

CALIFORNIA STATE UNIVERSITY, BAKERSFIELD
ACADEMIC SENATE

NEW CONCENTRATION: HEALTH CARE MANAGEMENT
RES 1314058

AAC/BPC

RESOLVED: that the Academic Senate recommend that the President approve the BS in Business Administration with a concentration in Health Care Management.

RATIONALE: Both the Academic Affairs and the Budget and Planning Committees have reviewed the proposal and find it to be both academically and fiscally sound.

Distribution List: President, Provost, AVP Academic Programs, BPA Dean, PPA Chair

Approved by the Senate on May 8, 2014
Sent to the President for approval on May 16, 2014
Approved by the President on June 16, 2014



CSU Bakersfield

Office of the Provost and
Vice President for Academic Affairs


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www.csub.edu/provost

Memorandum

DATE: March 25, 2014

TO: Jacquelyn Kegley, Chair, Academic Senate
c: Horace Mitchell, President
Carl Kemnitz, Associate Vice President, Academic Programs
John Emery, Dean, School of Business and Public Administration
Steve Daniels, Chair, Public Policy and administration Department
Chandra Commuri, Chair, BPA Curriculum committee

FROM: Soraya M. Coley, Provost and Vice President for Academic Affairs 

RE: Health Care Management Concentration in Business Administration

Please find attached the Health Care Management Concentration in Business Administration Proposal for review and consideration by the Academic Senate. This request has been approved by the Department Chair, the School Dean, and the School of Business and Public Administration Curriculum Committee. I also support this request and appreciate the Academic Senate's consideration. Please feel free to contact Dr. Steve Daniels or Dean John Emery for questions or clarification.

MAR 12 2014
Academic
Programs

PROPOSAL FOR A NEW MINOR, CONCENTRATION or EMPHASIS

Proposals to add a new minor, concentration or emphasis must receive appropriate campus approval prior to implementation. In addition, the Chancellor's Office must be notified of the campus approval prior to implementation. All attachments are to be added to this cover sheet and remain with the proposal through the required steps of evaluation. Please consult with the Associate Vice President of Academic Programs for questions or assistance.

This new proposal is a (check one):

- Minor - Is this minor available to all undergraduate students? Yes No, only in _____
- Concentration Emphasis within the degree of Bachelor Science in Business Administration
- Title Health Care Management effective (term): Fall 2014
- Use the following degree code _____ instead of the major degree code for reporting (note the [necessary criteria](#) and [degree codes](#))

Originating Department or Individual: Public Policy and Administration

If a department formally approved the attached proposal, attach the appropriate memorandum and approval date.

Signature: B. Steven Daniels date: Mar. 12, 2014

Curriculum Committee(s): Interschool programs should attach comments or approval from relevant school or department curriculum committees before being submitted to the Academic Affairs Committee, acting as the University Curriculum Committee. A memorandum and approval date from the curriculum committee must be attached. If any revisions were required or agreed to, a revised copy of the proposal must be attached.

Chair Signature: claudia schmitt date: Mar. 12, 2014

School Dean(s): I have reviewed this proposal and send it forward for university-wide review with my comments attached. These comments include my analysis of the resource commitments that must be made to support the program and the origin(s) of those resources.

Dean Signature: John T. Emery date: 3-12-2014

AVP of Academic Programs: I have reviewed this proposal and send it forward to the Provost.

AVP Signature: Carl Kew date: 3/13/14

Date of Senate Approval: _____

Date of President Approval: _____

Please attach the final Academic Senate Resolution, as signed by the President and return to the Office of Academic Programs, which will notify the Chancellor's Office and the appropriate campus departments. A copy of this form and final electronic catalog copy must be sent to the Director of Academic Operations and Support.



CSU Bakersfield

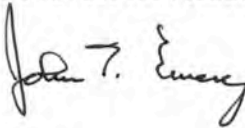
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March 12, 2014

To: Soraya Coley
Provost and Vice President for Academic Affairs

Via: Carl Kemnitz
Associate Vice Provost for Academic Programs

From: John Emery 
Dean

Re: Proposal to Add a Concentration in Health Care Management to the Bachelor of Science in Business Administration degree

Attached are the forms and supporting materials for a proposal to add a Concentration in Health Care Management to the Bachelor of Science in Business Administration degree. The concentration and associated coursework have been approved at all levels in the School of Business and Public Administration.

After careful review at several levels and extensive input from external stakeholders, the School of BPA proposes this new concentration to complement existing program offerings including the MSA – Health Care Administration degree. Strong local and regional demand is forecast for graduates with the credentials this degree will provide.

The courses comprising the degree proposal are existing courses with learning objectives carefully designed to provide the specialized knowledge that will make our graduates highly qualified to meet the needs of the health care industry. Existing faculty, with expertise in this area, already teach some of the courses while health care professionals serving as adjunct faculty will teach others.

I have determined that there is adequate excess capacity in the courses specified in the degree program at this time. Consequently, there will be little or no fiscal impact from the degree as proposed. Also, the School of BPA will be able to make more efficient use of existing resources. As the degree grows over time, it is anticipated that any additional enrollment will pay for itself via the student fees and FTES credits earned.

Please let me know if there are additional questions.

Thank you for your consideration.



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Memorandum

Date: March 12, 2014

To: Chandra Commuri, Chair, BPA Curriculum Committee

From: R. Steven Daniels, Chair, Department of Public Policy and Administration

Subject: PPA Approval of Health Care Concentration in the Bachelor of Science in Business Administration

The Department of Public Policy and Administration formally approved the revised health care concentration in the Bachelor of Science in Business Administration on January 30, 2014.

Proposal for a Concentration in Health Care Management in the Bachelor of Science in Business Administration

Program Identification

Term and Academic Year of Implementation: Fall 2014

Total Units Required for Graduation: 180 units

The Department of Public Policy and Administration proposes offering a concentration in Health Care Management (HCM concentration) within the Bachelor of Science in Business Administration (BSBA) degree. The concentration would consist of five courses. We believe that the concentration will attract BSBA students with an interest in working in entry level positions in the health care sector.

This concentration supports the mission of the University by focusing on student learning and linking students to the community through courses designed to improve the community's quality of life and aid in its economic development. Opportunities are currently limited for undergraduate students at CSUB to explore opportunities in health care while concurrently the health care community is expected to expand services. Whereas the Bachelor of Arts in Public Administration (BAPA) develops skills in balancing the conflicting goals and objectives of government and nonprofit management, the Bachelor of Science in Business Administration with a Concentration in Health Care Management will develop skills in business and management that may be applied across a broad range of health care activities. Students in the BSBA-HCM concentration will come from the existing BSBA student population and not from the students matriculating in the BAPA major.

CIP Code: 51.0701

CSU Code: 12021

Program Overview and Rationale

Description

The Health Care Management concentration in the Bachelor of Science in Business Administration would be a 25-credit (five-course) concentration drawing from public administration, management, and marketing coursework. Students will develop a foundation in business administration by completing the 40 units of required lower division and 45 units of required upper division core courses in the Bachelor of Science in Business Administration. They will then balance the business administration coursework with 25 units of coursework in health care management, management, and marketing.

Audience

The proposed concentration will reach four audiences:

1. Students in the Bachelor of Science in Business Administration with interests that include health care management.

2. Students with an interest in health care management who wish to combine that focus with additional training in business administration.
3. New students and students elsewhere in the university who would find the combination of private and health care perspectives provided by the degree and concentration attractive as a career choice given the increased integration of the public, private, and nonprofit sectors.

Rationale

The HCM concentration has five distinct justifications for students and faculty in the Department of Public Policy and Administration, the School of Business and Public Administration, and the University:

1. **Flexibility:** The concentration provides an additional option for students pursuing a BSBA degree.
2. **Integration:** The concentration represents an additional step in the integration of the curriculum in the School of Business and Public Administration. All departments have concentrations in the BSBA, including accounting, economics, finance, management, marketing, MIS, and PPA. One of the strategies of the school is to develop increased coordination and sharing of courses and instructors across the school curriculum.
3. **Pedagogy:** The increased integration of the private, public, nonprofit, and health care sectors of the U.S. economy makes a degree which combines multiple theoretical perspectives very attractive. The BSBA core and the concentration provide a unique combination of theoretical perspectives and skills that offers graduates competencies allowing students to navigate the sometimes complementary and sometimes conflicting orientations of the private, public, nonprofit, and health care sectors.
4. **Enrollment:** The concentration would likely increase the number of health care majors and enrollment in undergraduate public administration classes by attracting BSBA students who might not otherwise take public administration courses. At the school level, the BSBA with a Health Care Concentration might attract new students and students from elsewhere at the University who would find the combination of multiple theoretical perspectives and the applied focus to be an attractive alternative. On balance, however, we believe the concentration will have a positive impact on enrollment at both the Department and the School level. First, the concentrations in the BSBA have distinctive enough goals and objectives that transfers will be limited to individuals genuinely wishing to change their career focus and their majors, a phenomenon that occurs frequently at every university.
5. **Current Demand:** The enrollment for PPA 477, the U.S. Health Care System, in Winter 2013 (new course number PPA 425) was seven. The undergraduate enrollment in PPA 426, Marketing in Health and Human Services) in Winter 2014 was also seven. The State of California Employment Development Department estimates that health care employment will be the fastest growing segment of the Kern County labor force from 2008 to 2018, growing from 23,600 employees to 33,300. This represents an increase in the percentage of the workforce from 7.6% to 9.5%. Most of these jobs will require specialized education at the college level.

Catalog Copy

Requirements for the Bachelor of Science Degree in Business Administration with a Concentration in Health Care Management.

Core Requirements for the Bachelor of Science Degree in Business Administration with a Concentration in Health Care Management

Minimum Required for Graduation		180 units
Major Requirements		110 units.
Lower division foundation core	40	
Upper division core	45	
HCM concentration	25	
Other University Requirements		62-72 units
CSUB 101	2	
American Institutions (History & Govt.)	5*	
Area A	15	
Area B	10*	
Area C	15	
Area D	5*	
Theme I	5	
Theme 2	5	
Theme 3	0*	
Foreign Language	0-5	
GRE	0*	
GWAR	0-5*	
*AIG, B4, D2, D3, Theme 3, and GRE satisfied in major		
Additional Units		0-8 units

This curriculum is designed for the student who wishes to earn a Bachelor of Science degree with a major in Business Administration. It has two major components: (1) required lower and upper division courses which provide a foundation for understanding business organizations, their operations, and their place in the global economic, political, and social world; (2) a concentration of courses which permit an in-depth study of health care management. Courses requiring a specific prerequisite may be taken only after the prerequisite has been completed.

A. Required Lower Division Foundation Core (40 units)

1. BA 290 with C or better (not C-)
2. BA 200 or ECON 380 (GRE)
3. ACCT 220 (Prerequisite/co-requisite: MATH 101)
4. ACCT 221 (Prerequisite: MATH 101 with C or better)
5. ECON 201 (Also D2)
6. ECON 202 (Also D2)
7. MATH 101 or ECON 220
8. MATH 140 (Also B4)
9. MIS 200A

Business Administration majors shall not be enrolled in any upper division Business

Administration course unless they have:

1. Completed all courses in the Lower Division Foundation Core (with the exception of the BA 200/ECON 380 requirement, which can be completed at any time); and,
2. Attained junior status (completed at least 90 quarter hours of course work counting toward the 180 quarter hours needed for graduation);

B. Required Upper Division Core Courses (45 quarter units)

1. MGMT 300
2. BA 301
3. MGMT 302
4. MIS 300
5. MKTG 300
6. FIN 300
7. BA 370
8. BA 374 (Also Theme 3.)
9. BA 490

Health Care Management Concentration

The concentration in Health Care Management will offer BSBA students interest in the health care field an opportunity to explore the history, concepts, and theories in this complex and competitive arena. Business Administration majors must complete five courses (25 credits) to obtain the concentration. The requirements for the Health Care Management concentration within Business Administration are as follows:

1. MGMT 309 Career and Managerial Skills (5)
2. Plus, the following three courses (15)
 - a. ECON 310 The Economics of Health and Health Care (5)
 - b. PPA 425 The U.S. Health Care System: Then and Now (5)
 - c. PPA 536 Continuous Quality Improvement in Health Care (5)
3. Plus, one of the following courses (5)
 - a. PPA 426 Marketing in Health and Human Services
 - b. PPA 419 Aging Services Administration
4. And the completion of an Applied Service Learning Experience is strongly recommended, for example, MGMT 496 Internship in Management.

Curriculum

Goals

The Bachelor of Science in Business Administration provides a foundation for understanding business organizations, their operations, and their place in the global economic, political, and social world. The Health Care Management Concentration prepares undergraduate students for administrative and managerial careers in health care, as well as upgrades the knowledge and skills of professional personnel already in such organizations.

Student Learning Outcomes for the BSBA Health Care Management Concentration

Goal 1: Communication Skills

Objective 1a. Writing: Students will be able to produce concisely written documents that: (a) have a clear focus and address the intended audience, (b) are logically organized with cogently developed ideas, (c) are free of spelling and grammar errors and effectively employ vocabulary, and (d) employ software to create a high quality appearance.

Objective 1b. Oral presentation: Students will be able to deliver oral presentations that: (a) have a clear focus and address the intended audience, (b) are well organized and effectively marshal high quality information, (c) are effectively delivered to maintain interest without distracting mannerisms, and (d) effectively utilize media and office software to enhance the presentation.

Objective 1c. Teamwork and Interpersonal Skills: Students will exercise effective teamwork skills by: (a) fully engaging in group discussion and decision making, (b) following up on one's responsibilities, (c) exercising effective interpersonal skills such as active listening, (d) being helpful to teammates, and (e) using tact and diplomacy to keep the group on track.

Goal 2: Quantitative Skills

Objective 2a. Design: Students will select graphical, quantitative, and statistical methods and models appropriate to frame various business problems and decisions.

Objective 2b. Calculation and analysis: Students will: (a) calculate accurately and (b) effectively summarize and analyze quantitative and qualitative data. They will be proficient in using software while exercising these skills.

Objective 2c. Interpretation: Students will accurately interpret the results from graphical, quantitative, and statistical methods and models.

Goal 3: Functional Areas of Business

Objective 3a. Knowledge of functional areas: Students will demonstrate subject matter knowledge of: (a) financial accounting, (b) managerial accounting, (c) people management, (d) operations management, (e) information systems management, (f) financial management, and (g) marketing. Diversity and global perspectives are included where pertinent.

Objective 3b. Information competency: Students will be able to: (a) locate data and information pertinent to business functions and decisions, (b) critically evaluate credibility of sources and reliability of information, and (c) synthesize information from differing sources and perspectives and assess its adequacy for decision support.

Goal 4: Integrative Problem Solving and Decision Making

Objective 4a. External environments. Students will analyze the external environments of organizations, including the political/legal, economic/technological, and global/cultural diversity perspectives, and integrate these analyses into problem solving and decision making.

Objective 4b. Ethical perspective. Students will: (a) identify an ethical dilemma, (b) identify stakeholders and consider their interests and perspectives, (c) formulate alternatives and analyze the alternatives from various ethical perspectives, and (d) recommend an action after thoughtful reflection.

Objective 4c. Business policies and strategy: Students will integratively apply the knowledge and skills of the business major to identifying, analyzing, and formulating business policies and strategies.

Goal 5: Health Care Management Functional Competencies

5a. Political, historical, and economic context of health care management: Students will demonstrate knowledge of the political, historical, and economic context of health care management.

5b. Knowledge of the health care discipline (including theory, methods, and processes): Students will demonstrate knowledge of the health care discipline, especially theory, methods, and processes.

5c. Knowledge of public management in the health care sector (human resources, financial resources, risk, strategy): Students will demonstrate skill development in public management in the health care sector.

5d. Knowledge of the health policy process: Students will demonstrate knowledge of the health policy process.

Assessment Plans

General business knowledge for undergraduate BSBA majors is tested using the Business Achievement Test administered to all business graduates on 11 campuses of the CSU system. The test is administered in BPA 290 as a pretest and in BPA 490 as a posttest. Because some of the courses in the Health Care Management Concentration are also courses offered in the Bachelor of Arts in Public Administration, the assessment plan for the BAPA will also apply to the Health Care Management Concentration.

2014-15: The HCM concentration will assess diversity and critical thinking. Diversity will be assessed using the Diversity in Health Care self-assessment (Module 5 from the Welcome Back Initiative self-assessment by the International Health Worker Assistance Center). More than 70% of the students should indicate proficiency on each of six components of the self-assessment. The faculty will assess critical thinking using the critical thinking rubric. At least 70% of the students should demonstrate proficiency on each of the five categories of the rubric.

2014-2015: The HCM concentration will assess written communication and ethical reasoning. Both will be based on assignments that focus on writing and ethical reasoning. Both will use scoring rubrics and a normal curve standard of acceptable or higher (70%+) for at least 70% of HCM students.

Other BSBA Concentrations

The other concentrations in the BSBA include accounting, finance, management, marketing, economics, public administration, logistics, and agri-business. None of the coursework in these concentrations overlaps the health care management administration concentration.

Courses in HCM Concentration

Required:

MGMT 309	Career and Managerial Skills	5 units	MGMT 300
ECON 310	Economics of Health and Health Care	5 units	Theme III prereq.
PPA 425	The U.S. Health Care System: Then and Now	5 units	No prerequisites
PPA 536	Quality Initiatives in Health and Human Service	5 units	No prerequisites

Plus one (1) of the following three (3) options

PPA 426	Marketing in Health and Human Services	5 units	No prerequisites
PPA 419	Aging Services Administration	5 units	No prerequisites
PPA 494	Contemporary Issues in Health Care Management	5 units	No prerequisites

Articulation with Community College Programs

The HCM concentration contains no lower division courses. However, a transfer model business curriculum including the general education provisions, both ECON 201 and 202, and both ACCT 220 and 221 would still allow students to complete the BSBA with HCM concentration within 60 semester (90 quarter) credits.

Advising Roadmaps

Although no roadmap exists yet for the HCM concentration in the BSBA, the available academic roadmaps for the BSBA concentration in general management can serve as a template by substituting the HCM concentration for the management concentration entries.

Accreditation

The addition of a concentration will not produce a substantive change under WASC policies and will not affect WASC accreditation. AACSB accreditation will require PPA faculty to meet the School of Business and Public Administration standards for academic qualification and professional qualification (50% academically qualified and 90% academically and professionally qualified).

Need for the Proposed Program

Other Programs Offering Similar Degrees

CSU Campuses

No CSU campus offers a Bachelor's degree in business with a concentration in health care management. CSU Dominguez Hills, CSU Long Beach, CSU Northridge, CSU Sacramento, and CSU San Bernardino offer Bachelor's degrees in Health Science with a concentration in Health Care Management, Health Care Administration (General), or Health Administration (General).

Other Universities

Proprietary universities DeVry (BS in Business Administration with a specialization in Health Services), Capella (BS in Health Care Management), and Kaplan (BS in Health Science and BS in Health Care Administration) offer online degrees.

Other Curricula at CSUB Similar to the BSBA with a HCM Concentration

None

Student Demand

Evidence of Student Interest

Over the past three years, six undergraduate students have approached either the Chair of Management and Marketing or the Coordinator of the MSA-HCM program to develop course plans to explore options in health care management. During this same period, five undergraduate students majoring in biology or nursing have also made contact.

Seven undergraduate students have enrolled in PPA 425 (PPA 477 in its initial offering) and PPA 426.

Diversity and Access

The faculty has used the Department's faculty diversity plan (available in TaskStream under Historical and Planning Documents in the Bachelor of Arts in Public Administration) to evaluate faculty needs under the BSBA with a HCM concentration. The Department deals with student diversity through an annual student focus group conducted during Winter Quarter each year.

Professional Uses for the HCM Concentration in the BSBA

Students graduating with the HCM concentration in the BSBA will be eligible for entry level positions in health care organizations and health-related nonprofit organizations. The combination of business and health care management skills will make candidates with the degree especially attractive in an era where health care is growing segment of business activity.

Expected Number of Students

Based on anecdotal evidence, the pool of students in the first year will be one to three students. An additional two to three students per year are anticipated in each year thereafter. Thus, there should be approximately three to four students per year during the first five years of the concentration. We anticipate no graduates the first year, two or three graduates the second year, and one to two graduates per year for the next three years. The small pool reflects competing concentrations in the BSBA. Nevertheless, with adequate marketing, we believe that over a ten-year period we can attract an annual pool of five to ten majors in the concentration.

Existing Resources

Faculty in the Program

The faculty in the program draws from three of the Departments of the School of BPA:

R. Steven Daniels, Ph.D. Public Policy and Administration, Tenured, Professor

Michael Flanagan, Ph.D., Management and Marketing, Tenured, Professor

Aaron Hegde, Ph.D., Economics, Tenured, Associate Professor

BJ Moore, Ph.D., Public Policy and Administration, Tenured, Assistant Professor

One to two adjunct professors with appropriate degree qualifications from the existing pool of adjunct professors.

Existing Facilities

The concentration will use existing facilities, offices, library, and other resources.

Additional Support Resources Required

Additional Faculty Resources

Possibly one or two adjuncts:

The proposed concentration will require almost no additional resources since all of the courses can be offered by existing faculty in the School of Business and Public Administration. The only possible increases in resources would result from any increases in enrollment in the PPA courses because of the concentration, which might necessitate shift course assignments and hiring adjunct professors to teach electives and one or two core courses. However, these projected increases are purely speculative. The current SFR for our undergraduate courses suggests some room for additional students and majors without additional adjuncts. Any increases would have their greatest effect on the MPA and MSA-HCM foundation courses, which have in the last two years had considerably larger enrollments than the regular undergraduate PPA courses. PPA 494 (404) will have some capacity to expand.

Additional Lecture/Laboratory Space

None.

Additional Library Resources

None.

Additional Academic Technology

None.