

Provost's Comprehensive Program Review Report

Institution: Middle Georgia State University

Academic Program Name: B.S. in Health Services Administration

CIP Code: 510701

College or School: School of Business

Department: Health Services Administration

Date of Last Internal Review: June 13, 2016

Outcome of Previous Program Review (brief narrative statement): The two follow up items from the previous review were (1) student satisfaction surveys and (2) CAHME accreditation. HAS implemented the survey but student response rates were too low to be useful (less than five responses). CAHME discussions showed that the costs were high and the benefits were not strong enough to justify that outlay.

Current Date: 6/10/2021

Provost Response: Academic Affairs acknowledges the documented value of the B.S. in Health Services Administration. This legacy bachelorette degree has demonstrated adaptability time and again, moving from one school to another and undergoing transformation in curriculum design and offering approach. The enrollment, retention, and graduation outcomes are consistent with a viable program responding to external forces. The contribution to the workforce across the region and the program's reputation for quality in their scholarship, teaching and service positions this program well for future growth and success.

Program Quality and Productivity Improvement Plan: Following a review of the Chairs Report, the IERB comments, and the Deans appraisal, the Office of the Provost concurs with the findings and supports the documented plan of action.

- Collaborate with the SOHS to continue to have students desiring a nonclinical career in healthcare to seek the BS in Health Services Administration
- Increase the number of face-to-face classes per semester while maintaining MGA Direct presence.

Categorical Summation

Check any of the following to categorically describe action(s) the institution will take concerning this program.

Program MEETS Institution's Criteria

Program is critical to the institutional mission and will be retained.

Program is critical to the institutional mission and is growing or a high demand field and thus will be enhanced.

Program PARTIALLY MEETS Institution's Criteria and will be re-evaluated in _____.

Program DOES NOT MEET Institution's Criteria

Program will be placed on a monitoring status.

Program will undergo substantive curricular revisions.

Program will be deactivated.

Program will be voluntarily terminated.

Other (identify/add text):

Provost or VPAA Signature:



Date:

7/8/2021

Comprehensive Program Review Report

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Current Date: 4-1-2021

Executive Summary:

The graduation rate is 3.39%, stable but lower due to enrollment trends. The enrollment over the same five years was flat (1.012%). Historically the enrollment increased at 10% or higher. The older student population has dropped and only partially replaced by younger students. Given the five year trend, we revised our goal to a 3% growth target, which is a “stretch” given our near flat enrollment trend.

Face-to-face sections are added to the schedule but they do not fill up and we need to close them out. The younger students prefer and request online sections. We continue to offer face-to-face to encourage on-campus presence.

Regarding skills, over 80% of the students in the required courses meet the skill levels measured in those courses. The capstone course also reviews and refreshes skills as a safety net to ensure graduates have the core competencies.

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Program DOES NOT MEET Institution's Criteria

- Program will be placed on a monitoring status.
- Program will undergo substantive curricular revisions.
- Program will be deactivated.
- Program will be voluntarily terminated.
- Other (identify/add text):

Academic Dean Signature:



Dean of Graduate Studies Signature (when applicable):

Date:

IERB's Comprehensive Program Review Rubric and Evaluation

Program Reviewed: BS Health Services Admin

Contextual Notes: Summarize any demographic or environmental factors described in the introduction that might significantly impact assessment of the program

Shift from older students to younger students; female students double male students; 51.8 % Black, 38.1% white; 10.1% other as of 2020

Area of Focus	Exemplary Area	Satisfactory Area	Area of Concern	No Evidence	Notes
Enrollment	<i>This program has significantly positive enrollment trends and robust credit hour production</i>	<i>This program has stable or moderately positive enrollment trends and healthy credit hour production</i>	<i>This program has negative enrollment trends and weak credit hour production</i>		Significant drop in face-to-face enrollment; online enrollment has increased by 43%, more than likely due to COVID and to the fact that there is a rise of the number of students living off-campus
Graduation Trends USG benchmark: Bachelor's Degrees: 10 graduates/year Graduate, Associate's or Certificates: 5 graduates/year Programs falling under these benchmarks are designated as "low performing"	<i>Three year rolling average greatly exceeds USG minimum benchmark for degrees conferred</i>	<i>Three year rolling average meets or exceeds USG minimum benchmark for degrees conferred</i>	<i>Three year rolling average does not meet USG minimum benchmark for degrees conferred; the program is "low performing" by USG definition</i>		Relatively steady, with a slight increase in 2020.

IERB's Comprehensive Program Review Rubric and Evaluation

Program Strengths of Note:

Increased online presence; gearing towards representative demographic

Areas of Serious Concern:

Definite decrease in on-campus presence

Will be dropping the benchmark from 10% to 3% in the next 5 years

Other Comments:

Identify and streamline healthcare services skill base



Comprehensive Program Review

FY 2020 – 2021

Institution: Middle Georgia State University

Academic Program: BS Health Services Administration

College or School: School of Business

Department: Health Services Administration

CIP Code: 510701

Date of Last Internal Review: June 13, 2016

Faculty Completing Report: Dorothy Howell

Current Date: 1/28/2021

5 Year Enrollment by Campus and Graduation Trends

Enrollment: 5 year growth for programs by locations is -16.56% for Macon, -10.76% for Cochran, and 43.88% for Online. The overall 5 year growth regardless of campus is -0.12%.

Campus	Fall 2016	Fall 2017	Fall 2018	Fall 2019	Fall 2020	5 YR Growth	Fall 2016 compared to Fall 2020 only
Macon	130	113	121	100	63	-16.56%	-52%
Cochran	41	42	77	59	25	-10.76%	-39%
Warner Robins	12	10	13	18	6		
Dublin	3	7	6	5	0		
Eastman	1	1	1	0	0		
Online	28	48	62	68	120	43.88%	329%
Off Campus	0	0	0	0	0		
Total	215	221	280	250	214	-0.12%	0%

Graduates

- For data consistency, the fiscal year is in which the degree was awarded. For example, fiscal year 2019 includes degrees conferred in Summer 2018, Fall 2018, and Spring 2019.

FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	5 YR Growth	FY16 compared to FY20 only
56	47	47	51	64	3.39%	14%

Include a narrative that discusses:

- Program purpose and mission
- Align of program mission with department, school, and institutional mission
- Program age, tracks, concentrations, etc
- Accreditation information/status
- Method(s) of delivery
- Changes since last review
- Benchmarks of progress
- Plans for action
- Shifting trends and market forces that may impact program demand

Program Purpose and Mission

The program’s focus is upon the relationship between theory and practice through the identification and resolution of problems unique to health care. Practical experiences, including the optional Applied Learning Experience course, allow students the opportunity to apply the skills and knowledge gained in the classroom to the field of practice.

The mission of the Health Services Administration Program is to provide students a solid background in the organization, financing and delivery of health care services along with a strong foundation in management principles.

Alignment of Program Mission with Department, School, and, Institutional Mission

The program aligns its mission with the school and institution through its program goals by:

- Offering curriculum supporting and matching the needs of this region’s health care industry and meets program certification standards.
- Attracting and retaining students into the University’s affordable, convenient, and challenging degree program and produce graduates that can assume entry level positions in the changing healthcare sector.
- Developing and maintaining strong ties with graduates/alumni, the practitioner community, and the healthcare industry.
- Collaborating with the profession, university, and community in service projects and professional development.
- Effectively and efficiently managing the resources of the institution.

Program Age

The Bachelor of Science degree in Health Services Administration (HLSA) (initiated in 1997) is a major for students interested in the management, business and policy aspects of health care. The

BS program is designed to prepare the student with a solid understanding of the organization, financing, and delivery of health care services. It incorporates a strong foundation of management principles and functions applied to a wide variety of health care settings and facilities. The HLSA program is designed to develop in students the knowledge, skills and values required for the wide range of entry level business and management positions available in the health care sector. Additionally, graduates from this program are prepared to enter graduate studies.

Structure and Concentrations

The BS program was developed to meet the demands of a wide variety of student types and career goals. Besides providing the tools necessary for people wishing to enter the field, the program offers an excellent opportunity for those already in the health care field, whether clinical or non-clinical, to leverage their experiences into management positions. Additionally, the program provides a foundation for graduate study in health administration, public health, business, and other related fields

The program currently offers the following concentrations: 1. The Clinical Practice Management concentration prepares students to manage the organization and operation of the business aspects of a health care provider's office (including those of physicians, dentists, hospitals, clinics, and others). 2. The Long Term Care Administration concentration prepares students for employment opportunities in skilled nursing facilities, assisted living facilities, group homes and hospices. 3. The Public Health Management concentration provides students with the knowledge and skills to develop and administer programs aimed at bettering public health and wellness. Students prepare for careers in health promotion within government agencies and nonprofit community organizations, medical institutions, academic institutions and other related entities. 4. The Sports and Fitness Management concentration prepares students for a variety of entry and mid-level management positions within the broad field of health and fitness (such as sports promotion, corporate wellness, personal training, health promotion, and sports club management.) It also serves as a foundation for students wishing to pursue graduate work in fields such as sports medicine, exercise physiology, physical and occupational therapy, and athletic training. 5) The Pre Professional Management Concentration prepares students interested in obtaining a Master of Science in Management degree within the School of Business. Students lacking one or more Foundation Course Requirements may satisfy this requirement by taking the course(s) from the School of Business (offered in the traditional and online format) or be allowed to satisfy the requirement by taking and passing specific Ivy Software courses.

Accreditations Requirements

Currently the program is not accredited.

Campus Locations and Method(s) of Delivery

The Health Services Administration program and faculty are located on the Macon and Cochran, campuses of Middle Georgia State University. Flexible course offerings such as face-to-face, hybrid, partially online, and fully online affords ease of access to all learners. Face-to-face course meeting schedules are set for afternoon and evening sessions enabling a variety of students to achieve their career goals. HLSA major course courses are offered Fall, Spring, and Summer semesters of each year with some of the core courses offered every semester. Concentration courses are also offered in the Fall, Spring, and Summer providing an opportunity

for students to optimize students plan of study scheduling. Blackboard Analytics (Desire to Learn) is the current learning management system utilized for the online, hybrid, partially online coursework. Face-to-face courses are held in the Professional Science and Jones building on the Macon campus, and Morris building on the Cochran campus.

Changes Since Last Review

Changing Student Demographics

Our previous report suggested the HSAD student population were of working age. Student demographics over the last five years reveal a shift from older students to younger students. The student profile chart above indicates that students under the age of 25 significantly outnumber students over the age of 25 by almost four times. Additionally, the number of female students attending the program more than double the number of male students; while 33.5% more black students are enrolled in the program than white students and three times as many students commute rather than live on campus.

Program Student Profile

The program continues to attract and accept a diverse population of students. As noted below, the majority of our students are African American Female Commuters under the age of 25.

YEA R	AGE		GENDER		RACE			HOUSING	
	Under 25	25 and over	Female	Male	Black	White	Other	Off Camps	On Campus
FA16	51.6%	48.4%	74.9%	25.1%	53.5%	39.5%	7%	N/A	N/A
FA17	47.1%	52.9%	76.9%	23.1%	53.9%	37.1%	9%	74.7%	25.3%
FA18	72.5%	27.5%	71.4%	28.6%	56.5%	33.9%	9.6%	N/A	N/A
FA19	70.4%	29.6%	73.6%	26.4%	55.2%	34.4%	10.4%	72%	28%
FA20	63.7	36.3%	73.4%	26.6%	51.8%	38.1%	10.1%	81.2%	18.8%
Total	729.2%	194.7%	369.8%	129.8%	270.9%	183%	46.1%	227.9%	72.1%

Benchmarks of Progress

Enrollment

The Health Services Administration Program’s previous measure of enrollment success was set to allow for a 10% increase in enrollment throughout each measurement cycle. Health Services Administration Program has seen a 16.56% decline in enrollment on the Macon Campus and a 10.76% decline in enrollment on the Cochran Campus over the past five years. Although a 43.88% increase in enrollment has been noted in the online student population over the past 5 years, comparisons between FY16 and FY 20 indicate a 329% increase in online presence. This decline in face-to-face enrollment and increase in online enrollment is thought to be relative to

the large percentage of students living off campus. Another school of thought offered by department faculty is that the decline in enrollment could potentially be correlated to the HSA Program move from the School of Health Sciences in Summer of 2019 to the School of Business. Students who were not successful candidates for one of the clinical programs within the SOHS were advised to consider the business side of healthcare through the HSA Program. Students made contact with HSA advisers to determine if qualifications were satisfactory for entry into the program. The total growth for the program over a five-year period was -0.12%. The 10% benchmark was not met for this review cycle with the exception of the online enrollment numbers. The Department will drop the benchmark to 3% over the next five years.

Five Year Enrollment							
Campus	FA16	FA17	FA18	FA19	FA20	5YR Growth	Fall 2016 compared to Fall 2020 only
Macon	130	113	121	100	63	-16.56%	-52%
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Degrees Conferred

Measure of success for degrees conferred was set at 10% increase in degrees conferred from previous cycle of 41 graduates. As noted from the chart below, a 10% increase or better was noted in each of the years below with overall growth in a 5 year period of 3.39%. Comparisons between FY16 to FY 20 shows a 14% improvement in graduation rates.

Graduates for Fiscal Year in Which Degree was Awarded						
FA16	FA17	FA18	FA19	FA20	5YR Growth	FY16 compared to FY20 only
56	47	47	51	64	3.39%	14%

Plans for Action

1. Enrollment: Increasing enrollment is a major ongoing effort for the HSA program. We will maintain the following initiatives to increase enrollment. Success in enrollment numbers will also increase the number of degrees conferred.
 - a. Collaborate with the SOHS to continue to have students desiring a nonclinical career in healthcare to seek the BS in Health Services Administration
 - b. Increase the number of face-to-face classes per semester while maintaining MGA Direct Presence.

Shifting Trends and Market Forces That May Impact Program Demand

A. Enrollment Trends

The BS in Health Service Administration program has open enrollment in which students may apply and be accepted year-round for admission. There are currently no limitations on enrollment, save the maximum capacity for a given classroom. Enrollment continued to climb through 2018, but began a decline in Fall of 2019. Although a decline in student enrollment is noted, faculty continue to incur class overload in order to accommodate need for some courses.

Enrollment		
Year	Enrolled Student Count	Credit Hours
Fall 2016	215	2,498
Fall 2017	221	2,582
Fall 2018	280	3,278
Fall 2019	250	2,993
Fall 2020	218	2,522

Enrollment for required (major) courses for Fall 2016 demonstrates 215 distinct enrolled students, 2,496 credits enrolled. For fall 2017, 221 distinct enrolled students, 2,582 credits enrolled and an enrolled class count of 221. For fall 2018, 280 distinct enrolled students, 3,278 credits enrolled. For Fall 2019, 250 distinct enrolled students, 2,993 credits enrolled and Fall 2020, 218 distinct enrolled students with 2,522 enrolled credit hours.

B. Graduation Trends

Students graduating from the BS in HSA program have shown a slight decrease in total credit hours for degree completion since 2018, which is encouraging. It should be noted that some of our students hold previous degrees which hours are not excluded from the total credit hour calculation. Students in our program are requiring more time to graduate. For example, the number of years to graduate in 2016 was 2.43 as compared to 2.5 in 2020. These numbers are significantly below the numbers reported in the last review (4-5 years required to graduate). The program managers believe that this decrease is due to the significant increase in the student population under the age of 25. This indicates that these students are focusing on academics rather than being employed full time and most likely had families. Note the data below:

Year	2016	2017	2018	2019	2020
Distinct Graduates	56	47	47	51	64
Avg. Total Credits for Degree Cumulation	144	146	148	144	141
Avg. Total Credits for degree at Institution	105	106	98	107	109
Avg. Transfer Credit for Institution	39	41	49	37	32
Avg. GPA for Degree	2.98	3.03	3.07	3.03	3.08
Avg. Years to Graduation	2.43	2.29	2.11	2.36	2.51

The program has set the measure of success for degrees conferred at 41 graduates for AY 2015/2016, allowing for a 10% increase in degrees conferred. Over the past 5 years, the number of graduates has exceeded the established benchmark.

C. Program Costs

The Health Services Administration program budget summaries for 2016-2020 are below, which includes budgeted personal service costs (this includes fulltime salaries, part-time salaries, summer contract pay, and benefits), travel, operating costs, and equipment.

Budgeted Operating Costs (Data provided by budgeting office).						Direct Instructional Costs per FTE students		
HSA	Budgeted	Personal Services	Travel	Operating	Total	Hours	FTE	Costs/FTE
2016	Original	592,088.00	5,000.00	6,910.00	603,998.00	3,666.00	122.20	4,427.36
	Actual	537,146.66	1,051.96	2,824.36	541,022.98			
2017	Original	617,402.00	4,925.00	7,095.00	629,422.00	3,600.00	120.00	5416.48
	Actual	642,181.95	2,308.88	5,707.74	649,977.77			
2018	Original	596,167.00	4,925.00	7,095.00	608,187.00	3612.00	120.40	6069.01
	Actual	726,635.06	1,780.80	5,543.42	733,959.28			
2019	Original	608,918.00	4,925.00	3,458.00	617,301.00	3972.00	132.40	5179.17
	Actual	683,355.55	462.00	1,904.05	685,721.60			
2020	Original	635,710.00	4,150.00	3,520.00	643,380.00	3966.00	132.20	5142.50
	Actual	678,506.26	943.62	389.17	679,839.05			

