BOARD OF HIGHER EDUCATION
REQUEST FOR BOARD ACTION

BHE	BHE 23-54
BOARD DATE:	June 20, 2023

APPROVAL OF LETTER OF INTENT OF THE UNIVERSITY OF MASSACHUSETTS AMHERST TO AWARD THE MASTER OF HEALTH ADMINISTRATION AND AUTHORIZATION FOR FAST TRACK REVIEW

MOVED: The Board of Higher Education (BHE) has evaluated the Letter of Intent of the **University of Massachusetts Amherst** to award **the Master of Health Administration** and has determined that the proposal aligns with BHE criteria. Accordingly, the BHE authorizes the Commissioner to review the program and to make a final determination on degree granting authority pursuant to the Fast-Track review protocol.

VOTED: Motion approved and advanced to the full BHE by the Executive Committee on 6/12/2023; and adopted by the BHE on 6/20/2023.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b); AAC 18-40

Contact: Winifred M. Hagan, Ed.D., Senior Associate Commissioner for Strategic Planning and Public Program Approval

BOARD OF HIGHER EDUCATION
June 2023
University of Massachusetts Amherst
Letter of Intent
Master of Health Administration

DEGREE TITLE ABSTRACT ON INTENT AND MISSION OF PROGRAM

The University of Massachusetts Amherst (UMA) intends that the proposed degree for a Master of Health Administration (MHA), will establish a public, online program in the northeast to provide current healthcare clinicians and health administrators with the skills, knowledge, and ability to transition into administrative leadership roles within their existing organizations. The online delivery method is expected to help recruit working professionals, who may benefit from accessing an online program.

The proposed Master of Health Administration was approved by the University of Massachusetts' Governing Authority on October 18, 2022. The LOI was circulated on October 19, 2022. No comments were received.

A. ALIGNMENT WITH MASSACHUSETTS GOALS FOR HIGHER EDUCATION

Address Gaps in Opportunity and Achievement in Alignment with Campus-Wide Goals

UMA reports that while the healthcare industry is largely dominated by female workers, female representation within the industry declines with higher levels of management responsibility[1]. Women represent 83% of frontline staff, 76% of frontline leaders, 65%

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[1] [1] Advisory Board. (2014). Women make up 80% of health care workers—but just 40% of executives. Retrieved, from https://www.advisory.com/daily-briefing/blog/2014/08/women-in- leadership; Eagly, A. H., & Carli, L. L. (2012). Women and the labyrinth of leadership. Contemporary Issues in Leadership, 147-162.; Lantz, P. M. (2008). Gender and leadership in healthcare administration: 21st century progress and challenges. Journal of Healthcare Management, 53(5).; Linehan, M. (2001). Networking for female managers' career development: Empirical evidence. Journal of Management Development, 20(10), 823-829.; Oakley, J. G. (2000). Gender-based barriers to senior management positions: Understanding the scarcity of female CEOs. Journal of Business Ethics, 27(4), 321-334.; Robert Wood Johnson Foundation. (2012). Women underrepresented as health care CEOs. Retrieved, from https://www.rwjf.org/en/blog/2012/08/women_underrepresent.html; Rock Health. (2017). Women in healthcare

of directorial positions, and 43% of executive-level positions (Advisory Board, 2014). UMA also reports that women also represent 4% of healthcare CEOs (Robert Wood Johnson Foundation, 2012). A review of recent healthcare hiring patterns by UMA, suggested some improvement for female leadership positions, however, it was noted that women were more likely to be represented in human resources, legal, and marketing divisions as opposed to finance, technology, and operations which is consistent with trends in other industries (Rock Health, 2017). UMA found widespread recognition related to female healthcare leadership disparities, as well as evidence that women are interested in assuming leadership positions. They also found that there are many barriers to achieving gender equity within healthcare leadership ranks, including lack of networking opportunities, balancing social and family responsibilities, educational opportunities, and others (Eagly & Carli, 2012; Lantz, 2018; Linehan, 2001; Oakley, 2010). The proposed MHA program is expected to support women's advancement into higher-level leadership roles in finance, technology, and operations. The program is designed to provide career development and mentoring networks in the convenient University without Walls (UWW) online platform. The UMA School of Public Health and Health Sciences currently utilizes this platform through its online Master of Public Health Practice program. The proposed online MHA program is expected to be available to anyone who is eligible, UMA plans to actively recruit women into the program in response to the demonstrated need of frontline workers to advance in the field. In addition, UMA also seeks to enroll students of other underrepresented groups, including racial and ethnic minorities, disabled persons, and other groups in line with the university's broader mission for ensuring equitable access to educational opportunities.

2017: How does our industry stack up? Retrieved, from https://rockhealth.com/reports/women-in-healthcare-2017-how-does-our-industry-stack-up/; Rock Health. (2018). What 600+ women told us about working in healthcare in 2018. Retrieved, from https://rockhealth.com/reports/women-in-healthcare-2018/

Program or Department Supports to Ensure Student Retention and Completion

It is planned that the MHA Program Director will be responsible for course scheduling in accordance with the curriculum outline to ensure that students can complete requisite courses in an appropriate sequence and timeline. Enrolled students will also have a Program and Faculty Advisor who will work together to ensure each student makes steady progress towards degree completion. This includes scheduled degree audits and active communication around program, department, and school and university policies and procedures related to enrollment, degree progress, and graduation. Advisors also provide guidance on program leaves should this be necessary for individual students.

Alliances and Partnerships with PK-12, Other IHE's, Community Employers

UMA reports that job prospects for this degree are strongest for persons with a clinical background and associated existing clinical degree (e.g., BSN, PharmD, MD). As such, recruitment for this program will align with regional and national employers as opposed to the K-12 system and public secondary education in the region. The target population for the MHA degree is mid-career professionals interested in a new credential to increase their opportunities. UMA reports that currently, preferred credentials for many health care management positions include both clinical training and training in health care management. It is not expected that many individuals will apply to the program directly from Baccalaureate programs at UMass or other state university campuses. Exceptions to this are students enrolled in nursing programs at each of the UMass campuses and state universities, who will be targeted in recruitment. UMA envisions long-term collaborations with graduate schools of medicine, nursing, and pharmacy in the Commonwealth with the intent to enroll these applicants from partnership organizations, direct-to-consumer marketing efforts, and graduate health care programs.

The program expects to partner with existing healthcare institutions to serve as a training program for existing clinicians interested in pursuing administrative roles within their discipline at their existing institutions (e.g., an RN hoping to become a Nurse Manager, a hospitalist hoping to become a CMO, etc.). This would allow students to benefit from employer-based tuition reimbursement programs, reducing costs to individual students while also securing the support of sponsoring employers.

In addition, formal and informal partnerships with health care organizations and the School of Public Health and Health Sciences (SPHHS) currently exist. UMA reports that for more than two decades, the SPHHS has partnered with UMass Chan Medical School to offer a Master of Public Health (MPH) degree on the Worcester campus to meet the needs of medical residents. Courses are taught by both SPHHS and UMass Chan faculty. It is also reported that many faculty at SPHHS, particularly in Health Policy and Management, have collaborative relationships with faculty at UMass Chan Baystate in Springfield, Caring Health Center in Springfield, Mass General/Brigham in Boston, and other institutions. These relationships include federally funded grants, internship and practicum opportunities for graduate students, and participation by partners on SPHHS's Advisory Board.

Relationship to MassHire Regional Blueprints

UMA reports that MassHire Regional Blueprints has identified Health Care and Social Assistance as a leading industry of importance to the Boston, Central, and Pioneer Valley region's economic success. In the Boston region alone, employment growth within the Health Care and Social Assistance sector increased by 46% from 2001-2016. Finding qualified staff is listed concern amongst regional employers.[2]Massachusetts employers seeking to hire MHA graduates include: Atrius Health, Baystate Medical Center, Boston Medical Center, Boston Scientific, Brigham and Women's Hospital, Cape Cod Healthcare, Dana Farber Cancer Institute, Massachusetts Brigham, Partners Healthcare, Steward Healthcare, Tufts

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[2] *(*MassHire Regional Blueprints, 2021).

Healthcare, Vertex Pharmaceuticals, among others.[3] UMA reports that available positions can require a clinical undergraduate or graduate degree in addition to experience in the field. The MHA degree can supplement an administrative skillset for experienced clinicians in the field to transition into higher paid leadership positions.

Duplication

A variety of higher education institutions in MA offer a range of accredited and unaccredited graduate programs. The Council on Education in Public Health (CEPH) and Commission on Accreditation of Healthcare Management Education (CAHME) serve as accrediting bodies for healthcare administration programs, of which there are approximately fifty fully accredited programs in the United States. Within the New England region, there are ten programs that offer a Master of Health Administration (MHA) or similar degree including the following institutions: Boston College, Boston University, Cambridge College, Harvard University, Framingham State University, Massachusetts College of Pharmacy and Health Sciences, New England College, Regis College, Simmons College, and Worcester State University. These include three MBA in Health Care Management programs, three MS in Healthcare Management and Administration programs, and one Master of Management in Healthcare program. There are three MHA programs of which one is fully on-line, one is on-campus, and a third program is a blended on-line/on-campus program. UMA further found that only two New England-based programs are CEPH accredited, and none is accredited by CAHME. Further, there are no fully accredited on-line MHA programs in the New England region. The proposed program will be the first publicly sponsored MHA program in the region, available entirely in an asynchronous online format, which UMA contends will allow busy working professionals to pursue higher education on their own schedules, perhaps with support of their employers through tuition reimbursement programs. This is an existing strength of the UMA online MPH program which exhibits high annual enrollment and positive outcomes.

Innovative Approaches to Teaching and Learning

The capstone experience for the proposed MHA represents applied learning where students demonstrate mastery of curriculum content through writing a case study for a place of employment. Graduate seminars are designed to build skills that are related to the capstone, including data collection and analysis, writing and presentation, and career networking and development. Students may propose to work on a capstone experience project for their current department or may request support from existing departmental supervisors/managers to arrange a project with a different department within the same health care institution. Likewise, students may reach out to other healthcare institutions and propose to work on a project with that entity. UMA has designed the capstone experience to be as much a vehicle for promote what one knows and can do, with existing and prospective employers, as it is to demonstrate that mastery within the MHA program assessments.

B. ALIGNMENT WITH CAMPUS STRATEGIC PLAN AND MISSION

Priority Rationale and Support of Strategic Plan and Overall Mission of Institution
UMA finds that the Proposed LOI for the MHA furthers the mission of the university in two ways. First, it aligns with the UMA's ability to provide a high quality, affordable and accessible education. Second, by offering this degree, the School of Public Health and Health Sciences will join other CEPH accredited Schools of Public Health in the US, better positioning the School and the University in the higher education market and with peer Institutions.

Overall Goals, Learning Objectives, Outcomes Evaluation (Form B Appendices)

The purpose of the program is to establish the first online public Master of Health Administration (MHA) program in the Northeast to provide current healthcare clinicians and health administrators the skills, knowledge, and abilities to transition into

administrative and leadership roles within their existing organizations. The program seeks to achieve several goals focusing on student and faculty recruitment, educational quality, applied learning experiences, and career placement outcomes. This table illustrates UMA's measurable objective, strategy for achievement, and timetable for assessment across each of these topic areas.

C. ALIGNMENT WITH OPERATIONAL AND FINANCIAL OBJECTIVES OF INSTITUTION

Enrollment Projections (Form C Appendices)

The initial scale of the program is planned to include approximately 25 graduating students each year, with the freshman class beginning in the Fall Semester, 2023 and graduating in the Spring Semester, 2026. UMA expects to increase recruits an incoming cohort of 26, 33, and 44 in years 2-4. Approximately 44 students are expected to be enrolled in the program each year, beginning in year 4.

Resources and Financial Statement of Estimated Net Impact on Institution (Form D Appendices)

Faculty: UMA plans that the program director and the second-year faculty hire will be full-time, benefitted, union-affiliated non-tenure-track (NTT) lecturers with appointments in the Department of Health Promotion and Policy. This is identical to the core faculty of the Public Health Practice MPH in the SPHHS. These faculty are on long-term contracts, have office space in the Department, and participate in all activities of the department (e.g., attend faculty meetings, advise students, serve on department and university committees). These faculty will provide consistency and stability to the curriculum and ensure that the program is integrated into all functions of the Department and SPHHS. The pool of faculty for the MHA will be comprised of faculty who currently teach in the Master of Public Health (MPH) - Public Health Practice (PHP) degree program (which currently has 36 faculty). Of these, four have the expertise and availability to develop and teach courses as part of the proposed Master of Health

Administration (MHA) program. Presently, one of these faculty members is full-time non-tenured, and three faculty members are employed as part-time lecturers; the majority of these part-time faculty members (90%) also maintain clinical and leadership roles within the healthcare industry itself. In addition, the proposed program can access tenured and non-tenured faculty from the on-campus Master of Public Health (MPH) and Doctor of Philosophy (PhD) programs in Public Health including within the Health Promotion and Policy and Biostatistics and Epidemiology departments. Likewise, the program is also able to access faculty from the on-campus Master of Business Administration (MBA) program through the Isenberg School of Management and from the Master of Public Policy (MPP) program through the Department of Public Policy. Of note, all current proposed courses can be taught within the on-line Master of Public Health - Public Health Practice (PHP) program's current teaching infrastructure.
The MHA program itself is expected to have one full-time Non-Tenure Track (NTT) faculty member at the onset of the program, and two full-time Non-Tenure Track (NTT) faculty members by year two. One of these faculty members is expected to serve as the MHA Academic Director – by year one. A list of the responsibilities of the Academic Director was included in the LOI circulated on October 18, 2022. UMA further anticipates recruiting a tenure track faculty member with expertise in health care administration who can contribute to teaching and oversight of the MHA program, as well as conduct research of interest to students and relevance to the program curriculum.

Staffing: Initial staffing for the program is planned to include the existing Executive Director for Professional Programs and the Academic Director for CE programs, both of whom currently staff the office of professional programs. It is planned that the Executive Director for Professional Programs will initially be responsible for marketing, course evaluation, management of the service-learning component, accreditation, new course development, and new faculty recruitment. The Academic Director for CE programs will initially be responsible for new student recruitment, student/alumni data collection, and student advisement. It is

estimated that during the first 1-2 years, each position will dedicate up to 10% of their time to this new program. As the program grows, a full-time dedicated MHA Program Director will be expected to take over responsibilities. This hire is expected to occur by year two of the program. A comprehensive list of the Program Director responsibilities was included in the full body of the LOI, circulated on October 18, 2022.

Library and information technologies: Students will have access to the UMA library information catalog as part of being enrolled at the University of Massachusetts at Amherst, both onsite and online, and through the interlibrary loan program. Students will also have access to free and discounted software through university-vendor purchasing agreements. Required software programs may include recent versions of the Microsoft office suite (e.g., Word, Excel, Outlook, PowerPoint, Project, etc.) and statistical software programs such as SPSS, STATA, and SAS, amongst other programs. It is planned that the online MHA program will utilize the university's extensive available resources to minimize financial burden on students.

Facility: It is planned that UWW's Blackboard Learning Management System or the current LMS will serve as the principle means by which students and faculty will engage with one another. The LMS is supported by the UMass eLearning tech support group, which provides 24/7 tech support for students and faculty. It is also planned that the proposed MHA support staff will be assigned an on-campus office, located at the School of Public Health and Health Sciences Arnold House located at the University of Massachusetts at Amherst.

Fiscal and other resources: UMA expects that all required fiscal obligations will be paid out of program funds. The salaries for the required Program Director and new faculty will be paid out of SPHHS CPE funds. The Office of Professional Programs will administer the program and its operating budget will be included in the yearly budget and paid by SPHHS CPE funds. Marketing funds for the program

will be split between SPPHS CPE funds and central CPE funds. No other fiscal obligations are anticipated.

STAFF REVIEW AND VALIDATION

Staff thoroughly reviewed the **LOI** proposing full degree granting authority for the **Master of Public Administration** submitted by the **University of Massachusetts Amherst.** Staff validate that the **LOI** includes all data required by the Massachusetts Board of Higher Education. Staff recommendation is for BHE authorization for the Commissioner to review the program pursuant to the Fast-Track review protocol.

Form A2: LOI Graduate Program Curriculum Outline:

Master of Health Administration

Major Required (Core) Courses (Total # of courses required = 16)		
Course Number	Course Title	Credit Hours
HLTHADM 601	The US Healthcare System	3
HLTHADM 602	Managerial Epidemiology	3
HLTHADM 603	Healthcare Organization and Administration	3
HLTHADM 604	Health Economics and Reimbursement	3
HLTHADM 611	Information Technology Management	3
HLTHADM 612	Financial Management	3
HLTHADM 613	Human Resources Management	3
HLTHADM 621	Strategy Formulation	3
HLTHADM 622	Strategy Implementation	3
HLTHADM 631	Team Leadership	3
HLTHADM 632	Change Leadership	3
HLTHADM 691	Graduate Seminar 1: Capstone Data Collection, Analysis, and Presentation Skills	1
HLTHADM 692	Graduate Seminar 2: Capstone Writing and Presentation Skills	1
HLTHADM 693	Graduate Seminar 3: Career Development Skills	1
HLTHADM 699	Capstone Experience	1
SPHSS 600	Great Challenges in Public Health II	1
	Sub-total # Core Credits Required	40

Elective Course Choices (Total courses required = 0) *(attach list of choices if needed)*		
[Course Number]	[Course Title]	[0]
[Course Number]	[Course Title]	[0]
	Sub-total # Elective Credits Required	
Curriculum Summary		
Total number of courses required for the degree	16	
Total credit hours required for degree	40	

Form B: LOI Goals and Objectives

Goal	Measurable Objective	Strategy for Achievement	Timetable
Increase and maintain enrollment	Recruit 15 new students and 10 transfer students for the first year of the program. Thereafter, increase recruitment by 40% each year.	A marketing strategy is in place. Current strategy includes a discovery phase meant to define goals and target audiences and research on keywords and peers. The next phase is the strategic planning phase which involves the creation of personas and a digital marketing strategy. A dedicated program website with salesforce CRM integration will be created. Regular information sessions, webinars, open houses, and admissions sessions will be conducted.	First year's recruitment is expected to begin in year one and continue to the first application deadline ~ Oct. 1st 2023.
Prioritize recruitment and enrollment of women and traditionally underserved, racially diverse students.	Recruit an incoming class comprised of greater than sixty percent women and greater than twenty-five percent traditionally underserved, racially diverse students.	Recruitment will be done in cooperation with our external Marketing partners Vision Point Marketing, an industry leader in higher education marketing. https://www.visionpointmarketing.com/ and the UMass Amherst University Without Walls Marketing and Communications Department. Specifically, we will create digital ads and creative content that target women and underserved, racially diverse students in Health Administration. We will utilize various marketing tools to aid in the placement of the digital ads in social media, industry professional organizations, honor societies, and targeted geographies that employ large numbers of healthcare workers.	Beginning with program launch and assessed annually with application and enrollment data.
Faculty addition	Hire one-two full-time (Non-Tenure Track (NTT) Lecturers in years one-three which would supplement existing part-time faculty already contracted to teach	Recruit using national search and faculty referrals.	At the completion of years one-three

	through the online MPH-PHP program.		
Increase quality of enrollees	Recruit students with greater years of clinical experience who already possess a terminal degree in their clinical field (e.g., DNP or MSN as opposed to a BSN).	Focus recruitment efforts to more advanced clinicians, female professional networking, and targeted digital ads in search and in social media.	Beginning with program launch and continuous thereafter.
Improve student learning experiences	After successful completion of first cohort, the school will seek professional accreditation with the CAHME organization. The program will also be recruiting professional partners with health care leaders in the New England region and seeking their input on skills and knowledge they want our students to possess upon degree completion.	The program will begin the accreditation candidacy process at the end of the first year of the program. At the appropriate time, the program will submit the eligibility statement, and review the Self-Study handbook. The program will attend the CAHME boot camps and annual conferences for candidate organizations.	At the completion of year one of the program and commencing until accreditation is granted.
Improve student placement experiences and promotion potential	90% of graduates will either be promoted within their existing organization or will have pursued other promotional opportunities at other organizations.	One of the primary duties of the MHA Program Director will be career services. Assisting with job placement and advisement will be key in this role.	Upon admission of first cohort

Form C: LOI Program Enrollment

	Year 1	Year 2	Year 3	Year 4	Year 5
New Full-Time	0	0	0	0	0
Continuing Full-Time	0	0	0	0	0
New Part-Time	25	26	33	44	44
Continuing Part-Time	0	25	51	59	77
Totals	25	51	84	103	121

Form D: LOI Program Budget

One Time/ Start Up Costs		Annual Expenses				
	Cost Categories	Year 1	Year 2	Year 3	Year 4	Year 5
	Full Time Faculty *(Salary & Fringe)*	$73,500	$139,970	142,769.40	145,624.79	148,537.29
	Part Time/Adjunct Faculty *(Salary & Fringe)*	$22,388	$44,776	$47,690	$53,518	$56,432
	Staff	$15,500	$65,000	$66,300	$67,626	$68,979
	General Administrative Costs	101,562.15	204,563.07	296,369.70	371,136.28	423,475.13
	Instructional Materials, Library Acquisitions	$0.00	$0.00	$0.00	$0.00	$0.00
	Facilities/Space/Equipment	$0.00	$0.00	$0.00	$0.00	$0.00
	Field & Clinical Resources	$0.00	$0.00	$0.00	$0.00	$0.00
	Marketing	$138,212	$45,000	$45,000	$45,000	$45,000
	Other (Specify)	$0.00	$0.00	$0.00	$0.00	$0.00
	TOTALS	351,162.15	499,309.07	598,129.10	682,905.07	742,424.42

One Time/Start-Up Support		Annual Income				
	Revenue Sources	Year 1	Year 2	Year 3	Year 4	Year 5
	Grants	$0.00	$0.00	$0.00	$0.00	$0.00
	Tuition	$356,250	$726,750	$1,054,500	$1,319,550	$1,536,150
	Fees	$16,200	$20,373	$27,400	$35,609	$37,818
	Departmental	$0.00	$0.00	$0.00	$0.00	$0.00
	Reallocated Funds	$0.00	$0.00	$0.00	$0.00	$0.00
	Other (specify)	$0.00	$0.00	$0.00	$0.00	$0.00
	TOTALS	$372,450	$747,123	$1,081,900	$1,355,159	$1,573,968