



ARIZONA STATE UNIVERSITY  
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE

This template is to be used only by programs that have received specific written approval from the University Provost's Office to proceed with internal proposal development and review. A separate proposal must be submitted for each individual new degree program.

**DEGREE PROGRAM**

**College/School(s) offering this degree:** College of Health Solutions

**Unit(s) within college/school responsible for program:** School of the Science of Health Care Delivery

**If this is for an official joint degree program, list all units and colleges/schools that will be involved in offering the degree program and providing the necessary resources:** NA

**Proposed Degree Name:** Master of Science in the Science of Health Care Delivery

**Master's Degree Type:** Master of Science

**If Degree Type is Other, provide proposed degree type:**

**and proposed abbreviation:** MS

**Proposed title of major:** the Science of Health Care Delivery

**Is a program fee required? Yes X No**

**Is the unit willing and able to implement the program if the fee is denied? Yes  No X**

**Requested effective term:** Fall and year: 2013  
(The first semester and year for which students may begin applying to the program)

**PROPOSAL CONTACT INFORMATION**  
(Person to contact regarding this proposal)

**Name:** Keith Lindor MD

**Title:** Executive Vice Provost and Dean

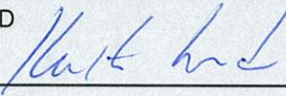
**Phone:** 602-496-0789

**email:** keith.lindor@asu.edu

**DEAN APPROVAL**

This proposal has been approved by all necessary unit and College/School levels of review, and the College/School(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program. (Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.)

**College Dean name:** Keith Lindor MD

**College Dean signature**  **Date:** 9-18-12

**College Dean name:**  
(if more than one college involved)

**College Dean signature** \_\_\_\_\_ **Date:** \_\_\_\_\_

**ARIZONA STATE UNIVERSITY  
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE**

This proposal template should be completed in full and submitted to the University Provost's Office [mail to: [curriculumplanning@asu.edu](mailto:curriculumplanning@asu.edu)]. It must undergo all internal university review and approval steps including those at the unit, college, and university levels. A program **may not** be implemented until the Provost's Office notifies the academic unit that the program may be offered.

---

**DEGREE PROGRAM INFORMATION**

**Master's Type:** Master of Science (M.S.)  
**(E.g. MS, MA, MAS or PSM)**

**Proposed title of major:** the Science of Health Care Delivery

---

**1. PURPOSE AND NATURE OF PROGRAM**

- A. Brief program description** (This is a catalog type description of no more than 250 words. Include the distinctive features of the program that make it unique. Do not include program or admission requirements.)

The Master of Science in the Science of Health Care Delivery (MSHCD) is designed to provide a foundation in the multidisciplinary field of health care delivery. This degree will provide students with knowledge and competencies to contribute in a patient-centered, safe and cost effective health care system. The ASU degree is designed for individuals with an interest in a career in the health care industry. The degree will also be embedded within the new medical school curriculum at Mayo Clinic Scottsdale when the MD degree is launched in 2014. The program will focus on quality improvement systems in health care, health disparities and interventions, health education, health economics, health policy, inter-professional teamwork and leadership skills, change management, and evidence based assessment and management. Much of the coursework will utilize a case-based, solution-oriented approach to facilitate integration of knowledge and competencies.

**Total credit hours required for the program:** 30 Credit Hours

- B. Are any concentrations to be established under this degree program?**  Yes  No

**2. PROGRAM NEED.** Explain why the university needs to offer this program (include data and discussion of the target audience and market).

Health care is evolving at an incredibly rapid pace and yet medical education has changed little in the last 100 years. A shift is in progress to catch medical education up to the current health care needs and to create a new standard of health care delivery. The Master of Science in the Science of Health Care Delivery will provide a curriculum that is innovative, interdisciplinary and will go beyond the standard medical education curricula. It will provide a venue for students to consider the many factors involved in health care beyond medicine; for example: data analysis, change management, health economics, health disparities and interventions, payment models, leadership, inter-professionalism, and evidence-based management to name a few.

**3. IMPACT ON OTHER PROGRAMS.** List other academic units that might be impacted by the proposed program and describe the potential impact (e.g., how the implementation of this program might affect student headcount/enrollment, student recruitment, faculty participation, course content, etc. in other programs). Attach letters of collaboration/support from impacted programs.

The MSHCD will be hosted by the School of the Science of Health Care Delivery. Initially, enrollment will be geared toward 30 students and courses will be taught primarily by ASU faculty in a range of disciplines.

**4. PROJECTED ENROLLMENT** How many new students do you anticipate enrolling in this program each year for the next five years? Please note, The Arizona Board of Regents (ABOR) requires nine

masters and six doctoral degrees be awarded every three years. Thus, the projected enrollment numbers must account for this ABOR requirement.

5-YEAR PROJECTED ANNUAL ENROLLMENT					
Please utilize the following tabular format.	1 <sup>st</sup> Year	2 <sup>nd</sup> Year (Yr 1 continuing + new entering)	3 <sup>rd</sup> Year (Yr 1 & 2 continuing + new entering)	4 <sup>th</sup> Year (Yrs 1, 2, 3 continuing + new entering)	5 <sup>th</sup> Year (Yrs 1, 2, 3, 4 continuing + new entering)
Number of Students Majoring (Headcount)	30	45	55	70	80

**5. STUDENT LEARNING OUTCOMES AND ASSESMENT**

**A. List the knowledge, competencies, and skills** students should have when they graduate from the proposed degree program. (You can find examples of program Learning Outcomes at <http://www.asu.edu/oue/assessment.html>).

Learning Outcome 1. The student will demonstrate an understanding of the conceptual domains related to health care delivery (i.e., health care needs/education; health disparities and interventions, treatment modalities; access to health care systems, payment models, and health economics and policy). This information will include a demonstrated ability to integrate these areas into succinct statements of their interrelationship in the health care industry.

Learning Outcome 2. The student will achieve an understanding of the evidence-based assessment tools available in the health care industry. The student must also demonstrate the knowledge about how to best interpret and apply those tools to different health care questions.

Learning Outcome 3. The student will demonstrate an understanding of the current issues facing the health care delivery field and the ability to communicate the directions of change and innovation that would best serve the patient.

Learning Outcome 4. The student will demonstrate an understanding of how inter-professional teamwork and leadership skills facilitate the multidisciplinary delivery of effective health care treatment.

**B. Describe the plan and methods to assess** whether students have achieved the knowledge, competencies and skills identified in the Learning Outcomes. (You can find examples of assessment methods at <http://www.asu.edu/oue/assessment.html>).

Assessment (GPA): Students will complete the prescribed eleven courses (including assignments, papers and exams) on their Plan of Study with a grade of B or better and an overall GPA of 3.0 or higher.

Assessment (Annual Review): Each spring, students will submit a written statement regarding their goals, progress, and activities to the Examining Committee. The Committee will then evaluate students relative to their goals and performance in the program.

Assessment (Capstone Course): Students will complete a course project that will demonstrate their ability to integrate major concepts and evidence-based assessment techniques. Students will complete the project with a grade of B or better.

**6. ACCREDITATION OR LICENSING REQUIREMENTS (if applicable):** Provide the names of the external agencies for accreditation, professional licensing, etc. that guide your curriculum for this program, if any. Describe any requirements for accreditation or licensing.

N/A

## 7. FACULTY, STAFF, AND RESOURCE REQUIREMENTS:

### A. Faculty

- i. **Current Faculty.** List the name, rank, highest degree, area of specialization/expertise and estimate of the level of involvement of all current faculty who will teach in the program.
1. Keith Lindor, Executive Vice Provost and Dean, MD, medical school administration and health care administration.
  2. Teri Pipe, Dean, PhD., health care administration, medical education, inter-professionalism, innovation.
  3. Steven Hooker, PhD., Professor, exercise science, population based interventions to promote physical activity, and policy.
  4. Barbara Ainsworth, PhD., Professor, physical activity
  5. Matthew Buman, PhD., Asst. Professor, community-based physical activity interventions, environmental impacts on health behaviors
  6. Jonathan Ketchum, PhD., Assoc. Professor, health care economics
  7. Colleen Keller, PhD., Professor, diet & physical exercise for vulnerable populations
  8. Gabe Shaibi, PhD., Asst. Professor, fitness and disease risk
  9. James, Hodge, PhD., Professor, public health law, global health law, ethics, human rights.
  10. David Coon, PhD, Associate Vice Provost for Research, Health Solutions, design, evaluation and translation of effective psychosocial interventions for adults facing chronic illness and their family caregivers.
  11. Noe Crespo, PhD., Assistant Professor, community-based interventions, childhood obesity prevention, Latino/Hispanic health, health disparities.
  12. Flavio Marsiglia, PhD., Professor, cultural diversity and health, global health.
  13. Adriana Perez, PhD., Assistant Professor, healthy aging, policy focused on translation of effective interventions that promote healthy gaining in sustainable community programs, theory-based motivational intervention.
  14. Alexandra Brewis Slade, Professor, interactions between human biology and culture, health and nutrition, complexities of obesity.
- ii. **New Faculty.** Describe the new faculty hiring needed during the next three years to sustain the program. List the anticipated hiring schedule and financial sources for supporting the addition of these faculty.

We hope to hire approximately five faculty during the 2012-2013 cycle into various capacities and at various ranks. Some of the new hires will be joint appointments with clinical partners around the Phoenix area (Banner Health Care, for example).

The School of the Science of Health Care Delivery has been awarded (through Dr. Lindor) funding from the Piper grant; this will cover a portion of the incoming faculty costs. Additional funding has been requested through the normal hiring plan process through the Provost's Office. This is a new school, so funding will mostly come from new requests initially.

- iii. **Administration of the program.** Explain how the program will be administered for the purposes of admissions, advising, course offerings, etc. Discuss the available staff support.

Initially, the MSHCD will be administered by the Dean of the College of Health Solutions. The Dean will hire an Assistant Dean for Student Services to facilitate the recruitment, admissions, advising for incoming cohorts. The School of Nutrition and Health Promotion (also a part of the College of Health Solutions) will provide some student service support (advising) to begin with and until the determination is made whether additional staff will be needed.

- B. Resource requirements to launch and sustain the program.** Describe any new resources required for this program's success such as new staff, new facilities, new library resources, new technology resources, etc.

As mentioned above in A. iii. An Assistant Dean for Student Services will be hired to manage the student service activities within the program. The Assistant Dean will work with the current School of Nutrition and Health Promotion Director of Student Services to ensure seamless admissions and registration for students and business operations for the program.

## 8. COURSES:

**A. Course Prefix(es):** Provide the following information for the proposed graduate program.

- i. Will a new course prefix(es) be required for this degree program?  
Yes  No
- ii. If yes, complete the [Course Prefixes / Subjects Form](#) for each new prefix and submit it as part of this proposal submission.

**B. New Courses Required for Proposed Degree Program:** Provide course prefix, number, title, and credit hours and description for any new courses required for this degree program.

HCD 501	Statistical Tools and Bioinformatics for Health: This course is designed to provide students with an understanding of the statistical tools and the principles of research design and methods in health behavior research in health environments.	4
HCD 502	Health Care Systems Design: This course will take an in-depth look at the current US health care system as well as international health care systems to ascertain what works, what doesn't and where improvements are possible.	3
HCD 510	Healthy Lifestyle Promotion (includes behavioral aspects of health): This course focuses on application of interventions to promote healthy lifestyles. The course includes the theoretical and empirical foundations for clinical evidence for the implantation of healthy lifestyle interventions.	4
HCD 511	Economics, Policy and Payment Models in Health Care: Economics provides a framework to understand and predict human decision-making under scarcity, uncertainty, and imperfect information. In this course, students will examine concepts central to health care economics and their application to important decision made by patients, families, practitioners, administrators, and policy-makers.	3
HCD 520	Health Disparities and Access: Minority health and health disparities concepts and practices are presented from an applied and action-oriented perspective for clinicians/administrators in order to transform systems of inequality and increase access and quality of care for ethnic minorities and other vulnerable populations.	4
HCD 521	Law & Health: This course will analyze clinical scenarios and case studies focused on the impact of health policy and law on health promotion strategies. This includes discussions of theoretical and empirical foundations supporting legal, ethical, and economic decision-making related to health promotion through law and policy.	3
HCD 540	Seminar: The focus of this seminar series is to learn how real life leaders in the medical field deal with the changing environment, plan for vulnerability and lead their organizations through these dynamic times. The class will discuss perspectives of how different countries deal with their health population, differentiate health from health care, and argue if health care is a right or a privilege.	2
HCD 550	Capstone: Students will discuss the results from their capstone projects, done in teams, and their projects related to broad topics explored during the prior coursework in the program. The capstone project will be identified early in the Master's program in conjunction with and overseen by the degree leaders and the industry partners, and often a health care organization or health agency. These projects will be worked on through the year and final written and verbal reports due in the last half of the semester.	4

**APPENDIX  
OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS**

(This information is used to populate the [Graduate Programs Search](#)/catalog website.)

**1. Provide a brief (catalog type - no more than 150 words) program description.**

The Master of Science in the Science of Health Care Delivery (MSHCD) is designed to provide a foundation in the multidisciplinary field of health care delivery. This degree will provide students with knowledge and competencies to contribute in a patient-centered, safe and cost effective health care system. The ASU degree is designed for individuals with an interest in a career in the health care industry. The degree will also be embedded within the new medical school curriculum at Mayo Clinic Scottsdale when the MD degree is launched in 2014. The program will focus on quality improvement systems in health care, health disparities and interventions, health education, health economics, health policy, inter-professional teamwork and leadership skills, change management, and evidence based assessment and management. Much of the coursework will utilize a case-based, solution-oriented approach to facilitate integration of knowledge and competencies.

**2. Campus(es) where program will be offered:**

*(Please note that Office of the Provost approval is needed for ASU Online campus options.)*

**ASU Online only (all courses online)**

**All other campus options (please select all that apply):**

Downtown       Polytechnic  
 Tempe             West

**Both on-campus and**  **ASU Online (\*)** - (Check applicable campus from options listed.)

(\*) Please note: Once students elect a campus option, students will not be able to move back and forth between the on-campus (in-person) or hybrid options and the ASU Online campus option.

**3. Admission Requirements:**

**Degree:** Minimum of a Bachelor's or master's degree in what fields, or a closely related field from a regionally accredited College or University of recognized standing in a related field such as Biology, Chemistry, Bio-Chemistry, Nursing, Public Health, Pharmacy, Biomedical Informatics, Social Work, Pre-Med, Pre-Health, Nutrition, Health Promotion, and others.

**GPA:** Minimum of a 3.00 cumulative GPA (scale is 4.0=A) in the last 60 hours of a student's first bachelor's degree program. Minimum of 3.00 cumulative GPA (scale is 4.0 = A) in the applicable Master's degree. Modify or expand if applicable.

**English Proficiency Requirement for International Applicants:** The English proficiency requirements are the same as the Graduate College requirement. (see Graduate College requirement [http://graduate.asu.edu/admissions/international/english\\_proficiency](http://graduate.asu.edu/admissions/international/english_proficiency)):  **Yes**       **No**

**TOEFL**

If applicable, list any English proficiency requirements that are supplementary to the Graduate College requirement.

**Foreign Language Exam:**

Foreign Language Examination(s) required?  Yes  No

**Required Admission Examinations:**  GRE  GMAT  Millers Analogies  **None required**  
(Select all that apply.)

**Letters of Recommendation:**  Yes  No

4. **Application Review Terms (if applicable Session):** Indicate all terms for which applications for Admissions are accepted and the corresponding application deadline dates, if any:

<input checked="" type="checkbox"/> Fall (regular)	Deadline (month/year): February/2013
<input type="checkbox"/> Session B	Deadline (month/year):
<input type="checkbox"/> Spring (regular)	Deadline (month/year):
<input type="checkbox"/> Session B	Deadline (month/year):
<input type="checkbox"/> Summer I	Deadline (month/year):
<input type="checkbox"/> Summer II	Deadline (month/year):

5. **Curricular Requirements:**

(Please expand tables as needed. Right click in white space of last cell. Select "Insert Rows Below")

5A. Will concentrations be established under this degree program?  Yes  No

5B. Curricular Structure:

<u>Required core courses for the Degree</u>			<u>Credit Hours</u>
<u>(Prefix &amp; Number)</u>	<u>(Course Title)</u>	<u>(New Course?) Yes or No?</u>	<u>(Insert Section Sub-total)</u>
			26
HCD 501	Health Behavior and Statistical Tools in Health Environments	Y	4
HCD 502	Health Care Systems and Design	Y	3
MGT 594	Becoming Leaders Who Matter (Leadership and Professionalism in Health Care)	N	1
HCD 510	Interdisciplinary Approaches to Promotion of Healthy Lifestyles	Y	4
HCD 511	Health Economics, Policy and Payment Models	Y	3
MGT 594	Leading Organizational Change	N	1
HCD 520	Interdisciplinary Perspectives on Health Disparities and System Access	Y	4
HCD 521	Law and Health Promotion	Y	3
MKT 591	Creativity & Innovation (in Health Care Settings)	N	1
HCD 540	Seminar in Science of Health Care Delivery	Y	2
<b><u>Culminating Experience</u></b> <i>E.g. - Capstone course, applied project, <b>thesis (masters only – 6 credit hours)</b> or <b>dissertation (doctoral only – 12 credit hours)</b> as applicable</i>			<b><u>Credit Hours</u></b> (Insert Section Sub-total)
<b>HCD 550 Capstone – Applied Project</b>			<b>4</b>
<b><u>Other Requirements</u></b> <i>E.g. - Internships, clinical requirements, field studies as applicable</i>			<b><u>Credit Hours</u></b> (Insert Section Sub-total)

<b>Total required credit hours</b>	<b>30</b>

- List all required core courses and total credit hours for the core (required courses other than internships, thesis, dissertation, capstone course, etc.).
- Omnibus numbered courses cannot be used as core courses.
- Permanent numbers must be requested by submitting a course proposal to Curriculum ChangeMaker for approval. Courses that are new, but do not yet have a new number can be designated with the prefix, level of the course and X's (e.g. ENG 5XX or ENG 6XX).

**6. Comprehensive Exams:**

**Master's Comprehensive Exam (when applicable), please select the appropriate box.**

**(Written comprehensive exam is required)**

- Oral comprehensive exam is required – in addition to written exam
- No oral comprehensive exam required - only written exam is required

**7. For Doctoral Degrees that require a dissertation, submission of a written dissertation prospectus and its oral defense are required. (Please include any required timelines for defense of the prospectus.) It is expected that the submission of a written dissertation prospectus and its oral defense will take place no later than the end of the fourth year.**

**8. Allow 400-level courses:**  Yes  No (No more than 6-credit hours of 400-level coursework can be included on a graduate student plan of study.)

**9. Committee:** Required Number of Thesis or Dissertation Committee Members (must be at least 3 including chair or co-chairs): 3



---

## Support Memo from W.P. Carey School – Courses

---

**From:** Amy Hillman  
**Sent:** Thursday, September 27, 2012 8:44 AM  
**To:** Melanie Burford  
**Subject:** RE: Support Memo for SHCD

I think this email will work Melanie- we approve of you using these courses in the MSSCHD degree.

Amy

---

**From:** Melanie Burford  
**Sent:** Thursday, September 27, 2012 8:19 AM  
**To:** Amy Hillman  
**Subject:** Support Memo for SHCD  
**Importance:** High

Hi Amy,

I've been told by the grad college that we will need a memo of support from WP Carey if we intend to use MGT 591, MGT 594 and MKT 591 in our MS in the Science of Health Care Delivery curriculum (for the degree proposal). If I draft, would you be willing to sign? Sincerest apologies for the short notice and thanks for considering.

Melanie

