies, government and other non-university entities are increasingly concerned with the high cost and uneven quality of healthcare. IEBHPE will partner with these organizations and tap expertise at UGA in evidence-based medicine, health economics, health informatics, clinical decision support, adult learning theory,



and instructional technology to explore and develop methods and interventions that could change and improve the practice of health professionals.

### **3.4 Serving as a Conduit to National and International Expertise**

The Institute will help increase the visibility of UGA's campus-wide capability for innovation and scholarship in a field of research and pedagogical innovation that is impacting health professions education significantly. The Institute will also serve as a mechanism for organizing events and programs that promote formal and informal interactions with scholars at other institutions, thus enhancing opportunities for UGA faculty to interact with experts of stature elsewhere. In this way, the Institute will contribute to gaining wider recognition for UGA health professions programs operating throughout the institution.

## **4. IEBHPE Programs**

Collaboration between the COE and CPH began with conversations in Fall 2008 involving faculty from both colleges about programs that could be developed jointly. With encouragement from both deans, an informal evidence-based program evolved which initiated the following programs.

### **4.1 The Evidence-Based Seminar Series**

These seminars are being offered throughout the 2009-2010 academic year and have been attended by audiences that included UGA scientists and educators, local physicians and a range of other health professionals. The lectures are currently available as podcasts on the CPH website.

### **4.2 Annual Conference**

In order to showcase UGA capability and create opportunities to interact with scholars from other institutions, the COE and CPH have organized a conference on Evidence-Based Health Professions Education to be held May 10-11 of this year. The program will be funded by the President's Venture Fund with additional support from the COE, the CPH and its Institute of Gerontology. Planning for the event has involved faculty from the College of Pharmacy, the College of Veterinary Medicine, the School of Social Work, the College of Family and Consumer Sciences and the MCG-UGA Medical Partnership.

#### 4.3 Research Collaboration Network

Faculty associated with the program in its current form have already explored several extramural funding opportunities involving research focused on evidence-based practice. This activity has resulted in the program's first funded project, awarded to Dr. Ebell and Dr. Cervero, the program co-directors. It is a \$50,000 grant from the Physicians Institute for Excellence in Medicine for a study titled, "Using Physician Questions at the Point of Care as a Needs Assessment for Continuing Education." Opportunities for UGA faculty to collaborate in funded research projects should increase if the IEBHPE is able to stimulate interdisciplinary research interaction across campus as anticipated.

#### 4.4 Program Development Roundtable

An important aspect of the CPH/COE collaboration has been its affect on discussions about program development in each college. COE expertise in lifelong learning has invigorated discussions at CPH about developing a continuing education curriculum for the new college. CPH familiarity with evidence based practice has suggested the foundation for a new degree program at the COE. Initial discussions with other units on campus outside the two colleges suggest that similar interactions involving the leaders of the other health professions programs at UGA would be similarly beneficial. The

IEBHPE will offer a mechanism to bring faculty from the various UGA health professions programs together recurrently for constructive discourse and the sharing of experience.

## **5. Organizational Structure**

The IEBHPE will operate as an Institute under the joint and equal authority of the Dean of the College of Education and the Dean of the College of Public Health. For current governance purposes, the College of Education is identified as the primary authority for communications, budget development, program review and other functions. However, the two current deans have agreed to oversee the activities and development of the Institute in the spirit of equal partnership. The Institute will be led by two co-directors, Dr. Ronald Cervero (COE) and Dr. Mark Ebell (CPH), each appointed by his respective dean.

An advisory board, with at least one representative from each college, and representatives from other colleges across campus, will provide advice to the directors about the strategic direction of the Institute and suggest ways to maximize the benefits of the Institute's activities for the university and the region. The current multi-disciplinary coordinating council for the health professions conference would serve as a model for the development of the Institute's advisory board. In addition to CPH and COE, that council includes members from Pharmacy, Veterinary Medicine, Social Work and the MCG/UGA Medical Partnership. The specific programs represented on the IEBPHE board would be determined based on interest and involvement.

Institute status for the program is sought because of its fundamental and ongoing focus on instructional program development and the likelihood that it will offer its own curriculum, initially involving certificate programs. A precedent in the CPH is the Gerontology program, which was granted Institute status because of its certificate program in geriatrics and its wider role in specialized instruction. Another important reason for Institute status relates to budget management. To be self-supporting, the IEBHPE will need to generate instructional revenue and recover a proportion of indirect

costs from its self-generated research grants. This requires a separate budget unit designation which is not typically granted to centers. For this reason alone, both deans support establishment of the program as an Institute.

## **6. Facilities and Staffing**

Office space is currently provided by the College of Education for joint COE/CPH evidence-based initiatives. Lectures, meetings and other programs have been held at both Aderhold Hall and the Coverdell Center. It is anticipated that when the College of Public Health moves to the Navy Supply Core School campus, permanent offices will be provided for the IEBHPE there. At the outset, staffing for the Institute will include the two co-directors, Dr. Ronald Cervero (COE) and Dr. Mark Ebell (CPH) who are tenured faculty funded by their respective colleges, an administrative assistant (.25 FTE) assigned to Dr. Cervero as Associate Dean, and grant-funded graduate assistants. Expanded participation will involve faculty with appointments in both colleges and those in other existing units across campus. Graduate assistants and support staff could be added based on grant funding and other non-state resources (soft money) when available.

## **7. Budget**

In keeping with the spirit of the new guidelines for Center and Institute approval, the following narrative provides a detailed explanation of how costs of operation will be met. Nominal support for the initial public activities of the Institute has been provided by the College of Education and the College of Public Health, such as seed funding required to develop new programs and the assignment of staff to support the Institute, including its two proposed co-directors. It is expected that the Institute will become revenue positive for the University. Anticipated revenue streams include tuition for short professional courses and certificate programs, grants for research in health professions education, training grants, contracts with outside organizations for the development of quality educational programs that teach evidence-based practice, and sponsorship and gifts from various sources. For extramural grants awarded for work conducted by the Institute involving a PI from either the COE or the CPH, a portion of indirect costs could

be distributed directly to the Institute based on the Institute's unit designation for the grant, as approved by the participating dean at the time of submission. This would require establishing the program as a University Council approved academic Institute.

Current funding associated with the proposed co-directors relating to the work of the Institute includes a \$50,000 research grant recently awarded by the Physicians Institute for Excellence in Medicine. Grant funding currently provides 10% salary savings for Dr. Ebell and 4% for Dr. Cervero, who in any case are tenured faculty with state salaries. The grant now also provides funding for a graduate research assistant in the field formerly funded jointly by COE and CPH. The CPH Institute of Gerontology has provided additional funding for graduate assistant support, development of the Health Professions Conference, and a survey of physicians regarding geriatric education. Formally creating the IEBHPE will establish a single budgetary unit to encompass these and other activities and develop further sources of program support to achieve self-sustaining status.

The budget situation for the Institute in the coming years can be interpolated from the program costs, state support and other funding received during FY10. The salaries of the two tenured directors, who maintain their usual job responsibilities, and the .25 FTE administrative assistant, were paid from state salary sources. The graduate assistant was paid with a \$7500 allocation from each dean, who also provided an additional \$2500 each toward the May conference. On the funding side, successful grantsmanship resulted in a total of \$22K in salary replacement to the two colleges and \$8K in indirect costs that will be distributed in FY11. The UGA President's Venture Fund allocated an additional \$5K for the conference.

In FY 11 the same cost levels are anticipated. A one-year continuation of the current grant funding plus the disbursement of indirect costs should more than cover basic expenses incurred by the two colleges. Other grant proposals have been submitted that would result in further salary savings. Participation in one very large grant could, if the proposal is successful, change the prospects for the program dramatically. It is

expected that the spring conference costs next year will be paid with fees and sponsorship.

In FY12 and forward, additional faculty should become involved in funded research. Those from other programs who participate in research will return salary savings and indirect costs to their home units, proportional to their effort. However, faculty in the COE and CPH who receive extramural funding for research conducted in association with the joint program will be able to return a portion of their indirects to the IEBHPE, if the IEBHPE is approved for Institute status by the University Council. By FY12 the program should also be deriving revenue from programs of instruction such as certificate programs, professional courses and on-line instruction developed at the Institute. Looking into the future, the fiscal health of the program will be determined by the ability to combine the highest academic quality with a commitment to seeking support outside the academic funding provided by the state.

## **8. Program Review**

As a new Institute created after the December 2009 revision of the UGA Academic Affairs Policy for establishing Centers and Institutes, the IEBHPE will undergo an initial review by the end of its third year of existence. The Institute will be assessed in terms of its stated goals and a demonstration of how it adds value to the university. The review should consider the following issues: (1) Has the Institute become a catalyst at UGA for multi-disciplinary research and curriculum development in evidence-based health professions education? (2) Have new evidence-based instructional courses and degree programs been established through the involvement of the Institute? (3) Has the Institute helped to provide the means to establish UGA's reputation in the field beyond the reach of its local programs? (4) Has the Institute developed meaningful evidence-based interactions with non-academic health professional organizations and institutions in the region and nation? (5) Has the Institute developed the necessary revenue stream and budget structure to progress toward a self-sustaining status? If a positive outcome

has been achieved in the majority of these fields, continuation of the Institute should be recommended, with future reviews occurring in a seven-year review cycle.

## **9. The COE/CPH Partnership**

The current proposal stems from a conviction of both deans involved that their two programs have a significant opportunity to develop new programs together in the context of equal partnership, based on joint resources and complementary expertise. This partnership, and its extension to other units as well, will position the University of Georgia to achieve the educational goals outlined above.

### College of Education Expertise

Units within the College of Education (COE) have extensive experience and expertise in adult education theory, program and curriculum planning, program evaluation, instructional technology, multiculturalism and diversity, and research design. Key departments include the Department of Lifelong Education, Administration, and Policy; the Department of Educational Psychology and Instructional Technology; and the Department of Counseling and Human Development Services. The Department of Kinesiology and the Department of Communication Sciences and Special Education have also collaborated extensively with healthcare professionals and could partner in developing continuing education activities.

### College of Public Health Expertise

The College of Public Health is dedicated to protecting human health through teaching, research and public service. The College is currently comprised of four departments: Environmental Health Science, Epidemiology and Biostatistics, Health Policy and Management, and Health Promotion and Behavior. The College offers degree programs in biostatistics, environmental health, epidemiology, health promotion and behavior, public health, health policy and management, toxicology, and also offers a certificate program for health professionals in geriatrics overseen by the Institute of Gerontology in

partnership with the Mercer College School of Medicine and Armstrong Atlantic University.

### Involvement of other UGA Programs

UGA has well-established and high quality health professions education programs in the College of Pharmacy, the College of Veterinary Medicine, and the School of Social Work. There are also excellent programs that train professionals for health-related careers in the College of Family and Consumer Sciences and the Franklin College of Arts and Sciences. Institute activities and events are likely to involve a range of faculty from these programs across campus seeking program development knowledge and collaborative research opportunities relating to evidence-based practice in their respective fields. They are, in fact, already involved in some activities of the joint program. Although the Institute has its origin in a collaboration between the COE and CPH, its relevance and potential impact is campus-wide.

The Institute will develop seminars, conferences, a network for interdisciplinary communication and other opportunities that encourage collaboration and information sharing in the development of training programs and collaborative research opportunities focused on evidence-based practice. The new MCG-UGA Medical Partnership in Athens also has faculty with interest and expertise in evidence-based clinical practice, and they will be welcomed enthusiastically as participants.

### **10. Participating Faculty and Staff**

In addition to a core of faculty from the COE and CPH, individual faculty from other UGA academic units have interests in developing evidence-based programs. See Appendix A for a list of UGA faculty who anticipate participation with the IEBHPE and support the development of the Institute. Affiliated faculty members will retain their departmental appointments, salaries and responsibilities while participating with the Institute to



expand their research opportunities and instructional capabilities through collaboration with scholars having similar interests at UGA and beyond.

## **11. Long Term Outlook**

In recent years, UGA has positioned itself to assume an active role in addressing human health needs and issues. The decision of the College of Education and the College of Public Health to partner in establishing an interdisciplinary Institute that will study health professions education and involve faculty in other disciplines is in keeping with this institutional trend. IEBHPE will serve as a context for collaboration among all the health services oriented programs on campus that seek effective strategies to provide health professions education in the context of evidence-based practice.

### **Appendix A**

In addition to Approval by the Deans of Education and Public Health, the Proposal was also approved by the College of Public Health Executive Committee and the College of Education Administrative Cabinet.

The following Individual faculty from multiple colleges wish to be identified as supporters of the proposal and anticipate participating in its activities. Other faculty who wish to be identified as supporting the proposal should contact Mark Ebell ([ebell@uga.edu](mailto:ebell@uga.edu)) or Ronald Cervero ([rcervero@uga.edu](mailto:rcervero@uga.edu)),

#### **Faculty Advocates for the IEBHPE:**

Laura Bierema, EdD

Professor

Department of Lifelong Education, Administration, and Policy  
College of Education

Anne Bothe, PhD, CCC-SLP

Professor

Department of Communication Sciences and Special Education  
College of Education

Paul Brooks, PharmD

Assistant Dean and Director

Division of Outreach and Nontraditional Education  
College of Pharmacy

Steve Budsberg, DVM, MS  
Professor  
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College of Veterinary Medicine

Phaedra Corso, PhD  
Associate Professor and Chair  
Department of Health Policy and Management  
College of Public Health

Kirk Cureton, PhD  
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