

**NEW GRADUATE DEGREE OR GRADUATE CERTIFICATE FORM D**

**UNIT PREPARES IN QUADRUPLICATE**  
Route as indicated below under approvals. Return to the Registrar's Office once all signatures have been obtained.

Date: October 31, 2011

Dr. Uday Desai  
(Name of individual initiating Graduate Degree or Graduate Certificate)

Director, (505) 277-1092  
(Title, position, telephone number)

ucdesai@unm.edu  
(Email address)

School of Public Administration  
(Department/Division/Program)

**\*Allow up to one year for the process to be completed for a certificate, and 18 months for a degree.**

Note: Proposals for new graduate degrees or graduate certificates need to follow an approved format. Please call the Office of Graduate Studies and ask for an outline. Revisions of graduate degrees and some new certificates also may need state approval, depending on the extent of changes proposed. Please consult the Office of the Provost for advice prior to initiating this form.

Attach the following required documents:

1. Executive Summary.
2. Program Proposal (in the approved format).
3. Catalog Description (to include program curriculum).
4. Graduate Program Projected Costs (only for new degrees).
5. Library Impact Statement.

Does this new degree affect any existing program? Yes  No  If yes, attach statement.

Proposed date to admit new students: Term Spring Year 2013

**Required Signatures:**

Department Chair	<u>[Signature]</u>	Date	<u>10/31/11</u>
College Curricula Committee	<u>[Signature]</u>	Date	<u>10/31/11</u>
College or School Dean	<u>[Signature]</u>	Date	<u>10/31/11</u>
Dean of Library Services	<u>[Signature]</u>	Date	<u>1/24/12</u>
Office of the Registrar—Catalog	<u>Elizabeth A. Baeton</u>	Date	<u>01/23/12</u>
FS Graduate Committee	<u>[Signature]</u>	Date	<u>2/16/12</u>
Dean of Graduate Studies	<u>[Signature]</u>	Date	<u>2-16-12</u>
FS Curricula Committee	<u>[Signature]</u>	Date	<u>3-5-12</u>
Office of the Provost	<u>[Signature]</u>	Date	<u>3/8/12</u>
Faculty Senate	<u>[Signature]</u>	Date	<u>3/27/12</u>
Board of Regents	<u>[Signature]</u>	Date	<u>4/27/2012</u>

**Additional Approvals for Degrees:**

Board of Regents	_____	Date	_____
Council of Graduate Deans	_____	Date	_____
Academic Council of Higher Education	_____	Date	_____
Higher Education Department	_____	Date	_____
State Board of Finance	_____	Date	_____

Entered Banner

Entered Catalog

For Registrar's Office ONLY:

Copies Mailed

To: Fran Wilkinson, Deputy Dean, University Libraries  
From: Steven Harris, Director of Collections & Acquisitions Services, University Libraries  
RE: Form D: Master of Health Administration  
Date: January 26, 2012

I recommend that the University Libraries sign off on the degree proposal for a Master of Health Administration (MHA). Todd Quinn has already done extensive collection analysis, which shows that the UL and HSLIC offer access to a significant number of relevant scholarly journals. The existing UL/HSLIC collections in support of the School of Public Administration and the Public Health program in the School of Medicine offer extensive resources for potential students and faculty in MHA. The proposal also includes a recommendation to provide \$10,000 to augment the library collections through the first three years of the program (1<sup>st</sup> year, \$5,000; 2<sup>nd</sup> year, \$3,000; and 3<sup>rd</sup> year, \$2,000). I do not anticipate any difficulty in supporting this program with suitable information resources.

**School of Public Administration – Health Policy program**

SPA is proposing a new degree program in Health Administration. The University Libraries support this program and are able to provide the necessary research resources to meet the needs of students and faculty. Currently, the UL subscribes to numerous subscription literature databases that contain hundreds of journals on management, public health, and health policy. The journals are heavily weighted on current research (latest 20 years), but many titles have long runs on 30, 40 50, even 100 years. These journals are available electronically, and students and faculty may access them from on or off campus.

In addition, the library has hundreds of monographs and reference titles, and will work with SPA faculty to purchase new titles (seminal works and current research) to support the program.

On the following pages is a long, but not exhausted, list of journal titles available from various subscription databases from UNM's University Libraries on the subject Public Health/Health Policy. Most of these titles are available full-text (mainly PDF), plus the databases index/abstract many more titles, which allow students and faculty to request items via interlibrary loan.

Todd Quinn  
Data Librarian for Business & Economics  
Ambassador to the School of Public Administration  
University Libraries

## Journals in various University Libraries subscription databases

### Public Administration Abstracts (EBSCO) – Health Policy titles

- Journal of Health Politics, Policy & Law
- Journal of Health & Social Policy
- BNA's Health Care Policy Report
- Incentives Vs. Controls in Health Policy: Broadening the Debate
- Journal of Health Care Law & Policy
- Women & Mental Health Policy
- Administration & Policy in Mental Health & Mental Health Services Research
- Health Research Policy & Systems
- Prevention in Mental Health: Research, Policy & Practice
- *Other EBSCO databases (e.g. Academic Search Complete) contain 150+ titles*

### Sage Journals on Health Policy (Sage Online)

- American Journal of Lifestyle Medicine
- American Journal of Medical Quality
- Asia-Pacific Journal of Public Health
- Action Research
- Autism: The International Journal of Research and Practice
- Journal of Infection Prevention: Formerly British Journal of Infection Control
- Journal of Evidence-Based Complementary & Alternative Medicine
- Criminal Justice and Behavior: An International Journal
- Evaluation & the Health Professions
- Health:: An Interdisciplinary Journal for the Social Study of Health, Illness and Medicine
- Health Education & Behavior

- Health Education Journal
- Home Health Care Management & Practice
- Health Promotion Practice
- Journal of Health Psychology: An Interdisciplinary, International Journal
- Indoor and Built Environment
- ICU Director
- Journal of Applied Gerontology
- Journal of Aging and Health
- Journal of Correctional Health Care
- Journal of the International Association of Physicians in AIDS Care (JIAPAC)
- American Journal of Men's Health
- Journal of Primary Care & Community Health
- British Journal of Visual Impairment
- Lighting Research & Technology
- Medical Care Research and Review: formerly Medical Care Review
- Medical Decision Making
- Global Health Promotion: Formerly Promotion & Education
- Policy, Politics, & Nursing Practice
- Qualitative Health Research
- Perspectives in Public Health: Formerly Journal of the Royal Society for the Promotion of Health
- Scandinavian Journal of Public Health
- The Diabetes Educator
- Waste Management & Research

**ScienceDirect (Elsevier) journals on Public Health & Health Policy**

- Academic Pediatrics
- Accident Analysis & Prevention
- Ambulatory Pediatrics
- American Journal of Preventive Medicine
- Annals of Epidemiology
- Biologicals
- Biomedical and Environmental Sciences
- Cancer Epidemiology
- Contraception
- Current Therapeutic Research
- Diabetes & Metabolism
- Disability and Health
- European Journal of Integrative Medicine
- Evaluation and Program Planning
- Evidence-based Healthcare
- Evidence-based Healthcare and Public Health
- EXPLORE: The Journal of Science and Healing
- Forensic Science International
- Forensic Science International Supplement Series
- Health Outcomes Research in Medicine
- Health & Place
- Health Policy
- HIV & AIDS Review
- International Health

- International Journal of Drug Policy
- International Journal of Hygiene and Environmental Health
- International Journal of Nursing Studies
- Journal of Adolescence
- Journal of Adolescent Health
- Journal of Aging Studies
- Journal of the American Dietetic Association
- Journal of the Association of Nurses in AIDS Care
- Journal of Clinical Epidemiology
- Journal of Clinical Forensic Medicine
- Journal of Forensic and Legal Medicine
- Journal of Health Economics
- Journal of Infection and Public Health
- Journal of Men's Health
- The Journal of Men's Health & Gender
- Journal of Nutrition Education
- Journal of Safety Research
- Journal of Substance Abuse
- Journal of Traditional Chinese Medicine
- Krankenhaus-Hygiene + Infektionsverhütung
- Legal Medicine
- Midwifery
- Osong Public Health and Research Perspectives
- Perspectives in VaccinologyNew Title
- Preventive Medicine

- Public Health
- Public Health Forum
- Safety Science
- Social Science & Medicine
- Spatial and Spatio-temporal Epidemiology
- Vaccine
- Women's Health Issues
- Zeitschrift für Evidenz, Fortbildung und Qualität im Gesundheitswesen
- Zeitschrift für ärztliche Fortbildung und Qualität im Gesundheitswesen - German Journal for Quality in Health Care



## **JSTOR journals on Health Policy**

**(JSTOR has historical runs and adds current issues 3-5 years after initial publication)**

- African Journal of Reproductive Health / La Revue Africaine de la Santé Reproductive 1997-2008
- Agenda 1987-2003
- Culture, Health & Sexuality 1999-2007
- The Hastings Center Report 1971-2008
  - The Hastings Center Studies 1973-1974
- Health and Human Rights 1994-2009
- International Journal of Feminist Approaches to Bioethics 2008-2011
- International Journal of Health Care Finance and Economics 2001-2007
- IRB: Ethics and Human Research 1979-2008
- Journal of Public Health Policy 1980-2007
- The Journal of Sex Research 1965-2005
  - Advances in Sex Research 1963
- Medical Care 1963-2005
- The Milbank Quarterly 1986-2009
  - The Milbank Memorial Fund Quarterly. Health and Society 1973-1985
  - The Milbank Memorial Fund Quarterly 1934-1972
  - The Milbank Memorial Fund Quarterly Bulletin 1923-1933
- Public Health Reports (1974-) 1974-2008
  - Health Services Reports 1972-1974
  - HSMHA Health Reports 1971-1972
  - Public Health Reports (1896-1970) 1903-1970
- Quality of Life Research 1992-2007
- Reproductive Health Matters 1993-2007



UNM

SCHOOL of PUBLIC  
ADMINISTRATION

1. Program Description: What is the program and why should we offer it? Include the program's major goals.

What are our goals?

The purpose of this program is to establish a professional graduate program of study leading to a Master of Health Administration (MHA) degree in the School of Public Administration (SPA). The major goals are: a) to provide a formal professional graduate degree program to meet New Mexico's significant and unmet need for professional education and training in healthcare administration. There is no professional graduate degree program in New Mexico to provide graduate level professional education and training in healthcare administration, b) to meet the growing demand for administrators, managers, policy/program analysts as a result of the ongoing implementation of the Affordable Care Act, which will add 32 million previously uninsured individuals to the health insurance system, and c) to provide graduate level professional education and training to administrative and clinical personnel of large hospitals and clinics across the state as well as those working for state health and healthcare agencies.

Why should UNM offer this program?

There is no professional master's degree program in healthcare administration in New Mexico. As the flagship university in the State it is appropriate that UNM be responsible for education and training of healthcare administrators to serve the need of healthcare industry in New Mexico. The students in this program will be drawn largely from New Mexico. It will provide a "homegrown" group of highly educated healthcare administrators. The State as a whole will benefit by having its own residents trained for administrative and executive level positions in the large and rapidly growing healthcare sector. In addition, the proposed program will meet the overall need for well-trained healthcare administrators for agencies that provide healthcare to Latino and Native American communities. These communities have specific needs for health administrators who are trained in the cultural competencies necessary to work in and with medically underserved communities.

The proposed MHA program will fill an important need in New Mexico and the Southwest labor market and provide highly sought-after professional education and training to professionals already working in the region, helping to create a more stable and highly trained labor force for healthcare organizations across the state.

Healthcare organizations (hospitals, state health agencies, tribal health organizations, etc.) across the state have articulated a compelling need for the professional education and training of senior healthcare administrators and executives (see attached letters of support from Pecos Valley Medical Center, UNM Hospital, Presbyterian Medical Services, San Juan Regional Medical Center, Christus St. Vincent Regional Medical Center). They have worked with the School of Public Administration to develop the proposed MHA program. The shared aim is to train healthcare professionals to provide effective executive and administrative leadership as well as to serve as advisors to stakeholders (hospital and tribal clinic boards, regional and local governments, legislators, and public and private interest organizations) on health policy issues. MHA graduates would meet this demand.

Senior leadership in healthcare systems in northern and central NM, including hospitals, healthcare networks, state government health and healthcare agencies have strongly supported the MHA degree program proposal. They know first-hand the need for well-trained healthcare administrators and leaders for their organizations, and the difficulties in recruiting and retaining them. An executive of San Juan Regional Medical Center, which is a large healthcare organization in northern New Mexico, in one conversation spoke at length about the high rate of turnover among mid to senior level health administrators they recruited from out of state. He discussed not only the difficulties in recruiting the healthcare administrators from out of state but even more serious difficulties in retaining them for more than a couple of years. His many of years of experience in his organization had convinced him that they need to “grow” their own mid and senior level executives and administrators who already have roots in the community and would stay there.

In addition to the large hospital facilities in urban areas, since NM is a largely rural state, a significant portion of the healthcare is delivered through an extensive network of clinics dispersed across the state. Many clinic networks (e.g. see letter from the President/CEO of Presbyterian Medical Services clinic network) have indicated that the proposed MHA program graduates will be highly sought after for many administrative positions, including senior clinic administrators, facilities managers and clinic network administrators. Conservatively, there are more than several hundred mid and senior level healthcare administration positions in NM. Representatives from the Native American communities in New Mexico have expressed similar views and strong interest in developing a local pool of individuals with advanced education in healthcare administration. In addition, they have pointed out the complexities of federal, state, and tribal policies on healthcare services in the Native American communities require a level of understanding that most healthcare providers and their staff simply do not have. MHA graduates would be well qualified to take administrative leadership positions in rural, urban and Native American communities.

The proposed MHA program would create a professional graduate degree in this very important and rapidly growing career arena. The MHA program would significantly meet the workforce need in New Mexico by providing a pool of highly trained, competent

administrative leaders in a field with increasing needs for such well-educated and trained professionals.

How does the program fit within the UNM mission and strategic plan?

An objective of UNM's strategic plan, as approved by the Regents and faculty is to:

*"evaluate and restructure UNM's support for graduate education and raise the effectiveness and stature of our programs."*  
(<http://www.unm.edu/~unmstrat/>).

The proposed MHA degree program would raise the stature of graduate programming at UNM. UNM or the state of NM does not have a professional graduate degree program in Healthcare Administration. Our proposed MHA degree program would enable UNM to fill a very critical need for highly educated and trained professional healthcare administrators. In addition, it would allow UNM to compete favorably with other universities in the region for high quality graduate students in this rapidly growing field.

A Master's level degree program in Healthcare Administration will make it possible for UNM to prepare students for careers in the rapidly growing field of Healthcare Administration. This degree program will prepare students for administrative and leadership positions in healthcare in New Mexico. In summary, the proposed MHA degree program will support UNM's vision of growth of its graduate programs and its mission to serve the citizens of New Mexico.

One of the 13 "Regents' Goals for the President" in UNM's 2008 Strategic Long-range Plan is a call for economic development. This goal would be directly supported by the proposed MHA degree program, as it will enlarge the State's pool of talented healthcare administrators and managers and help retain talented healthcare administrative professionals in the State.

The New Mexico Department of Workforce Solutions reported in June 2011 that while New Mexico's employment numbers dropped dramatically in 2009-10, "Educational & health services reported a gain of 4,200 jobs over the year, its largest increase since March 2009. The educational & health services industry was the only industry to continue expanding employment throughout the recent downturn." (see: <http://www.dws.state.nm.us/LMI/dws-lfe.html>). Other states have recently reported similar growth. California saw a 31% increase in employment in the field of health administration between 1993 and 2005, an increase that continues despite California's struggling economy (see California Employment Development Department, <http://www.calmis.ca.gov/file/ocguide/hosphlth.htm>). This is also a national trend. The US Department of Labor predicts that the health administration and management sectors will experience an employment growth of 16% or 45,400 new jobs created by 2018 (<http://www.bls.gov/oco/ocos014.htm>).

How does the program fit with related offerings at UNM and regionally?

The MHA program will complement the existing Master of Public Health (MPH) program in the UNM School of Medicine (see the attached letter of support from the Director of the MPH Program). The MPH degree focuses on the practice of public health. The MHA degree focuses on preparing students for careers as administrators and executives in a broad range of healthcare organizations and agencies, including hospitals, clinic networks, HMOs, state health and human services departments and agencies, legislature and its committees, think tanks and public and private health interest organizations and lobbies.

The MHA program draws upon and includes quite a few health-related course offerings from different academic units, including MPH program, College of Nursing, School of Law, Departments of Economics, Political Science, Sociology and Women Studies program in the College of Arts and Sciences. The Dean of the School of Nursing and the Director of the MPH program have helped develop and support the MHA program (see attached letters of support).

The MHA program will build on and expand SPA's current offerings in the MPA program's concentration in health policy and administration. The proposed program will significantly enhance the school's contribution to the professional education opportunities in the State.

The nearest regional programs offering professional master's program in health administration are: University of Oklahoma, Arizona State University, University of Colorado-Denver, and Trinity University in San Antonio, Texas (see Table 1 for a list of the Commission on Accreditation of Healthcare Management Education [CAHME] accredited MHA degree programs in our region). However, all of these programs focus on private sector and business management perspectives in healthcare systems. The proposed MHA program provides professional education and training with the focus on the public/nonprofit sector (including minority health) and public policy dimensions (including social dimensions) of healthcare and health services administration. The proposed program will integrate research, knowledge, and competencies related to administration of health services delivery to minority and medically underserved communities.

The MHA program will prepare students for careers in healthcare administration and provide the leadership training necessary for careers in healthcare management and health program and policy analysis. The Master of Health Administration program will be in the School of Public Administration.

Table 1 CAHME Accredited MHA degree programs in the Region

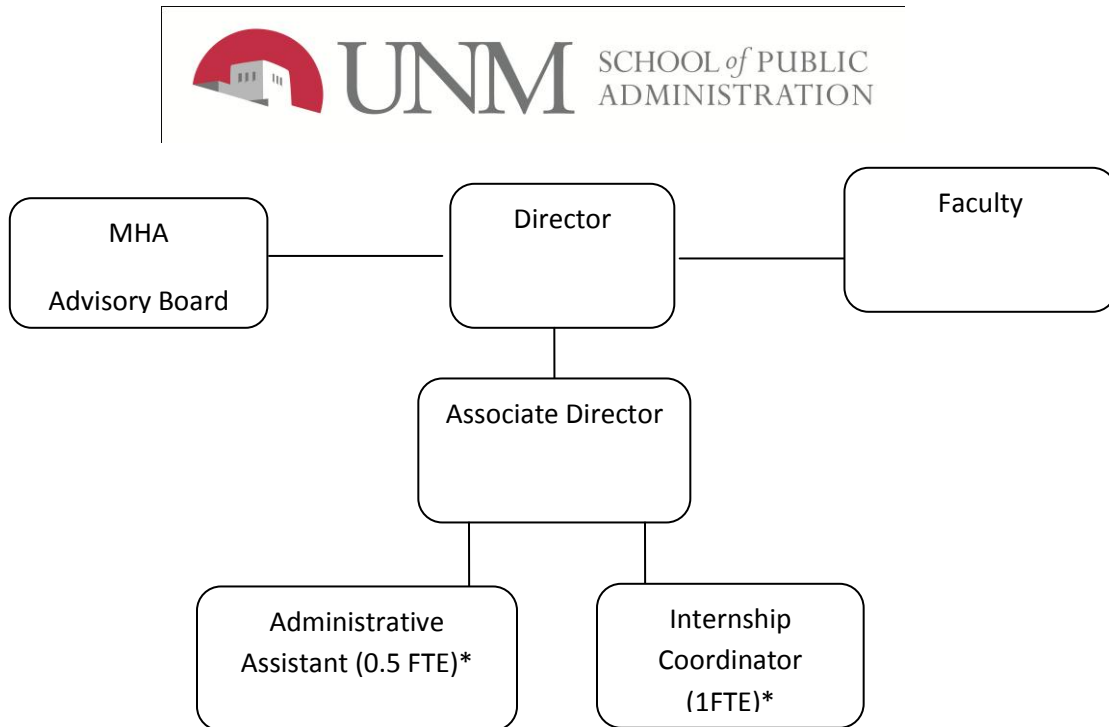
<b>State</b>	<b>School</b>
AZ	Arizona State University
CA	California State University Long Beach
CA	University Southern California
CO	University of Colorado Denver & Health Science Center
OK	University of Oklahoma
TX	Army-Baylor University
TX	Texas A&M University
TX	Texas State University San Marcos
TX	Texas Women's University Houston Center
TX	Trinity University
TX	University of Houston Clear Lake

*What is the governance structure of the program?*

To ensure a smoothly functioning program, we have carefully reflected upon and developed the following administrative plan.

**A. Overall administrative structure**

The administrative structure of the MHA program is depicted as follows:.



\*New Position

### ***B. Faculty and the Director of the School of Public Administration***

The Director and the faculty of the School of Public Administration will be responsible for: (i) establishing policy and procedures for the MHA Program and (ii) all curricular matters, including approving revisions of the curriculum and requirements and procedures for awarding degrees.

### ***C. MHA Advisory Board***

The MHA program Advisory Board will assist the faculty and the Director of the School of Public Administration by providing insights on the program's impacts and contributions to the healthcare sector in the state. It would also provide suggestions for further development and growth of the program. The Board membership would be drawn from a wide spectrum of healthcare education and provider communities, including the UNM Health Sciences Center. Albuquerque and regional hospitals, Native American health organizations, clinic networks, state government agencies and nonprofit and private health related institutions and organizations

### ***D. Staff***

The program will have a part-time administrative assistant (starting in Year One, FY 2013) and full-time internship coordinator/academic advisor (starting in Year Two, FY 2014). The internship coordinator will be responsible for developing and coordinating the placement of MHA students into internship positions with health service providers and health-policy-related organizations. The internship coordinator will also be responsible for, among other duties (1) monitoring and reporting on students' progress toward degree (2) student recruitment (3) development of employment opportunities and (v) other tasks assigned by the Director.

What is the program development and implementation timeline?

The program will recruit its first class in the semester following the semester in which the program receives final approvals.

## 2. Student characteristics

How many students are projected to enroll?

The proposed program will enroll an annual cohort of 20 students. There are over 90,000 health care workers, including a large number of healthcare professionals in the state of New Mexico. While most of these employees are engaged in clinical and direct healthcare delivery services, a substantial proportion (several thousands) of the total is employed in administrative and policy career positions. Proposed MHA program would be especially helpful and attractive opportunity for these employees in advancing their careers. Two major healthcare provider organizations, St. Vincent Regional



Medical Center in Santa Fe and the San Juan Regional Medical Center in Farmington have been very interested in and have worked with the School of Public Administration for nearly two years to develop the MHA degree program. They have indicated their strong interest in the proposed program providing advanced education and training to a number of their healthcare administrators. In addition, the proposed program would appeal to and recruit from the pool of healthcare professionals working in the Gallup, Las Alamos, Taos, Silver City, Las Cruces, and Albuquerque areas who would like additional graduate level professional education and training to advance to leadership and senior managerial positions. In addition to administrative professionals already employed in the healthcare organizations, there is a recognized need and demand for graduate level professional education and training in healthcare administration for medical/clinical practitioners as they move into administrative leadership positions from direct patient care positions. The MHA program will also recruit and admit recent college graduates interested in pursuing administrative careers in the healthcare field. The competition for admission to the proposed program is expected to be significant.

General admission requirements for the MPA program will apply to the MHA degree program. An applicant must hold a bachelor's degree from an accredited institution and have a scholastic grade point average of B (at least 3.0 on a 4.0 scale). A Faculty Admissions Committee will review applications and make admission recommendations to the Director. Admission decisions are based on a consideration of the applicant's undergraduate grade point average, letters of recommendation, résumé, and letter of intent about how this program fits the applicants' background and contributes to their career goals.

Table 2 Projected **graduate enrollment and graduate student credit hours** based on estimated average time of 2.5 years to degree completion.

Year	New Graduate Students	Returning & Continuing Students	Total Students	Credit Hours
1	20	0	20	420
2	20	20	40	840
3	20	40	60	960
4	20	40	60	960
5	20	40	60	960

As shown in Table 2, projected enrollment begins with 20 in the first year, and reaches 60 full-time students in the third year. The projected student credit hours taken by these students are also noted in Table 1. Typically students are expected to take between 18 and 24 credit hours per year (6 to 9 hours each in Fall and Spring semesters and 3 to 6

hours in Summer). Table 1 assumes the average number of credit hours taken by a student per year to be 21. Since the proposed MHA degree program is a 48 credit hour program of study, time to degree completion will range from 2 to 3.0 years.

What are the demographic characteristics and educational goals of the target students?

MPA students currently come from diverse backgrounds. Some come from years of professional work experience, some are recent college graduates, and others are mid-career professionals interested in advancing in their current careers or exploring new career opportunities.

The School of Public Administration is already a UNM leader in awarding graduate professional degrees to women and minorities and the MPA program enrolls more Native American students than most other graduate programs at the University of New Mexico. The proposed MHA program is expected to have similar demographic and ethnic characteristics among its student body. The MHA program will prepare significant number of women and minority students for the growing number of professional positions in the health services administration and policy arenas.

MHA students will be drawn from mid-level employees in hospitals, HMOs, tribal and federal health organizations, state agencies, and nonprofit health services organizations as well as the graduating seniors at UNM and other universities in the state and region. Students from the Latinos and Native American communities will be specifically recruited for the MHA program in order to meet the needs articulated by our stakeholders.

What are the employment goals of the typical target student?

Students completing the MHA degree program will be prepared to pursue administrative and executive leadership careers in healthcare sector, e.g., administrative and operational heads and senior administrators of various clinical units in hospitals and healthcare facilities, heads and senior administrators of individual clinics and clinical facilities, senior administrative and leadership positions in hospitals and clinics, facilities managers and clinic network administrators. In addition, some MHA graduates are expected to pursue careers as health policy analysts and advocates in a variety of healthcare advocacy and related organizations, e.g., health insurance organizations, health policy foundations and think tanks, and health advocacy organizations. Some graduates may also pursue doctoral studies in health administration and policy.

What student support will be needed (GA & TA positions, scholarships, etc.)?

A large percentage of students enrolled in the MHA program are expected to be professionals working in healthcare organizations (e.g. hospitals, clinics, HMOs, government agencies). Many of the work organizations and agencies, for example, Christus St. Vincent Regional Medical Center in Santa Fe, San Juan Regional Medical Center in Farmington and the Veteran's Administration in Albuquerque have policies to

reimburse, in part or in full, the tuition and related expenses of these students. Consequently, the need for student financial support will be modest. The proposed budget for the program does include funding for four GAs spread over a three year period. The school will augment these resources with tuition scholarships from non-state funds.

### 3. Curriculum Plan

Describe the curriculum. Discuss any new courses and the impact of the curriculum on existing courses, including courses in other departments.

Drawing on a growing UNM community of faculty and researchers with expertise in health care and health policy research, including recent faculty hires in the School of Public Administration, faculty associated with the Master of Public Health program, faculty in several departments in the College of Arts and Sciences (including Economics, Political Science and Sociology) and scholars associated with the Robert Wood Johnson Foundation Center for Health Policy, the MHA program will offer a strong curriculum that would provide an excellent education and training to its students. This curriculum will encompass critical aspects of healthcare administration, including healthcare finance, health economics, strategic management of healthcare systems, global health governance, health disparities, Native American health policy and administration, evaluation of health care policy and programs, health law and ethics, hospital/clinic administration, payment systems, and health policy and politics.

The proposed MHA curriculum fully reflects the needs of students for excellent education and training in public and nonprofit healthcare administration and policy, the program's location in the School of Public Administration, and the Commission on Accreditation of Healthcare Management Education's (CAHME) criteria for accredited programs.

In addition, the MHA curriculum responds to the particular needs of the state of New Mexico, by providing concentrations in Hospital/Clinic Administration and in Minority Health. In addition, the issues and concerns related to Hispanic, Native Americans, and rural health care provision are integrally built into the many of the courses included in the curriculum. MHA graduates will have a balance of knowledge, skills, and tools to be effective administrators and leaders, and also have full understanding of cultural context as well as training to work effectively with New Mexico's diverse populations. Practitioners with diverse backgrounds, skills and cultural competencies will be drawn as guest lecturer when appropriate.

The proposed MHA program is a 48 credit hour graduate degree program of study consisting of Core Curriculum, coursework specific to three concentrations, (Hospital/clinic Administration, Minority Health, and General Healthcare Administration), and a substantive culminating experience.

## **MHA Core Curriculum**

### *SPA Classes with Health Focus (9 credits)*

The proposed MHA core curriculum shares 9 credit hours with the MPA program in the School of Public Administration. This shared foundation reflects common goals, purposes, skills and influences on the work of public administration and health administration students and professionals. Each of these courses is to be offered with a health focus for MHA students to reflect their central interests and needs. The SPA core classes with healthcare focus are listed below (3 credit hours each, 9 total).

- PADM 500 Public Management & Policy (H)\*
  - PADM 521 Institutional Development & Behavior (H)\*
  - PADM 525 Human Resources Management in the Public Sector (H)\*
- \*health focus

### *Required MHA Classes (18 credits)*

The proposed MHA core curriculum also has its own set of required foundational courses to meet the more specialized needs of its students. The MHA required courses are summarized below (3 credit hours each, 18 total).

- PADM 561 Strategic Management of Healthcare Systems
- PADM 562 Health Governance in Global Perspective
- PADM563 Healthcare Finance
- PADM 564 Healthcare Policy & Program Evaluation
- PADM 566 Health Economics
- PADM 610 Cultural Competence and Healthcare Administration

All six courses listed above are currently offered by SPA as part of the Health Policy and administration Concentration in the MPA program.

TABLE 3 details the curriculum for three concentrations (Hospital/clinic Administration, Minority Health, and General Healthcare Administration). Each concentration requires 15 credit hours of course work. The Hospital/clinic Administration and Minority Health concentrations have their own set of 3 required classes. Students enrolled in these concentrations will have the flexibility of choosing two other classes from the General Healthcare Administration Concentration.

**TABLE 3 Classes for The Three Concentrations (15 credits)**

Concentration	Curriculum
Hospital/Clinic Administration	<p>3 Required Courses:</p> <p>PADM 590 Hospital and Clinic Administration            PADM 612 Healthcare Payment Systems            PADM 611 Healthcare Information Technology</p> <p>2 additional courses from General Healthcare Administration Concentration</p>
Minority Health	<p>2 Required Courses:</p> <p>PH554 Health Policy, Politics and Social Equity            SOC 540 Medical Sociology and Health Policy</p> <p>3 additional courses from General Healthcare Administration Concentration</p>
General Healthcare Administration	<p>Required to take five courses from the list below:</p> <p>PADM 612 Healthcare Payment Systems            PADM 611 Healthcare Information Technology            PADM 590 Ethics in Public Administration            PADM 590 Hospital and Clinic Administration            PH 502 Epidemiologic Methods            PH 504 Rural Health            PH 554 Health Policy, Politics and Social Equity            PH560 Women’s Health Policy            PH 560 Reproductive Health Policy            PH 579 New Mexico Border Health            LAW 531 Health Law            LAW 690 Bioethics            POLS 511 Health Policy and Politics            SOC 540 Medical Sociology and Health Policy</p>

Three proposed new courses listed above address important needs in healthcare management in the public and nonprofit sector (e.g., healthcare information systems, payment systems) and minority health (cultural competency and healthcare administration). These courses would require faculty expertise that is not currently available in SPA and UNM.

#### *MHA Culminating Experience (6 credits)*

The proposed culminating experience options are designed to meet the varying needs of MHA students for practical professional experience in the field and to provide an opportunity for analytic reflection on challenges they will face in their professional careers. Students may select from one of three options below for a total of 6 credit hours (3 credit hours each) in this area:

- PADM 555 Workshop for Interns + *PADM 688 Reflection on Practice*
- PADM 555 Workshop for Interns + *PADM 689 Capstone course*
- PADM 688 Reflection on Practice + *PADM 689 Capstone course*

The first two options would be available to students without significant professional experience. The third option, Reflection on Practice + Capstone course, would only be available to those students with substantial professional experience in healthcare administration or policy that would substitute for experience provided by the Internship. For all other students, an internship is required. The Reflection on Practice is designed to connect professional practical experience gained through the Internship (or extensive prior professional experience) with learning in the MHA degree program. Students will undertake a formal writing project that applies knowledge and skills gained through the MHA program coursework to professional practical work experience. The goal is to enhance their understanding of the linkages between theory and practice and hone the analytical skills that they will rely upon in their professional careers. The Capstone course would centrally feature analysis of a number of selected cases designed to apply knowledge and skills developed throughout the program to challenges faced by public and nonprofit health administrative and policy professionals.

What are the expected student learning objectives of the program?

The proposed Master of Health Administration Program offers an opportunity for individuals with a Bachelor's Degree to gain expertise in healthcare administration as well as health policy. The curriculum is designed to equip students with a range of healthcare administrative and analytical skills and to enable them to tailor learning to their career objectives. Consistent with the Fall 2013 Commission on Accreditation of Health Management Education Criteria for Accreditation, core learning objectives include: a) depth and breadth of knowledge of the healthcare system and healthcare administration, b) competencies in critical thinking, analysis, and problem-solving, c) competencies in management and leadership, d) depth of knowledge of

health disparities and social determinants of health, e) cultural competencies in healthcare administration and f) competencies in ethics in health administration and in biomedicine.

What instructional model(s) will be used in presenting the program?

University faculty will teach the proposed curriculum. The program will recruit expert healthcare professionals as guest speakers and internship supervisors and mentors. The MHA curriculum will provide a firm grounding in healthcare administration and management, with special emphasis on innovative ideas and practices to deal with contemporary issues and challenges facing healthcare administrators and leaders in the state of New Mexico. Learning will extend beyond UNM to healthcare institutions through the internship requirement. The proposed program takes advantage of the considerable existing expertise in UNM's main and north campuses by combining their strengths in a comprehensive healthcare administration curriculum.

How will the learning outcomes be measured?

Learning outcomes will be measured by successful completion of course requirements, an internship (for students without significant healthcare professional experience), a formal writing project that requires students to reflect on their internship or work experience through the lenses of knowledge and skills gained through the MHA coursework and a capstone course. The capstone course would feature analysis of a number of carefully selected cases designed to measure students' ability to apply knowledge and skills developed through the MHA coursework to challenges faced by public and nonprofit healthcare administrative leaders and policy professionals.

What types of technology will be used for delivery of instruction?

Regular classroom and Instructional Television (ITV) will be used, respectively, for delivery of instruction for students on main campus and students at distance sites (e.g., Farmington, Santa Fe, and Gallup).

Are there any needs for additional or renovated space?

Program faculty, administrative assistant, internship coordinator and graduate assistant offices will be in the School of Public Administration. One classroom is available in the School of Public Administration. Additional classrooms, including ITV classrooms are available in Dane Smith Hall and Woodward Hall.

What student support services are likely to be needed and to what extent (CAPS, library, CIRT, advising, etc.)? What is the estimated cost?

No additional student support services and information technology services, beyond what is ordinarily provided to UNM graduate students will be needed. There are adequate library

resources available to support the proposed program (See attached note from Todd Quinn, library faculty liaison). However, to help with acquisition of future additional library resources the proposal includes \$10,000 budget for library acquisition to support the proposed MHA degree program (\$5,000 for Year 1, \$3,000 for Year 2, and \$2,000 for Year 3).

Provide a rationale for any course fees or other expenses (in addition to tuition) that students will be expected to cover.

There are no special course fees to be charged to MHA students. MHA students will pay the same course fee that all SPA students pay.

#### 4. Human Resource Plan

- a. How many faculty are necessary for program delivery and what are their qualifications?

In addition to the four SPA faculty (Professors Kun Huang, Stephanie Smith, Gao Liu, and Mario Rivera) who will teach in the MHA curriculum, two new full-time faculty members will be needed to deliver the program. The minimum qualifications of the new faculty are (a) Ph.D. in healthcare administration (or closely related discipline) and (b) the ability to teach in both MPA and MHA curricula. Practical experience in healthcare administration and/or health policy will be desirable. Successful candidates will be tenure-track or tenured faculty in Public Administration.

- b. How will this program affect the workload of current faculty and support staff?

The eight MHA core classes (three MPA core classes with health-focus sections and five MHA required classes) will be taught annually on a regularly rotating basis to assure that students are able to complete their course requirements in a timely fashion. It is anticipated that current SPA faculty and the two new faculty members will teach MPA and MHA core classes, develop five new MHA classes (Cultural Competence and Healthcare Administration, Healthcare Payment Systems, Health Information Systems, Reflection on Practice and Capstone Course). These new classes will be offered once a year. Two new faculty members will teach 2 classes each per semester (4 classes per semester and 8 classes per academic year between the two of them). In addition, they will supervise culminating experiences of 20 students per academic year.

- c. Will additional faculty or staff be required? What is the cost?



Two full-time faculty positions (9 month tenure-track or tenured appointment in SPA) will be filled, one in FY 13 and the second in FY 14. Two new faculty are expected to teach MPA and MHA classes, demonstrate a strong potential or record of research and/or professional achievements appropriate to their career stage and their role and responsibilities in the MHA program, and participate in healthcare related community and professional service activities. The costs of the two new faculty salary is estimated to be \$170,000 (\$80,000/year for the position starting in FY 13 and \$90,000/year for the position starting in FY 14).

In addition, a half-time administrative assistant, with salary of \$20,000/year (starting in FY12) will be needed to support faculty and students, track graduate applications, maintain graduate student files, provide administrative coordination, and coordinate with the larger administrative demands of the University. Beginning in FY 13 a full-time internship coordinator, at \$50,000/year salary, will be needed to develop and coordinate student internship program with healthcare providers and government and tribal health agencies across the state. This person will also be responsible for student recruitment, program outreach and job placement activities.

d. What faculty and staff development services will be needed?

The new faculty and staff will require usual support for faculty and staff in comparable programs and academic units, including conference travel, supply, computer and IT support. It is estimated that \$14,000 (\$5,000, \$4,000 and \$5,000 for FY 13, 14, and 15, respectively) will be needed to provide necessary support to the program faculty and staff.

4. Accreditation Plan.

The proposed MHA program will seek accreditation from Commission on Accreditation of Health Management Education (CAHME). The latest CAHME Criteria for accreditation requires that the program in healthcare management will have graduated at least two classes before the program seeks accreditation. Building on the assumption that the students will take on average 2.5 years to complete the MHA program, it is anticipated that the MHA program will seek CAHME accreditation in 2015.

Revenue Estimate:

Based on the current year (FY2012) state funding formula, courses offered by the School of Public Administration are funded at \$635.09 per student credit hour (SCH). In addition, the UNM receives \$389.84 per student enrolled (i.e. headcount [HC]).

Using current dollars as a basis, projected annual revenue, with enrollment of 20 new students per year, taking 21 credit hours for the first two years (Fall, Spring and Summer) and 6 credit hours in the third year of their MHA study (48 credit hours) would be:

Year	New Graduate Students	Returning & Continuing Students	Total Students	Student Credit Hours (SCH)	SCH Revenue SCH x \$635.09	HC Revenue HC x 389.84	Total Revenue
1	20	0	20	420	\$266,737.80	\$ 7,796.80	\$274,534.60
2	20	20	40	840	\$533,475.60	\$15,593.60	\$549,069.20
3	20	40	60	960	\$609,688.40	\$23,364.00	\$633,052.40
4	20	40	60	960	\$609,688.40	\$23,364.00	\$633,052.40
5	20	40	60	960	\$609,688.40	\$23,364.00	\$633,052.40

**Institution: University of new Mexico School of Public Administration**  
**Proposed Program: Master of Health Administration**

**Projected Graduate Program Cost Estimates and Resources**

ESTIMATED REVENUES	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New
Projected University I&G or Tuition		274,534.60	274,534.60	274,534.60	549,069.20	83,983.20	633,052.40		633,052.40		633,052.40	
External Grants and Contracts												
Other												
<b>TOTAL REVENUE</b>	<b>274,534.60</b>		<b>549,069.20</b>		<b>633,052.40</b>		<b>633,052.40</b>		<b>633,052.40</b>		<b>633,052.40</b>	
ESTIMATED EXPENSES	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New	Existing	New
Salaries and/or benefits (Faculty & Staff)		20,000	20,000	130,000	150,000	100,000	250,000		250,000		250,000	
Learning Resources		29,000	29,000	51,000	80,000	26,000	106,000		106,000		106,000	
Equipment		5,000	5,000	6,000	11,000	7,000	18,000		18,000		18,000	
Facilities & modifications												
Other												
<b>TOTAL EXPENSES</b>	<b>54,000</b>		<b>241,000</b>		<b>374,000</b>		<b>374,000</b>		<b>374,000</b>		<b>374,000</b>	
<b>DIFFERENCE (Rev.-Exp.)</b>	<b>220,534.60</b>		<b>308,069.20</b>		<b>259,052.40</b>		<b>259,052.40</b>		<b>259,052.40</b>		<b>259,052.40</b>	
ESTIMATED IMPACT OF NEW PROGRAM	Year 1		Year 2		Year 3		Year 4		Year 5		Year 6	
FTE Enrollment	20		40		60		60		60		60	
Projected Annual Credits Generated	420		840		960		960		960		960	
Tuition Generated	<b>274,534.60</b>		<b>549,069.20</b>		<b>633,052.40</b>		<b>633,052.40</b>		<b>633,052.40</b>		<b>633,052.40</b>	