

BOARD OF HIGHER EDUCATION

REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO: AAC 17-15

COMMITTEE DATE: May 2, 2017

BOARD DATE: May 9, 2017

**APPLICATION OF MIDDLESEX COMMUNITY COLLEGE TO AWARD THE
ASSOCIATE IN SCIENCE IN HEALTHCARE ADMINISTRATION DEGREE
PROGRAM**

MOVED: The Board of Higher Education hereby approves the application of **Middlesex Community College** to award the **Associate in Science in Healthcare Administration**.

Upon graduating the first class for this program, the College shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Winifred M. Hagan, Ed.D.
Associate Commissioner for Academic Affairs and Student Success

BOARD OF HIGHER EDUCATION

May 2, 2017

Middlesex Community College Associate in Science in Healthcare Administration

INTENT AND MISSION

Middlesex Community College (MCC) provides access to affordable education for a diverse community and prepares individuals for success and lifelong learning. The proposed Health Care Administration (HCA) program is designed to meet workforce needs and to build partnerships that will stimulate innovation and collaboration with industry partners. The proposed HCA program has been designed as a pathway for students and current healthcare employees to advance into management positions within a medical practice, healthcare facility, or health insurance company. It is expected that the program will prepare graduates for healthcare administration positions such as practice supervisor, medical office coordinator, or health services manager. The degree is also designed such that students can continue their education into a Bachelor of Science in Healthcare Administration program or a similar, related degree.

The required letter of intent for the proposed program has obtained all necessary governance approvals on campus and was approved on February 23, 2017. The required letter of intent was circulated on November 1, 2016. No comments were received.

NEED AND DEMAND

National and State Labor Market Outlook

MCC's Office of Institutional Research and research by the leadership team for the proposed program found a strong demand for educated and experienced healthcare administration professionals. MCC reported that, according to the Bureau of Labor Statistics, employment of medical and health services managers is projected to grow 23 percent through 2022. On July 20, 2016, 406 jobs were found to be available in the MCC service area for positions related to healthcare administration.

Student Demand

During the spring of 2016, the HCA leadership team created a survey instrument designed to gauge student interest in the new degree program. The survey was sent to all Allied Health Programs and Business Administration students and 44% of the respondents (63 students) indicated interest in the proposed program. MCC will target current students in business administration and allied health programs, and expects to also include liberal studies students who have not yet selected a specific field of concentration. In addition, high school students will be targeted as an additional source of program enrollees as will be adult students who are currently unemployed or employed in business and healthcare fields.

OVERVIEW OF PROPOSED PROGRAM

A leadership team that included faculty from MCC's Business, Education & Public Service Division and its' Nursing and Allied Health Division collaborated to develop the proposed program. It is expected that the deans of each division will continue to work collaboratively with the director of Academy of Health Professions to implement and manage the day-to-day operations of the program.

Duplication

Berkshire, Mt. Wachusett and Springfield Technical community colleges offer health information systems degrees, Greenfield Community College offers a Medical Office Management program, and Northern Essex Community College offers a Healthcare Practice Management degree. Although Northern Essex abuts the MCC service area, MCC reported that students do not typically travel from Lowell to the Northern Essex Lawrence or Haverhill campuses, nor do students who reside in the towns and cities that are served by MCC's Bedford Campus.

ACADEMIC AND RELATED MATTERS

Admission

MCC plans that applicants will be admitted on a rolling admissions basis and in the order that they meet all of the admission requirements. MCC is an open admissions college, and this will not be a selective program. General education courses and business administration courses are expected to be transferable. Articulation agreements are expected to be further developed for the program, once it has been approved.

PROGRAM ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full-Time	4	4	6	8
Continuing Full-Time	0	3	3	5
New Part-Time	8	8	10	12
Continuing Part-Time	0	6	7	8
Totals	12	21	26	33

Curriculum (Attachment A)

The proposed program has been planned to offer a comprehensive curriculum in healthcare finance and the managerial practices, procedures, and operations of the healthcare industry.

Internships or Field Studies

A one-credit (40-hour) internship is planned to be part of the curriculum. This internship will give the student an opportunity to have hands-on training and meet potential employers. Currently, MCC has agreements with more than a dozen hospital and healthcare facilities and will utilize those existing partnerships for internship opportunities in the proposed program.

RESOURCES AND BUDGET

Fiscal (Attachment B)

The majority of courses included in the proposed program are existing courses at MCC. It is expected that they will be taught by existing faculty and the impact on the budget is anticipated to be minimal. The two new courses in the program will not be offered until the second year of implementation and will be taught by part-time faculty. No additional facilities are required as existing classroom space will be used. It is planned that the administrative work of the program will be done by existing staff members in the Nursing & Allied Health and Business, Education & Public Service divisions.

Faculty and Administration (Attachment C)

The director of the Academy of Health Professions will manage the proposed program. Appropriately credentialed faculty have been identified to teach the courses in the program. General education courses will be offered through other academic divisions in the college. These will be scheduled in concert with the program director to ensure students have an appropriate semester schedule to complete the pathway.

The program will be supported by the Academy of Health Professions administrative staff. In addition, the dean's administrative assistants will provide supplementary support. Faculty and clinical contracts, academic schedules and faculty evaluation will be supervised by the assistant deans.

MCC has institutional support personnel to assist in the instructional programs and student success. Faculty have access to instructional specialists in areas such as service learning, academic advising, distance/online learning, teaching and learning, and support for students with disabilities.

Facilities, Library and Information Technologies

MCC has a campus library on each of its Lowell and Bedford campuses. The library houses books and periodicals that will be used by HCA students. Reference materials, including copies of the textbooks, will be available to all HCA students. MCC belongs to the North of Boston Library Exchange (NOBLE), a consortium comprised of nine college libraries, seventeen public libraries and one private high school library. MCC students and faculty have access to the

holdings of these libraries as well as to those of several other consortia in Massachusetts. Further access is provided by the library's participation in OCLC, an international resource sharing system. Online databases available through the Library home page include 8 EBSCO databases, MEDLINE, Health Source Nursing/Academic, CINAHL Plus with full text, Academic Search Premier, Biomedical Reference Collection, Gale: Health Reference Center Academic, Expanded Academic ASAP, Academic OneFile, General OneFile, and e-Library.

The college is committed to providing a safe environment for the provision of instruction. The program is supported by a responsive facilities department and a close and responsive security department.

General-purpose classrooms at the college are equipped with projection systems and white boards. Each course is supported /supplemented with a Blackboard shell to enable faculty to provided online resources for students. Blackboard training and support is available for faculty.

Business courses and coding courses that require the use of computers will be held in existing dedicated computer classrooms. General education courses that include a lab component will be held in the existing lab spaces. No additional resources or facilities are expected for the proposed program.

Affiliations and Partnerships

The role of advisory boards at MCC is to provide input for a program's overall vision and direction, strategic planning and implementation of a curriculum that meets the needs of the community. The current Academy of Health Professions Advisory Board has 15 active members, many of whom suggested this proposed program, thus MCC plans to add it to their scope. As the program develops the board will be used to advise and assist the program to identify content needed to meet job requirements; advise on academic, technical and employability competencies; advise on equipment needs; donate materials, equipment, or services; provide opportunities for internship placements and help evaluate the quality of college programs in conjunction with the program review process.

PROGRAM EFFECTIVENESS

Goal	Measurable Objective	Strategy for Achievement	Timetable
<p>Educate competent entry level healthcare administration graduates who will be successful on the AAPC exam for Certified Professional Coders (CPC).</p>	<p>80% of graduates and 80% of employers respond that graduates are prepared for entry-level practice.</p> <p>Graduate 60% of students within 3 years of program start date.</p> <p>80% of students will pass the CPC certification exam.</p>	<p>Develop and provide a curriculum that reflects current practice assessed by competency-based evaluation.</p> <p>Develop and implement tutoring supports, advising and mentoring through the Health and STEM Pathways Center.</p> <p>Provide access to certification prep software.</p>	<p>May 2020 and ongoing</p> <p>May 2020 and ongoing</p> <p>May 2020 and ongoing</p>
<p>Meet the local and regional needs for a competent healthcare administration workforce by providing a program that collaboratively partners with industry and reflects current practice.</p>	<p>90% of graduates will be employed within one year of graduation.</p> <p>Maintain an advisory board which meets twice annually and includes industry and educational partners.</p>	<p>Internship developed and contracts finalized.</p> <p>Hire competent adjunct faculty.</p> <p>Ensure appropriate membership on AHP board.</p> <p>Hold semi-annual meetings of advisory board.</p>	<p>Fall 2018</p> <p>Fall 2017</p> <p>Fall 2017</p> <p>Beginning Fall 2017</p>
<p>Provide and promote educational career pathways in healthcare administration for students who reflect the diversity of the communities we serve.</p>	<p>Admit and retain students who reflect the diversity of our community</p> <p>Develop and maintain articulation agreements that facilitate the progression of graduates to the baccalaureate degree</p>	<p>Implement marketing plan and admit students.</p> <p>Develop an articulation agreement with SNHU and other institutions.</p>	<p>Spring 2017 if approved in time to do so</p> <p>Fall 2017</p>

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The proposed program was reviewed by William Koehler, Ph.D., Chair of the Business Department and Dean of the School of Management at Bay State College in Boston, MA; and by Sandra C. Doolan, MBA, Senior Administrative Director at Brigham & Women's Hospital in Boston, MA. The team found the proposed HCA program to be timely, robust, and responsive to the critical need for qualified administrative medical professionals both in the region as well as nationally. The team noted the market need for those who can navigate both the business and healthcare ends of the medical field to be even higher than the need for practitioners, thus anticipating the proposed HCA program will have strong learning and career outcomes. The team commended MCC on the more than adequate support, space and resources to implement the program.

In addition the team made suggestions for curricular changes that were incorporated into the application prior to submission.

STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by the **Middlesex Community College** and external reviewers. Staff recommendation is for approval of the proposed **Associate in Science in Healthcare Administration**.

ATTACHMENT A: CURRICULUM

Required (Core) Courses in the Major (Total # courses required = (19))		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
AHP 104	Medical Office Administration	3
AHP 105	Health Insurance and Coding	3
AHP 108	Medical Coding II	3
AHP 220	(NEW) Healthcare Delivery Systems	3
AHP 225	(NEW) Healthcare Administration Internship	1
BIO 105	Basic Anatomy & Physiology	3
BIO 131	General Biology	4
BUS 110	Intro to Business	3
BUS 221	Financial Accounting	4
BUS 212	Human Resource Management	3
CAP 101	Computer Applications	3
ENG 101	English Composition I	3
ENG 102-	English Composition II: Introduction to Literature	3
ETH 101	Ethics and Society	3
IDS 101	First Year Experience	1
IDS 106	Career Exploration	1
MAS 101	Medical Terminology	3
MAT 177	Statistics	3
PSY 101	Intro to Psychology	3
	Sub Total Required Credits	53
Elective Courses (Total # courses required = (3)) (attach list of choices if needed)		
IDS XXX	IDS Elective (IDS 102 - Service Learning; IDS 103 - Leadership; IDS 104 - Research; IDS 105 - Interdisciplinary Weekend); IDS 108 - Wellness)	1
ECO XXX	Economics elective (ECO 140 - Principles of Macroeconomics; ECO 150 - Principles of Microeconomics)	3
XXX-XXX	Free elective	3
	Sub Total Elective Credits	7

Distribution of General Education Requirements Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages ENG 101 - English Composition I (3 credits); ENG 102 - English Composition II (3 credits), ETH 101 - Ethics and Society (3 credits)		9
Mathematics and the Natural and Physical Sciences MAT 177 - Statistics (3 credits); BIO 105 - Basic Anatomy and Physiology (3 credits); BIO 131 - General Biology/ Lab (4 credits)		10
Social Sciences PSY 101 - Introduction to Psychology (3 credits); ECO XXX - Economics Elective (3 credits)		6
Sub Total General Education Credits		25
Curriculum Summary		
Total number of courses required for the degree	22	
Total credit hours required for degree	60	
Prerequisite, Concentration or Other Requirements:		

ATTACHMENT B: BUDGET

One Time/ Start Up Costs		Annual Expenses			
		Year 1	Year 2	Year 3	Year 4
	Cost Categories				
	\$				
	Part Time/Adjunct Faculty (<i>Salary & Fringe</i>)		\$4800.00	\$4800.00	\$4800.00
	Staff				
	General Administrative Costs				
	Instructional Materials, Software and Library Acquisitions	\$1000.00	\$1000.00	\$1000.00	\$1000.00
	Facilities/Space/Equipment				
	Field & Clinical Resources				
	Marketing	\$500.00	\$500.00	\$500.00	\$500.00
	Other (Specify)				
	TOTALS	\$1500.00	\$6300.00	\$6300.00	\$6300.00

One Time/Start- Up Support		Annual Income			
		Year 1	Year 2	Year 3	Year 4
	Revenue Sources				
	Grants				
	Tuition*	\$0.00	\$1152.00	\$1152.00	\$1152.00
	Fees*	\$0.00	\$8208.00	\$8208.00	\$8208.00
	Departmental				
	Reallocated Funds				
	Other (specify)				
	TOTALS		\$9360.00	\$9360.00	\$9360.00

*Tuition and fees figures reflect revenue for two new AHP courses; based on projected enrollment of 12 students at FY 17 rates.

ATTACHMENT C: FACULTY

Summary of Faculty Who Will Teach in Proposed Program							
Name of faculty member (Name, Degree and Field, Title)	Check if Tenured	Courses Taught Put (C) to indicate core course. Put (OL) next to any course currently taught online.	Number of sections	Division of College of Employment	Full- or Part- time in Program	Full- or part-time in another department or program (Please specify)	Sites where individual will teach program courses
Awkward, Robert Ph.D. in Organization and Management, specialization in Human Resource Management Professor	X	• BUS 212 Human Resource Management (C, OL)	2	Business, Education and Public Service Division	Part-time	Full-time in Business Program	• Can be taken on Lowell campus or WEB
Barthelemy, Patricia M.Ed., in Education Adjunct Faculty		• AHP 105 Health Insurance and Coding (C)	1	Nursing and Allied Health Division	Part-time	No	• Lowell Campus
Femia, John R. M.B.A., Business Administration Professor	X	• CAP 101 Computer Applications (C)	3	Business, Education and Public Service Division	Part-time	Full-time in Business Program	• Lowell campus
Hasbrouck, Tara L. B.S.N., Nursing Adjunct Faculty		• MAS 101 Medical Terminology	1	Nursing and Allied Health Division	Part-time	No	• Lowell campus
LaRoche, Whitney V. MM in Management Ed. S., Educational Leadership Adjunct Faculty		• AHP 104 Medical Office Administration (C)	1	Nursing and Allied Health Division	Part-time	No	• Lowell Campus, evenings

Lenzi, Michelle BS, Business Management MA, Adult Education CPC, Certified Prof. Coder Adjunct Faculty		<ul style="list-style-type: none"> • AHP 108 Medical Coding II (C) 	1	Nursing and Allied Health Division	Part-time	No	<ul style="list-style-type: none"> • Lowell Campus, Saturdays
Noonan, Barbara Doughty M.B.A., CT in Accounting Professor	X	<ul style="list-style-type: none"> • BUS 221 Financial Accounting (C, OL) 	2	Business, Education and Public Service Division	Part-time	Full-time in Business Program	<ul style="list-style-type: none"> • Can be taken on Lowell campus or WEB
Pepin, Angel MS, Healthcare Management, CT Professional Coders; Certified Electronic Health Records Specialist Director of Academy of Health Professions		<ul style="list-style-type: none"> • AHP 220 Healthcare Delivery Systems, (C) • AHP 225 Internship (C) 	1 1	Nursing and Allied Health Division	Full-time	Full-time Director of AHP	<ul style="list-style-type: none"> • Lowell Campus
Ree, Ashli MS, Human Resource Development Ed.D. in progress Asst. Professor		<ul style="list-style-type: none"> • BUS 110 Introduction to Business (C, OL) 	3	Business, Education and Public Service Division	Part-time	Full-time in Business Program	<ul style="list-style-type: none"> • Can be taken on Lowell campus or WEB