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University Council
Athens, Georgia 30602

October 2, 2013

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Dear Colleagues:

The attached proposal to offer a new dual degree in Business Administration (M.B.A.) and Health Policy Administration (M.P.H.) will be an agenda item for the October 9, 2013, Full University Curriculum Committee meeting.

Sincerely,

David E. Shipley, Chair
University Curriculum Committee

cc: Interim Provost Libby V. Morris
Dr. Laura D. Jolly

The University of Georgia
Dual Degree Proposal for Master of Business Administration and Master of Public Health in Health Policy and Management

1. Institution: The University of Georgia
2. Date: April 29th, 2013
3. Schools/Colleges: Terry College of Business and College of Public Health
4. Degrees: Master of Business Administration (MBA) and Master of Public Health (MPH)
5. Starting Date: Fall of 2013

Program abstract

The Graduate School of the University of Georgia proposes a dual degree program between the Terry College of Business and the College of Public Health. This program, which combines the MBA degree and the MPH degree, integrates Business Administration and Public Health knowledge and skills at the professional level. Similar to other dual degree programs approved by the Graduate School, this program will meet the educational requirements of a master's level business administrator and a master's level public health practitioner. This program will prepare graduates to address the business administration needs of public health organizations and private healthcare providers at the local, state, national, and international levels while preparing them to create the public health and healthcare needs assessments and quality improvement measures required by these same organizations. As the first MBA-MPH dual degree offered by the University System of Georgia, this program will give its respective programs a competitive edge in graduate student recruitment. Moreover, an MBA-MPH dual degree program will advance Strategic Direction II, "Enhancing the Graduate and Professional Programs," of The University of Georgia 2020 Strategic Plan by furthering the goal of "increas[ing] interdisciplinary/dual-degree graduate degrees awarded from 2010 levels." (*Building on Excellence*, 2010, p.10)

Objectives of the program

The primary objective of the MBA-MPH dual degree program is to supplement the professional education of Business Administration students with additional specialization and training in Public Health, and vice versa. Increasingly, there are career opportunities where both business administration and public health expertise are required. This is due to the expansion of public and private health and healthcare organizations. An MBA-MPH program would:

- a. Expand the research and program capacity for both disciplines;
- b. Foster collaborative efforts between these two colleges and community partners;
- c. Secure more firmly UGA's position as a leader in the areas of healthcare and business administration; and
- d. Attract external funding from federal and state agencies and private foundations that favor interdisciplinary research partnerships.

To prepare for a career spanning the Business and Public Health professions, students must meet the academic requirements of both programs. With careful planning, they will be able to complete the MBA-MPH dual degree program in 8 semesters of coursework.

Justification and need for the program

Benefits: The healthcare services industry workforce in the United States is expected to grow to approximately 22 million people or 13.5% of the total workforce by 2020, according to the Bureau of Labor Statistics. Georgia is the 8th most populous state and will see a proportional increase in health service providers and clients. The demand for healthcare administrators has been increasing in recent years and the necessity of understanding the intricacies of business administration while having a firm foundation in public health and health policy has never been more important than in the current climate of healthcare reform. Currently, there is one extant MBA-MPH program in the State, at Emory University. After a careful inspection of the ASPH website and database, only 8 MBA-MPH programs, including the one at Emory, are available with a concentration in Health Policy and Management. The ASPH accredited schools offering these programs are: The University of Arizona, Tucson, AZ; Boston University, Boston, MA; Emory University, Atlanta, GA; University of

Illinois at Chicago, Chicago, IL; Columbia University, Columbia University, New York, NY; University of California at Los Angeles, Los Angeles, CA; University of Medicine and Dentistry of New Jersey, Piscataway, NJ; Johns Hopkins University, Baltimore, MD.

With the expected increases in the healthcare industry workforce both statewide and nationally, this dual degree will poise UGA to become a national leader in healthcare administration education. Students who graduate from this dual degree program will obtain the requisite knowledge and skills in the principles of population-based health as well as management and finance, which will enable them to be effective leaders and managers in health-related agencies and organizations. This degree will be suitable for students who are interested in high-impact careers as managers of health care organizations, as analysts for public or private organizations involved in the financing, delivery, or evaluation of health care services, or at health care consulting firms.

Student Demand: Faced with an increasingly competitive job market, constricted further by the economic recession, many students are interested in educational opportunities that will differentiate them from their peers—opportunities that will give them an edge in securing employment in their areas of interest. Likewise, accomplished public health professionals are in great demand in today’s job market. Equally important are well-equipped managers who are both efficient and effective. Realizing the benefit of knowledge and skills in both Business Administration and Public Health, students are proactively investigating degree programs that will deliver both. The Director of the MBA Career Management Center in the UGA Terry College of Business and the Head of the Department of Health Policy and Management receive three inquiries per week, on average, from prospective students and current students interested in information about pursuing an MBA-MPH dual degree at UGA. A reasonable estimate is that 12-15 current students combined from both programs (MBA and MPH) would enroll if such a program was initiated.

Additional Reasoning: Graduates of this dual degree program will be uniquely prepared to assess the public health needs of a defined population; develop, analyze and implement targeted health policies and programs; lead the process of change within their own organization and community; manage health care organizations to achieve identified goals; examine the link between health policy and effective management; and communicate messages to targeted audiences.

Program Development

Discussions regarding this dual degree program date back to 2009. Over this time, faculty members and administrators from the College of Public Health and Terry College of Business met periodically to hold some initial, formative discussions. Since August 2012, the current Head of the Department of Health Policy and Management has had five face-to-face meetings with Richard L. Daniels, Professor of Management and Director of MBA programs, and Anne Cooper, Director of The MBA Career Management Center, to delineate the curriculum details of this dual degree program. The Faculties of the Terry College of Business and the Department of Health Policy and Management have discussed this program in extensive detail and refined the curriculum to ensure that students will receive the best possible experience and instruction within this program.

Curriculum

The program involves 3 years of study, with a total of 98 credit hours. Year 1 and the summer session after Year 1 will involve the MPH core requirements and courses from the Department of Health Policy and Management (HPAM). Year 2 will involve courses exclusively from the Terry College of Business, and Year 3 will involve a program of study that includes courses from both colleges. Students completing the program will be awarded both the MBA and MPH degrees (MPH in the Health Policy and Management concentration only). This unique, full-time program of study will enable students to integrate the philosophies and competencies of the ostensibly disparate fields of public health and business. Graduates will be able to estimate the public health needs of a defined population, as well as develop, implement and evaluate health policies and programs.

The proposed MBA-MPH dual degree program will not require a change in the curriculum or credit hours currently required for the MBA and MPH degrees. The curriculum allows for students to alternate their studies between disciplines. The following documents are attached and contain detailed curriculum information:

- a. MBA-MPH Dual Degree Program Summary and Proposed Curriculum
(See Appendix A.)
- b. Original MBA Program of Study (See Appendix B.)
- c. MPH Concentration in Health Policy and Management Program of Study
(See Appendix C.)

Administration

The Dean of the Terry College of Business is responsible for all MBA programs. The authoritative decision maker for the dual degree program in the Terry College of Business will be the MBA Program Director. The Director of MBA Admissions will handle admission to the MBA Program. Advisement in the Terry College of Business will be handled through the MBA Program office. Internship arrangements will be the responsibility of the Director of the MBA Career Management Center, working in conjunction with the MPH Practice Coordinator.

The Dean of the College of Public Health is responsible for all MPH programs. The authoritative decision maker for the dual degree program in the College of Public Health will be the Head of the Department of Health Policy and Management, in conjunction with the MPH Graduate Coordinator. Admission to the MPH program will be coordinated by the MPH Graduate Coordinator, and the student advisor for MBA-MPH students will be a designated faculty member in the Department of Health Policy and Management who is knowledgeable about the master's degree curriculums in both the College of Public Health and the Terry College of Business. This faculty advisor will also oversee the day-to-day operations of the dual degree program. Internship arrangements will be the responsibility of the MPH Practice Coordinator, working in conjunction with the Director of the MBA Career Management Center.

To insure a rigorous, integrated learning experience for students enrolled in the MBA-MPH dual degree program, a Dual Degree Program Committee will guide the administrative practices of the program. The committee will meet at least once a year and will be composed of the Graduate Coordinators of both programs, MBA Program Director, Head of the Department of Health Policy and Management, Director of MBA Admissions, Director of the MBA Career Management Center, and the two designated faculty advisors (one in each college) who will provide guidance and oversee the day-to-day operations of the dual degree program. These two faculty members will work in partnership with the Graduate Coordinators in both programs, and they will meet jointly with students newly admitted to the dual degree program. The Terry College of Business and the College of Public Health will make information about the dual degree program (e.g., admissions, curriculum, advisement) available to students on their websites.

To be eligible for the MBA-MPH dual degree program, applicants must apply separately and be admitted into both programs offering the degrees. Thus, they must meet all of the requirements for admission to each program. Independent of this proposed dual degree, the MBA is awarded after completing a 63.5-credit-

hour program of study (see Appendix B), and the MPH with a concentration in Health Policy and Management is awarded after completing a 46-credit-hour program of study (see Appendix C). The total number of credit hours for both programs of study is 109.5 (63.5 MBA + 46 PH). In the proposed MBA-MPH dual degree program of study, 11.5 of the total 109.5 credit hours for both programs of study will double count, thus making the dual degree program 98 credit hours. In sum:

MBA (Any Concentration) and MPH (Health Policy and Management
Concentration) Dual Degree

63.5 credits (Business Administration)
+ 46 credits (Public Health)
- 11.5 credits (Share or "Double Count")
98 credits TOTAL

(See Appendix A for MBA-MPH Dual Degree Program Summary.)

The Terry College of Business and the College of Public Health will work in partnership to implement the dual degree program. Each college will handle program admissions separately. Advisement on academic courses will also be handled separately, with each college focusing on the portion of the curriculum for which it is responsible; the two designated faculty advisors in each department overseeing the program will work together closely, collaborating with both colleges, as noted above, to insure a coordinated learning experience for students throughout their tenure in the dual degree program.

Assessment

Members of an MBA-MPH task committee will formulate goals and establish criteria for assessing the quality and progress of the dual degree program. Baseline indices for program growth will include the number and quality of student applicants. Suggested criteria to determine the formative and summative effectiveness of the program, as well as the success of students earning the dual degree, could include but are not limited to:

- a. Longitudinal review of graduates, assessing annually the employment status and positions held in Health Administration.
- b. Participation in formal exit interviews that include the use of standardized measures to assess students' experiences with and perceptions of the program.

- c. Annual review of GPAs of dual degree students, closely monitoring the culminating capstone requirement in Public Health.
- d. Periodic survey of professionals in Health Administration, assessing both the quality of the dual degree program and the competency of program graduates.
- e. Time to degree and degree completion.

Fiscal and enrollment impact and estimated budget

No additional fiscal impact as a result of creating a dual degree program is anticipated in the early years of the program; thus, no additional faculty or staff resources will be necessary for the administration at the outset. All academic courses identified in the program of study for the proposed dual degree program are currently being offered. We anticipate a gradual increase in student enrollment, which should be supported by students' tuition/fees.

Appendix A: Program of Study for Proposed MBA-MPH Dual Degree

Proposal for a Dual MBA-MPH Degree Program

The University of Georgia's Terry College of Business and the College of Public Health propose to offer a collaborative program leading to a Master of Business Administration (MBA) and Master of Public Health (MPH) (i.e., the MPH with a Health Policy and Management Concentration). The purpose of this program is to facilitate an integrated program of study that prepares students for high-level management careers in health care organizations and agencies. Students in this program will acquire the necessary knowledge and skills in the principles of finance, management, and population-based health that position them to be effective managers and leaders in health-related agencies and organizations. In addition, the program will help students obtain the necessary skills and perspective required to identify and solve crucial health and healthcare problems faced by public and private organizations.

The program involves 3 years of study, with a total of 98 credit hours. Year 1 and the summer session after Year 1 will involve courses exclusively from the Department of Health Policy and Management (HPAM) in the College of Public Health. Year 2 will involve courses exclusively from the Terry College of Business, and Year 3 will involve a program of study that includes courses from both Colleges. Students completing the program will be awarded both the MBA and MPH degrees (MPH Health Policy and Management concentration only). This unique, full-time program of study will enable students to integrate the philosophies and competencies of the ostensibly disparate fields of public health and business. Graduates will be able to estimate the public health needs of a defined population, as well as develop, implement and evaluate health policies and programs.

Required Courses for the Dual MBA-MPH Degree Program

- **Year 1 Fall - MPH Core Course Requirements (16 hours)**
 - EHSC 7010 (3cr) Fundamentals of Environmental Health Science
 - EPID 7010 (3cr) Introduction to Epidemiology I
 - HPRB 7010 (3cr) Social and Behavioral Foundations in Public Health
 - PBHL 8200 (1cr) Seminar in Public Health
 - HPAM 7010 (3cr) Introduction to Health Policy and Management
 - BIOS 7010 (3cr) Introductory Biostatistics I

- **Year 1 Spring - Health Policy and Management Requirements (15 hours)**
 - HPAM 8700 (3cr) Management of Public Health Organizations
 - HPAM 8750 (3cr) Quality Improvement in Health
 - HPAM 8600 (3cr) Health Economics
 - HPAM 8400 (3cr) Policy Analysis in Public Health
 - HPAM 8800 (3cr) Leadership in Public Health

- **Year 1 Summer - Health Policy and Management Requirements (6 hours)**
 - PBHL 7560 (6cr) Internship in Public Health

- **Year 2 Fall - MBA Core Course Requirements (16 hours)**
 - FINA 7010 (3cr) Financial Management
 - MARK 7510 (3cr) Marketing Management
 - ACCT 6000 (3cr) Financial Accounting
 - MGMT 7120 (3cr) Operations Management II
 - BUSN 7990 (1cr) Directed Study in Business
 - One Elective from HPAM Department in the College of Public Health (3cr)

- **Year 2 Spring - MBA Core Course Requirements (16 hours)**
 - MIST 6090 (3cr) Management Information Systems
 - MGMT 7400 (3cr) Strategic Management
 - LEGL 7010 (3cr) Legal and Regulatory Environment of Business
 - MGMT 7050 (3cr) Organizational Behavior
 - BUSN 7900 (1cr) Leadership Communication
 - One elective from the Terry College of Business (3cr)

- **Year 2 Summer - Business Internship (0 hours of UGA academic credit)**

- **Year 3 Fall - Concentration Requirements for MPH and MBA Degrees (16 hours)**
 - MGMT 7160 (3cr) Lean Six Sigma or Elective (3cr)*
 - BUSN 7990 (1cr) Directed Study in Business
 - HPAM 8920 (3cr) Practice Management Consulting in Healthcare
 - Three electives, one from HPAM in the College of Public Health and two from Terry College of Business (9cr)

- **Year 3 Spring - Concentration Requirements for MPH and MBA Degrees (13 hours)**
 - MGMT 7320 (3cr) Innovative Business Projects or Elective (3cr)*
 - BUSN 7990 (1cr) Directed Study in Business
 - PBHL 7800 (3cr) Capstone Project in Public Health
 - One elective from the Department of HPAM, College of Public Health (3cr)
 - One elective from the Terry College of Business (3cr)

*Students are required to take either Lean Six Sigma or Innovative Business Projects during the 3rd year of this program.

Appendix B: Full-Time MBA Program of Study as of Fall 2013 (63.5 Credits)

	Year 1	Year 2
Module 1	<ul style="list-style-type: none"> • Accounting • Finance • Marketing • Career Management (1) 	<ul style="list-style-type: none"> • Innovation Projects** or Elective Projects** • Elective • Elective • Career Management (1)
Module 2	<ul style="list-style-type: none"> • Economics • Operations • Statistics • Career Management (1) 	<ul style="list-style-type: none"> • Innovation Projects** or Elective • Elective • Elective • Career Management (continued) (1)
Module 1	<ul style="list-style-type: none"> • MIS • Strategy • Elective • Leadership Communication (1.5) <p style="margin-left: 40px;">Ethics & Negotiations Seminar (March, 1st Year)</p>	<ul style="list-style-type: none"> • Lean Six Sigma** or Elective • Elective • Elective • Career Management (1) <p style="margin-left: 40px;">International Residency (March, 2nd Year)</p>
Module 2	<ul style="list-style-type: none"> • Legal Issues in Business • Organizational Behavior • Elective • Leadership Communication (1.5) <p style="margin-left: 40px;">Capstone Simulation (May, 1st Year)</p>	<ul style="list-style-type: none"> • Lean Six Sigma** or Elective • Elective • Elective • Career Management (continued) (1)

Note: All classes are three hours unless otherwise designated. Elective denotes slots for taking both required courses and elective courses within a chosen [concentration](#). All other courses are required core classes.

1. **Students are required to take either Lean Six Sigma or Innovation Projects in the second year.

The University of Georgia College of Public Health

Master of Public Health Degree Requirements – Health Policy and Management

The M.P.H. requires a minimum of 46 semester hours of coursework, including the completion of an internship. To graduate, students must pass a final culminating experience. The curriculum comprises the following areas and courses:

MPH CORE REQUIREMENT COURSES: 15 HOURS

- HPRB 7010 Social and Behavioral Foundations
- EPID 7010 Introduction to Epidemiology
- BIOS 7010 Introduction to Biostatistics
- EHSC 7010 Foundations of Environmental Health
- HPAM 7010 Introduction to Health Policy and Management

Policy Requisites: 12 hours

- HPAM 8400 Policy Analysis
- HPAM 8450 Policy Evaluation
- HPAM 8600 Health Economics

And choose one of the following:

- HPAM 7400 Public Health Law
- EPID 7700 Public Health Ethics

Management Requisites: 12 hours

- HPAM 8650 Healthcare Finance
- HPAM 8700 Intro to Mgt of PH Orgs
- HPAM 8800 Leadership in Public Health
- HPAM 8890 Strategic Management

Electives: 9 hours minimum

Policy Electives

- HPAM 7400 Public Health Law or EPID 7700: Ethics
- EPID 7700 Public Health Ethics or HPAM 7400: Law
- HPAM 8300 Research Methods
- HPAM 8500 Comparative Global Health
- HPAM 8820 Global Health Policy
- HPAM 8850 Cost Effectiveness

Any Other Management Courses

- HPAM 8010S Advanced Service-Learning
- HPAM 8500 Comparative Global Health
- HPAM 8650 Healthcare Finance
- HPAM 8700 Intro to Mgt of PH Orgs
- HPAM 8750 Quality Improvement
- HPAM 8800 Leadership in PH
- HPAM 8890 Strategic Management
- HPAM 8920 Practice Mgmt Consulting
- DMAN XXXX Disaster Management Certificate Series
- GRNT XXXX Gerontology Certificate Series
- Global Health Certificate Series

Management Electives

- HPAM 8010S Advanced Service-Learning
- HPAM 8300 Research Methods
- HPAM 8500 Comparative Global Health
- HPAM 8600 Health Economics
- HPAM 8750 Quality Improvement in Health

Any Other Policy Courses

- HPAM 7400 Public Health Law
- EPID 7700 Public Health Ethics
- HPAM 8400 Policy Analysis
- HPAM 8450 Policy Evaluation
- HPAM 8550 Comparative Global – Nation
- HPAM 8820 Global Health Policy
- HPAM 8850 Cost Effectiveness
- DMAN XXXX Disaster Management Certificate Series
- GRNT XXXX Gerontology Certificate Series
- GLOB XXXX Global Health Certificate Series

College of Public Health Seminar (PBHL 8200, 1 hr): Students in the MPH Program are required to take this seminar course one time during their program of study. The course will incorporate guest speakers representing all areas of Public Health.

Culminating Experience (PBHL 7800, 3 hrs): The culminating experience is a capstone paper completed under the direction of a faculty advisor in the final semester of the program.

Internship (PBHL 7560, 6 hrs): The internship requires 300 clock hours in an appropriate public health setting. Students choose the site for their internship, with the assistance of their academic advisor and the Internship Coordinator.