

EHS 2021 Year Three Review (YTR) Report
Prepared by Lauren Clay, EHS Department Chair

Introduction

The APR review summarized the EHS Department as “one of the premier emergency health education programs in the country, with a long-standing, favorable reputation”. It boasts several strengths of the department including “the Professional and Continuing Education (PACE) office within the department, which provides additional funds for research and education; the strong public service component; a highly experienced faculty; and diverse students from broad backgrounds of EMS experience”. Further, “EHS department graduates are hired into, and perform well in, leadership positions in the industry. The EHS graduate program is the only fully-online EHS program in the country and enjoys an excellent national and international reputation.”

With the retirement of long-standing department leadership, new faculty with different expertise and new ideas, and societal changes spurred by the COVID-19 pandemic and global climate change, the EHS department has an opportunity to refine our priorities to ensure that we are preparing future researchers and practitioners who are prepared to become leaders in the field of emergency health. We are excited about this moment and value the support of CAHSS in this important work. It is a critical time for the EHS Department to reflect and evolve to meet the changing needs of our students, the profession, and society. To meet this moment, we are engaging in a department planning process beginning with a workshop facilitated by the Schaefer Center in January 2022. The planning process will include reviewing our department mission and vision which has not been reviewed or revised for over 20 years. In addition to discussing mission and vision, we will also identify the strengths of our current faculty, priorities for meeting the evolving needs of emergency health professions, our students, and our community, and opportunities to increase department efficiency and enrollment. Following this initial workshop, the Schaefer Center will support the EHS Department for six months with follow up planning discussions including budget and revenue generation planning.

The Emergency Health Services Department has gone through significant leadership changes since the 2016-17 APR review. Since 2016-17, long-standing department faculty leadership Dwight Polk, Paramedic Program Director, Rick Bissell, Graduate Program Director, and Bruce Walz, Department Chair retired. In addition, Lee Jenkins, the Department Chair that succeeded Bruce Walz; Jaeyoung Yang, a fourth-year Visiting Assistant Professor (in August 2021); and Diane Flint, a tenure-track faculty member (in January 2022) also resigned. Three new EHS faculty have been hired amid these departures: Kyle Bates, Lucy Wilson, and Lauren Clay. Given these leadership changes, EHS department expertise and strengths have shifted and we are currently understaffed with greater resignations (6) than hires (3).

It is important to note that I was not a member of the EHS Department at the time of the APR and all leadership that participated in the APR have retired including the Associate Dean that supported EHS. Consequently, there has been some loss of department institutional memory during leadership changes. This YTR Report is based on the documentation available to me in our department files.

Update on APR Recommendations and Action Items

Through the 2016-17 APR, 8 recommendations and 14 action items were identified to address departmental issues. To date, 4 action items have been completed, 9 are in progress or ongoing, and 1 is not started yet.

Summary of action items status

- Recommendation 1: a) Completed, b) in progress
- Recommendation 2: a) In progress, b) in progress, c) completed
- Recommendation 3: In progress
- Recommendation 4: a) In progress, b) in progress
- Recommendation 5: a) Completed, b) in progress, c) not started
- Recommendation 6: In progress
- Recommendation 7: Completed
- Recommendation 8: In progress

Recommendation 1: Faculty Replacement: begin national search "immediately in preparation for the replacement of at least two faculty members."

During the 2016-17 APR, the issue of greatest concern was ensuring succession of several veteran faculty in the department nearing retirement. Maintaining a critical mass of graduate faculty was identified as essential for maintaining department graduate programs.

a. Action 1: Department prepared multi-year hiring plan (Fall 2016). Dean's Office approved search in 2017-18 for two TT positions: one associate or advanced assistant professor; one assistant professor (conversion of existing clinical faculty position). Department will conduct search in accordance with CAHSS processes (including working with STRIDE). Timeline: Spring 2018 **COMPLETED**

With support from the Dean's Office, Lucy Wilson and Diane Flint were hired in 2017-18 and began in Fall 2019 as part of the multi-year hiring plan. Flint was converted from a lecturer line to a tenure-track line and national search was conducted for Wilson. Flint's position was to expand undergraduate program with a management track and Wilson's position was to replace Rick Bissell as Graduate Program Director. Flint resigned in January 2022.

b. Action 2: At the appropriate time, EHS will request the second expected retirement (Bruce Walz) replacement; request will be considered through regular College faculty hiring process. Timeline: Fall 2019 **IN PROGRESS**

Bruce Walz retired in 2019. A request was submitted to CAHSS for a tenure-track line to replace Walz in 2018. This request was not granted. Since then, in 2020-21, the EHS Department Chair Lee Jenkins resigned and was replaced with Lauren Clay. The line for Bruce Walz has still not been filled. In December 2021, a new tenure-track hire was requested from CAHSS. This hire would support a critical mass of graduate faculty per the APR recommendation. This request was granted in February 2022, however with the resignation of Diane Flint in January 2022, we remain in the same position as when the request was submitted. The department is committed to an equitable and inclusive search process and will work with STRIDE.

A review of faculty workload and adjunct budget over the past three years revealed that EHS was budgeted and staffed to offer 90 credits annually but has offered a mean of 184 credits per year. This has been carried as an overload by full-time faculty (mean overload 10 credits per faculty per year) and through overspending on adjuncts to the detriment of effective department administration and faculty well-being as evidenced by resignations and burn out. Since this three-year period, two faculty have resigned reducing our budgeted credits further. Through our department planning process, we are committed to streamlining to increase efficiency to the extent possible while fulfilling our mission and vision. Upon completion of this planning process, we will seek support to bring department faculty to sustainably within their load.

Recommendation 2: Resource Allotments: facilities and equipment

The 2016-17 APR external review and self-study found that lab space was sparse and much of the equipment was outdated, in disrepair, or on the verge of failure. External reviewers recommended additional space allocation for labs, replacing outdated and worn-out equipment, and increasing lab fees as high priorities for EHS.

a. Action 1: Perform new assessment of space needs in the EHS Department. Include plans for simulation and lab space. Incorporate classroom space needs and paramedic program planning. Revise and resubmit the depts 2013-14 request for additional space, for consideration by Provost & Space Mgmt Committee. **IN PROGRESS**

Dean Casper requested that upon completion of the college space prioritization plan that EHS resubmit their space request to address the lack of space for EHS labs. In 2015, a space request was submitted for a lab space with a sink. There was discussion of a space on the 2nd floor of Sherman, and department recollection is that we came fairly close to getting this lab space however it never came to fruition. In 2018, another space request was prepared however, no new lab space was assigned for EHS in 2018. EHS will identify the timeline for the next space requests and prepare a request for lab space. In the interim, we have a meeting with Cael Mulcahy in CAHSS to discuss space needs scheduled for March 2022.

We have insufficient space for skills work and simulations for our clinical courses. We currently have three rooms assigned to the department. With multiple classes or sections often running concurrently, we will utilize all three rooms throughout the week for simulations, clinical skills, and clinical testing. However, these rooms are often insufficient to meet our needs, especially if a single class requires more space. This lack of space often leads to students taking residence in the hallways to practice their skills. This traffic jam frequently occurs towards the end of the semester when multiple classes require final skill evaluations by instructors.

b. Action 2: EHS develop three-year budget cycle taking into account all needs, including immediate replacement needs/costs and multi-year plan for funding maintenance and replacement. Dean work with Provost's Office on meeting needs. Consideration will be given to using student fees, following the approval process already in place. **IN PROGRESS**

In Fall 2019, Kyle Bates and Gary Williams worked with Cael Mulcahy to develop a 15-year equipment maintenance and replacement plan based on the evaluation of the paramedic program for accreditation and the APR. With the establishment of the 15-year equipment maintenance and replacement plan, two adjustments were made to financially support the plan: 1) student fees were reassessed and increased from \$300 to \$550 per student for the program (\$250 increase, effective Fall 2021) and 2) the EHS budget (FRAP) was increased by the Dean's office by \$10,000 to support EHS equipment needs.

Since the inception of this plan, we have purchased a new high-fidelity mannequin, a medium-fidelity skill trainer mannequin, and upgraded our iSimulate system. We are also replacing two of our airway torsos scheduled for delivery towards the beginning of Spring 2022.

The replacement plan includes an average cost of \$14,000 annually with annual spending ranging from \$4,705 to \$38,269. The first two years of spending were among the most expensive. Without a savings plan in place prior to initiating this replacement scheduled, compounded by budget cuts associated with COVID, the time it took to complete the fee review, and the annual budget allocation falling below the planned average annual expenses, we are behind in our timeline. Consistent with Dean Casper's recommendation to establish a 3-year budget cycle, the EHS Chair will meet with other department chairs that manage expensive equipment and disposables budgets and work with the Dean's office to plan for managing the EHS budget for multiyear savings and inconsistent annual spending in Spring and Summer 2022. The EHS Chair will also meet with the Office of Institutional Advancement (OIA) to identify potential funders to support equipment needs in Summer 2022. In February 2022, Anne Arundel Community College reached out to offer an equipment donation. We are in the process of accepting this donation. This will support the department while establishing a multi-year savings plan.

c. Action 3: Once EHS has developed multi-year budget cycle & determined funding needs for disposable supplies, work with Dean & Provost to prepare lab fee request for Council of VPs and Deans. **COMPLETE**

In (approximately) Fall 2019, an evaluation of student fees was initiated. This review resulted in a fee increase from \$300 to \$550 for the paramedic program, an increase of \$250 per student. Fees went into effect in Fall 2021. However, during the pandemic, there has been increased spending on Personal Protective Equipment (PPE) to safely deliver the program. We will need to evaluate how well fees cover the disposable equipment over the next year or two as things normalize.

Recommendation 3: Budgetary planning: develop multi-year budget plan to identify and address needs.

Action 1: Plan for infrastructure and capital equipment costs. Perform budget analysis of the Paramedic, Management and Graduate Program. Form budget for educational tracks in the department. Work with Dean's and Provost's Offices to address planned needs. **IN PROGRESS**

A 15-year equipment replacement plan was developed in Fall 2019 with support from the Dean's office. See update for recommendation 2b. The EHS Chair has begun a budget review to learn about revenue streams and spending through reviewing REX reports from the past several years, meeting with Eva in the Dean's office for an overview and to ask questions, and meeting with the Office of Summer and Winter Programs. It will take a full budget cycle to more fully understand budget flows, expected to be complete by end of Summer 2022.

The EHS Chair will meet with other departments managing similar costs and budget challenges (expensive equipment and disposables budgets, multiyear savings needs, and small departments), work on setting up budget structure to plan for multiyear savings for large equipment purchases, and work on developing program specific budgets by Summer 2022.

Recommendation 4: Student Recruitment: Consider restructuring undergraduate track curricula (especially the management track) to enhance recruitment.

The APR suggested EHS evaluate our undergraduate tracks to enhance recruitment. In particular, it was suggested that a track for practicing paramedics, interprofessional collaborations such as with public health, psychology, or biological sciences, and diversifying delivery methods (online) could enhance recruitment.

a. Action 1: Analyze management and paramedic track curricula in regards to appropriateness of practicing paramedics. Provide recommendations for management track curriculum changes including online classroom format, as well as recommendations for paramedic track curriculum changes. IN PROGRESS

A new undergraduate track designed for working paramedics holding a 2-year degree to complete their Bachelor's degree is being prepared for submission to MHEC in Spring 2022. This track will be offered fully online so we can recruit working paramedics nationally. We anticipate this will increase enrollment.

The paramedic program is continuously reviewed to ensure it meets the standards required for accreditation. It is currently in compliance and has continuous assessment plans in place to maintain accreditor standards. Currently, we are seeing two areas of insufficient knowledge: patient assessment and pharmacology. Previously these were two distinct courses but were combined before my start. We have been having discussions about separating these two again but must look at how this would affect the remainder of the curriculum and credit hours.

The management curriculum will be reviewed in Summer 2022. With Flint's resignation, we will also consider pausing this program while engaging in department planning. Enrollment of majors is low at this time.

The EHS Chair and Graduate Program Director met with the SAPH Chair and Public Health Program Director in Fall 2021 to discuss pathways from undergraduate public health into the EHS Graduate program track in Epidemiology and Preventive Medicine and other opportunities for collaboration. The EHS Chair is also participating on the committee to develop a proposal for an interdisciplinary Public Health Research Center which will support relationship building and collaboration across departments and colleges. Finally, the EHS Department will begin a planning process in January 2022 to identify strengths and opportunities for program development and revision in light of our new faculty and the evolving state of practice and science on public health emergencies.

b. Action 2: Discuss Academic Common Market with Beth Wells in the Provost's Office. IN PROGRESS

The paramedic program currently participates in the Academic Common Market. EHS Program Directors will meet with Beth Wells about the other tracks and programs in Summer and Fall 2022.

Recommendation 5: PACE: given market assessment of need for online curricula delivery, work to develop a (a) learning management system, (b) online payment system and (c) online module development system.

The APR concluded that PACE is an essential to the EHS Department mission. To ensure the self-support of PACE, investment in an online payment program and expansion to online offerings was recommended.

a. Action 1: Analyze BlackBoard for delivery of online content for off-campus, non-student users. COMPLETE

PACE has implemented a Blackboard delivery for distribution of course materials to our educational sites and has piloted EdX for course delivery. At this time, we only utilize Bb for our educational site coordinators because a UMBC email is required for BlackBoard access and program participants don't have a UMBC email.

b. Action 2: Investigate the university options for an online payment option for courses. Meet with Jack Sues to discuss new ticketing system for online payments. Meet with Training Centers and Alumni Association to discuss how they handle online payments. IN PROGRESS

The PACE Director met with Financial Services regarding online payment options. At the initial meeting, PACE could not afford the ticketing system used on campus for online payments. More recently, the EHS Chair learned that the IXL office, established since that initial PACE meeting, might have a system for offering courses and taking payments that PACE can utilize. The PACE Director and the EHS Chair will meet with IXL to evaluate if new systems can support PACE non-credit offerings in Spring 2022.

c. Action 3: Explore potential partnerships between EHS and Media and Communication Studies and/or Instructional Systems Development (ISD) for the development of online modules. ISD, currently housed in the Education Department [moved to Psychology since APR review], specializes in professional training; this might fit well with its expertise. **NOT STARTED**

The PACE Director was not aware of this action item until the YTR. The EHS Chair will meet with the PACE Director in Spring 2022 to review the APR documents and recommendations related to this action item. The PACE Director will make plan for completing this action item in Summer 2022.

Recommendation 6: Assess current undergraduate and graduate tracks market curriculum needs

Action 1: Perform market analysis of undergraduate and graduate program tracks. Work with Division of Professional Studies on marketing analysis. **IN PROGRESS**

The EHS Chair and Graduate Program Director met with the Division of Professional Studies in Fall 2021 to discuss market analysis. A market analysis request for an MPS was submitted in January 2022. EHS Chair and GPD are scheduled to meet with DPS about market analysis of undergraduate and graduate program tracks and considering EHS offerings as a whole with attention to streamlining in April 2022.

Recommendation 7: Enhance faculty and student research partnerships.

Action 1: Encourage at least one Undergraduate Research and Creative Achievement Day (URCAD) and Undergraduate Research Awards (URA) application per year in the department. Encourage each tenure-track faculty member to have one student involved in their research projects. **COMPLETE**

The EHS Chair is setting an expectation of student involvement in research. In academic year 2021-22, Clay and Wilson each have one graduate research assistant working with them (one PhD and one Masters student) and Clay has funded the hire of one Post-Doctoral Research Associate that will support mentoring PhD and Masters students. Flint and Williams involved multiple graduate students in funded research on opiate overdose and county EMS response and on Information Systems research in paramedic simulation lab.

Since Fall 2017, 18 extramural funding proposals have been submitted by EHS faculty and 11 were funded. Applications are increasing with recent faculty hires. Half of the EHS proposals submitted in this timeframe were submitted in 2021 (9 proposals). Proposals under review all include funding for assistantships.

Recommendation 8: Continuing improvement of the student learning outcome assessment.

Action 1: Evaluation of previous learning outcome assessments with the most recent plan submitted this academic year. Obtain feedback from Dean's office regarding most recent version of assessment plan. Obtain feedback and suggestions for improvement from the Faculty Development Center. **IN PROGRESS**

In Fall 2021, the EHS Chair met with John Stolle-McAllister about assessment planning process and solicited information from current department faculty about past participation in assessment. No current faculty in the department have participated in the college assessment process. The EHS Chair and John Stolle-McAllister decided that given the number of new faculty and program directors over the past couple of years and lack of past participation, we would take the academic year 2021-22 to create a plan for meaningful assessment for all EHS programs. During the planning process, the Center for the Advancement of Learning and Teaching will be invited to work with EHS program directors to create assessment plans.