

2. Program and Review Team Information



Undergraduate Review Report

1. Program Under Review

The University of Nevada Las Vegas

2. Review Team

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3. Date of Review

06/13/2017

3. Preface

Undergraduate programs in the Association of University Programs in Health Administration (AUPHA) are engaged in the education of students at the baccalaureate level for careers in health services management. While students may come from a variety of backgrounds and disciplines, with or without experience, the purpose of baccalaureate education in health

services management is to provide the initial education for professional careers in health services management.

Full Certified Undergraduate member programs are those programs that have been certified by the AUPHA Panel Review process as meeting the stated criteria. Undergraduate programs that desire to meet these criteria are required to join AUPHA as Associate Member programs. Full Certified and Associate Members must be located in the United States or Canada.

The following criteria serve as requirements of a high quality baccalaureate program in health services management. It is the responsibility of the program to demonstrate how it meets the intent of the criteria. AUPHA recognizes that flexibility and innovation are essential to the design and development of curricula. Each program must define its mission and objectives and must, therefore, be judged within the context of that mission and defined objectives. However, it is incumbent on the program to demonstrate how its curriculum meets the intent of the AUPHA criteria.

4. Eligibility

A. Programs in the United States must be located in a college or university accredited by a regional agency recognized by the Council for Higher Education Accreditation. Programs outside of the United States and its territories must be located in a college or university that is accredited by the appropriate accrediting body for that country.

The University of Nevada Las Vegas is accredited by the Northwest Commission on Colleges and Universities through 2017.

B. The program must be officially approved by the governing body of its college/university and be listed in the college catalog as a course of study leading to a baccalaureate degree.

The Undergraduate Program in Health Care Administration is part of the School of Community Health Sciences, Department of Health Care Administration and Policy, and is approved by the Nevada System of Higher Education Board of Regents thus listed in the college catalog as a course of study leading to a baccalaureate degree. <http://catalog.unlv.edu/index.php>

C. The program must have graduated its first cohort of students prior to the self-study year.

The program graduated its first cohort of students in 1991.

D. Programs with 150 or less students enrolled (inclusion of both full-time and part-time) must have a minimum of two full-time terminally degreed faculty members whose primary appointments are in the health services management program and who hold academic rank (at the level of assistant, associate, or full professor). Programs with more than 150 students enrolled must have an additional faculty member meeting the above criteria for every 100 additional students over 150.

There were 173 full time and 176 part time students pursuing the Health Care Administration major at the time of the self study and the program meets the faculty requirements.

E. All students enrolled in the program must receive not less than 25% of the instruction within the program from full-time university faculty.

There are 8 full time faculty members teaching in the undergraduate program.

F. The program must require each student to complete a faculty-supervised internship of at least 120 hours.

The program assures that each student has completed a 300 hour internship and completes an internship project.

G. The program may not unlawfully discriminate based upon race, ethnic origin, creed, gender or disability in any of its activities and must be in full compliance with relevant laws as well as university policies regarding affirmative action and equal opportunity. Institutions with religious affiliations may adopt policies related to such affiliations provided adequate notice of such policies is given to all applicants, students, faculty, and employees.

The UNLV and the Department of Health Care Administration and Policy complies with EEOC requirements as exhibited by : <https://www.unlv.edu/about/statements>

5. OVERALL ELIGIBILITY DISCUSSION

Strengths

The UNLV HCA program has been certified since 1991, has successfully graduated cohorts since that time, and has received ongoing certification since 1991.

Concerns

No concerns.

Conclusion

UNLV Program of Health Care Administration and Policy fully meets Eligibility requirements

Eligibility Conclusion

Fully meets

Eligibility Criterion Related Recommendation(s)

Eligibility Consultative Recommendation

No Consultative Recommendation

Eligibility consultative recommendations(s)

6. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

1. The program will have statements of mission, vision, and values that are reflected in the program's focus, structure, curriculum, faculty, and student composition.

Discussion

The mission, vision, and values of the UNLV HCA program meet the criterion required.

Strengths

The program has been certified since 1991, is supported by the School of Community Health Sciences, Advisory Board, Alumni Association, and the community of health care providers in the geographic area. This support is exhibited by community participation in the internships, guest lectures, and support for student attendance at local and national conferences.

Conclusions

UNLV Health Care Administration and Policy fully meets criterion 1.

Criterion 1 Conclusion

Fully meets

Criterion 1 Criterion Related Recommendations(s)

Criterion 1 Consultative Recommendation

No Consultative Recommendation

Criterion 1 Consultative Recommendations(s)**7. PROGRAM STRUCTURE, FACULTY, AND RESOURCES****2. The Program will have established goals, objectives, and outcomes that are action-based, observable, and measurable.****Discussion**

The UNLV Health Care Administration and Policy program has established goals, objectives, and outcomes consistent with its structure and courses. Course instruction is provided by qualified full-time faculty and individual faculty members are performing research as required for promotion and tenure.

Strengths

The program has been certified since 1991, has maintained certification in AUPHA, has graduated successive cohorts of students according to UNLV and the program's qualifications, and has the support of the community.

Conclusions

UNLV Health Care Administration and Policy program fully meets criterion 2.

Criterion 2 Conclusion

Fully meets

Criterion 2 Criterion Related Recommendations(s)**Criterion 2 Consultative Recommendation**

No Consultative Recommendation

Criterion 2 Consultative Recommendations(s)**8. PROGRAM STRUCTURE, FACULTY, AND RESOURCES****3. The program must have a designated leader (Chair, Director, Coordinator, etc.) who is responsible for the organization, administration, continuous program review, planning, development, and general effectiveness of the program. The program director must be given adequate release time to devote to curriculum development and evaluation, counseling of students, program management and administrative duties within the institution.****Discussion**

The Department Chair is a tenured faculty member, elected by the tenured faculty, and is serving a three year term. He may be reappointed to the Chair position. He is responsible for all activities of the Department (along with the Health Sciences advising center), the Chair advises students with academic

issues and is ultimately responsible for all academic activities

Strengths

The Chair was in place during the self study year and has carried out the responsibilities of the position.

Conclusions

Meets the criterion for leadership however program policy allows Program Directors to receive one course release each semester. Due to other assigned responsibilities the one course release time has not been implemented.

Criterion 3 Conclusion

Partially meets

Criterion 3 Criterion Related Recommendations(s)

Support for Chair release time is advised.

Criterion 3 Consultative Recommendation

Consultative Recommendation

Criterion 3 Consultative Recommendations(s)

Support for Chair release time is advised.

9. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

4. Program Directors must demonstrate continuing professional development related to their role and responsibilities, and the healthcare management profession.

Discussion

The Program Director attends UNLV Provost Leadership Forums to support university leadership skills as well as attending AUPHA and other conferences and meetings for professional growth.

Strengths

UNLV and School administration supports the Program Directors administrative and professional growth.

Conclusions

UNLV, HCA fully meets criterion 4.

Criterion 4 Conclusion

Fully meets

Criterion 4 Criterion Related Recommendation(s)

Criterion 4 Consultative Recommendation

No Consultative Recommendation

Criterion 4 Consultative Recommendations

10. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

5. Teaching loads and student/faculty ratios must be consistent with the program's mission, goals and objectives as well as the college/university's standards for promotion and tenure.

Discussion

Teaching loads for UNLV HCA faculty are established according to university policy. Teaching loads for tenure-track faculty are typically 3:3 with course release for research.

Strengths

Additional course release can be granted as research progresses. New tenure track faculty teach a 2:2 load in their first year.

Conclusions

UNLV HCA fully meets criterion 5.

Criterion 5 Conclusion

Fully meets

Criterion 5 Criterion Related Recommendation(s)

Criterion 5 Consultative Recommendation

No Consultative Recommendation

Criterion 5 Consultative Recommendation(s)

11. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

6. Full-time faculty must have primary roles in the governance and organization of the program including academic planning, curriculum development and review, advising, and program improvement.

Discussion

All full time faculty participate in policy decisions concerning curriculum, academic standards, course scheduling, program admission criteria, academic assessment, by-laws, budgeting, and hiring of part time and full time faculty. Rank determines faculty participation in tenure and promotion. Meetings for faculty are held to discuss other administrative issues.

Strengths

Faculty is included in the decision making of the HCA program.

Conclusions

UNLV HCA fully meets criterion 6.

Criterion 6 Conclusion

Fully meets

Criterion 6 Criterion related recommendation(s)

Criterion 6 Consultative Recommendation

No Consultative Recommendation

Criterion 6 Consultative Recommendation(s)

12. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

7. Full-time employed faculty must have demonstrated scholarly and/or professional activity in health care management / administration consistent with the mission of the program and scholarship expectations of the University.

Discussion

Full-time, tenure-track faculty are involved in research activity, submit to journals for publication, and pursue funding for research.

Strengths

None noted.

Conclusions

Meets criterion 7

Criterion 7 Conclusion

Fully meets

Criterion 7 Criterion Related Recommendations(s)

Criterion 7 Consultative Recommendation

No Consultative Recommendation

Criterion 7 Consultative Recommendation(s)

13. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

8. If the program uses adjunct faculty then the program must have established procedures for selection, orientation, and evaluation of practitioners and must demonstrate how it involves adjunct faculty in the academic program.

Discussion

The Program Director is responsible for the selection and supervision of part-time faculty. The Program Director looks for the following attributes: 1) appropriate academic degree(s), 2) teaching experience, 3) course-related work experience, 4) desire to teach and interact with undergraduate students, and 5) overall maturity and reliability.

Strengths

Excellent selection attributes for part-time faculty. Good insight including "work experience" by the applicant related to the course being taught. Part-time faculty are invited to the School Faculty Meetings, HCAP Department meetings, and also provide input into the development of student learning outcomes for use in academic assessment.

Conclusions

Program meets the criterion.

Criterion 8 Conclusion

Fully meets

Criterion 8 Criterion Related Recommendation(s)**Criterion 8 Consultative Recommendation**

No Consultative Recommendation

Criterion 8 Consultative Recommendation(s)

14. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

9. Given the mission & goals of the program, the program must demonstrate the adequacy of the financial base.

Discussion

The Department is allocated an annual general funds budget that includes faculty salaries and fringes, student worker wages, and operating funds, receives soft money from the Dean's office, and part-time Program Instructors are funded with state monies. The Department Chair/Program Director, approves all Department budget expenditures.

Strengths

None noted.

Conclusions

The program meets the criterion.

Criterion 9 Conclusion

Fully meets

Criterion 9 Criterion Related Recommendation(s)**Criterion 9 Consultative Recommendation**

No Consultative Recommendation

Criterion 9 Consultative Recommendation(s)

15. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

10. Given the mission & goals of the program, the program must demonstrate the adequacy of the facilities and equipment.

Discussion

Office space for the entire school is an issue that hopefully will be alleviated with the construction of the UNLV School of Medicine. Part-time faculty are required to be available to students on-line and have space allocated in a conference room if they need to meet face-to-face. This is a matter being addressed with facilities management, the School, and the Provost's office.

Strengths

There are plans for a building to house the UNLV School of Medicine. Once that space is available to the School of Medicine, space will be potentially allocated to the School, Department, and program.

Conclusions

Plans need to reflect that space for the program will be allocated.

Criterion 10 Conclusion

Partially meets

Criterion 10 Criterion Related Recommendation(s)

Plans need to reflect that space for the program will be allocated.

Criterion 10 Consultative Recommendation

No Consultative Recommendation

Criterion 10 Consultative Recommendation(s)

16. PROGRAM STRUCTURE, FACULTY, AND RESOURCES

11. Given the mission & goals of the program, the program must demonstrate the adequacy of the both traditional and non-traditional academic and teaching resources.

Discussion

The library facilities meet program standards, there is university wide wi-fi technology, students have access to computer labs, some software is available to students no cost, and all faculty receive a new computer upon hire. There are both seated and on-line offerings for 11 classes and the curriculum is similar, allowing for academic freedom.

Strengths

None noted.

Conclusions

Program meets the criterion.

Criterion 11 Conclusion

Fully meets

Criterion 11 Criterion Related Recommendation(s)

Criterion 11 Consultative Recommendation

Consultative Recommendation

Criterion 11 Criterion Related Recommendation(s)

The Committee suggests a qualitative measure comparing the outcomes of seated and on-line offerings.

17. Student Support Systems

12. In programs where admission is selective, the program must demonstrate that the procedures for admitting students to the program are compatible with the mission, goals and objectives of the program.

Discussion

New students who select Health Care Administration as their major and students who want to transfer to the HCA major, are assigned to the Department of Health Care Administration as Program pre-majors. Pre-majors must complete certain courses before they can be admitted to the Program as majors and need a cumulative GPA of 2.5.

Strengths

None noted.

Conclusions

Program meets criterion.

Criterion 12 Conclusion

Fully meets

Criterion 12 Criterion Related Recommendation(s)**Criterion 12 Consultative Recommendation**

No Consultative Recommendation

Criterion 12 Consultative Recommendation(s)**18. Student Support Systems**

13. Students must have access to adequate academic advising and career placement support.

Discussion

Academic advisors in the Division of Health Sciences Advising Center provide academic advising to the Program students. The Program Director works with the advisors and students to assure success and provides majors with introductions to health care management careers. The 300 hour internship provides experiential learning and professional contacts.

Strengths

UNLV HCA has strong community and student support from the industry leaders.

Conclusions

Program meets criterion.

Criterion 13 Conclusion

Fully meets

Criterion 13 Criterion Related Recommendation(s)

Criterion 13 Consultative Recommendation

No Consultative Recommendation

Criterion 13 Consultative Recommendation(s)

19. Student Support Systems

14. Students must have access to peer networks and means to communicate.

Discussion

The Program sponsors an HCA Student Association (HCASA) and holds 3 meetings per semester. Speakers from local Health Care Organizations are invited to make presentations. HCASA networks with local chapters of the ACHE, HIMSS, MGMA and HCFMA. They work with these associations to cosponsor a career fair each spring.

Strengths

There is strong community and professional support for HCAP.

Conclusions

Program meets criterion.

Criterion 14 Conclusion

Fully meets

Criterion 14 Criterion Related Recommendation(s)

Criterion 14 Consultative Recommendation

No Consultative Recommendation

Criterion 14 Consultative Recommendation(s)

20. Student Support Systems

15. Programs must provide students with an appropriate process to address concerns or complaints regarding academic or other issues.

Discussion

Students who wish to appeal a grade petition the faculty who taught the class in writing, then the Program Director, then the Faculty Senate. Students may also request a review through the SCHS Academic Standards committee. Other academic matters can be addressed through the same channels. They have access to the Office of Student Conduct mediation process.

Strengths

There is a defined process for student complaints.

Conclusions

Program meets criterion.

Criterion 15 Conclusion

Fully meets

Criterion 15 Criterion Related Recommendation(s)

Criterion 15 Consultative Recommendation

No Consultative Recommendation

Criterion 15 Consultative Recommendation(s)

21. Professional and Alumni Linkages

16. The program must have a committed community advisory board that meets at least once per year.

Discussion

HCAP created an Advisory Board in 2013. This group meets at least once per year. The Program Director chairs and the president of the HCASA has a seat on the Board. Currently, there are 12 members consisting of executives from local health care organizations, hospitals, managed care , ACOs, long-term care and healthcare information technology organizations.

Strengths

The Board is made up of the Program Director, a student leader and community professionals.

Conclusions

Program meets criterion.

Criterion 16 Conclusion

Fully meets

Criterion 16 Criterion Related Recommendation(s)

Criterion 16 Consultative Recommendation

Consultative Recommendation

Criterion 16 Consultative Recommendation(s)

The program should consider keeping detailed minutes as part of the meetings of the Advisory Board. Minutes should detail the topics covered, input from Board Members, and note any action that needs to be taken.

22. Professional and Alumni Linkages

17. The program must have established relationships with appropriate professional communities in order to provide students with opportunities for professional socialization and leadership development.

Discussion

Faculty represent HCAP in various professional organizations, as members and officers, are reviewers for national journals, review for AUPHA undergraduate programs, as well as consult and serve their community. Students are encouraged to attend the meetings of local professional associations where they have opportunities to network with local health care managers.

Strengths

Students are invited to attend all local ACHE, MGMA, HIMSS, and HCFA meetings. Each October, these organizations hold the Nevada Healthcare Forum, and Program students are awarded scholarships to attend.

Conclusions

Program meets criterion.

Criterion 17 Conclusion

Fully meets

Criterion 17 Criterion Related Recommendation(s)**Criterion 17 Consultative Recommendation**

No Consultative Recommendation

Criterion 17 Consultative Recommendation(s)**23. Professional and Alumni Linkages**

18. The program must show good faith efforts/have a plan in place to have established linkages to alumni. This includes, but is not limited to, alumni involvement in an alumni association, mentoring, internships, educational activities and program support.

Discussion

An Alumni Association was created and is open to Program graduates since 12/2016. The program also invites alumni to the annual academic assessment meeting and some serve on the Advisory Board as well as student organization events.

Strengths

None noted.

Conclusions

Program meets criterion.

Criterion 18 Conclusion

Fully meets

Criterion 18 Criterion Related Recommendation(s)**Criterion 18 Consultative Recommendation**

No Consultative Recommendation

24. Curriculum and Teaching

19. The program must utilize teaching methodologies and modalities appropriate to the curriculum of the program and needs of the student and must demonstrate that various teaching modalities utilized achieve learning objectives of the student and are appropriate for the educational content being delivered.

Discussion

Program courses are taught using traditional classroom methodologies and online teaching technologies. Classroom courses include lectures, guest lectures, team projects, presentations, and case studies. Service learning approaches are used to acquire an internship and complete 300 hours. Web Campus, (blackboard), is used for teaching online and asynchronous classes.

Strengths

None noted.

Conclusions

Program meets criterion.

Criterion 19 Conclusion

Fully meets

Criterion 19 Criterion Related Recommendation(s)

Criterion 19 Consultative Recommendation

No Consultative Recommendation

Criterion 19 Consultative Recommendation(s)

25. Curriculum and Teaching

20. The program must require a prerequisite course of study that ensures that the student has the following minimum competencies:

- 1. Communication (written and oral)**
- 2. Computational Skills (mathematics and quantification)**
- 3. Critical Thinking (ability to analyze problems)**
- 4. Societal and Cultural Context (historical, philosophical, social, cultural, economic, political and scientific foundations)**

Discussion

Program meets core requirements, UNLV, and Board of Regent requirements.

Strengths

None noted.

Conclusions

Program meets criterion.

Criterion 20 Conclusion

Fully meets

Criterion 20 Criterion Related Recommendation(s)**Criterion 20 Consultative Recommendation**

No Consultative Recommendation

Criterion 20 Consultative Recommendation(s)

26. Curriculum and Teaching

21. The program will develop or adopt a set of competencies to serve as the foundation of its curriculum that will relate to the program's mission and the market that it serves.

Discussion

HCAP developed a set of competencies based on the overall mission of the university, the school, and the program to provide curriculum the students need to develop skills for roles when managing in the changing health care environment.

Strengths

None noted

Conclusions

Program meets criterion.

Criterion 21 Conclusion

Fully meets

Criterion 21 Criterion Related Recommendation(s)**Criterion 21 Consultative Recommendation**

Consultative Recommendation

Criterion 21 Consultative Recommendation(s)

The adopted competencies should be mapped to specific courses to ensure that the competencies are both taught and measured with appropriate learning outcomes.

27. Curriculum and Teaching

22. The program will ensure that course syllabi are uniform and include course

content, assignments, readings, teaching and assessment methods, and learning objectives.

Discussion

The program review completed internally by UNLV noted that syllabi were not consistent among faculty teaching the same course. The review indicated that content varied by faculty members. The review indicated that the Program Director would discuss moving to standard syllabi for courses taught by more than one faculty member.

Strengths

None noted.

Conclusions

Program partially meets the criterion.

Criterion 22 Conclusion

Partially meets

Criterion 22 Criterion Related Recommendation(s)

Course syllabi should be reviewed to ensure that course content is uniform among all faculty teaching a course.

Criterion 22 Consultative Recommendation

Consultative Recommendation

Criterion 22 Consultative Recommendation(s)

The program may wish to consider assigning a lead faculty member for each course that is responsible to develop course content and work with other faculty members to ensure consistency within each course.

28. Curriculum and Teaching

23. The program will have adequate coverage of the following content areas in its curriculum:

- . The US Healthcare System**
- . Population/community health**
- . Cultural competence/diversity**
- . Organizational development/organizational behavior theory**
- . Management of healthcare organizations**
- . Operations assessment and improvement**
- . Management of human resources and health professionals**
- . Information systems management and assessment**
- . Healthcare Law**
- . Governance**
- . Health policy**

- . **Leadership**
- . **Statistical analysis and application to decision making**
- . **Healthcare Economics**
- . **Healthcare Marketing**
- . **Financial analysis and management**
- . **Ethics in business and healthcare decision-making**
- . **Strategy formulation and implementation**
- . **Quality assessment for patient care improvement**
- . **Managerial Epidemiology**
- . **Research Methodology**

Discussion

The coverage of required curriculum for economics and quality assessment for patient care improvement were not demonstrated within the self-study. Although these topics may be covered within other courses, the review team was unable to verify appropriate coverage of these areas. In addition, health policy is offered as an elective course, which allows students to complete the program without coverage of the topic.

Strengths

None noted.

Conclusions

Program partially meets criterion.

Criterion 23 Conclusion

Partially meets

Criterion 23 Criterion Related Recommendation(s)

A curriculum map should be developed that required topics are covered at an appropriate level within the required courses of the program.

Criterion 23 Consultative Recommendation

No Consultative Recommendation

Criterion 23 Consultative Recommendation(s)

29. Experiential and Applied Learning

24. The program must ensure that an internship experience of at least 120 hours meets the stated goals and objectives of the program.

Discussion

Preparation for the practicum includes a Pre-Practicum course. A full-time faculty assesses readiness and the Internship/Practicum requires 300 hours of involvement. Students with extensive, mid-level, or higher, health care managerial experience can waive the Practicum requirement. The program practicum meets stated goals and objectives.

Strengths

A 300 hour Internship/Practicum enhances the experiential learning of students and can provide additional skills attractive to employers.

Conclusions

Program meets criterion.

Criterion 24 Conclusion

Fully meets

Criterion 24 Criterion Related Recommendation(s)**Criterion 24 Consultative Recommendation**

No Consultative Recommendation

Criterion 24 Consultative Recommendation(s)

30. Experiential and Applied Learning

25. The program must have established procedures for selection, orientation, and evaluation of practicum/internship sites and preceptors.

Discussion

The Practicum Instructor follows an extensive review process in selecting practicum sites and placing students. The sites are reviewed, types of experiences and possible projects available are detailed, and the students prepare organizational reviews, then best fit is determined. Preceptors are agreed upon during the Pre-Practicum class.

Strengths

Extensive planning allows the student to have a beneficial Internship where learning experiences are valuable to the student and to the institution.

Conclusions

Program meets criterion.

Criterion 25 Conclusion

Fully meets

Criterion 25 Criterion Related Recommendation(s)**Criterion 25 Consultative Recommendation**

No Consultative Recommendation

Criterion 25 Consultative Recommendation(s)

31. Experiential and Applied Learning

26. The program must demonstrate how it provides integrative experiences that

allow students to apply the skills and knowledge obtained in the liberal arts foundation, conceptual and technical competencies in healthcare management/administration.

Discussion

The program is committed to integrate other learning in the curriculum to the health care management situation. Case studies and class projects are utilized and interaction with the health care community strengthens skills obtained in the core curriculum.

Strengths

Strong practicum pre-planning and participation requires students to utilize skills learned in core classes.

Conclusions

Program meets criterion.

Criterion 26 Conclusion

Fully meets

Criterion 26 Criterion Related Recommendation(s)

Criterion 26 Consultative Recommendation

No Consultative Recommendation

Criterion 26 Consultative Recommendation(s)

32. Program Evaluation and Improvement

27. The program must have a process and method to assess, and be able to demonstrate the accomplishment of, student learning outcomes and conduct that assessment at least annually.

Discussion

The program failed to demonstrate an annual assessment process of student learning outcomes. Although informal discussions are held with students, faculty, and industry professionals, there is not a formal process of assessing student learning outcomes. In addition, program revision and improvement has not been undertaken because there is a lack of objective measures upon which to develop change.

Strengths

None noted.

Conclusions

Program does not meet the criterion. An annual assessment process of student learning outcomes is essential to evaluating whether or not program objectives are being met. Without this information, the program is unable to make revisions or improvements that address deficiencies within the curriculum.

Criterion 27 Conclusion

Does not meet

Criterion 27 Criterion Related Recommendation(s)

The committee recommends developing and implementing a formal program evaluation process that can be completed on an annual basis. The results of the evaluation process can then be utilized to identify necessary program revisions and improvements to be made within the curriculum.

Criterion 27 Consultative Recommendation

No Consultative Recommendation

Criterion 27 Consultative Recommendation(s)

33. Program Evaluation and Improvement

28. The program must have a process and method to assess programmatic outcomes and conduct that assessment at least annually.

Discussion

The Program Director is responsible for the assessment of goals, objectives and outcomes using School Advising Center documentation, student exit surveys, Practicum Preceptor evaluations, Advisory Committee input, Competencies worksheets, etc. The Program Evaluation and Action Plan covers the 2011--2016 time frame. Although a variety of tools are available, the program failed to demonstrate the use of these tools in evaluating programmatic outcomes.

Strengths

None noted.

Conclusions

Program does not meet the criterion.

Criterion 28 Conclusion

Does not meet

Criterion 28 Criterion Related Recommendation(s)

The committee recommends the development of a formal report that includes the tools available to the Program Director that specifically measures programmatic outcomes. This annual report should be provided to faculty and the Advisory Board to discuss the results of the program and identify any action that is necessary to improve outcomes.

Criterion 28 Consultative Recommendation

No Consultative Recommendation

Criterion 28 Consultative Recommendation(s)

34. Program Evaluation and Improvement

29. The program must provide evidence that the outcome assessments are the basis for program revision and improvement through an action plan.

Discussion

Refer to the discussion in Criterion 27. The program failed to demonstrate an assessment process to be used as a basis for program revision and improvement.

Strengths

None noted

Conclusions

Program does not meet the criterion.

Criterion 29 Conclusion

Does not meet

Criterion 29 Criterion Related Recommendation(s)

As indicated in Criterion 27, the committee recommends developing and implementing a formal program evaluation process that can be completed on an annual basis. The results of the evaluation process can then be utilized to identify necessary program revisions and improvements to be made within the curriculum.

Criterion 29 Consultative Recommendation

No Consultative Recommendation

Criterion 29 Consultative Recommendation

35. SUMMARY OF SELF-STUDY REVIEW

Overall Assessment of Program

UNLV HCAP program continues to have a program that has excellent support from professionals in the community. The faculty are involved in research and professional presentations. They have established an extremely effective plan to prepare students for the internships/practicum. However program assessment is limited and needs to be addressed.

Strengths/Best Practices of Note

UNLV HCAP has an exceptional plan for experiential learning starting with the preplanning course for the practicum and continuing with the 300 hour internship.

Specific Concerns

Concerns for the UNLV HCAP program include lack of release time for the Program Director, designated office space for faculty/staff of the HCAP, and lack of data concerning student and program outcomes.

36. Recommendations

Criterion Related Recommendations

Eligibility

Criterion 1

Criterion 2

Criterion 3

Support for Chair release time is advised.

Criterion 4

Criterion 5

Criterion 6

Criterion 7

Criterion 8

Criterion 9

Criterion 10

Plans need to reflect that space for the program will be allocated.

Criterion 11

Criterion 12

Criterion 13

Criterion 14

Criterion 15

Criterion 16

Criterion 17

Criterion 18

Criterion 19

Criterion 20

Criterion 21

Criterion 22

Course syllabi should be reviewed to ensure that course content is uniform among all faculty teaching a course.

Criterion 23

A curriculum map should be developed that required topics are covered at an appropriate level within the required courses of the program.

Criterion 24

Criterion 25

Criterion 26

Criterion 27

The committee recommends developing and implementing a formal program evaluation process that can be completed on an annual basis. The results of the evaluation process can then be utilized to identify necessary program revisions and improvements to be made within the curriculum.

Criterion 28

The committee recommends the development of a formal report that includes the tools available to the Program Director that specifically measures programmatic outcomes. This annual report should be provided to faculty and the Advisory Board to discuss the results of the program and identify any action that is necessary to improve outcomes.

Criterion 29

As indicated in Criterion 27, the committee recommends developing and implementing a formal program evaluation process that can be completed on an annual basis. The results of the evaluation process can then be utilized to identify necessary program revisions and improvements to be made within the curriculum.

Consultative Recommendations

Eligibility

Criterion 1

Criterion 2

Criterion 3

Support for Chair release time is advised.

Criterion 4

Criterion 5

Criterion 6

Criterion 7

Criterion 8

Criterion 9

Criterion 10

Criterion 11

The Committee suggests a qualitative measure comparing the outcomes of seated and on-line offerings.

Criterion 12

Criterion 13

Criterion 14

Criterion 15

Criterion 16

The program should consider keeping detailed minutes as part of the meetings of the Advisory Board. Minutes should detail the topics covered, input from Board Members, and note any action that needs to be taken.

Criterion 17

Criterion 18

Criterion 19

Criterion 20

Criterion 21

The adopted competencies should be mapped to specific courses to ensure that the competencies are both taught and measured with appropriate learning outcomes.

Criterion 22

The program may wish to consider assigning a lead faculty member for each course that is responsible to develop course content and work with other faculty members to ensure consistency within each course.

Criterion 23

Criterion 24

Criterion 25

Criterion 26

Criterion 27

Criterion 28

Criterion 29