

**College of Health Sciences**  
**CLM + MHA 4 + 1 Program Change Proposal**  
Last updated:4/13/22

In the interest of serving our students in a more efficient way, the Clinical Leadership and Management (CLM) and Master of Health Administration (MHA) programs are proposing a 4 + 1 pathway for CLM students interested in pursuing an MHA (CLM + MHA 4+1 Collaborative Pathway). Given the complementary curricula, this opportunity will allow students to receive both degrees in 5 years as opposed to 6 years.

There are two major factors that make this opportunity feasible:

- 1) More undergraduate students are entering UK with college credit; therefore, many are able to graduate early and/or take graduate courses before the end of their undergraduate careers. However, there is enough space in the CLM curriculum that a motivated student who enters with no credit would be able to complete the program in 4+1 the time frame.
- 2) The emergence of undergraduate health administration programs is creating a group of students who are both interested and seeking additional graduate training to prepare for managing complex healthcare organizations.

There are many benefits to this partnership, both for the students and for our respective programs.

- 1) From a student-centered perspective, students can complete two degrees in less time, therefore saving money and decreasing debt.
- 2) From an institutional perspective, talented students who may otherwise leave for graduate work at other universities will be retained at UK.
- 3) This partnership is a marketing tool that may encourage students to consider UK who may not have before.
- 4) The number of undergraduate programs has grown rapidly with approximately 100 listed on the Association of University Programs in Health Administration (AUPHA) website.
- 5) The healthcare sector is ever-changing and requires innovation in academic training models .
- 6) Regarding the accreditation standards for the MHA program, the CLM + MHA 4+1 Collaborative Pathway allows the students to matriculate more quickly without jeopardizing accreditation requirements.

During the 2018-2019 academic year, the Clinical Leadership & Management program underwent a major revision. As part of this revision, students have ample elective credit that can be fulfilled by allowing the graduate classes to count toward the undergraduate degree to reach the required 120 hours. This model is different from University Scholars in that it requires more than the 12 hours that students can share in that program.

The proposed curriculum map is included as Appendix A.

Admission decisions for the CLM + MHA 4+1 Collaborative Pathway will occur during Year 3 as follows:

- 1) Any CLM student who has completed the requisite CLM coursework as described later in this document is eligible to apply for the CLM + MHA 4+1 Collaborative Pathway following the first semester of Year 3. The admissions process will follow the usual review, which includes review of the following:
  - Completed SOPHAS or HAMPCAS application
  - Personal Statement
  - Letters of Recommendation

- GPA of 3.5 or above after 5 semesters
  - Undergraduate Transcripts
- 2) The applicant will be notified in February of the admissions decision.
  - 3) If admitted, the student will complete any MHA course pre-requisites as outlined by the Graduate School.
  - 4) If admitted, the student will enroll in graduate courses consistent with the MHA curriculum during Year 4.
  - 5) If the student is not accepted, the student will complete undergraduate electives during year 4.
  - 6) It is anticipated that 3-6 students annually may be selected for this program.

**Rationale for use of 17 graduate credits for undergraduate degree:**

This proposal requests that 17 credits of MHA level courses be counted back to fulfill elective hours in the undergraduate Clinical Leadership and Management degree. The Master of Health Administration (MHA) is a 50-credit, competency-based program built on a competency model that layers competencies across all courses in the curriculum. Therefore, all courses are required. Competencies are assessed in a series of courses to allow students to build proficiency. Removing courses would take away the opportunity for students to adequately build their skills, be successful in coursework, be prepared for the final exam, and be competitive in post-graduate employment placement. The integrative final exam (IFE), in the last semester of the program, draws from all courses and competencies. The accreditation body allows the program to determine the curriculum, number of courses, and competencies but does require that all students complete the same requirements. The proposed curriculum put forth for this collaborative pathway allows students to build upon their undergraduate core foundation with MHA courses to support meeting expectations of both programs and bolster employability with the MHA graduate degree within the proposed time frame.

**Benefit to Students:**

Although graduate tuition in the fourth year will at first appear to be an additional financial investment, completing a bachelor and master degree in five years will ultimately benefit the student. The student will complete their coursework in one year less than doing two traditional programs, which allows them to seek employment one year earlier and often at a higher salary. The competency-based curriculum is informed through constant feedback from industry experts, faculty, and alumni to assure students are gaining skills employers are seeking. Students in the MHA program are embedded with healthcare leaders every semester in the program (beginning Fall 2022) and exit the program with multiple semesters of work-based experience. The project-based work and mentoring from executives could increase employability and employment opportunities.

## Appendix A: Proposed Curriculum Map

### Year 1

#### FALL

CIS/WRD 110 (3 hrs)

UK Core Citizenship (3 hrs)

UK Core Quant. Found (3 hrs)

CHS 150 Interprof. Healthcare Seminar (3 hrs)

CLM 241 Medical Care Delivery Systems (3 hrs)

UG Credit Hours: 15

#### SPRING

CIS/WRD 111 (3 hrs)

STA 210/296 UK Core Stats (3 hrs)

PSY 100 Intro to Psych/UK Core Soc Sci (3 hrs)

CLM 104 Mindfulness & Stress Reduction (1 hr)

CLM 120 Careers in CLM (2 hrs)

CLM 325 Intro to Healthcare Mgmt (3 hrs)

UK Core Arts & Creativity (3 hrs)

UG Credit Hours: 18

### Year 2

#### FALL

UK Core Natural Science (3 hrs)

CLM 353 Ethics (3 hrs)

CLM 300 Healthcare Managers: Write, Speak.. (3 hrs)

CLM 345 Quality (3 hrs)

UK Core Global Dynamics (3 hrs)

ACC 201 Principles of Acct (3 hrs)

UG Credit Hours: 18

#### SPRING

CLM 335 Health Information Mgmt (3 hrs)

CHS 354 Interprof. EBD Making (3 hrs)

CLM 323 Social Determinants (3 hrs)

UK Core Humanities (3 hrs)

CLM 342 Leadership: Management Comp (3 hrs)

ECO 201 Principles of Economics (3 hrs)

UG Credit Hours: 18

*Year 3 (APPLY FOR ADMISSION TO GRADUATE SCHOOL DURING YEAR 3. Notification will occur in February of the third year. If not accepted, take undergrad electives during year 4.)*

#### FALL

CLM 401 Practicum I (3 hrs)

CLM 455 Financial Mgmt (4 hrs)

#### SPRING

CLA 131 Medical Terminology (3 hrs)

CLM 443 Leadership: Strategic Vision (3 hrs)

CLM 453 Cultural Competence (3 hrs)  
 CLM 480 Special Topics (3 hrs)  
 CLM 350 Health Policy, Politics, & Law (3 hrs)  
UG Credit Hours: 16

CLM 444 Leadership: HR (3 hrs)  
 CLM 402 Practicum 2 (3 hrs)  
 CLM 403 Practicum 3 (3 hrs)  
 CLM 495 Capstone (3 hrs)  
UG Credit Hours: 18

**To this point, students have earned 103 undergraduate credit hours. They have taken only 2 guided electives (ACC 201 and ECO 201) and will fulfill the remaining 17 undergraduate credits in Year 4 . These courses would be considered electives for the undergraduate degree while simultaneously fulfilling requirements for the MHA degree. Students will enroll in the courses depicted below in Year 4 and would complete the remaining 17 hours of the required 120 hours for an undergraduate degree via those courses highlighted below. The credits required for the CLM undergraduate credit hour requirement would then be fulfilled by the end of the Spring semester, per the suggested curriculum map.**

*Year 4*

**FALL**

CPH 600 Health Services & Systems Org (3 hrs)  
 CPH 663 Intro to Public Health Practice & Admin (1 hr)  
 CPH 655 Mgmt Accting (3 hrs)  
 CPH 687 Org Theory & Behavior (3 hrs)  
 CPH 682 Quant Methods for HC Mgmt (3 hrs)  
 CPH 684 HR Mgmt (2 hrs)

Credit Hours to count back to UG degree: 13

Graduate Credit Hours: 15

**SPRING**

CPH 688 Internship (1 hr)  
 CPH 658 Health Economics (3 hrs)  
 CPH 681 Legal Aspects (3 hrs)  
 CPH 683 Operations Mgmt & QI (3 hrs)  
 CPH 652 Health Finance (3 hrs)

Credit Hours to count back to UG degree: 4

Graduate Credit Hours : 13

*Summer after Year 4*

Complete internship

*Year 5*

**FALL**

CPH 780 St Plan & Mktg (3 hrs)  
 CPH 781 Healthcare Ethics & Gov (2 hrs)  
 CPH 785 Health Policy (3 hrs)

**SPRING**

CPH 787 Independent St. (1 hr)  
 CPH 782 Info Systems (3 hr)  
 CPH 784 Case Studies (3 hr)

CPH 605 Epi (3 hrs)

Elective (2 or 3 hours)

Elective (2 or 3 hrs)

Graduate Credit Hours: 13-14

Graduate Credit Hours: 11-12

The MHA degree is a 50 hour program.

## Substantive Change Decision

noreply@qualtrics-survey.com <noreply@qualtrics-survey.com>

Tue 1/12/2021 12:01 PM

To: Kerksmar, Sarah E. <sarah.kerksmar@uky.edu>

Dear Sarah Kerksmar,

Thank you for submitting your proposed program change(s) to **Clinical Leadership & Management, Bachelor's (51.0701)**.

My email will serve 2 purposes: 1.) Next steps for SACSCOC, and 2.) Verification and notification that you have contacted OSPIE—a Senate requirement for proposal approval.

1. **Next steps for SACSCOC:** None required
2. **Verification that OSPIE has reviewed the proposal:** Based on the documentation provided and the Substantive Change Checklist, the proposed program changes (refer to list below) are not substantive changes as defined by the University or SACSCOC, the university's regional accreditor. Therefore, no additional information is required by the Office of Strategic Planning & Institutional Effectiveness at this time. The proposed program change(s) may move forward in accordance with college and university-level approval processes.

### Description of Proposed Change(s):

· The Clinical Leadership & Management Program (CHS) and the Master of Health Administration Program (CPH) are proposing a 4 + 1 Collaborative Pathway where students could complete both programs in 5 years. While it is very similar to a University Scholars program, there are slightly more than 12 credit hours shared -- 17 hours are shared between the two programs. Students take MHA classes in year 4 and count 17 hours back toward the BHS in Clinical Leadership & Management to reach the required 120 hours for the undergraduate degree. There is no change to the MHA curriculum in terms of required courses or credit hours required for degree (50).

Should you have questions or concerns about UK's substantive change policy and its procedures, please do not hesitate to contact our office.

Office of Strategic Planning & Institutional Effectiveness

University of Kentucky

[Visit the Office of Strategic Planning and Institutional Effectiveness Website:](#)

January 11, 2021

Sarah Kercksmar, PhD  
Program Director and  
Director of Undergraduate in Clinical Leadership & Management  
UK College of Health Sciences

Dear Dr. Kercksmar:

The Department of Health Management and Policy in the UK College of Public Health is pleased to support your proposed CLM + MHA Collaboration for a 4+1 pathway for Clinical Leadership Management (CLM) students from the UK College of Health Sciences to complete their undergraduate (CLM; CHS) degree + an MHA degree (in CPH) in 5 years.

The MHA faculty within the Department of Health Management and Policy officially approved this proposal by email, with unanimous support (one abstention). Please let me know if you have any questions or need any additional information from me.

Sincerely,



Teresa M. Waters, PhD  
Charles T. Wethington Endowed Chair in the Health Sciences  
Professor and Chair, Department of Health Management & Policy  
Associate Dean for Research

see blue.

January 22, 2021

The Clinical Leadership & Management faculty voted unanimously in an e-vote on 1/5/21 in support of the CLM + MHA 4 + 1 Collaborative Pathway.

Sincerely,



Sarah E. Kerksmar, PhD  
Program Director & Director of Undergraduate Studies, Clinical Leadership & Management  
[Sarah.kerksmar@uky.edu](mailto:Sarah.kerksmar@uky.edu)  
859-218-0514



Karen Badger, PhD, MSW  
Professor and Interim Chair, Dept. of Health and Clinical Sciences  
[Kbadger@uky.edu](mailto:Kbadger@uky.edu)



**MEMO**

January 22, 2021

**TO:** Karen Badger, Professor and Associate Dean of Academic Affairs  
**FROM:** Kevin Schuer – Chair of Academic Affairs, UK College of Health Sciences  
**RE:** CLM+MHA 4+1 Collaboration: Program Change

Dear Dr. Badger,

The College of Health Science's Academic Affairs (AA) Committee recently deliberated over the CLM+MHA 4+1 Collaboration program change proposal. Pertinent elements of the proposal reviewed by the committee include the following:

**Change Rationale:**

The Clinical Leadership & Management Program (CHS) and the Master of Health Administration Program (CPH) are proposing a 4 + 1 Collaborative Pathway where students could complete both programs in 5 years. While it is very similar to a University Scholars program, there are slightly more than 12 credit hours shared -- 17 hours are shared between the two programs. Students take MHA classes in year 4 and count 17 hours back toward the BHS in Clinical Leadership & Management to reach the required 120 hours for the undergraduate degree. There is no change to the MHA curriculum in terms of required courses or credit hours required for degree (50)

Dr. Jami Warren of the CHS Academic Affairs committee reviewed and approved the proposal which also included documentation of unanimous HHS faculty approval.

A motion to approve the proposal was seconded, and was subsequently voted in favor of approval by the CHS Academic Affairs Committee.

Dr. Badger, if you need anything additional from myself or the committee, please let me know. I'm happy to help.

Professionally,



Kevin M. Schuer, DrPH, PA-C  
Associate Professor and Director of Graduate Studies  
Chair – CHS Academic Affairs Committee

To: HCCC

From: Karen Badger, Professor and Associate Dean of Academic Affairs and Undergraduate Education

Date: January 22, 2021

RE: BHS in Clinical Leadership and Management (CLM) + Master of Health Administration (MHA) 4+1  
program change

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The College of Health Science is forwarding a CLM + MHA 4 + 1 program change approved by the College of Health Sciences Academic Affairs Committee for continued review. The proposal creates a pathway within CLM that shares 17 hours between CLM and MHA to allow students in that pathway to complete both degrees in five years. Additional details are outlined in the memo provided from the CHS Academic Affairs Committee and attached proposal. The AA Committee reviewed and subsequently voted in favor of approval by the CHS Academic Affairs Committee (see memo January 22, 2021).

Please let me know if you are in need of additional information or have any questions.

see blue.