

[Note from C. Mason Oct 30, 2006- This is the original proposal from 2001 sent to me by Larry Purnell]

**Proposal**  
**Developed for Open Hearings on the Proposal for a**  
**Master of Science with a Major in Health Services Administration (MS-HSAD)**  
**Administered by the Department of Nursing**  
**College of Health and Nursing Sciences**

**A. Program Overview and Expectations of Graduate Study**

This program will offer a Master of Science with a major in health services administration and will be administered by the Department of Nursing and operate under guidance specified by the College of Health and Nursing Sciences. This program will offer courses in cooperation with faculty in the Department of Individual and Family Studies, School of Urban Affairs and Public Policy, Department of Communication, Department of Psychology, and Department of Political Science. These departments have reviewed this proposal and determined that students may take the courses identified in this document that relate to the respective department. We have letters of support from these Departments.

The program is designed to develop the knowledge, understanding, and skills needed to succeed in responsible management positions in healthcare systems, hospitals, long-term care institutions, alternative delivery systems, ambulatory care facilities, managed care organizations, consulting firms, and other health-related organizations. Practica allow students to have experiences in a variety of settings, according to the student's interest and career goals.

Fields of employment from which students will come include acute care facilities, community agencies, long term care facilities, episodic care settings, and other healthcare settings. Student undergraduate preparation should be in a health-related discipline such as nursing, nutrition/dietetics, sports medicine/exercise sciences, physical therapy, medical technology, psychology, social sciences, public policy, information sciences, health education, or health promotion and wellness. A common occurrence is for nurses to have responsibility for departments other than nursing, such as pharmacy, radiology, and physical therapy. Dietitians have responsibility for other departments such as marketing, housekeeping, communications, security, maintenance, and public relations. These changes enhance the demand for academic settings to retool managers and administrators in health disciplines in order to strengthen their skills and knowledge in administrative concepts and principles.

The program will accommodate the needs of working professionals who want to attend on a part-time basis, although full-time study will be available. All classes **designated HSAD** will be offered in the evening beginning at 4:00 p.m. or later and in a sequence where part-time students can progress at their own pace. However, students must complete the program within 5 years of matriculation. Although students will be able to take classes on campus, the program will provide innovative teaching strategies such as video, web enhanced, and web-based courses, thereby offering a variety of ways for students **to** complete course requirements.

The College of Health and Nursing Sciences with the assistance of the Division of Special Programs has **an** excellent track record with successful distance education delivery modes. The Baccalaureate for the Registered Nurse Program with over **400** students has been available in a totally distance format since 1993. In addition, the

Graduate Program in Nursing has been using a variety of distance formats for 8 courses, with more courses being developed. The MSN with a concentration in health services administration will be available totally on line within the next two years. To ensure continued success of these distance education modalities, the Division has a full-time recruiter/liaison with Worksite Coordinators, who proctor examinations, receive videotapes, disseminate program-related information, etc. Students always have the opportunity to attend class on campus when the course is being videotaped or streamed to the web and take examinations on campus instead of at a work site.

## **B. Admission Requirements**

The admissions criteria identify those applicants who can benefit from and make a distinct contribution to the MS-HSAD program. Applicants are sought who show promise of constructive involvement with faculty, staff, and other students in instruction and research, and who have a concern for quality, cost-efficient healthcare delivery in all possible settings. Consideration is also given to the student's potential for successful completion of the graduate program. Acceptance to the program is based on a complete composite of the applicant's scholastic record, standardized test scores, references, a personal statement, and an interview. Health-related work experience and studies are also taken into consideration. Admission is selective and competitive based on the number of well-qualified applicants and the limits of available faculty and facilities. Those who meet standard minimum academic requirements are not guaranteed admission, nor are those who fail to meet these requirements necessarily precluded from admission if they offer other appropriate strengths.

## **C. Admission Criteria for the MS-HSAD**

1. Applicants for the Master of Science with a Major in Health Services Administration will apply directly to the Department of Nursing.
2. Applicants must have one year of management experience or three years clinical experience in a health-related field.
3. Applicants must have a minimum of a baccalaureate degree in a health-related field. Undergraduate preparation should be in a health-related discipline such as nursing, nutrition/dietetics, sports medicine/exercise sciences, physical therapy, occupational therapy, medical technology, psychology, social sciences, public policy, information sciences, health education, and health promotion and wellness.
4. Applicants should have an overall undergraduate Grade Point Average (GPA) of 2.75 or higher (on a scale of 4.0 = A).
5. Applicants should have a GPA of 3.0 or higher in their undergraduate major.
6. Applicants must take the Graduate Record Exam (GRE), which will be evaluated as part of the overall admissions process. Students already holding a master's degree will not be required to take the Graduate Record Exam.
7. The applicant's personal statement and interview are central elements to the admission process.
8. An applicant whose first language is not English must attain a minimum of 600 on the Test of English as a Foreign Language (TOEFL). In addition, an applicant may be required to take the test of Test of Spoken English (TSE).

9. Applicants must request letters of recommendation from three (3) people familiar with the candidate's academic record and/or professional achievements.

#### **D. Degree Requirements**

1. The MS-HSAD requires the student to complete a minimum of 36 credits. The curriculum includes (a) college core requirements (27 credits), (b) research design and statistics (6 credits), (c) non-College requirements (6 credits), and (d) free elective(s) (3 credits). The practicum and scholarly project are taken in conjunction with or after all other requirements and research design and statistics are completed. All other courses may be taken in any sequence as long as any pre-requisites have been completed. In lieu of a thesis, students complete a scholarly project, HSAD868. Completed project reports will be submitted to the student's project committee for review and approval.
2. Three (3) credits of practicum (HSAD864) are required for the degree. The student can register for this course 1 credit each semester or 3 credits in one semester. The practicum involves a series of experiences with a preceptor in administrative settings outside the academic department of the University. This generally non-paid practicum is arranged by the course instructor after consultation with the student to assure that individual goals and learning needs are met. In rare instances, the preceptored student may be paid by the sponsoring organization. The student generally will not be allowed to take this practicum in his/her department of employment.
3. A seminar presentation of the written paper completed as part of the Scholarly Project generated during the course is required.
4. Each student will be required to have a committee for his/her Scholarly Project. This committee will be comprised of two graduate faculty members from the College of Health and Nursing Sciences, or one from the College of Health and Nursing Sciences and the second from a cooperating unit within the University. Any committee member may function as first reader (chair) as negotiated by the student. The committee will review the proposal submitted by the student for the scholarly project. The student will select his/her committee chair and committee prior to enrolling in HSAD864 Health Services Administration Practicum. Ideally, the committee will be developed one calendar year before the expected date of graduation.
5. There are no opportunities for formal teaching experience. However, as part of practica experiences, students may give presentations in the organization in which the experience is conducted.
6. Students will be placed in clinical facilities for learning experiences. Each student will carry out learning experiences as negotiated with an agency preceptor. Preceptored learning experiences will be related to specific course requirements, and may be in more than one facility.
7. Students in practicum(a) will be evaluated by the faculty person responsible for the course(s) which has/have a practicum(a) placement(s).
8. The practicum preceptor will follow guidelines developed for this practicum (See Appendix E).

9. Students in clinical health facilities must submit to the Department of Nursing Graduate Program Secretary, certification of cardiopulmonary resuscitation; blood-borne pathogen training; immunizations for measles, rubella, mumps, tetanus, and hepatitis; results of tuberculosis testing; and malpractice insurance if the professional discipline offers it. In addition, professionals requiring a license must maintain a valid, current license in the state where the practicum is taken to progress in courses requiring a practicum.
10. There are no residency requirements.
11. There is no comprehensive examination.
12. Approval of all research projects involving humans, even administration of a survey, must be achieved prior to beginning any study. Information about obtaining approval may be found on Human Subjects in Research <http://www.udel.edu/OVPR/humans/humans.html>. If a project involves animal subjects, an Animal Use Proposal must be completed and submitted to the Institutional Animal Care and Use Committee (IACUC). <http://www.udel.edu/OVPR/animals/animals.html>.
13. Insurance indemnity for students is included under the general University program.

**Courses to Be Completed – MS-HSAD  
College Core Courses (21 credits)**

<b>Number</b>	<b>Name</b>	<b>Credits</b>
**HSAD804	Advanced Practice Roles for Healthcare Providers	3
**HSAD819	Financial Management in Health Services Administration	3
**HSAD836	Organizational Theories in Health Services Administration	3
**HSAD837	Strategic Planning in Health Services Administration	3
**HSAD838	Health Services Evaluation and Process Improvement	3
+*HSAD864	Health Services Administrative Practicum	3
+**HSAD868	Health Services Administration Scholarly Project	3
<b>Non-College Courses (12 Credits)</b>		
<b>Human Resource Management (select one)</b>		<b>3</b>
UAPP685	Personnel and Human Resource Issues	
UAPP837	Public Sector Human Resources	
<b>Communication Theory (select one)</b>		<b>3</b>
COMM610	Organizational Communication Theory	
COMM642	Topics in Organizational Administration	
COMM656	Communication in Organizations	
<b>Research Design (select one)</b>		<b>3</b>
PSYC809	Research Design	
IFST815	Research Issues and Design	
UAPP800	Research Design and Methodology	
IFST615	Research Methods and Design	
<b>Statistics (select one)</b>		<b>3</b>
EDUC665	Elementary Statistics	
UAPP815	Public Management Statistics	
<b>Free Elective</b>		<b>3</b>
<b>Total</b>		<b>36</b>
* New course		
** Revision of existing course		
+ Students can take these courses 1 credit each semester or 3 credits in one semester. Each credit requires 45 contact hours, or an average of 3 hours per week.		

### **E. Procedures for variations in degree requirements**

There may be other non-college courses on the University campus that meet the overall requirements of each selected required non-college course. In such cases, the student must obtain the course description and syllabus, prior to enrolling in the course, and submit it to his/her faculty advisor. The Health Services Administration Committee, comprised of faculty teaching in the program, will review said course and syllabus and make a decision if the course is a suitable substitute. For example, there may be other research courses offered on the University campus that include both qualitative and quantitative research methods, which the student may take.

### **F. Governance of the MS-HSAD Program**

*The administration of the MS with a Major in Health Services Administration degree remains with the Department of Nursing Committee for Graduate Education. The governance of the program shall be the responsibility of a Health Services Administration Governance Committee and shall consist of a Chair, who is the designated head of the program, one faculty member from each Department in the College of Health and Nursing Sciences, and one matriculated student. The Dean of the College of Health and Nursing Sciences shall make the appointments at the recommendation of the Department Chairs. The Chair of this Governance Committee shall be on the Committee for Graduate Education of the Department of Nursing.*

*The primary responsibilities of the Health Services Administration Governance Committee are to develop policies and procedures for the degree, make recommendations to the Department of Nursing Committee for Graduate Education for admission of students to the program, and review curriculum to assure content comprehensiveness. Curricular decisions made by the Health Services Governance Committee shall be brought to the Department of Nursing Committee for Graduate Education, which is charged with making recommendations to the Department of Nursing faculty. Additional activities include the following:*

1. Assure curricular components are consistent with the College of Health and Nursing Sciences mission statement and philosophy.
2. Review and/or recommend changes in the course objectives, content, focus, and credit allocation.
3. Make recommendations for the assignment of academic advisors to students.
4. Review progress and performance of students in the program and take appropriate action in cases of substandard performance.
5. Review course syllabi and make a decision on course substitutions.
6. Develop preceptor guidelines for practicum(a) as appropriate.
7. Develop guidelines for the Scholarly Project.

### **G. Advisement and Student Procedures**

*Serving as advisors for this program is an expected obligation of selected faculty in the College of Health and Nursing Sciences and will be considered part of their advisement load. Upon a student's admission to the graduate program, the Health Services Administration Governance Committee will recommend from which Department in the College of Health and Nursing Sciences the faculty advisor should come. The*

*Chair of the Department of Nursing, after consultation and approval with the identified Department Chair, will either assign a nursing advisor or have the other Chair indicate who the advisor would be. The student should schedule a meeting with this advisor each semester to discuss the course schedule and program of study. The student's advisor will review student performance every semester.*

**H. Satisfactory progress toward degree.**

1. In accordance with University policy, all students must maintain a minimum cumulative index of 3.0 out of a possible 4.0. The Office of Graduate Studies monitors the academic progress of all graduate students and notifies students in writing of all academic deficiencies. In the case of academic dismissal, the student may appeal the decision in writing to the Office of Graduate Studies. This appeal must be made within ten class days from the date on which the student has been notified of academic dismissal. The cumulative index (G.P.A.) after every 9-hour increment determines academic standing (See chart below).
2. To be eligible for an advanced degree, a student's cumulative grade point average shall be at least 3.0 and the student's grades in courses counted toward the course requirements for the degree requirements of the program shall equal at least 3.0. A grade below a C- will not be counted toward the course requirements for a degree, but is calculated in the student's cumulative grade point average. In addition, the student must receive a course grade of B- or better in College core courses. A student who receives a grade of <2.67 in the College core courses may repeat each course one time. Failure to obtain a B- or better after **repeating** a course is grounds for dismissal from the program.
3. The grades of all students are reviewed after each semester by the student's advisor. At the end of each academic **semester**, the governance committee **may** convene to review the progress and performance of students in the program who are in **jeopardy**, and to **make recommendations for action**. In cases of substandard performance, actions are initiated in accord with general University guidelines regarding warning, probation, and termination.

The University's Academic Probation Policy is expressed in the following chart:

Office of Graduate Studies  
Graduate Studies Academic Probation Policy

If the student is on:	And gets a cumulative G.P.A. of:	The status will become
Any Status (or clear)	3.0 or above	Clear
Clear	2.99 - 2.5	Warning
Clear	2.49 - 2.0	Probation
Probation	Below 3.0	Dismissal
Warning	Below 3.0	Probation
Any status (or clear)	Below 2.0	Dismissal

### **I. Failure to make satisfactory progress**

In the case of academic dismissal, the student may appeal the termination by writing to the Office of Graduate Studies. This appeal must be made within ten class days from the date on which the student has been notified of the academic dismissal. If the Vice-Provost for Academic Programs and Planning grants reinstatement, the student must meet the conditions of the reinstatement. Failure to meet these conditions will result in dismissal from the program. A graduate student may be reinstated only once to a given major. The student's academic transcript will reflect the reinstatement with academic probation status.

### **J. Departmental Operations**

1. There are no specific financial awards for the MS-HSAD, nor are there paid summer appointments.
2. Scholarship monies are available as part of the pool of applicants for all students in the College of Health and Nursing Sciences.
3. Some students may elect to complete part or all of their preceptorship(s) in the summer. In rare cases, the sponsoring agency may provide a monetary stipend for students working on their practicum project.

### **K. Student Government**

Graduate students in the MS-HSAD may seek to be the departmental representative member in the Graduate Student Senate. In addition, one graduate student from the MS-HSAD is appointed to the Health Services Administration Governance Committee in the **Department of Nursing**.

**Appendix A: Typical 10 Semester Part-Time Program of Study**  
**Master of Science with a Major in Health Services Administration**

<b>Semester</b>	<b>Course number and Title</b>	<b>Credits</b>
1	HSAD804 <b>Advanced Practice Roles for</b> Healthcare Providers	3
2	++Human Resource Management	3
	++Communication	3
3	HSAD819 Financial Management in Health Services Organizations	3
4	++Statistics	3
	Elective	3
5	++Research	3
6	HSAD836 Health Administration Theories, HSAD837 Health Planning Strategies, or HSAD838 Health Services Evaluation	3
	HSAD864 Health Services Administration Practicum	1
7	HSAD836 Health Administration Theories, HSAD837 Health Planning Strategies, or HSAD838 Health Services Evaluation	3
	HSAD864 Health Services Administration Practicum	1
8	HSAD836 Health Administration Theories, HSAD837 Health Planning Strategies, or HSAD838 Health Services Evaluation	3
	HSAD864 Health Services Administration Practicum	1
9/10	HSAD868 Health Services Administration Scholarly Project	3
<b>Total credits</b>		<b>36</b>

++ More than one course meets the requirement

**HSAD804**, 819, 836, 837, and 838 will be offered yearly

In all other categories of courses, there is a course offering every semester that meets the requirement.

**Appendix B: Typical 6 Semester Program of Study**  
**Master of Science with a Major in Health Services Administration**

<b>Semester 1:</b>		
HSAD804 Advanced Practice Roles for Healthcare Providers		<b>3 credits</b>
++Communication		3 credits
	<b>Semester total</b>	<b>6 credits</b>
<b>Semester 2:</b>		
++Human Resource Management		3 credits
HSAD819 Financial Management in Health Services Organizations		3 credits
	<b>Semester total</b>	<b>6 credits</b>
<b>Semester 3:</b>		
++Statistics		3 credits
HSAD836, 837, or 838		3 credits
HSAD864 Health Services Administration Practicum		1 credits
	<b>Semester total</b>	<b>7 credits</b>
<b>Semester 4:</b>		
++Research		3 credits
HSAD836, 837, or 838		3 credits
HSAD864 Health Services Administration Practicum		1 credits
	<b>Semester total</b>	<b>7 credits</b>
<b>Semester 5:</b>		
HSAD836, 837, or 838		3 credits
HSAD864 Health Services Administration Practicum		1 credits
	<b>Semester total</b>	<b>4 credits</b>
<b>Semester 6:</b>		
HSAD868 Health Services Administration Scholarly Project		3
credits		
++Elective		3 credits
	<b>Semester total</b>	<b>6 credits</b>
<b>Total</b>		<b>36 credits</b>

++More than one course meets the requirement

**HSAD804**, 819, 836, 837, and 838 will be offered yearly

In all other categories of courses, there is a course offering every semester that meets the requirement.

## Appendix C

### Typical Program – Full Time Study

Semester	<b>MS with a Major in Health Services Administration</b>
1	<b>HSAD804</b> , HSAD836, and Communication
2	HSAD819, HSADS837, and Statistics
3	HSAD838, Research, and Human Resources Management
4	HSAD864, HSAD868, and Elective

In these typical programs, the student would take 9 credits each semester.

**Appendix D - Course Descriptions For New and Revised Courses  
Master of Science with a Major in Health Services Administration**

**\*\*HSAD804 Advanced Practice Roles for Healthcare Providers** 3 credits

Focuses on roles and issues affecting healthcare providers in **advanced clinical practice, administration, education, and research**. The roles of **the clinical nurse specialist, nurse practitioner, nurse administrator, and managers in health-related disciplines** will be analyzed in relation to current issues and concepts of today's healthcare systems. **The impact of changing demographics, environmental influences, ethical issues, and cultural determinants will be discussed. The responsibility of healthcare providers to review and influence current health policies and legislation is emphasized.**

**\*\*HSAD819 Financial Management in Health Services Organizations** 3 credits

Provides the basic principles and concepts of effective management of budgets for healthcare units. Includes analysis of the environment and departmental organization and their impact on health care.

**\*\*HSAD836 Health Administration Theories** 3 credits

Introduces students to theories of administration, organization, and management, their interaction with other health discipline's theories, and their influence on management of healthcare agencies. The interaction of theories with attainment of organizational goals is included. **Prerequisites: HSAD804**

**\*\*HSAD837 Health Planning Strategies** 3 credits

Analyzes organizational systems and roles of managers and administrators. Students identify organizational needs, formulate goals and objectives appropriate to healthcare agencies, and identify strategies appropriate to accomplishing goal attainment with ethical constraints of health care. **Prerequisites: HSAD804**

**\*\*HSAD838 Health Services Evaluation** 3 credits

Emphasizes the roles of managers and administrators in personnel development, promoting research in clinical settings, and developing and implementing quality improvement initiatives and their implications for health care. **Prerequisites: HSAD804**

**\*HSAD864 Health Services Administration Practicum** 3 credits

In conjunction with his/her faculty advisor and based on the student's individualized long range goals, the student selects a preceptor and healthcare setting in which to apply didactic content in real life settings. Requires 135 hours of on site experience, which can be taken in one semester or divided over three semesters. **Pre- or corequisite** HSADS836, HSAD837, or HSAD 838

**\*HSAD868 Health Services Administration Scholarly Project** 3 credits

Investigation of a problem in clinical settings related to finance, administration, personnel management, public policy, or education. A scholarly paper is required.

**Prerequisites:** Research and Statistics and any two of the following: HSAD836, HSAD837, or HSAD838. **Pre- or corequisite:** HSAD864

\*Indicates new course

\*\*Indicates revised course

Appendix E  
***Practicum Guidelines***

*The goals of the practicum experience in HSAD864 are to (a) to provide professional role socialization, (b) provide for exposure to aspects of healthcare delivery in a setting negotiated between the student and faculty person responsible for the course, and (c) allow for independent problem solving in a specific setting. The student, preceptor, and faculty have some over-lapping and some specific roles and responsibilities.*

***Preceptor:***

***Preceptor Qualifications:*** (a) Holds a current license if required by the profession, (b) holds an advanced degree or certification in his/her discipline, (c) has one year of work experience at a level higher than the student, and (d) interacts with the student and faculty to clarify the preceptor role and the student's learning activities.

*The primary roles for the preceptor are teacher, role model, and co-evaluator. The responsibilities of the preceptor include the following:*

- *Orienting and socializing the student to the healthcare agency,*
- *Assisting with the development of the teaching/learning objectives for the preceptored experience,*
- *Providing a non-threatening environment in which learning can occur,*
- *Planning, delegating, and facilitating daily practicum experiences that are guided by the course and student learning objectives,*
- *Supervising and teaching the student in the practicum arena,*
- *Communicating with the faculty on the progress of the student, and*
- *Working with the faculty member to evaluate the student's progress.*

***Student:***

*The primary roles for the student are learner and collaborator. The responsibilities of the student include the following:*

- *Developing personal learning objectives based on course objectives in collaboration with the preceptor and the faculty responsible for the HSAD864 course,*
- *Being accountable to both the preceptor and the faculty,*
- *Informing the preceptor of personal goals and learning needs,*
- *Creating, with the preceptor, a work schedule (days and hours involved) and determining the most effective way of maintaining communication,*
- *Notifying the preceptor of illness or any schedule changes prior to the start of the specific practicum experience; informing the preceptor if asked to do a procedure never before performed so the appropriate supervision can occur,*
- *Respecting the confidentiality of the patients and agency,*
- *Assuming increasing responsibility for practicum activities under the supervision of the preceptor,*
- *Participating in evaluation process,*

- *Identifying a project (service learning or other) for which the student will take major responsibility, and*
- *Applying appropriate leadership and management strategies in the practicum setting.*

***Faculty:***

*The primary roles for the faculty are consultant and co-evaluator. The responsibilities of the faculty include the following:*

- *Orienting the preceptor and the student to the practicum and its expectations,*
- *Providing the preceptor with a copy of the course syllabus and the objectives of the program,*
- *Meeting (in person, electronically, by video, by telephone, etc.) with the preceptor and the student on a regular basis to appraise and approve student learning needs and progress,*
- *Providing consultation to the preceptor,*
- *Working with the preceptor to evaluate the student's progress, and*
- *Assigning grades for the practicum logs, clinical project, papers, and course.*