

original

FEB 09 2005



UNIVERSITY OF KENTUCKY

September 27, 2004

Office of the Dean
College of Health Sciences
CHS Building, Room 123
900 South Limestone
Lexington, KY 40536-0200
(859) 323-1100 Ext. 8-0480
Fax: (859) 323-1058
www.uky.edu

MEMORANDUM

TO: Phillip Kraemer
Associate Provost for Undergraduate Education

FR: *Lori Gonzalez*
Lori Gonzalez
Associate Dean for Academic Affairs

RE: Program Revision — Clinical Leadership and Management

11-22-04A10:52 RCVD

The Division of Health Sciences Education and Research, Department of Clinical Sciences, College of Health Sciences, is submitting a proposal for a program revision and re-activation of the Bachelor of Health Science Degree in Health Administration to a **Bachelor of Health Science Degree in Clinical Leadership and Management (CLM)**. The HSM program was suspended in the 2001-2002 academic year and the last class graduated in May 2003. The program revision is part of an agreement between the College of Health Sciences and the Division of Health Services Management made when the Division was transferred to the School (now College) of Public Health. At the time of the transfer, it was agreed that the College of Health Sciences would maintain the Bachelor of Health Science degree.

The revised program will be geared to associate degree health care professionals who have a minimum of one year's post-degree work experience in a health care setting and who are interested in enrolling in a baccalaureate degree program focusing on clinical leadership and management education and training. While these health care professionals have sufficient training in their individual health disciplines, most are without formal academic education and training in clinical leadership and management. The curriculum is 39 credits and will be offered to both full-time and part-time students. Three core faculty members in the Division of Health Services Education and Research, College of Health Sciences, will teach the majority of required CLM courses. HSM/CPH faculty will teach one course, CLM 241. Electives may be taught by CLM or other faculty. Classes will be offered during the late afternoon and early evening to accommodate working students. Distance learning sites will be developed in order to provide interested students throughout Kentucky with an opportunity to enroll in the program. Students will need to complete USP requirements, 39 program credits, and a total of 120 credits to earn a Bachelor of Health Science in Clinical Leadership and Management from the University of Kentucky.

Students who graduate from the Clinical Leadership and Management Program will be able to assume greater responsibilities at their current jobs, be more qualified for job promotions within their facility or in another, and be able to continue their studies on a graduate level. Although better pay and better jobs cannot be guaranteed, more knowledge and skills are generally correlated with more pay, more responsibility, and greater job satisfaction. This program will enable allied health professionals with an associate degree to continue their education in a related field that will, in turn, help advance their career options. The CLM Program can also serve as a bridge to graduate work. This program will help provide more educated allied health care professionals for Kentucky communities (and beyond) and their patients, in turn, will be better served.

The CLM program will address the interest and needs expressed by both health care providers and prospective health care students in Kentucky. The CLM program is intended to be relevant, viable, and

responsive to today's changing health care environment and workforce. While new tuition will be generated with this program, no new resources will be required to implement the CLM Program. It is anticipated that approximately 20 to 24 students will be accepted each year.

For additional information, please contact Dr. Elizabeth D Schulman at 3-1100, ext. 80565 or through e-mail at elizabethschulman@uky.edu. Thank you for your review and consideration.

Attachment

**PROPOSAL FOR A BHS IN CLINICAL
LEADERSHIP AND MANAGEMENT**

TABLE OF CONTENTS

| | Page |
|--|------|
| Executive Summary | i |
| I Proposed Changes in Program Requirements | 1 |
| 1. Particular University Studies Requirements or Recommendations | 1 |
| 2. College Depth and Breadth of Study Requirements (N/A) | 1 |
| 3. Premajor or Preprofessional Course Requirements | 1 |
| 4. Summary of University Studies and Preprofessional Credit Hours Required | 2 |
| 5. Major or Professional Course Requirements | 3 |
| 6. Minor Requirements (N/A) | 4 |
| 7. Rationale for Changes | 4 |
| A. History of the HSM Program | 4 |
| B. Major Goal of the Bachelor of Health Science in Clinical Leadership and Management | 4 |
| C. Rationale for the Revision and Re-activation of the HSM Program to the CLM Program: | 4 |
| D. Major Program Revisions | 5 |
| E. Documentation of Need | 5 |
| F. Prospective Students | 6 |
| G. Job Opportunities for Graduates | 7 |
| H. Marketing the CLM Program | 7 |
| I. Admission to the CLM Program | 8 |
| J. Process for Determining Curriculum Revisions | 8 |
| K. Curriculum Description | 8 |
| L. Rationale for Retaining Existing HSM Courses in the CLM Degree Program | 9 |
| M. Rationale for Adding Existing College of Health Sciences Courses to the CLM Degree Program: | 10 |
| N. Rational for Creating New Courses for the CLM Degree Program | 10 |
| O. Rationale for HSM Courses Not Required for the CLM Degree Program | 11 |
| P. Distance Learning Opportunities | 12 |
| Q. Baccalaureate Degree Program vs. Certificate Program | 12 |
| R. Resources Needed | 12 |
| S. Proposed Courses, Semester Offered, and Instructors | 13 |
| 8. Typical Semester by Semester Program for a Major (Comparison of HSM and CLM) | |
| A. Full-time Student Example | 14 |
| B. Part-time Student Example | 15 |
| Signatures of Approval | 16 |
| Appendix A: Letters of Support | |
| 1. College of Public Health | 17 |
| 2. UK Center for Rural Health | 18 |
| 3. CLM Advisory Board (and list of members) | 19 |
| 4. Kentucky Hospital Association | 21 |
| 5. Kentucky Association of Health Care Facilities | 22 |
| 6. Lexington Community College | 23 |
| Appendix B: Survey of Prospective Students - full detail of results | 24 |
| Appendix C: Applications for Changes in Existing Major Courses | 26 |
| Appendix D: Applications for New Courses | 38 |

Executive Summary

The Division of Health Sciences Education and Research, Department of Clinical Sciences, College of Health Sciences, is submitting a proposal for a program revision and re-activation of the Bachelor of Health Science Degree in Health Services Management (HSM) to a Bachelor of Health Science Degree in Clinical Leadership and Management (CLM). The HSM program was suspended in the 2001-2002 academic year and the last class graduated in May 2003.

CLM students will enter the program with an Associate Degree and one year of health care work experience. Therefore, individual advising will be necessary to determine which university requirements have been met by previous academic coursework and which need to be completed for graduation. University Studies, degree program requirements, and electives must total 120 credits for graduation. The Office of Student Affairs, College of Health Sciences, will provide individualized advising for these students and will assist CLM Program faculty in monitoring and tracking their students' completion of USP requirements, their progress toward completing their major requirements, and their progress toward graduation.

The revised program will be geared to associate degree health care professionals who have a minimum of one year's post-degree work experience in a health care setting and who are interested in enrolling in a baccalaureate degree program focusing on clinical leadership and management education and training. While these health care professionals have sufficient training in their individual health disciplines, most are without formal, academic education and training in clinical leadership and management. The curriculum is 39 credits and will be offered to both full-time and part-time students. Three core faculty members in the Division of Health Services Education and Research, College of Health Sciences, will teach the majority of required CLM courses. HSM/CPH faculty will teach one course, CLM 241. Electives may be taught by CLM or other faculty. Classes will be offered during the late afternoon and early evening to accommodate working students. Distance learning sites will be developed in order to provide interested students throughout Kentucky with an opportunity to enroll in the program.

Students who graduate from the Clinical Leadership and Management Program will be able to assume greater responsibilities at their current jobs, be more qualified for job promotions within their facility or in another, and be able to continue their studies on a graduate level. Although better pay and better jobs cannot be guaranteed, more knowledge and skills are generally correlated with more pay, more responsibility, and greater job satisfaction. This program will enable allied health professionals with an associate degree to continue their education in a related field that will, in turn, help advance their career options. The CLM Program can also serve as a bridge to graduate work. This program will help provide more educated allied health care professionals for Kentucky communities (and beyond) and their patients, in turn, will be better served.

The CLM program will address the interest and needs expressed by both health care providers and prospective health care students in Kentucky. The CLM program is intended to be relevant, viable, and responsive to today's changing health care environment and workforce.

Many aspects of the original degree program have been retained. However, some of the requirements including a semester-long practicum placement have been eliminated because admission to the revised program requires an associate degree in a health field and a year's experience in a clinical work setting. Additionally, two upper division electives are provided in the revised program. This is proposed to allow students to complete program requirements and the University Studies Program in a timely way. A summary of the revisions is provided below.

Admission Requirements:

Current: 45 credit hours of specified coursework

Revised: Associate degree in health care discipline and one year post-degree experience in a health care setting

Rationale: Clinicians have been promoted to clinical management positions without sufficient education and training in the area.

Curriculum

Please note: Although the HSM (Health Services Management) course prefix has recently been changed to CPH (College of Public Health), the current UK bulletins have the courses listed under HSM – therefore, in order to remain consistent with the current printed material, this proposal refers to the program courses with their original HSM prefix.

Existing HSM Courses to be required for the CLM Program

HSM 241: Health and Medical Care Delivery Systems

HSM 351: Health Services Administration*

HSM 353: Health Administration, Planning, and Management Techniques*

HSM 354: Health Law*

HSM 355: Financial Management of Health Care Institutions*

HSM 452: Community and Institutional Planning for Health Services Delivery*

Rationale: These courses will make up the central academic core. Although students with backgrounds in health professions will have strong clinical backgrounds, the courses above provide the foundation for the BHS in Clinical Leadership and Management.

* To be cross-listed with CLM prefix

Existing College of Health Sciences Courses to be required for the CLM Program

AHP: 880 Ethics in Health Practice

HSE: 595 Directed Studies: Leadership and Management Capstone Project

Rationale: These existing courses will be required because they complement the leadership and management core curriculum. The capstone course will be a community-based project that will require the student to integrate and operationalize the knowledge and skills learned in the CLM Program.

New Courses to be required for the CLM Program

CLM 444: Leadership and Human Resource Management

CLM 445: Quality and Productivity Improvement and Evaluation

CLM 505: Epidemiology and Biostatistics

Rationale: These new proposed courses will add depth and breadth to the clinical leadership and management core curriculum.

Upper Division Electives (6 credits)

Rationale: In order to allow students to move through the program in a timely way, the free electives were not constrained to any degree other than the requirement that they be upper division. This will allow students to take some USP courses to fulfill both the USP and the elective requirements.

HSM Courses Not Required For CLM Program

CLA 131 Medical Terminology from Greek and Latin

HSM 250: Introduction to Epidemiology

HSM 260 Introduction to Health Administration

HSM 842 Seminar in Health Administration: Pre-Practicum

HSM 843 Health Administration Practicum

HSM 844 Seminar in Health Administration Post-Practicum

HSM 450 Hospital and Health Services: Inter-organizational Relationships

Rationale: Because the students come to the program with one-year of work experience in a health care setting, these courses were deemed unnecessary. The courses listed above were developed for students with no prior clinical experience.

Additional requirements

Completion of the University Studies Program

Completion of 120 credits

This revised program has the support of the Department of Health Services Management, currently located in the School of Public Health. The Department of Health Services Management no longer offers an undergraduate program and does not intend to offer one in the future. This proposal includes a letter of support from the Division.

Of particular note is the strong support from area hospitals and clinics. The College formed an Advisory Board (composed of health care administrators and educators) to help design the curriculum and to determine the interest in the program revision. The members of the Advisory Board have drafted a letter of support for the program and it is included in the proposal. Additionally, a survey was distributed to health care professionals in Kentucky hospitals and, overall, responses indicated a definite need and interest for a program that focuses on clinical leadership and management education and skills training. While new tuition will be generated with this program, no new resources will be required to implement the CLM Program.

For additional information, please call me at 3-1100, ext. 80565 or e-mail me at elizabethschulman@uky.edu. Thank you for your review and consideration.

**UNIVERSITY OF KENTUCKY
REQUEST FOR CHANGE IN UNDERGRADUATE PROGRAM**

| | | | |
|---------------|--|--------------|---------------------------|
| Program: | Bachelor of Health Sciences in Health Administration | | |
| Department: | Clinical Sciences (Division of Health Services Education and Research) | | |
| College: | Health Sciences | | |
| Degree title: | BHS | Bulletin pp: | 78-79 (2001-2002 edition) |
| CIP Code: | 51.0701 | | |

I. PROPOSED CHANGES IN PROGRAM REQUIREMENTS

1. Particular University Studies Requirements or Recommendations

| | <u>Current HSM</u> | <u>Proposed CLM</u> |
|---|--|---|
| English Writing | 2 semesters | <p>CLM students will enter the program with an Associate Degree and one year of health care work experience. Therefore, individual advising will be necessary to determine which university requirements have been met by previous academic coursework and which need to be completed for graduation.</p> <p>University Studies, degree program requirements, and electives must total 120 credits for graduation</p> <p><i>Completion of Graduation Writing Requirement.</i></p> |
| Communications | Eco 212 Principles of Economics II | |
| Mathematics | STA 291 Statistical Methods OR STA 370 Intro to Statistics | |
| Area I (Natural Science) | ACC 202 Managerial Uses of Accounting Information | |
| Area II (Social Science) | PSY 302 Psychology in Business and Industry OR SOC 542 Human Relations in Admin of Organizations | |
| Area III (Humanities) | University Studies, degree program requirements, and electives must total 120 credits for graduation | |
| Area IV (Cross-disciplinary component) | PS 101 American Govt OR PS 271 Intro to Political Behavior | |
| Area V (Non-western cultural component) | | |

2. College Depth and Breadth of Study Requirements - Not Applicable

3. Premajor or Preprofessional Course Requirements

| <u>Current HSM</u> | <u>Credits</u> | <u>Proposed CLM</u> |
|--|----------------|---|
| 45 hours to include: courses listed in #1 and below: | | |
| ACC 201 | 3 | <p>Minimum - Associate Degree in a Health Care Discipline and one year post-degree work experience in a health care setting</p> |
| ACC 202 | 3 | |
| STA 291 or STA 370 | 3 | |
| ECO 202 | 3 | |
| HSM 241: Health and Medical Care Delivery Systems | 3 | |

4. Summary of University Studies and Preprofessional Credit Hours Required

| | Current HSM | Proposed CLM |
|--------------------------------------|--------------------|---|
| Required by level: 100 | 3 | Associate Degree in a Health Care Discipline and one year post-degree work in a health care setting – plus the completion of USPs as required by UK |
| Required by level: 200 | 9 | |
| Required by level: 300, 400, 500 | 3 | |
| Pre-professional | 24 | |
| Minimum Hours of Electives | 6 | |
| Total Required for Graduation | 45 | |

5. Major or Professional Course Requirements

CREDITS
HSM **CLM**

EXISTING HSM COURSES REQUIRED IN THE CLM PROGRAM (for rationale, see p.8)
 HSM 241: Health and Medical Care Delivery Systems (to be cross-listed as CLM 241) 3
 HSM 351: Health Services Administration (to be cross-listed as CLM 351) 3
 HSM 353: Health Administration, Planning, and Management Techniques (to be cross-listed as CLM 353) 3
 HSM 354: Health Law (to be cross-listed as CLM 354) 3
 HSM 355: Financial Management of Health Care Institutions (to be cross-listed as CLM 355) 3
 HSM 452: Community and Institutional Planning for Health Services Delivery (to be cross-listed as CLM 452) 3

EXISTING COLLEGE OF HEALTH SCIENCES COURSES REQUIRED IN THE CLM PROGRAM
 (for rationale, see p. 8)

AHP 840: Ethics in Health Practice 2
 HSE 595: Directed Studies - Leadership and Management Capstone Project 4
NEW COURSES REQUIRED FOR THE CLM PROGRAM (for rationale, see p. 9)
 CLM 505: Epidemiology and Biostatistics 3
 CLM 444: Leadership and Human Resource Management 3
 CLM 445: Management of Quality and Productivity Measurement and Improvement 3
 Upper Division Elective (approval of advisor) 3
 Upper Division Elective (approval of advisor) 3

HSM COURSES NOT REQUIRED FOR CLM PROGRAM (for rationale, see p. 9)

CLA 131: Medical Terminology from Greek and Latin 3
 HSM 250: Introduction to Epidemiology (to be cross-listed as CLM 250) 3
 HSM 260: Introduction to Health Administration 1
 HSM 450: Hospital and Health Services: Inter-organizational Relationships 3
 HSM 842: Seminar in Health Administration: Pre-Practicum 1
 HSM 843: Health Administration Practicum 12
 HSM 844: Seminar in Health Administration: Post-Practicum 1

TOTAL PROGRAM CREDITS REQUIRED **39**

Please note: Although the HSM (Health Services Management) course prefix has recently been changed to CPH (College of Public Health), the current UK bulletins have the courses listed under HSM – therefore, in order to remain consistent with the current printed material, this proposal refers to the program courses with their original HSM prefix.

Applications for Changes in Existing Major Courses (i.e., cross-listing) can be found in Appendix C.

6. Minor Requirements: Not Applicable

7. Rationale for Change:

A. History of the HSM Program:

Historically, the Department of HSM administered the HSM baccalaureate degree program. The department was formerly located in the College of Health Sciences, but recently moved its departmental status to the College of Public Health. The undergraduate HSM Program was a two-year, full-time program that admitted approximately 24 full-time students per year. It was suspended in the 2001-2002 academic year and the last class of HSM students graduated in May 2003. The Department of HSM has no future plans to support an undergraduate program in HSM. Although the Department of HSM is interested in keeping its HSM course designations, the faculty supports the development of this new program track. (A letter of support from the Department of Health Services is attached – see Appendix A.) Major reasons for the suspension of the HSM undergraduate degree program included: 1) Graduates were experiencing continued difficulty finding employment in their field; 2) There had been a gradual, but consistent, decrease in qualified student applicants; and 3) HSM faculty members began focusing on the development of master and doctoral degree programs in public health.

B. Major Goal of the Bachelor of Health Science in Clinical Leadership and Management

The major goal of this program revision is to provide a baccalaureate degree program of study in Clinical Leadership and Management that will enable associate degree trained health care professionals to assume more leadership and managerial responsibilities in various health care settings.

C. Rationale for the Revision and Re-activation of the HSM Program to the CLM Program:

1. Historically, there have been few opportunities in Kentucky for associate degree trained health care professionals to continue their undergraduate health care education and earn a baccalaureate degree in clinical leadership and management.
2. This program can serve as a bridge program for associate-degree trained health care professionals who want to continue their studies on a graduate level.
3. A statewide Kentucky survey of prospective students reflected a significant market demand for a program of this nature.

4. An Advisory Committee of community health care leaders provided guidance, support, and positive institutional feedback regarding the development of the CLM program.
5. The Balance Budget Amendment created a loss of middle management jobs in health facilities and clinicians are now assuming leadership and managerial positions, without formal academic education and training.
6. Hospital budgets are now more constrained and on-the-job continuing education opportunities for health care professionals are limited.
7. This program supports the University's strategic undergraduate objectives.

D. Major Program Revisions:

1. To change the name of the degree program from **Health Administration to Clinical Leadership and Management**,
2. To restrict enrollment to health care professionals who have earned, at minimum, an associate degree in a health profession and have a minimum of one year post-degree work experience in a health care setting,
3. To revise the curriculum to more specifically address the educational and training needs of associate-degree trained health care professionals with work experience;
4. To open the program to part-time, as well as full-time, students.
5. To schedule classes in the late afternoon or early evening (e.g., 4-6:30 or 6:-8:30);
6. To offer the program at various distance learning sites in KY, with our first site being Hazard, KY.

E. Documentation of Need

Survey of Working Health Care Professionals having an Associate Degree

Feedback from prospective students was also needed. In the fall of 2003, a survey was sent to all Kentucky Hospital Human Resource Executives with a request that they ask their allied health professionals with an associate degree to complete a short questionnaire regarding the desirability of establishing a program in Clinical Leadership and Management, the likelihood of their attendance, and their opinion regarding a distance learning option. Ninety-five responses were tabulated from registered nurses, respiratory therapists, medical laboratory technicians, radiological technicians, business personnel, and a nuclear medicine technician. Seventy-seven percent of the respondents strongly agreed and 13% agreed that, "The establishment of a program in Clinical Leadership and Management is a good idea." In addition, 84% said they would consider attending on a part-time basis and 32% said they would consider attending on a full-time basis. Seventy six percent expressed interested in distance learning. Personal comments from the respondents were also positive. (For a complete review of survey results, please refer to Appendix B.)

Future local and regional market saturation is difficult to project without equivocation. However, since there is not, and never has been, a similar baccalaureate program for associate-degree health care professionals, it would seem that there is a significant current and future state-wide need. This assumption is supported by the results of our statewide survey to prospective students and the feedback we received from our

Advisory Committee composed of Lexington Community College and community-based health care leaders. In addition, each year the technical and community college system in Kentucky graduates various health care professionals, some of whom will want to continue their education and receive a baccalaureate degree in our CLM Program. It is assumed that there will be a consistent, on-going demand for this program and that there will be approximately 20-24 students enrolled each year.

F. Prospective Students

Enrollment will be restricted to persons who have earned a minimum of an Associate Degree in a health care profession (e.g., medical laboratory technicians, respiratory therapists, radiology technicians, etc.). A second requirement is that applicants have a minimum of one year post-degree work experience in a health care setting.

To receive a bachelor's degree from the University of Kentucky, a student must have a minimum of 120-semester hours that include University Studies' requirements, specific program requirements, and advisor approved upper division level electives. Students in the Clinical Leadership and Management Program would be able to transfer some of their earned undergraduate credits, complete the 39-required semester hours for the Clinical Leadership and Management Program, and use their remaining credit requirements to fulfill any unmet University Studies' requirements or choose relevant electives of interest. The Office of Student Affairs will advise and provide assistance to students regarding transfer credits and university course requirements for graduation. It is anticipated as reflected in the questionnaire results that most students will be enrolled in the program on a part-time basis.

Because incoming students will have associate degrees in various health-related disciplines from various undergraduate institutions, there is no standard University policy that can specifically dictate what courses will transfer and which courses will meet UK's University Studies Program (USP) requirements for graduation. Therefore, individual advising by the Office of Student Affairs will be necessary. However, in general, it can be said that students who receive an associate's degree from a community college in Kentucky may transfer *up to* 67 credits and some of those courses may fulfill part of the USP requirements of the university.

Currently, there are discussions at the level of the registrar and admissions offices regarding transfer of credit from community colleges. An example of one scenario of transfer is provided below, but it must be recognized that future decisions about transfer may impact the actual numbers. This example is presented for illustration only. A student who completes the Respiratory Care Associates Degree Program at LCC could have between 73 and 75 credits at graduation with 23 of those credits fulfilling USP. Another 44 credits could be transferred to UK as electives for a total of 67 credits transferred. This would mean that the student would have between 18 and 26 credits remaining in the USP Program. The wide range may reflect the need for a foreign language if the student did not complete the requirement in high school. Additionally, the student would need to complete 39 credits in the major. In total, all students need to complete 120 credits for graduation. As shown by this example, it will be critical that the

CLM faculty work closely with the Kentucky Community and Technical College System to ensure that students receive appropriate advising upon entry into the college system. Early advising may result in students choosing electives that fulfill USP requirements or that will easily transfer to UK and facilitate continuing their education to a baccalaureate level.

G. Job Opportunities for Graduates

Students who graduate from the Clinical Leadership and Management Program will be able to assume greater responsibilities at their current jobs, be more qualified for job promotions within their facility or in another, and be able to continue their studies on a graduate level. Although better pay and better jobs cannot be guaranteed, more knowledge and skills are generally correlated with more pay, more responsibility, and greater job satisfaction. This program will enable allied health professionals with an associate degree to continue their education in a related field that will, in turn, help advance their career options. The CLM Program can also serve as a bridge to graduate work. This program will help provide more educated allied health care professionals for Kentucky communities (and beyond) and their patients, in turn, will be better served.

H. Marketing the CLM Program

We will develop a brochure explaining the CLM program and distribute it to various health care institutions in Kentucky. Ms. Joy McKnight, Vice President and Director of the Center for Health Care Professionals, Kentucky Hospital Association and a member of the CLM Advisory Board, will facilitate our communication with various hospitals throughout the state.

The Office of Student Affairs, College of Health Sciences, will assist in marketing the CLM program and will distribute brochures when making presentations to various groups in Kentucky.

We will work closely with the Kentucky Community and Technical College System so students who are interested in pursuing a BHS in CLM will receive academic advising that will be aligned with UK's USP and CLM requirements for graduation. Mr. James Matchuny of the Respiratory Care Program at Lexington Community College is a member of the CLM Advisory Board and will assist us.

We will contact various state chapters of health professional organizations that may be interested in the CLM program.

We will develop a link from the College of Health Sciences web-site offering information about the CLM program and whom to contact for additional information.

We are keeping a list of potential students who have expressed an interest in enrolling in the program when it is established and we will keep them notified.

I. Admission to the CLM Program

Admission requirements for the CLM Program include an Associate Degree in a health care discipline and one year's post-degree work in a health care setting. An application package (available through the Office of Student Affairs, College of Health Sciences), official school transcripts, and three letters of recommendation must be submitted to the Office of Student Affairs by April 1st to ensure consideration for acceptance for the following fall semester. However, with the approval of the course instructor, prospective students may take up to six credits of CLM coursework, prior to formal program admission.

For graduation, students will be required to complete the University Studies Program, although some or all courses may have been completed at the community college. They must also complete the program requirements, a 39-credit curriculum. In total, all students must complete 120 credits to meet requirements for undergraduate UK graduation. Students from the community college may currently transfer approximately 67 credits to UK. However, the number of courses that fulfill USP will vary by the students' previous associate degree coursework. Therefore, students entering the program will have different course requirements, depending on their transfer courses. The College of Health Science's Office of Student Affairs will provide individualized advising for these students and will assist CLM Program faculty in monitoring and tracking their students' completion of USP requirements, their progress toward completing their major requirements, and their progress toward graduation.

J. Process for Determining Curriculum Revisions

In September 2003, an Advisory Board of regional and local health care professionals was established to explore the need, desirability, and essential coursework components of developing a baccalaureate degree program in Clinical Leadership and Management (CLM). Advisory Board members were given an extensive list of content items and skills and asked to rate their importance with respect to the necessary qualifications for effective clinical leaders and managers.

In addition, there was strong approval for the development of this program and a commitment by the committee members to assist in this endeavor. Committee members view this program as having a triple benefit – for the individual health practitioner, for his/her employer, and for improved patient care. Please see Appendix A for a letter of support and a list of Advisory Committee members.

The proposed changes meet University of Kentucky requirements and do not affect other departments or disciplines at the University. If approved, we would like to implement the revised program in Spring 2005.

K. Curriculum Description

The feedback we received from health care employers, allied health employees, and college faculty was used to develop a 39 hour curriculum that addresses clinical leadership and management and other relevant and related topics. As mentioned above, prerequisite requirements for admission would include an associate degree in a

health care profession and a minimum of one year's (post-degree) work experience in a health care setting.

Previously, the HSM Program accepted only full-time undergraduate students who had completed 45 credit hours of university and pre-professional requirements. In general, applications were submitted in the students' sophomore year for acceptance in their junior year into the HSM Program (39-credit hour program). Classes during the first year of the professional program aimed to develop the students' conceptual and technical competencies in management sciences. Upon successful completion of the first professional year, the student was placed in a health services organization for a one semester faculty-supervised, full-time practicum (12-credit hours). Their final semester included advanced managerial coursework.

Three core faculty members in the Division of Health Services Education and Research, College of Health Sciences, will teach the majority of required CLM courses. HSM/CPH faculty will teach one course, CLM 241. Electives may be taught by CLM or other faculty. Although the coursework of both the HSM Program and the CLM program will be similar in many respects, there will be a change in focus from general health services management to clinical leadership and management. The one-semester, 12-credit health practicum will be dropped because a prerequisite for admission will include one year of post-degree work experience in a health care setting. Instead, students will be required to complete a 4-credit Leadership and Management Capstone Project which will directly relate to their professional health care interests. The goal of the capstone project is to assimilate and operationalize the education and skills training the students have received in this program into an independent, real-life community-based leadership project.

It is also assumed that most students will attend the program on a part-time basis. Therefore, scheduling of course work will be in the late afternoons or evenings in order to accommodate working students (e.g., 4-6:30 or 6-8:30). Courses will be offered in sequences that will consider schedules of both full-time and part-time students. Also, courses will be scheduled during the summer semesters so that students, especially part-time students, will be able to complete the program and university requirements for graduation in a timely fashion.

L. Rationale for Retaining Existing HSM Courses Required in the CLM Program

HSM 241: Health and Medical Care Delivery Systems (to be cross-listed as CLM 241)

HSM 351: Health Services Administration (to be cross-listed as CLM 351)

HSM 353: Health Administration, Planning, and Management Techniques (to be cross-listed as CLM 353)

HSM 354: Health Law (to be cross-listed as CLM 354)

HSM 355: Financial Management of Health Care Institutions (to be cross-listed as CLM 355)

HSM 452: Community and Institutional Planning for Health Services Delivery (to be cross-listed as CLM 452)

These courses contain critical information relevant to leadership and management responsibilities in various health care settings, including clinical settings.

M. Rationale for Adding Existing College of Health Sciences Courses Required in the CLM Program

HSE 595: Directed Studies – Leadership and Management Capstone Project

This course is currently in the College of Health Sciences; it is variable credit (1-3 credits) and can be taken for up to 6 credits.

Rationale: An independent core program project (in lieu of the HSM practicum). This course will involve the planning, development, and presentation of a community-based health project that focus's on student interest and demonstrates his/her understanding and practice of effective leadership and management knowledge and skills.

AHP 840: Ethics in Health Practice

Rationale: The study of ethics is essential for all health care professionals, especially in today's changing health care environment and the advance of medical technology.

N. Rationale for Creating New Courses Required for the CLM Program

CLM 444: Leadership and Human Resource Management

Rationale: A core program course that focuses on qualitative and quantitative research regarding leadership, with a particular emphasis on clinical leadership; various leadership styles and their impacts on the motivation, loyalty, and productivity of the health care team will be discussed.

CLM 445: Management of Quality and Productivity Measurement and Improvement

A core program course that focuses on leadership and management knowledge, skills, and practices that promote clinical quality, efficiency, and productivity. Methods to evaluate and monitor quality and productivity will be discussed.

CLM 505: Epidemiology and Biostatistics

Rationale: To integrate the study of epidemiology with biostatistics in order for the student to more fully understand and be able to analyze epidemiologic research studies.

2 Upper Division Electives (with approval of academic advisor) (3 credits each)

Rationale: To enable students to take academic topics of interest

Examples of approved health care or upper division electives include, but are not limited to:

1. CSC 528 Laboratory Techniques for Non-CLS Students (2 credits) (p.260)
2. GRN 585 Aging and Environment (3 credits) (p.285)
3. HSE 510 Older Women and Their Health (3 credits) (p. 291)
4. MGT 423 Managing Employee Relations (3 credits) (p. 303)
5. MGT 430 Services Marketing Management (3 credits) (p. 303)

6. NUR 512 Complementary/Alternative Approaches to Health Care (3 credits) (p. 310)
7. PHI 305 Healthcare Ethics (3 credits) (p. 316)
8. SOC 425 Dimensions of Aging (3 credits) (p. 329)
9. SOC 542 Human Relations in Administration of Organizations (3 credits) (p. 330)
10. SPH 801 Health Enhancement and Disease Prevention (3 credits) (p. 332)
11. SPH 810 Injury Epidemiology and Control (3 credits) (p. 332)
12. SPH 850 Management of Public Health Organizations (3 credits) (p. 332)
13. MC 500 Introduction to Service-Learning (3 credits) (p. 349)
14. BSC 331 Behavioral Factors in Health and Disease (3 credits) (p. 384)
15. BSC 527 Society and Health (3 credits) (p. 384)
16. HSM 510 Organization of the Long-Term Care Sector (p. 291)

(Page numbers reference the UK Bulletin 2003-2004)

O. Rationale for Excluding Existing HSM Courses in the CLM Program

CLA 131: Medical Technology from Greek and Latin

Rationale: Students have earned, at minimum, an associate degree in a health discipline and it is assumed that they have learned the medical terms that are applicable to their field of health care expertise.

HSM 250: Introduction to Epidemiology

Rationale: The students in the CLM Program will benefit from instruction in epidemiology and biostatistics; therefore, a new course, CLM 505, Epidemiology and Biostatistics, has been proposed to replace this course.

HSM 260: Introduction to Health Administration

Rationale: This 1-credit course introduces prospective sophomore and junior HSM college students to various career opportunities in health services management. CLM students will already have earned an associate's degree in a health care discipline and will have already worked in a health care setting for a minimum of one-year. Therefore this course is deemed unnecessary.

HSM 450: Hospital and Health Services: Inter-organizational Relationships

Rationale: This topic will be covered in several leadership, management, and planning courses. Therefore, it was felt that a whole course dedicated to this topic was not necessary.

HSM 842: Seminar in Health Administration, Pre-Practicum:

HSM 843: Health Administration Practicum:

HSM 844: Seminar in Health Administration - Post-Practicum

Rationale: CLM students will not do a practicum because health care work experience is a prerequisite for program admission. Instead, students will be required to complete a 4-credit Leadership and Management Capstone Project which will directly relate to their professional health care interests.

P. Distance Learning Opportunities

It is anticipated that the Clinical Leadership and Management Program will be an on-going program and, once established, will continue to provide the community with clinicians who have the knowledge and skills to assume leadership and managerial responsibilities. It is the intention of the CLM program to provide health care professionals who work in various regions of Kentucky with an opportunity to enroll in the CLM program via distance learning. The results of our statewide survey of employed, associate degree trained health care professionals indicated that many students are interested in the program, especially if off-campus learning sites were established. It is assumed that most students will attend on a part-time basis and will be simultaneously employed. Therefore, they will be location-bound because of employment and/or family responsibilities. Our first off-campus learning site will be in Hazard Kentucky and we plan to establish that site in January 2005 (which is when we project being able to officially offer the CLM program). Ms. Judith Jones, the Director of the UK Center for Rural Health in Hazard, Kentucky, has expressed strong interest in the development of a CLM distance learning site in Hazard for eastern Kentucky health care professionals. (Please refer to Appendix A for her letter of support.) Once this distance learning site is established and working well, it will be important to develop other sites where and when need and interested is determined.

Q. Baccalaureate Degree Program vs. Certificate Program

The development of a certificate program rather than a baccalaureate degree program in clinical leadership and management was considered. This option was discussed by the both the Advisory Committee and involved faculty members and there seemed to be a preponderant opinion that a degree program would be more appealing because most institutions formally recognize and reward a Bachelor of Health Science Degree, whereas the recognition/reward of a certificate is much more subjective. Also, a baccalaureate degree program offers students a career ladder and will enable them to continue their education on a graduate level if they choose. It is anticipated that this program may serve as a feeder program for the masters' degree programs in health administration and public health. Additionally, a significant potential student demand for an undergraduate degree program in CLM was determined from the statewide survey of associate-degree health care professionals working in Kentucky hospitals conducted in fall 2003. Letters of support from the UK Center for Rural Health, the CLM Advisory Board, the Kentucky Hospital Association, the Kentucky Association of Health Care Facilities, and Lexington Community College indicate the desirability of offering a baccalaureate degree program. (Please refer to Appendix A)

R. Resources Needed

While new tuition will be generated with this program, no new resources will be required to establish and implement the CLM Program.

S. Proposed Courses, Semester Offered, and Instructors

| COURSE | CREDITS | SEMESTER | INSTRUCTOR |
|---|-----------|----------------|-------------|
| HSM 241: Health and Medical Care Delivery Systems | 3 | Fall | SPH Faculty |
| CLM 505: Epidemiology and Biostatistics | 3 | Spring | Schulman |
| CLM 351: Health Services Administration | 3 | Fall | Robinson |
| CLM 353: Health Administration, Planning, and Management Techniques | 3 | Fall | Schulman |
| CLM 354: Health Law | 3 | Fall | Jones |
| CLM 355: Financial Management of Health Care Institutions | 3 | Spring | Robinson |
| CLM 452 Community and Institutional Planning for Health Services Delivery | 3 | Spring | Robinson |
| AHP 840: Ethics in Health Practice | 2 | Spring | Skaff |
| CLM 444: Leadership and Human Resource Management | 3 | Summer | Schulman |
| CLM 445: Quality and Productivity Improvement and Evaluation | 3 | Fall | Robinson |
| HSE 595: Directed Studies - Capstone Project (Independent work) | 4 | Fall or Spring | Faculty |
| Upper Division Elective (with approval of advisor) | 3 | Fall or Spring | Faculty |
| Upper Division Elective (with approval of advisor) | 3 | Fall or Spring | Faculty |
| TOTAL | 39 | | |

Teaching Responsibilities

- Elizabeth D Schulman, PhD, Associate Professor, Division of Health Services Education and Research, College of Health Sciences, will be the program director and a core faculty member.
- Thomas Robinson, PhD, Professor and Dean, College of Health Sciences will be a core faculty member.
- Karen Skaff, PhD, Associate Professor, Division of Health Services Education and Research, College of Health Sciences, will be a core faculty member
- Ms. Judith Jones, JD, Director, The UK Center for Rural Health in Hazard, Kentucky
- HSM/CPH Faculty will teach one open service courses, HSM 241: Health and Medical Care Delivery Systems.
- Adjunct faculty and guest speakers will also participate in the presentation of the CLM Program.

8. TYPICAL SEMESTER BY SEMESTER PROGRAM FOR A MAJOR

A. FULL -TIME STUDENT SCHEDULE

(Although all HSM students were full-time, it is expected that most CLM students will be part-time)

| <u>Current HSM</u> | <u>Proposed CLM</u> |
|--|---|
| SEMESTER 1 (FALL) | SEMESTER 1 (FALL) |
| CLA 131: Medical Technology from Greek and Latin | HSM 241: Health and Medical Care Delivery Systems |
| HSM 250: Introduction to Epidemiology | CLM 351: Health Services Administration |
| HSM 260: Introduction to Health Administration | CLM 353: Health Administration, Planning, and Management Techniques |
| HSM 351: Health Services Administration | CLM 354: Health Law |
| HSM 353: Health Administration, Planning, and Management Techniques | SEMESTER 2 (SPRING) |
| SEMESTER 2 (SPRING) | CLM 505: Epidemiology and Biostatistics |
| HSM 354: Health Law | CLM 355: Financial Management of Health Care Institutions |
| HSM 355: Financial Management of Health Care Institutions | CLM 452: Community and Institutional Planning for Health Services Delivery |
| HSM 842: Seminar in Health Administration: Pre-Practicum | AHP 840: Ethics in Health Practice |
| SEMESTER 3 (FALL) | |
| HSM 843: Health Administration Practicum | SEMESTER 3 (SUMMER) |
| SEMESTER 4 (SPRING) | CLM 555: Leadership and Human Resource Management |
| HSM 450: Hospital and Health Services: Inter-organizational Relationships | Upper Division Elective (approved) |
| HSM 452: Community and Institutional Planning for Health Services Delivery | SEMESTER 4 (FALL) |
| HSM 844: Seminar in Health Administration: Post-Practicum | CLM 556: Quality and Productivity Improvement and Evaluation |
| | HSE 595: Directed Studies – Leadership and Management Capstone Project (Independent work) |
| | Upper Division Health Elective (approved) |

Will this program be printed in the Bulletin?

Yes: No: X

Note: Because students' completed coursework for their associate degree (or higher) in a health related profession will need to be reviewed and then their CLM program of study will have to be individually tailored to meet UK's USP requirements, CLM requirements, and requirements for graduation.

B. PART-TIME STUDENT SCHEDULE

(it is assumed that most students will attend part-time)

| Current HSM | Proposed CLM |
|--------------------|---|
| A | SEMESTER 1 (FALL) |
| This program was | HSM 241: Health and Medical Care Delivery Systems |
| not offered to | CLM 351: Health Services Administration |
| part-time students | SEMESTER 2 (SPRING) |
| | CLM 355: Financial Management of Health Care Institutions |
| | AHP 840: Ethics in Health Practice |
| | SEMESTER 3 (SUMMER) |
| | CLM 444: Leadership and Human Resource Management |
| | Upper Division Elective (approved) |
| | SEMESTER 4 (FALL) |
| | CLM 353: Health Administration, Planning, and Management Techniques |
| | CLM 354: Health Law |
| | SEMESTER 5 (SPRING) |
| | CLM 505: Epidemiology and Biostatistics |
| | CLM 452: Community and Institutional Planning for Health Services Delivery |
| | SEMESTER 6 (SUMMER) |
| | Upper Division Elective (approved) |
| | SEMESTER 7 (FALL) |
| | CLM 445: Quality and Productivity Improvement and Evaluation |
| | HSE 595: Directed Studies – Leadership and Management Capstone Project (Independent work) |
| | |

Will this program be printed in the Bulletin?

Yes: No:

Note: Because students' completed coursework for their associate degree (or higher) in a health related profession will need to be reviewed and then their CLM Program of study will have to be individually tailored to meet UK's USP requirements and CLM requirements, it does not seem appropriate to list a proposed CLM plan of study in the Bulletin.

Signatures of Approval:

Department Chair

Date

Dean of the College

Date

Date of Notice to the Faculty

UNDERGRADUATE COUNCIL

8-1-2005

*Undergraduate Council

Date

*University Studies

Date

*Graduate Council

Date

*Academic Council for the Medical Center

Date

*Senate Council

Date of Notice to Univ. Senate

*If applicable, as provided by the Rules of the University Senate

ACTION OTHER THAN APPROVAL:

Rev 11/98

COLLEGE OF PUBLIC HEALTH LETTER OF SUPPORT



UNIVERSITY OF KENTUCKY

September 14, 2004

Thomas C. Robinson, Ph.D., Dean
College of Health Sciences
Wethington Bldg., Room 123
900 South Limestone
Lexington, KY 40536-0200

College of Public Health
121 Washington Avenue
Lexington, KY 40536-0003
(859) 257-5678
<http://www.mc.uky.edu/PublicHealth>

Dear Dr. Robinson,

I have received the documentation regarding the proposed Clinical Leadership and Management Program and your request to cross-list selected HSM courses. I support the intent of the proposed program to provide an undergraduate route to the Bachelor of Health Science degree for students with an Associate Degree in the Clinical Sciences. It is my understanding that the title and content are to be the same in a cross-listing arrangement. Specifically, the proposed cross listings are as follows:

HSM 351: Health Services Administration (3)

Cross list as HSE 351 Health Services Administration (3)

HSM 353: Health Administration, Planning, and Management Techniques (3)

Cross list as HSE 353 Health Administration, Planning, and Management Techniques (3)

HSM 354: Health Law (3)

Cross list as CLM 354 Health Law (3)

HSM 355: Financial Management of Health Care Institutions (3)

Cross list as HSE 355 Financial Management of Health Care Institution (3)

HSM 452: Community and Institutional Planning for Health Services Delivery (3)

Cross list as HSE 452 Community & Institutional Planning for Health Services Delivery (3)

I again want to express support for your curriculum and the College of Public Health would support new courses to correspond to the curriculum if you elect that approach. Best wishes to you and your faculty in addressing the needs of the associate degree health professional.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tom Samuel'.

Thomas W. Samuel, J.D., MBA
Acting Dean
College of Public Health

An Equal Opportunity University

UK Center for Rural Health Letter of Support



December 18, 2003

Thomas C. Robinson, Ph.D.
Office of the Dean
College of Health Sciences
CHS Building, Room 123
900 South Limestone
Lexington, KY 40536-0200

**Center for Rural Health
Office of the Director**
100 Airport Gardens Road
Suite 10
Hazard, KY 41701
(606) 439-3557
Fax (606) 436-8833
(800) 851-7512

Dear Dr. Robinson:

Thanks so much for your letter regarding the Clinical Leadership and Management Program. I am delighted to continue the successful partnership between the College and the Center for Rural Health in providing high-quality health professions education to people of rural Kentucky. The Center is confident that your college is fully capable of providing the same high quality instruction to the students of rural Kentucky as those in Fayette County.

As Director of the Center for Rural Health, I fully support your efforts to revise the curriculum of the suspended generic BHS Health Services Management program into the new Clinical Leadership and Management program.

Please keep me advised of your progress on this worthy venture.

Sincerely,

A handwritten signature in cursive script, appearing to read "Judy Jones".

Judy Jones, J.D.
Director
UK Center for Rural Health

RECEIVED
DEC 23 2003

CHS - STAFF OFFICE

An Equal Opportunity University

ADVISORY BOARD LETTER OF SUPPORT



UNIVERSITY OF KENTUCKY

RECEIVED

MAR 01 2004

CHS - DEANS OFFICE

February 26, 2004

Elizabeth D Schulman, PhD
Associate Professor
College of Health Sciences
University of Kentucky
900 South Limestone, Room 105
Lexington, KY 40536-0200

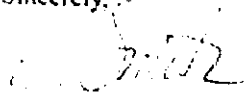
University of Kentucky
Hospital
Chandler Medical Center
Hospital Administration
800 Rose Street, Room N1007
Lexington, KY 40536-0200
Fax: (859) 323-2644
www.mc.uky.edu

Dear Dr. Schulman,

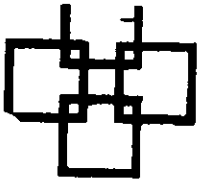
On behalf of the Clinical Leadership and Management Advisory Board, I would like to strongly endorse the proposed Clinical Leadership and Management (CLM) Degree Program. Its major goal is to provide additional knowledge and skills training in a formal academic program that will enable associate degree-trained health care professionals to earn a bachelor of health sciences degree. From a health care employment perspective this will be very advantageous. Allied health professionals will have an opportunity to continue their education, improve their leadership and managerial work skills, and, in turn, provide higher quality administrative and patient care services. The design of this program facilitates continuing professional development so important in today's allied health market shortages. The CLM Program will also serve as a bridge to graduate degree programs of study further enhancing the potential for career ladder advancement. The intent to provide distance learning opportunities and develop course scheduling that will accommodate working students will enable health care workers from regions outside the Lexington area to participate more easily. In addition, health care budgetary concerns may limit the amount of in-service training that can be offered at each facility. This program will help address the need for continuing education for working health care professionals.

This Advisory Board is prepared to support the development and establishment of a Clinical Leadership and Management Program and will assist the faculty with curriculum advice, marketing, and public relations with Kentucky's health care community.

Sincerely,


Ann Smith, MPA, MT(ASCP)
Assistant Hospital Director
University of Kentucky Hospital

4-1000 (02/2004) 10/01/04



Kentucky Hospital Association

Representing Kentucky Health Care Organizations

Michael T. Rust *President*

August 12, 2004.

Thomas C. Robinson, Ph.D Dean
UK – College of Health Sciences
900 South Limestone, Room 123
Lexington, Kentucky 40536-0200

Dear Dr. Robinson:

This letter is to express Kentucky Hospital Association's (KHA) support to the University of Kentucky, College of Health Sciences proposed BHS degree in Clinical Leadership and Management. KHA represents the hospital sector in the Commonwealth.

The Clinical Laboratory Management degree is a much needed academic program leading to a bachelor's degree and is, indeed, necessary for associate degree prepared health care personnel who aspire to or are currently appointed to Clinical Managers' management training. This lack of appropriate education is a long standing and universal problem in hospitals that will continue to limit many of our personnel. This proposed degree program will provide educational opportunities for the future manager in the hospital field.

Sincerely,

Michael T. Rust, FACHE
President
Kentucky Hospital Association

2501 Nelson Miller Parkway
Post Office Box 436629
Louisville, Kentucky 40253-8629
502-426-6220
FAX 502-426-6226



KENTUCKY ASSOCIATION OF HEALTH CARE FACILITIES • REPRESENTING LONG TERM CARE IN KENTUCKY

August 17, 2004
Thomas C. Robinson, Ph.D. Dean
UK-College of Health Sciences
900 South Limestone; Room 123
Lexington, KY 40536-0200
Dear Dr. Robinson:

This letter is to express the support of the Kentucky Association of Health Care Facilities ("KAHCF") for the College of Health Sciences' proposed BHS degree in Clinical Leadership and Management. KAHCF represents the majority of long-term care facilities in the Commonwealth.

The Clinical Laboratory Management degree is a much needed academic program leading to a bachelor's degree and is, indeed, necessary for associate degree-prepared health care personnel who aspire to or are currently appointed to Clinical Managers' positions. Associate degrees prepare students in clinical skills only. Graduates have no problem in long-term care that will continue to limit most of our personnel. This proposed degree program will provide educational opportunities for the future managers for the long-term care profession which are greatly needed.

Thank you for your leadership in this important endeavor.

Sincerely,

A handwritten signature in black ink, appearing to read "Rich Miller", written over a horizontal line.

Rich Miller
President

9403 Muir BROOK ROAD • LOUISVILLE, KENT KY 40223-4001 • PHONE: 502-425.5000 FaX: 502-425-3431

SURVEY OF PROSPECTIVE STUDENTS RESULTS

(as of: 12-23-03)

11

145 total respondents (124 tabulated and 24 omitted because respondent had bachelor's degree or higher)

Health Care Disciplines of Respondents

| | |
|--------------------------------|----|
| Respiratory Therapists | 52 |
| Radiological Technicians | 30 |
| Medical Laboratory Technicians | 19 |
| Registered Nurses | 18 |
| Business Office | 4 |
| Nuclear Medicine Technician | 1 |

Questions

Key: 1 = Strongly Agree 2 = Agree 3 = No opinion 4 = Disagree 5 = Strongly Disagree

| | 1 | 2 | 3 | 4 | 5 |
|---|---------------|---------------|---------------|---------------|---------------|
| 1. The establishment of a program in Clinical Leadership and Management is a good idea. | 81% (n=95) | 11% (n=13) | 3% (n=4) | 1% (n=1) | 4% (n=5) |
| 2. I would consider attending the program on a part-time basis. | 57% (n=66) | 30% (n=34) | 2% (n=2) | 4% (n=5) | 7% (n=8) |
| 3. I would consider attending the program on a full-time basis. | 23% (n=24) | 17% (n=18) | 19% (n=20) | 24% (n=25) | 17% (n=18) |
| 4. I would like to take courses via distance learning (i.e., off-site campus) | 65% (n=66) | 16% (n=16) | 6% (n=6) | 4% (n=4) | 9% (n=9) |

Survey comments were:

1. This would be a wonderful opportunity. Great idea. Please e-mail me future info.
2. I think this is an excellent opportunity. I would be most interested in evening classes
3. I would be very interested if this could coincide with my work schedule.
4. I would need more information to be able to answer the questions accurately. I would be very interested if it would help me advance to Medical Technologist.
5. I would like to find out if my 2 yrs at Cumberland Valley for Radiologic Technology can be applied for any credits at Southeast Community College
6. I have started taking classes to earn a Bachelor Degree through Allied Health in Hazard.
7. The reason for not attending full-time is because I work at my job full-time.
8. I work full-time; could not attend full time courses – would like off-site campus or SEE courses
9. I'm a PRN employee; I would hope that I could participate.