



Concentration in Nonprofit Management in MPA Degree

RES 252612

AAC, BPC

RESOLVED: That the Academic Senate approves the proposed new Nonprofit Management Concentration in the Master of Public Administration degree program.

RATIONALE: The new concentration formally recognizes longstanding student interest in a specialization in Nonprofit Management within the Master of Public Administration degree program. The Department of Public Policy and Administration already offers the necessary courses to support this area of study. Creating the new concentration in Nonprofit Management will allow students to publicize their specialized graduate study and will enhance their standing and job-market desirability. The existing program resources are sufficient to support this new concentration.

Attachments: (1) 2025-2026 12_Proposal for New Concentration_MPA_HCM, (2) MPA_HCM_concentration

Distribution List:

President
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AVP for Faculty Affairs
AVP Academic Affairs and Dean of Academic Programs
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Dean of Libraries
Dean of Antelope Valley
Dean of Extended Education and Global Outreach
Department Chairs
General Faculty

Approved by the Academic Senate:

Sent to the President:

President Approved:



ACADEMIC SENATE
CSU BAKERSFIELD

2025-2026 REFERRAL #12

Proposal for New Concentration in Healthcare Administration in MPA

Date: September 15, 2025
From: Melissa Danforth, Academic Senate Chair
To: Tiffany Tsantsoulas, Academic Affairs Committee (AAC) Chair
Amanda Grombly, Budget and Planning Committee (BPC) Chair
cc: Katherine Van Grinsven, Academic Senate Administrative Analyst

At their meeting on September 9, the Academic Senate Executive Committee requested that the Academic Affairs Committee (AAC) and Budget and Planning Committee (BPC) review and address the Proposal for a New Concentration in Healthcare Administration in the Master of Public Administration (MPA) degree.

During your discussion, please consider:

- rationale as presented in the attached proposal
- impact on any students in the program.

Please take up this matter with your committee and get back to me with your recommendation. If your recommendation requires Senate action, please prepare a resolution and the rationale for the resolution.

Thank you.

Attachment: MPA_HCM_concentration - signed.pdf

DR. MELISSA DANFORTH, CHAIR, ACADEMIC SENATE

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Academic Operations in Enrollment Systems
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CHANGES TO PROGRAM FORM

Form Number

Reset Form

PROPOSAL ACTION (Select One)

EFFECTIVE CATALOG YEAR: FALL 2025

- ☐ PROGRAM REVISION ☐ PROGRAM CANCELLATION
☐ PROGRAM PLACED IN MORATORIUM ☒ ADD CONCENTRATION ☐ ADD EMPHASIS
☐ ADD OPTION ☐ ADD MINOR

PROGRAM OR SCHOOL & DEPARTMENT (Required)

School/Program: Business and Public Administration
Department: Public Policy & Administration
Proposed by: Dept. of Public Policy & Administration

RATIONALE FOR DEGREE PROPOSAL (Required):

Provide Rationale for Degree Proposal:

The Department of Public Policy and Administration (PPA) has long offered an informal focus on Healthcare Administration within its Master of Public Administration using the 3 elective courses that each student has to complete. Several students choose Healthcare Administration courses as their electives. We wish to formalize this arrangement through a Concentration in Healthcare Administration.

DEGREE INFORMATION (MAJOR, CONCENTRATION/EMPHASIS/OPTION/MINOR)

Degree Title:

Concentration in Healthcare Administration in the Master of Public Administration degree

REVISIONS TO CURRENT DEGREE DESCRIPTION AND REQUIREMENTS

Degree Description (Attach or copy catalog copy; Use Track Changes to Add/Revise Details):

Requirements for Concentration in Healthcare Administration (9 units)

Students interested in pursuing a career in public service choose the MPA and enter careers in public/governmental; nonprofit; and in healthcare administration sectors. This later group with special interest in healthcare administration may elect to complete the Healthcare Administration Concentration consisting of three courses, allowing them to publicize their specialized graduate study more formally.

Select three of the following six courses:

Each course included here already exists and has an established record of course success. These are in existing foundation, core, or elective courses in the MS-HCA. MPA students interested in the HCA Concentration may choose any three courses of the following:

HCA 5050 Manage and Finance - The Delivery of Healthcare (3)

HCA 5140 History and Context U.S. Healthcare (3)

HCA 5260 Marketing in Health and Human Service (3)

HCA 5360 CQI in Health and Human Services (3)

HCA 6180 Health Policy and Policy Research (3)

HCA 6620 Legal and Ethical Issues in Healthcare (3)

(or other substitution courses as approved by the MPA Director).

ADDING AN OPTION, CONCENTRATION OR SPECIAL EMPHASIS (ATTACH APPROPRIATE DOCUMENTS):

Per [EO 1071](#), before any option, concentration, or special emphasis (or similar subprogram) approved under this delegation, can be implemented, the campus shall obtain a Chancellor's Office confirmation of compliance with CSU policy and applicable law. Campus notifications shall be submitted to the Department of Academic Programs and Faculty Development (degrees@calstate.edu). The following information must be submitted:

- The exact title of the new subprogram and the complete degree designation and title of the major degree program housing the new subprogram (e.g., Bachelor of Science in Biology with a Concentration in Biochemistry);
- A list of courses and required units constituting that new subprogram;
- Total units required to complete the entire degree, including the combination of subprogram and major program;
- The complete list of courses and required units constituting the major degree program as approved by the Chancellor's Office;
- A 4-year major-and-subprogram roadmap for freshmen and a 2-year major-and-subprogram roadmap for transfer students;
- The CSU degree program code (formerly called "HEGIS") that students use to apply to the major degree program;
- The campus-proposed CSU degree program code to be used to report enrollments in the concentration (may be the same as the degree code);
- A detailed cost-recovery budget for self-support subprograms to be offered within state-support major degree programs; and
- Documentation of all campus-required curricular approvals.

ADDING A MINOR

Provide the Program Description and Minor Requirements:

N/A.

IMPACT OF DEGREE PROPOSAL ON OTHER PROGRAMS OR DEPARTMENTS

What Is the Impact of This Degree Proposal on Course Offerings from Other Department(S) Or Programs?

Please Include Supporting Emails with This Proposal:

N/A.

IMPACT OF DEGREE PROPOSAL ON COURSE(S)

List All the New and Revised Courses Required for This Degree Proposal (If Applicable):

Attach/Submit All the Course Proposal Forms and Catalog Copy Together with This Form for Curricular Review and Approval

N/A.

NEXT STEPS

- Attach Course Proposal Form(s) to This Proposal (If Applicable)
- Attach Catalog Copy w/ revisions (using track changes) to This Proposal
- Attach Appropriate Documents if Adding an Option, Concentration or Special Emphasis
- Attach Revised Academic Roadmap
- Submit to Department/Program Curriculum Committee for Review & Approval
- Department Submits to School/Program Curriculum Committee for Review & Approval
- School/Program Curriculum Committee Submits Related Forms to GECCo (If Applicable)
- Chancellor's Office (CO) Notification for Implementation of Option, Concentration or Special Emphasis
- If No Additional Approvals Are Required, School/Program Curriculum Committee Submits to Academic Operations After Final Approvals Have Been Recorded. [See Annual Catalog & Curriculum Deadlines Dates](#)

SCHOOL/PROGRAM COMMITTEE & OTHER APPROVALS:

Department Chair/Program Director: <u></u> Chandra Commuri (Feb 15, 2025 09:31 PST)	Date: Feb 15, 2025
School/Program Curriculum Committee Chair: <u></u> Mansik Hur (Feb 15, 2025 09:51 PST)	Date: Feb 15, 2025
Dean of School: <u></u> Deborah Cours (Feb 15, 2025 10:09 PST)	Date: Feb 15, 2025
Director of GE:	Date:
CO Notification for Implementation of Option, Concentration or Special Emphasis:	Date:
CO Confirmation of Compliance for Options, Concentration or Special Emphasis:	Date:
President's Approval for Minor:	Date:
WSCUC Approval:	Date:
Director of Academic Operations:	Date:

ACADEMIC OPERATIONS USE ONLY:

Effective Term:	Catalog Year:
CIP Code:	HEGIS Code:
Program Code:	Plan Code:
SubPlan Code:	

(Feb. 11, 2025)

Proposal for the Healthcare Administration Concentration (HCA) in the Master of Public Administration (MPA) degree

1. Program Identification

Full and exact degree designation and title:

Healthcare Administration Concentration (HCA) in the Master of Public Administration (MPA)

Term and Academic Year of Implementation: Fall 2025

Total number of units required for graduation: 9 units.

The Department of Public Policy and Administration (PPA) has long offered an informal specialization in Healthcare Administration within its Master of Public Administration. The MPA consists of 12 courses, 36 units. Nine courses, 27 units, consists of required foundation and core courses including the required capstone course. Each student is asked to also complete 3 elective courses, the remaining 9 units, from a variety of available courses. Students taking any 3 electives of their choice we refer to MPA generalist.

The Department has, since founding of the university, offered the MPA and a MS in Healthcare Administration. Over the years, about 60-70% of graduate students pursue the MPA with the rest pursuing the MS-HCA graduate degree option. MPA students seeking some special graduate study in HCA can choose our specialization option, taking their 3 electives from a designated set of HCA courses. This specialization option has been popular; thus, we wish to formalize this option as a Concentration in the MPA. Thus, the approval of the proposed HCA Concentration will not significantly change our program or curriculum options. The HCA specialization, though informal, is well tested. It will however enhance the standing and desirability of HCA graduate study in the MPA. We believe this formalized option will attract more students interest to the Concentration and to the MPA overall.

2. Program Overview and Rationale

Description

Requirements for Concentration in Healthcare Administration (9 units)

Students interested in pursuing a career in public service choose the MPA and enter careers in public/governmental; nonprofit; and in healthcare administration sectors. This later group with special interest in healthcare administration may elect to complete the Healthcare Administration Concentration consisting of three courses, allowing them to publicize their specialized graduate study more formally.

Select three of the following six courses:

Each course included here already exists and has an established record of course success. These are in existing foundation, core, or elective courses in the MS-HCA. MPA students interested in the HCA Concentration may choose any three courses of the following:

HCA 5050 Manage and Finance - The Delivery of Healthcare (3)

HCA 5140 History and Context U.S. Healthcare (3)

HCA 5260 Marketing in Health and Human Service (3)

HCA 5360 CQI in Health and Human Services (3)

HCA 6180 Health Policy and Policy Research (3)

HCA 6620 Legal and Ethical Issues in Healthcare (3)

(or other substitution courses as approved by the MPA Director).

Audience

As noted, our MPA graduates usually take on careers in the public/governmental, nonprofit or healthcare administration sectors. As the MPA allows students to take 3 elective courses from a longer list of elective courses, most select any 3 courses of interest from our list and are referred to as MPA generalist. Those with interest in healthcare administration choose to informally specialize in HCA, this option has an established audience. The formalization of an HCA Concentration may attract even greater interest as this would appear on the diploma as MPA with HCA Concentration – a more attractive option.

Rationale

As noted, the Department has long offered the MS-HCA graduate degree option for those who have primary interest in moving up into administrative roles in healthcare settings. Many of these began in clinical healthcare settings and now seek to prepare themselves for administrative roles. However, some MPA students view specialization in HCA or in another area as enhancing or strengthening their career prospects in those areas, for example some MPA find themselves in or seeking program administration roles in public health, community clinics or other healthcare settings not requiring clinical undergraduate preparation. The HCA Concentration adds to their career options in those growing career field settings.

In addition, the concentration does not require any new courses to be created. Each of the six courses from which the HCA Concentration is drawn are existing courses in PPA on the MS-HCA degree.

Catalog Copy

Requirements for MPA Concentration in Healthcare Administration (9 units)

Select three of the following six courses:

MPA students interested in the HCA Concentration may choose three courses of the following:

HCA 5050 Manage and Finance - The Delivery of Healthcare (3)

HCA 5140 History and Context U.S. Healthcare (3)

HCA 5260 Marketing in Health and Human Service (3)

HCA 5360 CQI in Health and Human Services (3)

HCA 6180 Health Policy and Policy Research (3)

HCA 6620 Legal and Ethical Issues in Healthcare (3)
(or other substitution courses as approved by the MPA Director).

3. Curriculum

Goals:

The goal of the MPA Healthcare Administration Concentration is to prepare evidence based, reflective practitioners for management and administration in health care organizations.

Student Learning Outcomes for the MPA Healthcare Administration Concentration:

Competency 1: Students will develop competency in broad integrative knowledge. Examples of aspects to be assessed might include the knowledge, skills, and abilities associated with scientific processes, the history and practice of the discipline, effects of other institutional influences (political, economic, social), and applicable theories. A demonstration of skills in team processes and personal interactions is just as important.

Competency 2: Students will develop competency in the specialized knowledge of health care administration. Examples of aspects to be assessed might include knowledge of healthcare systems, the effects of political and economic processes, strategical and operational management, healthcare and organizational theories, and the ability to recognize and resolve ethical dilemmas.

Competency 3: Students will develop competency in critical thinking. Examples of aspects to be assessed are the ability to interpret and apply theory, structure problems, organize and defend an argument, analyze ethical dilemmas, communicate orally, evaluate information, develop focused, coherent, and grammatically correct written communications, and develop action plans and change strategies to promote health for a diverse public.

Competency 4: Students will demonstrate competency in applying their learning. Examples of aspects to be assessed include the ability to develop, conduct and report social science research, analyze case studies, develop strategic plans, perform CQI, and successfully complete an internship or practicum that includes a form or operational or project management.

Typical Course Sequencing

First Year:

Fall 2024

3 MPA Foundation courses

Spring 2025

1 MPA Foundation course

1 Core course

1 Elective in HCA Concentration (1st of 3)

Second Year:

Fall 2025

- 2 Core courses
- 1 Elective in HCA Concentration (2nd of 3)

Spring 2025

- 2 Core courses, including the MPA Capstone course.
- 1 Elective in HCA Concentration (3rd of 3)

MS-HCA Assessment Plan 2021-2022 to 2024-2025

Program Learning	2021-22	2022-23	2023-24	2024-25
Competency 1: Broad Integrative Knowledge <i>Students will develop competency in broad integrative knowledge.</i>			Broad Integrative Knowledge	
Competency 2: Specialized knowledge of healthcare administration <i>Students will develop competency in the specialized knowledge of healthcare administration.</i>				Specialized Knowledge in Healthcare Administration
Competency 3: Critical Thinking <i>Students will develop competency in critical thinking.</i>	Critical Thinking			
Competency 4: Applied Learning <i>Students will demonstrate competency in applying learning.</i>		Applied Learning		

MS-HCA Program Assessment 2024-2025 Procedures

- The assessment plan (2021-2022 to 2024-2025) shows that Competency 1: Broad, integrative knowledge is scheduled for assessment in AY 2023-24.
- Broad, integrative knowledge is one of four University Learning Outcomes for Graduate Programs as prescribed by the Division of Graduate Studies: CSUB 2023-2024 Catalog, <https://www.csub.edu/catalog/2023-2024-division-graduate-studies>
- Program Learning Outcomes for assessment were developed for the Fall 2023 MS-HCA curriculum.

Program Learning Outcomes	Competency 1: Students will develop competency in broad, integrative knowledge	Courses	Assignments	Rationale
PLO 1	Articulates how the field has developed in relation to other major domains of inquiry or practice.	HCA 5140 History and Context U.S. Health Care	Final Exam	Student paper/reflection on the social, economic, and political factors that shape the U.S. health care system.
PLO 2	Designs and executes an applied, investigative or creative work that draws on the perspectives and methods of other fields and assesses the resulting gains and difficulties.	HCA 6030 Research Methods	Thesis Proposal (Chapters 1 -3)	Is investigative, incorporates theory to frame the inquiry (perspectives and methods of other fields), and the proposal defense assess the resulting gains and difficulties.
PLO 3	Articulates and defends the significance and implications of his or her specialized work in terms of challenges, trends and developments in a social or global context.	HCA 6030 Research Methods	Thesis Proposal (Chapter 1, Section-Significance of the Study)	PLO 3 was embedded in the thesis template as a prompt for required material.

Implementation

1. Review syllabi from HCA 5140 and HCA 6030 to ensure program learning outcomes are clearly stated by Spring 2025.
2. Develop assessment rubrics, for faculty approval, by Spring 2025.
3. Collect a random sample of de-identified artifacts by Spring 2025.
4. Convene norming session(s) in Spring 2025.
5. Draft, for faculty approval, the closing the loop assessment report by Fall 2025.

Other MPA Concentrations and Relevant Concentrations

As noted, MPA graduate students are expected to complete 3 Elective courses of their choice, students selecting 3 unrelated electives are referred to MPA generalist. However, we allow students to informally specialize in Healthcare Administration or in Nonprofit Management (NPM). Though not yet approved, we this year are also seeking to formalize the NPM specialization as a NPM Concentration. None of the coursework in either concentrations overlap or conflicts.

Accreditation

The addition of an MPA HCA Concentration will not produce a substantive change under WASC policies and will not affect WASC accreditation. The MPA is accredited by NASPAA (Network of Schools of Public Affairs & Administration). As it is with the MPA program offerings of 3 elective courses, the HCA Concentration creates no new NASPAA accreditation concerns. NASPAA's inquiry would likely be whether the HCA Concentration or any

concentration is consistent with our mission, meeting service region needs as discussed throughout this proposal.

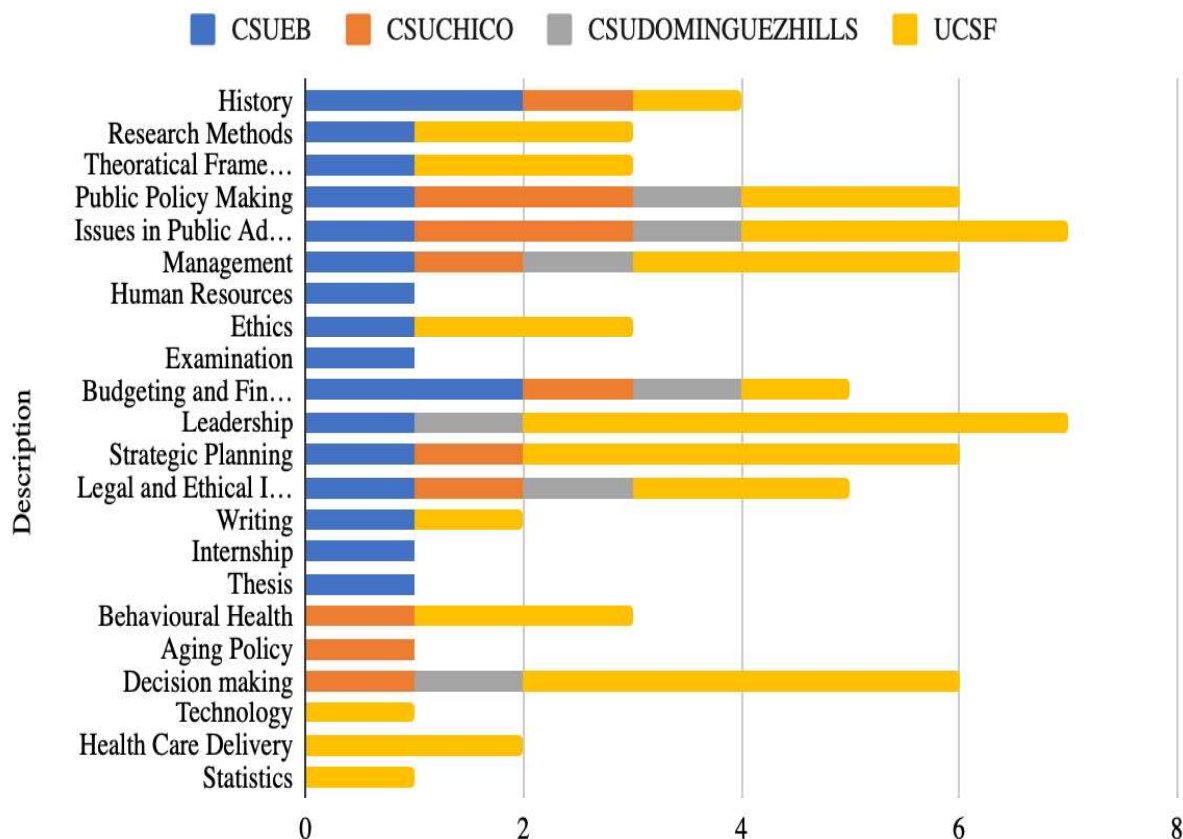
4. Need for the Proposed Program

Other Programs Offering HCA Concentrations in Master of Public Administration

A review of 4-year public universities in California offering MPA degree programs with an HCA Concentration revealed 4 programs, i.e., California State University, Dominguez Hills; California State University, East Bay; California State University, Chico; and University of California, San Francisco.

The analysis chart below reports program design or course offerings by campus.

CSUEB, CSUCHICO, CSUDOMINGUEZHILLS and UCSF



While each program reports some unique areas of coverage, most are similar in overall design and core areas of the field such as: issues in public administration; public policy making; public management; leadership; decision-making; budget and finance; strategic management; etc.

Programs each serve their regional needs across broad areas of the state. Except for CSUEB and UCSF in the densely populated bay area, campuses are well over 100 miles apart. There is likely little overlap or competitor concerns. Addition of a formal HCA Concentration in CSUB's MPA would meet an unmet need in our large Southern San Joaquin Valley service region. The CSUB service region includes Kern, Inyo, Mono and parts of Tulare and Kings counties, a region covering 21,000 square miles. Kern County alone covers over 8,000 square miles. Most students attending CSUB are from the region and, after graduation, remain in the region to serve in public services careers.

Other Curricula at CSUB Similar to the HCA Concentration in MPA

There are no other degree programs at CSUB covering similar curriculum areas as PPA. The MPA as a NASPAA Accredited program is the only such program within a 100-mile radius.

Community participation in the planning process.

The PPA Department, as well as its 2 graduate degree programs, the MPA and MS-HCA have along with the university served the region for over 50 years. Our alumni dominate the ranks of local government, nonprofit and healthcare administration sectors. Regarding healthcare administration alone, the current or recent CEOs of the largest hospitals in the region are our graduates. The Department and its programs maintain close relations with alumni and community stakeholders. The Department utilizes a PPA Advisory Board comprised of community members, alumni, and other key stakeholders from the public/governmental, nonprofit and healthcare administration sectors. It has long been viewed that informal specializations and formal concentrations meet the needs of various subsectors, this has been especially true of healthcare administration and nonprofit management. This MPA HCA Concentration will add to the quality focus and prestige of our programs.

Applicable workforce demand projections and other relevant data

The Bureau of Labor Statistics projects a 28% growth (2021 to 2031) for healthcare administrators because of the growing healthcare industry, baby boomers leaving the workforce, changes in the national regulatory environment, and the advancement of technology in how healthcare is managed. Closer to home, California's extensive expansion of access to public health insurance provides local opportunities for MPA HCA graduates.

5. Student Demand

Evidence of Student Interest

In advisory board meetings and discussions in Capstone courses, students have described the advantages of earning a NASPAA accredited MPA degree along with a Healthcare Administration Concentration. Because the healthcare industry in the Central Valley is growing up, students expressed interest in earning this Concentration and in listing it on their resumes.

Diversity and Access

The University, the School of Business & Public Administration, the Department of Public Policy & Administration, and the Master of Public Administration program are highly committed to diversity and access. Over the past 4 decades, the campus has been transformed, with diversity and access becoming increasingly central to its missions. In 1985 minority students comprised less than 25 percent of the student population. In 2000 the campus first reported being 50 percent minority. Today, a full three quarters of the campus are minority students. Two thirds are female. International students have shown special interest in our Healthcare Administration program offerings. The MS-HCA degree has had a significant increase in international students. With formalization of the MPA-HCA Concentration, we will likely experience growing international student interest.

Professional Uses for the MPA HCA Concentration

The MS-HCA and MPA HCA Concentration degrees are interchangeable career starters for mid to upper-level managers in government, nonprofit, and private-sector healthcare organizations. Population health and public health programs also seek these degrees for program and project leads. Local healthcare organizations have employed graduates from the MPA and MS-HCA programs: hospitals, federally qualified clinic systems, Medi-Cal managed care organizations, commercial health plans, and the public health and behavioral health departments.

Expected Number of Students

We expect about 5 to 10 MPA students to choose this Concentration every year.

6. Existing Resources

Faculty in the Program

The three programs of the Department, i.e., the MPA, MS-HCA and undergraduate PABA utilize on the same integrated faculty nucleus. No faculty is unique to one program. The MPA Director is r. Thomas Martinez, the MS-HCA Director is Dr. Anthony Pallitto. As a matter of teaching competency and emphasis, the 6 course options open to the MPA HCA Concentration will consist of:

Dr. Anthony Pallitto, MS-HCA Director and full-time Lecturer
Dr. Bonnie Quinones, part-time Lecturer
Ms. Myrna Arias, ABD, part-time Lecturer
Or other adjuncts as may be called upon.

Existing Facilities

The Concentration will use existing facilities, offices, library, and other resources. No additional facilities are required.

7. Additional Support Resources Required

Additional Faculty Resources

The proposed Concentration does not require any additional resources since all the courses included in the HCA Concentration are currently offered in the Department.

Additional Lecture/Laboratory Space

None

Additional Library Resources

None

Additional Academic Technology

None