

ITEM 118-2701-R0103 ATTACHMENT

PLAN FOR THE REORGANIZATION OF EXISTING ALLIED HEALTH PROGRAMS at MSU-BILLINGS

Into A

College of Allied Health Professions

Introduction

It is the intent of Montana State University-Billings to reorganize its health related academic programs and associated activities under a College of Allied Health Professions. The University recognizes the broader definition of Allied Health which includes the behavioral scientist (e.g., health promotion specialists, psychologists, rehabilitation counselors, human service professionals) as well as the therapeutic science practitioners (e.g., athletic training, practical nursing), laboratory technicians (e.g., EMT-paramedics) and support services (e.g., medical assisting, medical secretary, health administration). Each of these professional areas represents an important service element to a health care industry that strives to improve health status and quality of life in Billings and Eastern Montana.

As an institution of higher education, Montana State University-Billings is proud to offer curriculum, faculty, and administrative services that help to prepare students to face the challenges of a changing world. Academic programs at the University not only provide students with the technical skills required by the allied health industry but also important life skills such as critical thinking, literacy, historical consciousness, multicultural experience, and a sense of values. Reorganization will help to insure the continued fulfillment of this goal for our health related programs as well as achieve an important University strategic initiative to better serve the health care industry in Billings and rural Eastern Montana. This is a common goal shared by the regional health care industries and Montana State University-Billings. There are approximately 30,000 individuals employed in the health care industry in Montana and approximately one third or 10,000 of those individuals are employed in Yellowstone County. In an article in the *Billings Gazette* on November 18, 2002, the Billings medical corridor was characterized as "the largest concentration of health care between Spokane and Minneapolis and pumps an estimated \$190 million into the local economy."

MSU-Billings is uniquely situated to serve the needs of rural/frontier health care providers located in Billings and across Eastern Montana. Rural/Frontier health is receiving significant governmental attention through the "Critical Access Hospital" program designed to maintain health care in rural communities. It is also widely recognized that community health providers have significant economic impact within these rural/frontier communities. The Senate Finance Committee, chaired by Senator Baucus (D-Montana) working in concert with Senator Grassly (R-Iowa), oversees the financing (Medicare/Medicaid) of America's health care delivery system. Because of the Senators' rural backgrounds, the needs of Montana's frontier health care providers are receiving unprecedented, and necessary, attention. MSU-Billings needs to be positioned through the College of Allied Health Professions to serve the increasing needs of our rural/frontier communities.

MSU-Billings has a long history of supportive partnerships with Montana's public

agencies through provision of unique and responsive educational programs. Most notably, MSU-Billings has been a dependable and vital resource for agencies charged with responsibility for serving the needs of persons with disabilities, addictions and mental disorders, children and families. Many of MSU-Billings partner agencies are now located within the Montana Department of Public Health and Human Services, and contribute to the public health mission of “improving and protecting the health, well-being, and self reliance of all Montanans”. The emerging challenge for Montana’s public health agencies includes the need for continuous linkages with hospital systems and institutions of higher education to provide critical resources and up to date information, methods, and technology. By coordinating the strategic planning and articulation of our health related academic programs within a College of Allied Health Professions, MSU-Billings will be better able to serve our traditional partners and assist them in meeting their public health objectives.

Though this reorganization has been in the planning process for over two years, the need to move ahead is accelerated by the findings reported to Governor Martz by the Blue Ribbon Task Force on Health Care Workforce Shortage.

http://www.state.mt.us:88/gov2/content/boards/healthcare/healthreport_final.pdf.

Through the internal reorganization of the health related programs at Montana State University-Billings the University will be better able to focus on the work force development needs of the health care industry in Billings and rural Montana. This alignment of programs is intended to yield the following results:

- Create better visibility in the community and region for the health professions educational opportunities at MSU-Billings
- Create better articulation between and among existing health related programs
- Streamline curricula
- Consolidate current health related programs
- Provide the infrastructure to support the development and administration of grants to assist in serving the health care education needs of the region
- Create more opportunities for faculty to participate in grants related to applied research in service delivery, infrastructure development, policy, information systems, technology, and health education.
- Develop new programs based on the work force needs of the health care industry
- Provide a structure for better collaboration with the Montana State University-Bozeman Division of Health Sciences and the University of Montana School of Pharmacy and Allied Health
- Expand University partnerships with large, regional health care organizations, especially in Billings, for joint staff and faculty appointments that benefit both MSU-Billings and the health care community.
- Create an environment for the growth of interdisciplinary health programs and programming
- Create more opportunities for field placements, internships, clinical training and cooperative education and increase coordination of those activities

Using existing resources in a new configuration the College of Allied Health Professions will better meet the educational needs of students, the health industry, and the state. In addition, the College of Allied Health Professions will be able to deliver programming to communities and individuals beyond Billings through the use of MSU-Billings highly

developed and successful Internet based delivery system.

The concept for reorganizing programs and resources into a College of Allied Health Professions was first proposed by the Health Administration Program Advisory Board during regularly scheduled meetings and strategic planning sessions of that body. The Health Administration Program Advisory Board is composed of representatives of the health care industry and agencies from around the state.

Mission and Goals

The reorganization is intended to maximize the existing fiscal and personnel resources of Montana State University-Billings health related programs to support the health care industry and its related workforce needs in Montana by providing a better infrastructure and programming to respond to the educational needs, support the development and administration of grants and research in health related fields, and create smooth curricular articulation between and among existing health related programs.

This is consistent with the approved mission of Montana State University-Billings. Specifically, the language of the mission statement reads, "Fulfilling its mission as Montana's only urban university whose energies and resources, programs and aspirations are inextricably interwoven educationally, economically, socially, culturally, and environmentally with those of the communities of Billings, the Greater Yellowstone Region, and the State of Montana." Since one-third of the health care industry in Montana is located in the Greater Yellowstone Region, it is critical that MSU-Billings be responsive to the continuing education and workforce needs of this huge industry to fulfill our mission.

Montana University System Strategic Goals

This reorganization of programs and resources at Montana State University-Billings specifically addresses the Montana University System's strategic goals:

- A. To make high quality, affordable higher education experience available to all qualified citizens who wish to further their education and training.
 1. To identify or seek creative funding alternatives that will expand public and private resources.
 2. To expedite student progress towards degree objectives in order to reduce time to degree (and related costs) and maintain affordability for the widest range of students.
- B. To deliver higher education services in a manner that is efficient, coordinated, and highly accessible.
 1. To increase the coordination of academic resources to improve student progress toward degree.
- C. To be responsive to market, employment, and economic development needs of the State and the nation.
 1. To offer programs and services consistent with the changing market and employment needs of the state and nation.
 2. To promote the full spectrum of higher education needs and opportunities in 2-year, 4-year, graduate and professional education.
 3. To make the Montana University System more accessible and responsive to businesses, government and other constituents.
- D. To improve the support for and understanding of the Montana University System as a leading contributor to the State's economic success and social and political well-being.

1. To meet constituents' expectations for accountability through responsible stewardship of resources.
2. To expand community involvement, service and outreach initiatives at the campus level.
3. To partner with state government, our congressional delegation, K-12 education, tribal and local governments, labor and business leaders, to preserve and improve the economy of Montana.

Supporting program/services

In addition to the allied health certificate, associate, bachelor, and master's programs currently offered by MSU-Billings the following are a list of the supporting programs and services:

Montana Center on Disabilities

Health Programs Project

Billings Area Health Science Information Consortium (Library)

Health Administration outreach programs

Additional programs may be added as the College of Allied Health Professions evolves and the specific needs of the health care industry are identified through a comprehensive needs assessment completed in partnership with the health care providers and with the approval of the Board of Regents.

Planning

- Submit Level II change to the Board of Regents January 2003
- After Board approval, submit substantive change document to Northwest Association of Schools and Colleges, Commission on Colleges
- Develop an external Advisory Board for the College of Allied Health Professions to represent the different professions contained in the College.
- A member from the MSU-Bozeman Division of Health Sciences and a member from the University of Montana-Missoula, College of Pharmacy and Allied Health will be recruited to join the industry representatives of local and state-wide health agencies on the Board.
- Develop specific mission, vision, goals statements through focus groups of faculty, administration, students, advisory board members, and community health care representatives

Development

- Convene faculty focus groups and advisory committees to review the curricula of all health related programs
- Develop common general education and core requirements for programs in the College
- Develop articulations between and among health related Certificate, Associate's, Bachelor's, and Master's degree programs
- Design a College of Allied Health Professions web page to include a listing of health related programs with links to existing program sites
- Train MSU-Billings staff to recognize the programs in the College of Allied Health Professions (Advising Center, Registrar's Office, Recruiting Office, etc.)
- Coordinate strategic planning efforts of all health programming initiatives with

particular emphasis on measurable outcomes

Implementation

- Administrative oversight will be provided by a Dean*
- Administrative support provided by existing staff
- Administrative Offices to be housed in existing office space
- Marketing and promotion of the College of Allied Health Professions to students and to the community*
- It is anticipated that full implementation will be achieved by the beginning of the fall semester 2004

*The administrative head of the College of Allied Health Professions will be funded by internal reorganization and reallocation of resources from current administrative lines. In particular, the elimination of the Director of the Master's in Information Processing and Communication position, and the Associate Vice Chancellor for Academic and Student Services. Costs for marketing and promotion will be covered through recapture of marketing funds in the dispersed health program budgets.

Assessment

- Annual report addressing the desired and achieved outcomes of the strategic goals of the College of Allied Health Professions

Student Services:

Services to students in health-related programs will be enhanced and improved by the new College. Because health-related programs will be coordinated with one another and Associate's and Bachelor's degree programs will be articulated from one to another, the Advising Center will be able to offer programs of study in health professions that will be streamlined and easier for students to follow to reach their degree goals. Coordinated access to internships and field experiences will be offered in health care organizations in the service region. Because of the clear mission of the College to respond to health care work force shortages, Career Services will work with the health care industry to place students in good paying positions where their training and education are needed.

The improvement of services to students in the College of Allied Health Professions will be expected to positively impact services across campus. All student services including Advising, Registration, Financial Aid, and Student Affairs will be reviewed in the formation of the new College and adjusted to better meet the needs of all students.

Physical Facilities:

During the initial stages of College development no additional facilities will be needed. The reorganization of academic units will be made within existing buildings. For long term planning purposes, a larger centralized facility might be needed for increased student services, administration, classroom space, laboratories, computer access, and conference rooms. Funding for this expansion, if needed, may come from federal or state appropriations, grant funding, and, potentially, from partnerships with members of the health care industry who are benefiting from these allied health programs provided by the College.

Library and Information Services:

The MSU-Billings library currently provides adequate information resources and access to information for the existing health-related programs on campus that will be reorganized in the new College. In addition, the library provides access to the information resources at the health sciences libraries of the regional health care centers located in Billings and to the libraries of all members of the MSU campuses and other Colleges in the state. Electronic databases and other internet resources are also accessible to students and faculty.

MSU-Billings is a member of the Billings Area Health Sciences Information Consortium (BAHSIC), a group of public and private libraries that work together to meet the information need of health science professionals, students and consumers in the Billings area. Members include both regional health organizations, Deaconess Billings Clinic and St. Vincent Healthcare, Mental health Center, the City/County Health Department and others health care organizations in Billings who have their own libraries. The BAHSIC libraries are open to MSU-Billings students and also participate in inter-library loan services with MSU-Billings.

The MSU libraries share an online catalog that provides quick and easy access to materials in the libraries at MSU-Billings, MSU-Bozeman, MSU-Northern, and the College of Technology at Great Falls and Billings. The catalog system also links with the tribal Colleges in the state and Rocky Mountain College. Books, journals, documents and other information in the MSU-Billings Library are supplemented by a wide variety of electronic resources, such as electronic journals, databases, online indexes and internet resources. Interlibrary loan and document delivery services are available to obtain materials from other libraries for students and faculty.

Faculty:

The College of Allied Health Professions will be a reorganization of existing health-related programs and current faculty at MSU-Billings. No new faculty lines will be needed in the formation of the College. In fact, some efficiency is anticipated because of the curricular revision and common core to eliminate duplicated content. The educational and professional qualifications of the faculty members currently match, and will continue to match the requirements of the programs in which they teach. Staff also will be reorganized to meet the needs of the new College with no additional staffing needs anticipated in the development of the College. A major objective of the College of Allied Health Professions is to be responsive to the educational and training needs of the health care workforce, providing programs to meet those needs. It is anticipated that any new faculty and staff required for new programs will be funded through additional student FTE generated through the growth of existing programs, grant funding and partnerships with members of the health care industry who have benefited from the educational offerings of the College.

Current Allied Health Professions Resources

Programs	College	Faculty FTE	Staff FTE	Dept Chair	Director FTE	Operating Budget	Enrollment	Graduates 00-01
Paramedic (AAS)	Technology	1.0	0.10	0.2		\$6,000	23	5
Practical Nursing (AAS)	Technology	5.5	0.20	0.5		\$8,000	113	29
Medical Assisting (AAS)	Technology	0.5	0.05	0.2		\$500	24	New program
Medical Secretary (AAS)	Technology	1.0	0.10	0.2		\$1,000	32	12
Health Promotion (BS)	Education and Human Services	2.0	0.25	0.2		\$2,000	40	2
Health curriculum in PE K-12 education (BS)	Education and Human Services	3.5	0.30	0.3		\$3,500	37	8
Human Services (BSHS)	Education and Human Services	2.5	0.25	0.25		\$2,500	142	27
Health Administration (BSHA, MHA)	Professional Studies and Lifelong Learning	2.0	0.5	0.5		\$2,000	53	22
Rehabilitation Counseling (BSRRS, MSRC)	Education and Human Services	2.5	0.25	0.2		\$2,500	27	8
Athletic Training (MSAT)	Education and Human Services	1.0	0.10	0.1		\$1,000	Starts Fall 2004	New Program
Psychology (MS)	Arts and Sciences	3.5	0.5	0.5		\$3,500	13	New Program
Pre-professional (pre-medicine, pre-nursing)	Arts and Sciences	2.5	0.5	0.5		\$2,500	162	Transfer to other MUS units
Gerontology Minor	Education and Human Services	0.5				\$500	--	--
Current Resources		28 FTE \$1,400,000	3.10 \$93,000	3.65 \$36,135		\$35,500.00	666	113
Proposed Reorganization Completion Fall 2006		27 FTE \$1,350,000	2.0 FTE \$60,000	3.0 FTE \$29,700	1.0 FTE \$85,000	\$35,500	666	113

* Reallocation of administrative resources through elimination of the Director of the Master's in Information Processing and Communication position, and the Associate Vice Chancellor for Academic and Student Services to fund Dean

Current Resources Total: \$1,564,414

Proposed Reorganization Total: \$1,560,979