**Document N: Course and Program Development:**

**IMPACT AND APPROVAL SIGNATURES**

See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

**SCHOOL:**
- LAW
- MSB
- CAS
- CPA

**CONTACT NAME:** Elizabeth Gammon

**PHONE:** 410-837-5680

**DEPARTMENT/DIVISION:** Health Systems Management

**DATE PREPARED:** 3/3/14

**PROPOSED SEMESTER OF IMPLEMENTATION:**
- fall
- spring

**YEAR:** 2014

**TYPE OF ACTION:**
- add (new)
- deactivate
- modify
- other

**LEVEL OF ACTION:**
- noncredit
- undergraduate
- graduate
- other

**ACTION BEING REQUESTED** (select one category, either Course Actions or Program Actions):
- COURSE ACTIONS
- PROGRAM ACTIONS

**Original Subject Code/Course Number:**

**Original Course Title:**

**Certificate for Health Systems Management Post Baccalaureate**

Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):

**COURSE ACTIONS**
- 1. Experimental Course
- 2. Course Title
- 3. Course Credits
- 4. Course Number
- 5. Course Level
- 6. Pre- and Co-Requisite
- 7. Course Description
- 8. New Course
- 9. Deactivate Course
- 10. Other

**PROGRAM ACTIONS**
- 10. Program Requirements
- 11a. Undergraduate Specialization (Fewer than 24 credits)
- 11b. Master's Specialization (Fewer than 12 credits)
- 11c. Doctoral Specialization (Fewer than 18 credits)
- 12. Minor (add or delete)
- 13. Closed Site Program
- 14. Program Suspension
- 15. Program Reactivation
- 16a. Certificate Program (UG/G) exclusively within existing degree program
- 16b. Certificate Program (UG/G) outside of or across degree programs (12 or more credits)
- 17. Off-Campus Delivery of Existing Programs
- 18a. Undergraduate Concentration (24 or more credits)
- 18b. Master's Concentration (12 or more credits)
- 18c. Doctoral Concentration (18 or more credits)
- 19. Program Title Change
- 20. Program Termination
- 21. New Degree Program
- 22. Other

**ADDITIONAL DOCUMENTATION** (check all appropriate boxes of documents included; review the list of necessary documents):
- summary proposal (O)
- course definition document (P)
- full five-page MHEC proposal (Q)
- financial tables (MHEC) (R)
- other documents as may be required by MHEC/USM (S)
- other (T)

Summer 2010
IMPACT REVIEW (review the list of necessary signatures):

<table>
<thead>
<tr>
<th>Impacted Entity</th>
<th>Signature</th>
<th>Date</th>
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</thead>
<tbody>
<tr>
<td>a. Library</td>
<td></td>
<td>4/21/14</td>
</tr>
<tr>
<td>b. OTS</td>
<td></td>
<td>4/21/14</td>
</tr>
<tr>
<td>c. University Relations</td>
<td></td>
<td>4/21/14</td>
</tr>
<tr>
<td>d. Admissions</td>
<td></td>
<td>4/21/14</td>
</tr>
<tr>
<td>e. Records</td>
<td></td>
<td>4/21/14</td>
</tr>
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</table>

APPROVAL SEQUENCE (review the list of necessary signatures):

<table>
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<th>Approval Level</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Department/Division (Chair)</td>
<td>C. Spencer (40-6)</td>
<td>4/22/14</td>
</tr>
<tr>
<td>B. General Education (for No. 7, 8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Final Faculty Review Body Within Each School (Chair)</td>
<td></td>
<td>4/21/14</td>
</tr>
<tr>
<td>D. Dean</td>
<td></td>
<td>4/21/14</td>
</tr>
<tr>
<td>E. University Faculty Senate (Chair)</td>
<td></td>
<td>5-7-14</td>
</tr>
</tbody>
</table>
| F. University Council (Chair)

G. Provost and Senior Vice President for Academic Affairs | C. Spencer (40-6) | 5/12/14 |

H. President                                           |                    | 5-12-14 |

I. Board of Regents (notification only)                 |                    |         |

J. Board of Regents (approval)                          |                    | 5-29-14 |

K. MHEC (notification only)                             |                    |         |

L. MHEC (approval)                                      |                    | 8-30-14 |

M. Middle States Association notification               | Required only if the University’s mission is changed by the action | |

1 University Council review (for recommendation to the president or back to the provost) shall be limited to curricular or academic policy issues that may potentially affect the University’s mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.
Impact Statement From the Office of University Relations
Regarding the New Graduate Certificate in Health Systems
Management

General Impact:
Please be advised that any programmatic changes are likely to affect recruitment and other publications as well as Web content produced and/or managed by the Office of University Relations that contain this type of specific academic information.

Please inform Catherine Leidemer (cleidemer@ubalt.edu or 410.837.6164) of any proposed changes that receive final approval and of any planned implementation timelines.

The timing of the final approval for these changes will be a determining factor in our ability to incorporate the new information in a timely fashion in any relevant materials that are on our production schedule. As a general guideline, the Office of University Relations should be notified of any programmatic changes to a scheduled recruitment publication at least two months prior to printing.

Specific Feedback:
- This new program will require updates to the CPA website and to the graduate catalog in addition to any materials that academic advisers/program directors may use in advising students. Also, please note that these changes will impact grad recruitment materials and the eapp/paper application, and this information must be discussed with the Offices of Admission and with the Office of University Relations.
- FYI, the supporting proposal document refers to a course titled “PUAD 750: Health Care Systems Organizational and Management.” It should read “PUAD 750: Health-Care Systems, Organization and Management.”
The new program outlined in the attached will have impact on the Offices of Admission as follows:

I. Enrollment Targets

- As a result of competition from other degree programs and, in particular, the emergence of competition from profit driven institutions, sources for a large number of “suspects” must be identified that might be interested in the program and related programs (suspect lists are things like standardized test records or professional organization rosters that can be purchased or otherwise acquired); the ratio of “suspects” to enrolled is ~500:1 and the yield from prospect to enrolled student has been determined to be 10:1; i.e. 500 “suspects” are needed to yield 50 identified prospective students that have potential to result in enrollment of 5 new students.
- Future targets for annual enrollment numbers should result from agreement between EMSA Division and CPA and be approved by the Executive Committee at UB.

II. Recruitment

- Minimize costs and impact on limited recruitment staff by bundling recruitment activities for this certificate with those serving other graduate programs in the College of Public Affairs.
- Contact, cultivate, recruit and evaluate prospective students and applicants, in conjunction with program director and CPA staff.
- Notify and cross-train admission, EMSA operations and recruitment staff to develop understanding of the new certificate.
- Establish admission standards for the new certificate.

III. Marketing and Collateral

- Update all recruitment materials that include comprehensive program/certificate lists
- Update email campaigns for certificate

IV. Prospect Management

- Update web page for certificate
- Update links on general graduate pages for program specific web pages
- Update UB RFI to include new certificate title
- Update ID5 forms to include new certificate title
- Update PeopleSoft recruitment tables to include new certificate title
- Update communication flow prospect checklist to include new certificate title

V. Application Processing

- Update PeopleSoft admission tables to include new certificate title
- Update application requirements checklist to PeopleSoft checklist tables
- Update electronic application to include new certificate title
- Update ImageNow properties for routing rules in workflow
- Update decision letters to include new certificate title
Document O: Course and Program Development: SUMMARY PROPOSAL

See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

SCHOOL: ○ LAW ○ MSB ○ CAS ○ CPA

CONTACT NAME: Elizabeth Gammon        PHONE: 410-837-5680

DEPARTMENT/DIVISION: Health Systems Management        DATE PREPARED: 3/3/14

PROPOSED SEMESTER OF IMPLEMENTATION: ○ fall ○ spring        YEAR: 2014

ACTION BEING REQUESTED (select one category, either Course Actions or Program Actions):

○ COURSE ACTIONS

Original Subject Code/Course Number:

Original Program Title:

Certificate for Health Systems Management

Original Course Title:

Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):

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<tr>
<th>COURSE ACTIONS</th>
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<td>9. Deactivate Course</td>
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</tr>
</tbody>
</table>
| 22. Other                      | 16b. Certificate Program (UG/G) outside of or across degree programs (12 or more credits)

For changes to existing courses:

OLD TITLE

SUBJECT CODE/COURSE NO. CREDITS

NEW TITLE

SUBJECT CODE/COURSE NO. CREDITS

Summer 2010
DESCRIBE THE REQUESTED COURSE/PROGRAM ACTION (additional pages may be attached if necessary):

After successful completion of four (4) courses or twelve (12) credit hours of health systems management courses, the student will receive a certificate. The program may be completed within a single academic year.

Courses are:

- PUAD 750: Health-Care Systems, Organization and Management*
- HSMG 630: The Legal Environment of Health-Care Management
- HSMG 699: Health Finance
- HSMG 701: Health Economics

*Students with an undergraduate degree in health-care administration or with significant work experience in the health systems field can substitute HSMG 766: Health Systems Management: Organizational Design and Human Resources with the approval of the Program Director.

SET FORTH THE RATIONALE FOR THIS PROPOSAL:

The new certificate program meets the need for health systems management professionals. The following are examples of potential students the program would serve:

1. health-care providers trained in clinical areas who want to learn management skills;

2. non-clinical professionals who want to take a leadership role in the field; and

3. degreed individuals who want to enter the field of health systems management.
UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR

X New Instructional Program

Substantial Expansion/Major Modification

Cooperative Degree Program

X Within Existing Resources, or

Requiring New Resources

University Of Baltimore
Institution Submitting Proposal

Post Baccalaureate Certificate in Health Systems Management
Title of Proposed Program

Post Baccalaureate Certificate
Award to be Offered

Fall 2014
Projected Implementation Date

050604
Proposed HEGIS Code

51.2211
Proposed CIP Code

Health Systems Management
Department in which program will be located

Elizabeth Gammon
Department Contact

410-837-5860
Contact Phone Number

egammon@ubalt.edu
Contact E-Mail Address

5-12-14
Date
University of Baltimore

Post Baccalaureate Certificate in Health Systems Management

The University of Baltimore (UB) proposes to offer a Post Baccalaureate Certificate in Health Systems Management under the auspices of UB's School of Health and Human Services in the College of Public Affairs. The Certificate program includes a select group of courses that reside wholly within the Master of Science in Health Systems Management program.

The Post Baccalaureate Certificate in Health Systems Management is designed to support the University of Baltimore Mission of providing innovative education in business, public affairs, the applied liberal arts and sciences, and law to serve the needs of a diverse population in an urban setting.

Rationale for the Program
According to the Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2012-13 Edition, at http://www.bls.gov/ooh/management/medical-and-health-services-managers.htm, medical and health services managers are projected to see a 23 percent increase in hiring numbers between 2012 and 2022. This graduate certificate program would be a valuable option to help meet with need for new health services managers and professionals. The following are examples of potential students the program will serve:

1. Health care providers, such as social workers, nurses, physical therapists, occupational therapists, case managers, physician assistants, physicians and others trained in the clinical areas who want to learn management skills;

2. Non-clinical professionals who want to take a leadership role in any one of many health care systems, including health care management careers in hospitals, physician’s practices, health insurance companies, government agencies; and

3. Degreed individuals, such as those with an MBA, JD or other professional degree who want to enter the field of health systems management.

Educational Objectives of the Program
Health services managers plan, organize, direct, and coordinate medical and health services in a variety of settings in the public and private sector. The objective of this certificate program is to produce health services managers who have the managerial skills to be effective in these settings.

Catalog Description of the Program
This is a post baccalaureate Certificate in Health Systems Management. The certificate is designed for degreed students interested in qualifying for entry-level management positions in health services organizations or for transitioning into management from purely clinical disciplines. The program requires four (4) courses: Health Care Systems, Organization and Management; The Legal Environment of Health-Care Management; Health Finance; and Health Economics for a total of (12) credits. Students with an undergraduate degree in health care administration or with significant work experience in the health systems field can substitute
HSMG 766 Health Systems Management: Organizational Design and Human Resources for Health Care Systems Organizational and Management with the approval of the Program Director. These courses ground students in the specific skills needed in health systems management.

**Admission Requirement**
The Certificate in Health Systems Management resides in the graduate program in the School of Health and Human Services, College of Public Affairs. Applicants must meet the College’s graduate program admission requirements which require a bachelor's degree with a minimum 3.0 GPA from a regionally accredited college or university and experience in a health systems organization (highly recommended), but other educational, work and life experience will be considered.

**Course Descriptions**
The Certificate in Health Systems Management requires successful completion of twelve (12) credit hours of specific instruction. The four courses required are:

1. **PUAD 750 Health-Care Systems, Organization and Management (3)** Analysis of the structure of the present American health-care system and of the costs, benefits and political realities of possible reforms. Students examine the current and future role of public administration, planning and evaluation in American health care. See NOTE below.

2. **HSMO 630 Health Law (3)** Provides a framework for understanding the legal implications of advancing medical technologies and of new forms for health services financing and delivery systems.

3. **HSMO 699 Health Finance (3)** Focuses on selected, topical health-finance issues such as health insurance reform, Medicare finance revisions and emerging health-finance issues, such as preparing and financing a comprehensive national bio-preparedness program.

4. **HSMO 701 Health Economics (3)** An overview of the structure and financing of the U.S. health-care industry. Students learn to apply economic principles to understanding the behavior of consumers, physicians, allied health professionals, hospitals, insurers, employers and government in the health-care market. Examines how the U.S. health-care system compares to health-care systems in other countries.

These courses present the specific skills needed to be effective as an entry level manager in a variety of health services management settings in the public and private sectors.

**NOTE:** Students with an undergraduate degree in health care administration or with significant work experience in the health systems field can substitute HSMG 766 Health Systems Management: Organizational Design and Human Resources for PUAD 750 Health Care Systems Organizational and Management with the approval of the Program Director. HSMG 766 Health Systems Management: Organizational Design and Human Resources (3) Builds on basic administrative principles and structures in health services organizations and provides an in-depth examination of organizational design theories, their applicability to various health-care settings and their implications for human resources and labor relations.
Expected Student Learning Outcomes
At the completion of the 12 credit program the student would be expected to:

1. Apply administrative and management concepts in the health care environment;

2. Understand the legal and regulatory environment in which the United States health care system operates and how it affects administrative and management decisions;

3. Identify financial accounting and finance principles and how they drive managerial decision making in health systems management; and

4. Explain how economic theory predicts the supply, demand and consumption of health care.

Faculty Resources
Each of the existing courses is taught by a full time College of Public Affairs, School of Health and Human Services faculty member or an experienced adjunct practitioner in the relevant specialty:

Christine S. Spencer, S.M., Sc.D., Harvard School of Public Health, Associate Professor, School of Health and Human Services and School of Public and International Affairs and Executive Director School of Health and Human Services.

Tina DiFranco, BSN, JD, Catholic University of America, Adjunct Professor, School of Health and Human Services, Health Systems Management program.

Elizabeth A. Gammon, Ph.D., C.P.A., University of Texas School of Public Health, Assistant Professor, Health Systems Program, School of Health and Human Services, Health Systems Management program.

C. Alan Lyles, M.P.H., Sc.D., The Johns Hopkins University, Professor, School of Health and Human Services and School of Public and International Affairs

Carol A. Molinari, Ph.D., Johns Hopkins University, Associate Professor, School of Health and Human Services.
May 29, 2014

Mr. Robert Bogomolny
President
University of Baltimore
1420 N. Charles St., AC 249
Baltimore, Maryland 21201

Dear Bob:

Thank you for forwarding the request from the University of Baltimore, to offer a new Post Baccalaureate Certificate in Health Systems Management.

I am pleased to approve this recommendation. Please express my appreciation to departmental faculty for their careful work in making this decision.

Sincerely yours,

William E. Kirwan
Chancellor

cc: Dr. Joann Boughman, Sr. Vice Chancellor for Academic Affairs
    Ms. Theresa Hollander, Associate Vice Chancellor for Academic Affairs
    Dr. Joseph S. Wood, Provost and Senior Vice President for Academic Affairs
August 22, 2014

Dr. Joseph S. Wood
Provost and Senior Vice President
University of Baltimore
1420 North Charles Street
Baltimore, MD 21201

Dear Dr. Wood:

The Maryland Higher Education Commission has reviewed a request from the University of Baltimore to offer a new Post-Baccalaureate Certificate (P.B.C.) in Health Systems Management from its existing Master of Science (M.S.) in Health Systems Management.

I am pleased to inform you that the program proposal is approved. This decision is based on an analysis of the program proposal in conjunction with the law and regulations governing academic program approval, in particular Code of Maryland Regulations (COMAR) 13B.02.03. The program meets COMAR's requirements and demonstrates potential for success, an essential factor in making this decision.

For the purposes of providing enrollment and degree data to the Commission, please use the following HEGIS and CIP codes:

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<tr>
<td>Management</td>
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</tr>
</tbody>
</table>

Should the University of Baltimore desire to make a substantial modification to the program in the future, review by the Commission will be necessary. I wish you continued success.

Sincerely,

Catherine M. Shultz, J.D.
Acting Secretary of Higher Education

C: Ms. Theresa Hollander, Associate Vice Chancellor for Academic Affairs, USM
Ms. Starrla Levine, Assistant Provost, UB

MARYLAND HIGHER EDUCATION COMMISSION
6 N. Liberty Street • 10th Floor • Baltimore, MD 21201
T 410.767.3301 • 800.974.0203 • F 410.332.0270 • TTY for the Deaf 800.735.2258 www.mhec.state.md.us