

CALIFORNIA STATE UNIVERSITY EAST BAY

DESIGNATION CODE: 06-07 CAPR 6
DATE SUBMITTED: February 12, 2007

TO: The Academic Senate

FROM: The Committee on Academic Planning and Resources (CAPR)

SUBJECT: Five-Year Program Review for MS in Health Care Administration

PURPOSE: For Action by the Academic Senate

ACTION REQUESTED: Acceptance of the Five-Year Program Review of the MS in Health Care Administration Program and approval of the continuation of the Program without modification

BACKGROUND INFORMATION/ Executive Summary:

The Master of Science in Health Care Administration (MS-HCA) Program is one of two graduate degree programs currently housed in the Department of Public Affairs and Administration (PUAD), which was formerly the Department of Public Administration. It is a young program, with the first students entering the program in Fall 2000. At that time, the interdisciplinary MS-HCA degree was offered by the Department of Public Administration, in cooperation with the Department of Nursing and Health Sciences in the School of Science and the School of Business and Economics. The program currently consists of two full time faculty members.

This is the first five year review for the program and it is to be commended for the thoroughness of the review and plan for the coming five years. The program has ambitious goals for the next review period, which include achieving professional accreditation from the Commission on Accreditation of Healthcare Management Education (CAHME), and completing a major curriculum revision.

In its Self Study the department painted a picture of itself as a vibrant and growing program. It has increased the number of majors threefold in recent years and anticipates further enrollment increases as the program broadens its interactions within the community. The program is aware of the importance of networking and marketing to attract students and has worked diligently with CLASS personnel to create recruitment materials. The program anticipates engaging in curriculum review in the next five years, driven primarily by two factors: changes in the profession and curriculum criteria for CAHME accreditation. It has requested additional tenure track positions in order to achieve these goals.

The program has initiated assessment activities and plans to create tracking mechanisms for its internship experiences and graduate employment. It is encouraged to develop regular and direct assessment embedded within the program courses.

CAPR recommends the continuation of the M.A. in Health Care Administration without modification.

CAPR RECOMMENDATION FOR CONTINUATION OF THE PROGRAM

CAPR recommends the continuation of the M.A. in Health Care Administration without modification. The next review will be in 2010-2011.

I. Background

- **Overview description of the program**

The Master of Science in Health Care Administration (MS-HCA) Program is one of two graduate degree programs currently housed in the Department of Public Affairs and Administration (PUAD), which was formally the Department of Public Administration. It is a young program, with the first students entering the program in Fall 2000. At that time, the interdisciplinary MS-HCA degree was offered by the Department of Public Administration, in cooperation with the Department of Nursing and Health Sciences in the School of Science and the School of Business and Economics. The program currently consists of two full time faculty members.

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The MS-HCA scored 81% (47/58) on the *Student Learning Outcomes Assessment Plan Rubric* from the WASC Campus Outcome Team. All items except one were rated either the top rating on a 4 or 5 point scale, or second from the top. This suggests that the program is more than adequately meeting Student Learning Outcome expectations. All items rated less than the highest rating have been acknowledged by the program and will be addressed in future assessment activities.

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In Fall 2006 the program had 75 majors, showing steady increase. The program has identified four student learning outcomes and collected data to address them. These data will inform the department in future curricular planning.

- **Overview of the documents submitted to CAPR**

The following documents were submitted to CAPR for this five year review: Self-Study; Five Year Plan; Outside Reviewer's Report; Program Response; and Appendix, including Tenure track announcements, Mission, Vision and Values statements, Outcomes assessment document, Student Learning Outcome completed by the program, the proposed MS-HCA program redesign, course descriptions and annual schedule.

II. Five-Year Program Review/Self-Study (2000 - 2005)

- **Summary of specific areas of the Self-Study**

The MS-HCA is to be commended for the thoroughness of the material presented to the Committee on Academic Program Review for the five-year review. The program clearly characterized its recent and current status with respect to faculty tenure track positions, student enrollment, and course of study. The department Self-Study document contains six sections that will be summarized below.

Section I - Introduction

The MS-HCA was originally offered as an interdisciplinary program by the Department of Public Administration in cooperation with the Departments of Nursing and Health Sciences, and Economics. Students were required to take core courses in leadership and change in health care organizations, health care financing and budgeting, health care policy, research, information technology in health care, and legal and ethical issues in health care. The program offered three option areas:

- ❖ Nursing Administration
- ❖ Management and Change in Health Care
- ❖ Administration of Healthy Communities

The MS-HCA program required completion of 48 quarter units consisting of required core courses (24 units), option area courses (20 units), and the capstone experience (4 units), which was a choice among a comprehensive exam, a project, or a departmental or university thesis.

Dr. Ann Cunliffe joined PUAD in Fall 2001, and became the Graduate Coordinator in Fall 2002, remaining so until Fall 2004 when Dr. Toni E. Fogarty became the Graduate Coordinator. By Fall 2002 the Nursing Administration and Administration of Health Communities options had been temporarily suspended, in part due to faculty attrition.

Section II - Summary of previous five year review

This is the first five year review for the program therefore no summary is required.

Section III – Tenure track requests and appointments

PUAD offers two graduate degree programs, the MS-HCA and the Master of Public Administration (MPA). Regular faculty members in PUAD are primarily aligned with only one of the degree programs, although occasionally faculty members will “crossover” to teach a course in the other degree program. During the first four years under review, no faculty member in the department was primarily aligned with the MS-HCA program

As noted, Dr. Ann Cunliffe was appointed to the department in Fall 2001 and became the MS-HCA Graduate Coordinator in Fall 2002. While her tenure-track request and appointment occurred during the five years under review in this report, and even though she was the MS-HCA Graduate Coordinator from Fall 2002 to Fall 2004, the tenure-track request and the appointment for Dr. Cunliffe were for the MPA program, not the MS-HCA program. Dr. Cunliffe is an internationally recognized scholar in the fields of public administration, organizational change, and leadership, but she has very limited experience in the field of health care administration. In AY 02-03, the department requested and received approval for a tenure-track appointment in the MS-HCA program. Dr. Toni E. Fogarty was appointed in Fall 2003 and was selected primarily because of her academic and professional background in health care administration and her experience as Program Director for two Graduate Health Care Administration Programs (University of San Francisco and Golden Gate University). The department planned for Dr. Fogarty to assume the Graduate Coordinator position after her first year, and she did so in Fall 2004. Dr. Cunliffe resigned her faculty position in Summer 2004, which resulted in Dr. Fogarty being the only member in the department with any academic background in health care administration.

In AY 04-05, of the five faculty members in the department, only one (Fogarty) primarily taught in the MS-HCA program. In AY 04-05, the department requested and received approval for a tenure-track appointment in the MS-HCA program. Dr. Lisa Faulkner began her appointment in Fall 2005.

Section IV – Assessment for the MS-HCAC program.

The MS-HCA program currently uses six assessment measures: HCA 6893 (Internship); HCA 6899 (Graduate Project); student opinion and learning satisfaction surveys; advising sessions between individual students and the Graduate Coordinator; tracking of employment placement and/or promotion after degree completion; and external indicators such as acceptance into doctoral programs or into prestigious internship or training programs. These measures are used to assess four Student Learning Outcomes:

- (1) demonstrate the ability to understand theoretical and practical knowledge needed to successfully pursue health care career goals,
- (2) demonstrate an understanding of the role of theory in health care administration
- (3) demonstrate the ability to articulate a clear sense of purpose as professionals in the health care field, and
- (4) demonstrate an understanding of research and analytical skills needed to explore new models of health care delivery and design.

The program presented numerical and anecdotal data from each of the six assessment measures. Taken together the data support student satisfaction with the program and indicate that students are successfully moving through the program and into doctoral education programs or prestigious professional positions. The program is encouraged to operationalize its Student Learning Outcomes and formalize data collection activities throughout the graduate program. In the five year plan, the program included four goals in the area for assessment which will address these recommendations. Those goals are:

- (1) create and administer a Student Satisfaction Survey for each hybrid and fully on-line course,
- (2) create and administer a Student Opinion Survey for each advising session,
- (3) create a formal tracking mechanism of employment placement and/or promotion, and
- (4) create a formal tracking mechanism of internship evaluations.

The Graduate Coordinator works closely with each student, meeting individually student at least once a quarter. As such, the Graduate Coordinator has a rich source of program evaluation data. In AY 2004-2005 the program administered a Student Opinion Survey to all graduate students. Students also submit reports regarding their internship experiences. Data from these three sources have been used to make curricular adjustments. For example, one student indicated in her internship report that she did not believe that health care quality assessment and improvement was sufficiently covered in the program and suggested that a specific quality assessment and improvement methodology, such as Six Sigma, Lean Manufacturing or Continuous Quality Improvement (CQI), be incorporated into the program. As a result, quality assessment and improvement using Six Sigma was the topic in the next HCA 6999 (Topics in Health Care) course. In addition, HCA 6231 (Quality Assessment and Improvement) was added as an elective in the proposed program redesign. These data are valuable and the program is to be commended for the student-centered manner in which it uses the data it gathers. The program plans to continue these data collection activities and is encouraged to add formalized program evaluation data to its assessment repertoire.

Section V – Program Data AY 2004-2005

The program submitted data for AY 2004-2005 in its five year review. Additional data from 2005-2006 were added for the CAPR review.

The number of MS-HCA majors admitted in the Fall has steadily increased from 16 admissions in Fall 2000 to 54 in 2004 (refer to the table below). The FTES has also significantly increased over the last five years, from 7.2 FTES in AY 00-01 to 74.2 FTES in AY 04-05. The number of degrees awarded has also increased from 0 in 2000-2001 to 16 in 2004-2005. These data demonstrate the increasing academic value of the program within the college as well as the program recruitment efforts.

	2000-2001	2001-2002	2002-2003	2003-2004	2004-2005
# Degrees Awarded	0	0	9	15	16
# of Majors Admitted in Fall	16	21	33	44	54
# of Courses / Sections	5	6	13	12	19
Average Section Size	13.6	12	11.2	18.3	14.6
FTES	7.2	18.6	38.9	58.5	74.2
FTEF	0	0	0	1	1
SFR	13:0	12:0	11:0	18:1	15:1
Total students	16	21	33	44	54

While the number of course sections has more than tripled during the period of the five year review, data from average section size is somewhat misleading. The number for average section size includes courses that typically have a low number of enrollments, i.e., Graduate Project and Independent Study, which pull down the average section size. The majority of the MS-HCA courses meet or exceed course caps.

Section VI – Comparison to CSU and UC Health Care Administration programs

In the U.S. and Canada, there are fewer than 100 graduate programs accredited by the Commission on Accreditation of Healthcare Management Education (CAHME). Of those programs, two are located in the CSU system and four in the UC system. In the CSU system, Long Beach has a MS-HCA program and San Diego has a Master of Public Health (MPH) program. In the UC system, Berkley and Los Angeles both have a MPH program and a joint MBA/MPH program. Of these programs, the educational goals of the CSU Long Beach MS-HCA program are most comparable with CSUEB and will be used as a guide to curriculum development for the CSUEB MS-HCA program as it prepares for application for CAMHE accreditation. The CSULB program has significantly greater number of units required in its program. While CSUEB desires to offer that number of units in its program, at current levels of faculty staffing it is unable to do so.

Section VII – Achievements since AY 2000 – 2001

Considering the small number of faculty and students in the MS-HCA program as well as its youth, it has achieved an admirable list of accomplishments. Several activities that offer opportunity for faculty and students to interact were created, such as the MS-HCA Student Association, and a mentorship program. Technology has been infused into the program through Blackboard. Most importantly, the program has established numerous relationships with area agencies, such as local medical facilities and the Minority Training Program in Cancer Control Research. MS-HCA faculty have authored three textbooks and given numerous professional presentations. MS-HCA students have received several academic honors and prestigious professional positions.

- **Summary of supporting data**

In summary, The MS-HCA program has worked hard to build the quality of its course offerings, create internship and employment opportunities for its students, move itself toward accreditation, and help the university meet its educational mission. All performance indicators and student opinion survey data suggest that this program is of value to the department, college and university.

III. Outside Reviewer’s Comments & The Department’s Response

Summary of Outside Reviewer’s Report

Ms. Peggy McGuire, MHROD, Executive Director of the Women's Cancer Resource Center in Oakland, CA was the Outside Reviewer for the MS-HCA and submitted her report on February 15, 2006. Ms. McGuire wrote. "Considering that your program is a relatively new program with very little faculty support, I am impressed with what the program has accomplished and, with need for competent health care managers, there is a community need for your program. Without increased resources, however, there is little likelihood of the program achieving accreditation." In her report, Ms. McGuire addressed proposed curricular changes, faculty workload, faculty and student accomplishments and achievements, the program's plan to offer online courses, the need for health care administrators, program resources and facilities needs, and student satisfaction with the program.

Ms. McGuire suggested that the program's current resources and facilities are insufficient to sustain the growth evinced over the past five years. She noted that the program request for additional resources is minimal and the program would certainly benefit by additional facilities and resources. However in the current budget climate, the request is probably realistic. Ms. McGuire also reported that student comments mirrored data from Student Opinion Surveys suggesting that students are generally pleased with the program and the manner in which it prepares them for a career in health care administration.

In summary, the report of the Outside Reviewer was favorably disposed to the progress, achievements and plans of the MS-HCA. It noted that the current levels of activity and plans for accreditation will likely not be maintained or achieved without additional personnel and physical resources.

Program's Response to the Outside Reviewer's Report

The MS-HCA program recruited Ms. McGuire to be the outside reviewer for its five-year review for a number of reasons. Ms. McGuire is a well-respected health care administrator in the Bay Area who is currently serving as the Executive Director of the Women's Resource Cancer Center and who formerly served as the Executive Director of the San Francisco Ronald McDonald's House. She thus has a practical understanding of the knowledge and skill sets a health care manager needs to be successful in the profession.

Ms. McGuire has experience in academia, having served as the Executive Director of the Office of the President at Golden Gate University and as the President of the Board of Directors the Leadership Charter High School. While at Golden Gate University, Ms. McGuire also served as the Director of the HIP Program, and was instrumental in developing workshops for faculty development in the use of technology, particularly on-line course delivery.

Ms. McGuire is an expert in the field of organizational development, and earned her Master of Human Resources and Organization Development (MHROD) from the University of San Francisco. Finally, Ms. McGuire has worked closely with WASC as the WASC Site Visit Coordinator and Accreditation Liaison while at Golden Gate University, and presented a paper, "Implementing the WASC New Guidelines for Outcomes Assessment," at the 2002 WASC Annual Conference.

The program appreciates Ms. McGuire's acknowledgement of the many accomplishments of the program, in spite of its limited faculty resources. In general, the program agrees with Ms. McGuire's assessment, with one exception. In the report, Ms. McGuire stated that "having both faculty members with doctoral degrees from the same university (UC, Berkeley), however, may limit the theoretical perspective to which your students are exposed." Although both faculty members did earn their doctoral degrees from U.C. Berkeley, and in the same doctoral program, the option areas are significantly different. Dr. Fogarty's option area is the field of organizational theory and development, while Dr. Faulkner's option area was in the field of health care economics.

IV. Program's Five-Year Strategic Plan (2005 - 2010)

During the next five years, the MS-HCA program plans to focus on four broad areas – curriculum development, student recruitment, networking, and program assessment.

Curriculum

Two primary factors will drive changes in the program's curriculum – changes in the theoretical and/or practical knowledge needed by effective health care administrators and managers and the curriculum criteria of the accreditation agency, CAHME. The program has designed a curriculum that will more tightly align courses and program quarter units with the CAHME criteria and will meet health care professional needs in the local community. One example is creation of program options such as Community Health and Long-term Care Management.

Within the next five years, the MS-HCA program plans to apply for accreditation by CAHME. The accreditation process is long and difficult, but the program has already established a working relationship with CAHME consultants and a mentoring relationship with the Program Director of the CAHME-accredited health care administration program at Saint Louis University.

Student Recruitment

A master's degree in health care administration is one of the standard credentials for most generalist positions in the health care field. For clinical department heads, a degree in the appropriate field and work experience may be sufficient for entry. However, a master's degree in health care administration or a related field may be required to advance. According to the U.S. Department of Labor, employment of medical and health care managers is expected to grow faster than the average for all occupations through 2012, as the health care industry continues to expand and diversify. Given the high demand for health care managers and the need for graduate education to succeed as a manager, it is not surprising that the number of majors in the MS-HCA has grown steadily, in spite of a lack of marketing.

Over the next five years, the program plans to expand efforts to increase student enrollment. It will work closely with the CLASS publicist to engage in marketing activities, such as designing program brochures, website development, and community events. It plans to create an alumni association. These activities coupled with the general increase in health care personnel needs predict strong enrollment growth.

Networking

In order to know and meet the needs of the health care employers, the MS-HCA program must establish closer relationships with more of the employers in the general Bay Area. The program plans to aggressively pursue opportunities for networking. For example, it would like to write a grant for the Robert Wood Johnson Foundation to fund a collaborative effort between the MS-HCA program and nonprofit health care employers in the area.

Assessment

The MS-HCA plans to operationalize and expand its assessment efforts in the next five years. Specifically, the assessment goals are:

- (1) create and administer a Student Satisfaction Survey for each hybrid and fully on-line course,
- (2) create and administer a Student Opinion Survey for each advising session,
- (3) create a formal tracking mechanism of employment placement and/or promotion, and
- (4) create a formal tracking mechanism of internship evaluations.

Resources Needed

In order to meet the goals for the five-year plan, the MS-HCA program requests the following resources, in order of preference:

- Three tenure-track faculty positions,
- Additional release time for the Graduate Coordinator in order to focus on accreditation,
- A part-time assistant in program management, to work for the Graduate Coordinator,
- A marketing budget, coordinated with the MPA program,

- An events budget, coordinated with the MPA program.

V. - CAPR Analysis Of The Program's Five-Year Review

a. Program

The MS-HCA conducted a thorough and balanced self-review. The data and documentation included in the review package clearly supported the claims and conclusions of the department and outside reviewer. The curriculum appears to be sound, with a clear direction for future growth. Student enrollment is growing and predicted to continue throughout the next review period. The program has revised its mission statement, and identified student-learning outcomes and plans for a detailed assessment process.

The program has ambitious plans for curricular changes, program expansion, and application for accreditation by its professional organization. The program is to be commended on its achievements to date and encouraged to continue on its current path.

CAPR has several recommendations for the MS-HCA:

- 1) Revise the Student Learning Outcomes to be stated in measurable terms,
- 2) Develop a rubric for each Outcome to evaluate the associated portfolio projects and demonstrate student learning for the respective outcome. Creation of a portfolio is the evidence of a student's learning; the rubric is an evaluation of the quality of that evidence.
- 2) Primary and direct outcome data to show the distribution of student performance on the Outcome rubrics should be included in the next review.
- 3) Formative assessment activities used as Outcome Indicators are not supported by data from clearly identified direct measurements of student learning outcomes. The program should review its Outcome Indicators and determine a method of direct measurement for each indicator. Data from these measurements should be collected over the coming years.
- 4) The program identified some trends in its limited assessment data. It is encouraged to examine future data for trends to support potential instructional changes.
- 5) The program indicated that it has current collaborations with other departments on campus and with community organizations, and has plans for future collaboration. CAPR recommends that the department continue to forge alliances with other departments to increase enrollment.
- 6) In its five year plan the program identified assessment goals of creating tracking mechanisms for internship evaluation and for employment placement. The program is encouraged to give these goals high priority.
- 7) The program is encouraged to create a schedule of annual assessment activities according to course schedule.

b. Resources

The MS-HCA has established appropriate, admirable and ambitious goals for itself for the coming five year period. It identified five areas of resources that would assist it in meeting these goals. According to the report of the Outside Reviewer, the resources requested by the program are minimal. The review also acknowledged that in the current budget climate, and with careful management, the program may be able to attain its goals.

VI. CAPR Recommendation For Continuation Of The Program

CAPR recommends the continuation of the M.A. in Health Care Administration without modification.

VII. Date of the Program's next Academic Review

AY 2010-2011