



College	College of Letters, Arts, and Social Sciences (CLASS)
Department	Public Affairs and Administration (PUAD)
Program	MS-HCA
Reporting for Academic Year	AY 18-19
Last 5-Year Review	AY 11-12
Next 5-Year Review	AY 19-20
Department Chair	O. Jay Umeh
Date Submitted	October 1, 2019

### ANNUAL PROGRAM REPORT

The five-year review for the MS-HCA program was originally scheduled for AY 17-18. Due to the quarter-to-semester conversion effort, the date for all five-year reviews due in AY 17-18 was moved to AY 18-19. Due to the disruption and shock of the unexpected death of one of the PUAD tenure-track faculty members in September 2018, PUAD requested and received an extension to AY 19-20. This is thus not a full annual report since the five-year review will be submitted later this year. We are submitting this partial report in order to request program resources, specifically tenure-track faculty lines. This report thus only contains Section III. Discussion of Program Data & Resource Requests, Parts A and B.

### III. DISCUSSION OF PROGRAM DATA & RESOURCE REQUESTS

#### **A. Discussion of Trends & Reflections**

##### **Notable Trends:**

In terms of students, due to admission caps imposed by the two former CLASS Deans, the headcount of students has remained on average, 156.8 students. In Fall 14, the headcount was 165 and was 153 in Fall 18.

The primary changes in the program in terms of students are in the percentage of students who are first-generation students and the number of Asian-identified, Black-identified, and Hispanic/Latino-identified students.

In Fall 14 through Fall 18, the percentage of students who identified as first-generation students ranged between 47% and 60%. In Fall 17, the percentage increased to 60%,

and dropped to 47% in Fall 18. In Fall 15 and Fall 16, the percentages were 52% and 50% respectively.

The percentage of students who identified as Hispanic/Latino has increased every year in Fall 14 through Fall 18: 9% in Fall 14, 13% in Fall 15, 14% in Fall 16, 16% in Fall 17 and 17% in Fall 18. The percentage of students who identified as Asian has decreased from 33% in Fall 14 to 31% in Fall 18. However, prior to Fall 18 there was a steady increase in the percentage of students who identified as Asian – 33%, 34%, 35%, and 40%. The drop to 31% in Fall 18 may be an outlier. The percentage of Black-identified students in Fall 18 dropped to 14%. In Fall 14 through Fall 17, the percentage ranged from 10% to 19%.

In terms of faculty, the primary changes are in the decrease in faculty headcount and the increase in the percentage of faculty that are lecturers. The department houses two programs – the MS-HCA and the MPA programs. It should be noted that most of the faculty data is departmental data, not specific to the MS-HCA program, which affects the specificity of the analysis.

Compared to the University as a whole, for AY 14-18, PUAD has lower percentage of faculty who identify as white and a higher percentage of lecturers. For total University faculty, in AY 2014-18, the percentage of white-identified faculty ranges from 58 to 62%. In PUAD, the range is 33% to 50%. For total University faculty, in AY 2014-18, the percentage of lecturers ranges from 56% to 59%. In PUAD, the range is 58% to 74%. For FTEF, in AY 14-18, the percentage of PUAD lecturers ranged from 49% to 85% and the percentage of tenure-track faculty ranged between 15% to 51%. For PUAD tenure-track faculty, the SFR has ranged between a low of 22.8 and a high of 29.3.

### **Reflections on Trends and Program Statistics:**

The number of students admitted to the MS-HCA program has been kept artificially low for the last nine to ten years. Previous CLASS Dean Badejo (AY 08-10) severely restricted the number of students in the MS-HCA program, based on her belief that the graduate programs were “too expensive,” even though CLASS-generated data ranked the MS-HCA program among some of the least expensive programs to operate in CLASS. Previous Dean Rountree (AY 10-18) continued a cap on admissions for the MS-HCA program, and primarily did so by limiting the number of courses we could offer each term, regardless of student headcount and need. In order to have enough courses in each term for all students to proceed through the program in a timely manner, the program has limited admissions to roughly 50 students, 2 groups of 25 students per admission term. It is impossible to know what the student headcount for the MS-HCA program would be if admissions had not been capped by the CLASS Dean’s Office.

Since the data that we have is only for Fall 14-18 and since most of the data is not program-specific, the data doesn't reflect several recent events that have negatively affected the MS-HCA program, and PUAD as a whole. The percentage of lecturers in PUAD, which is already significant, will rise effective with the Fall 19 data.

Professor Jay Umeh retired at the end of Spring 19 and began a 50% FERP in Fall 19. Assistant Professor Joyce Keyes Williams, who was assigned to be the MS-HCA Graduate Coordinator beginning Fall 18, unfortunately and suddenly died near the beginning of September 2018. Professor Fogarty, who had been the MS-HCA Graduate Coordinator since 2006, stepped back into the position on a temporary basis, but she will not be able to continue in the role after Spring 20. Professor Fogarty has already notified PUAD Chair Umeh and CLASS Dean Ng of her intention to retire at the end of Spring 20 and has submitted her request for a 50% FERP effective Fall 20.

Starting in mid-Fall 18, Professor Fogarty worked with Assistant Professor Nicole Diggs to prepare her for assuming the MS-HCA Graduate Coordinator position. However, Assistant Professor Diggs has taken a leave of absence for Fall 19 and it is highly unlikely that she plans to return to CSUEB. Assuming that she does not return, PUAD will only have two 50% FERPers and Associate Professor Michael Moon in the tenured-faculty numbers. We are currently in the middle of a search for a tenure-track faculty member to teach budgeting and finance in the MPA program. If the search is successful, there would be one FERPer (Umeh), one Associate Professor (Moon), and one Assistant Professor (TBD) to teach in and lead the MPA program. There would only be one FERPer (Fogarty) to teach in and lead the MS-HCA program. The percentage of lecturers who currently teach and who will teach in the PUAD programs after Spring 20 is excessively high, especially in the MS-HCA program, and this negatively affects the quality of the two programs. In addition, lecturers cannot provide the leadership necessary to successfully manage and grow the two programs.

## **B. Request for Resources**

### Request for Tenure-Track Hires

Over the last ten years, PUAD has conducted several searches for tenure-track faculty with health care administration/management expertise to teach in the MS-HCA program. In spite of having multiple acceptable candidates for each search, none of the searches have been successful. In two of the searches, even though the Search Committee had identified acceptable candidates, the CLASS Dean's Office would not allow PUAD to hire. In the other searches, none of the candidates accepted the offer from the CLASS Associate Dean or from the CLASS Dean, presumably due to the much lower-than-expected salary offer.

Given the current status of the MS-HCA program, and that Professor Fogarty, who has provided the program's long-term leadership and currently serves as its Graduate Coordinator, will become a FERPer after Spring 20, we are seeking approval for three tenure-track faculty lines for the MS-HCA program. Based on our confidence in the new CLASS Dean's (Dean Ng) understanding of the difficulties we have experienced with previous searches, we believe that there is a stronger likelihood that these searches will be successful and result in hires. Ideally, given that the MS-HCA program is losing its long-term leadership at the end of Spring 20, the ability to search for a senior-level (Associate Professor or Professor) faculty member with both program coordination and health care administration experience is needed. In addition, faculty lines for two junior-level (Assistant Professor) faculty members with general health care administration and/or management expertise are needed.

#### Request for Other Resources

After several years of requesting additional administrative assistance, PUAD's one ASC I position was increased from a .75 position to a 1.00 position, effective the end of Spring 19. Although the one ASC I position is shared between the MS-HCA and MPA programs, which have over 150 students each and whose admissions applications are processed by the department office, we are not requesting other resources at this time.