



CSUN[®]

CALIFORNIA
STATE UNIVERSITY
NORTHridge

MASTER OF PUBLIC ADMINISTRATION HEALTH ADMINISTRATION OPTION



THE EVOLVING HEALTH CARE LANDSCAPE

This two-year online program empowers individuals in both the public and private sectors who work with health-related organizations and fosters their ability to work across all facets of this growing industry.

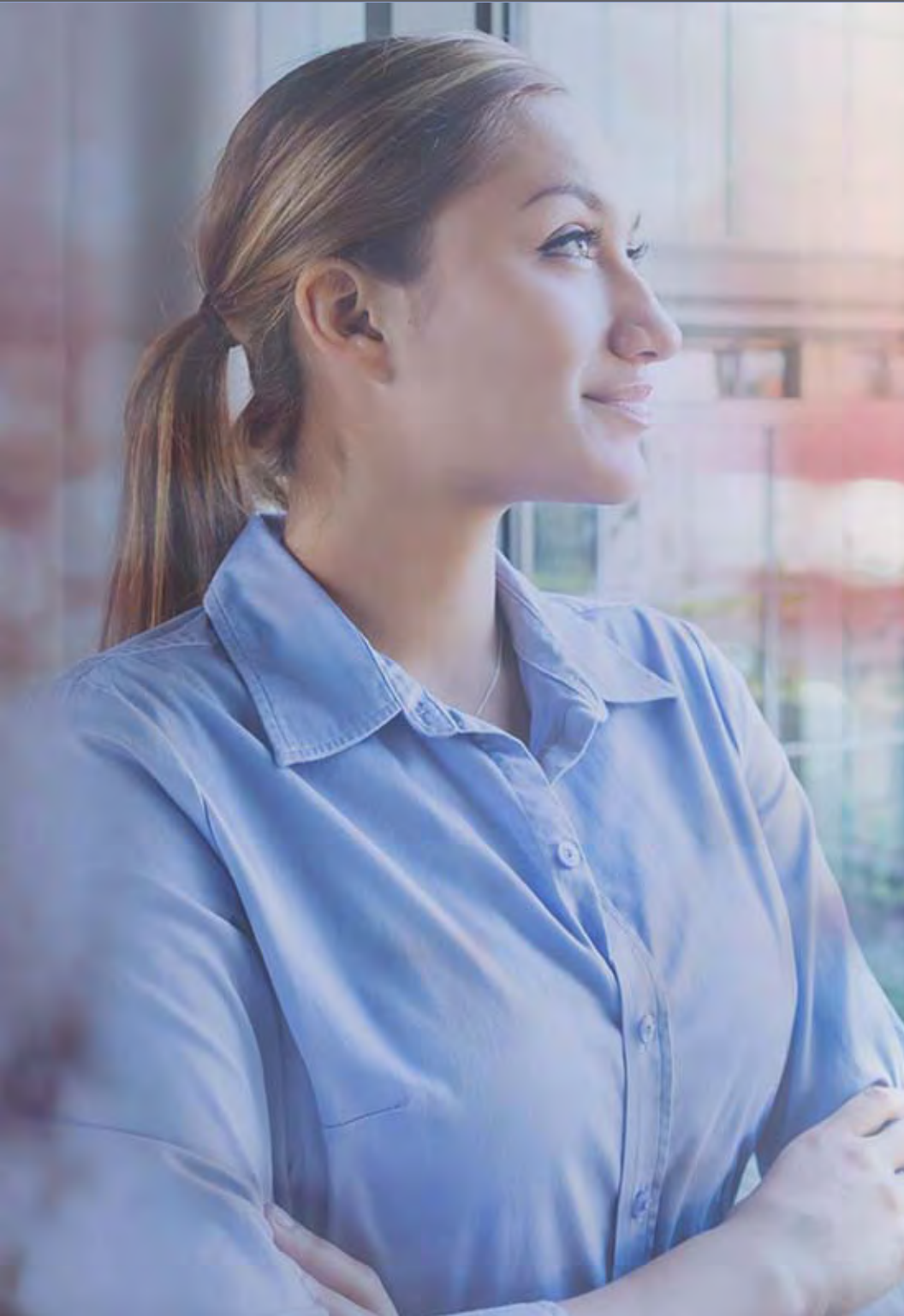


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The Evolving Health Care Landscape

Health care is one of the nation's fastest growing business sectors, and health care-management career opportunities continue to expand in a wide range of settings.

Examples:

- Hospitals
- Managed care and health insurance
- Medical-group management
- Home health and long-term care facilities
- Local, state and federal public agencies
- Medical equipment companies
- Medical billing companies
- Biomedical industry

Program Overview

CSUN created the Master of Public Administration program with a specialization in Health Administration in response to requests for a graduate-level course of study designed to develop leadership and management skills relevant to both the needs of health care organizations and service providers. Because today's public, private and health care sectors intersect and overlap in many ways, it is crucial for managers in these sectors to have the knowledge and skills needed for appropriate health care-related decision making and the capacity to cooperate effectively across these domains. This two-year, fully online program empowers individuals in both the public and private sectors who work with health-related organizations to function more successfully across all facets of this rapidly expanding field.

With the implementation of the Affordable Care Act, it is crucial that those who manage organizations that interface with the health care sector have the training to supervise workers, lead teams with the utmost skill and efficiency and work collaboratively across organizations. Those who successfully complete this program will possess the specialized knowledge and capabilities needed to improve the efficiency of health-related organizations, implement effective health care public policy and expand access to quality care.

Offered through CSUN's College of Social and Behavioral Sciences and the College of Health and Human Development, this program develops leadership and management skills relevant to the needs of today's public- and private-sector health care organizations and service providers. With a Master's Degree in Public Administration and a Health Administration Certificate in hand, graduates will have significant professional advantages across both the public and health care sectors and the ability to maneuver easily between the two industries throughout the course of their careers.





SOURCE: U.S. BUREAU OF
LABOR STATISTICS

"Medical and health services managers typically need at least a bachelor's degree to enter the occupation. However, master's degrees are common and sometimes preferred by employers."

– U.S. Bureau of Labor
Statistics, *Occupational
Outlook Handbook*,
2016-2017 Edition.

Why Choose This Program?

- Taught by a powerful combination of CSUN faculty and distinguished public administration experts, the MPA program provides an essential knowledge base for career development and advancement in today's increasingly competitive public- and health care-sector workplaces.
- CSUN's MPA program prepares students to successfully address managerial and administrative challenges in the public sector and health care organizations of all kinds.
- In the past 38 years, CSUN has had the privilege of graduating more than 3,600 students from the MPA program. Our graduates are in major roles across Southern California and beyond.
- Courses focus on strategy, program design, and organizational management specific to the health care world as well as the public sector, creating a powerful and versatile combination.
- An exceptional level of student support and curriculum strength leads to high graduation rates with our most recent MPA cohorts achieving 87%.
- Upon completion of the program, students receive both a Health Administration Certificate in addition to their master's degree, so that they have the qualifications needed for leadership roles in various institutions.



[Watch an excerpt
of the MPA: Health
Administration
Info Session](#)

This degree/certificate program is a perfect blend of theory and practice. Students will be prepared to enter or advance in the health care services field with the competencies needed to be successful.

– Louis Rubino, Ph.D., FACHE

Program Features Designed to Meet the Needs of Working Professionals

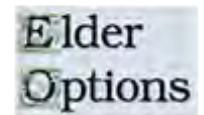
- **Work-friendly scheduling** – Online learning allows students to complete most course assignments on their own time.
- **Structured learning** – Regular assignments, activities and due dates enable students to plan ahead.
- **Scheduled group discussions** – Scheduled course activities provide opportunities for student interaction in real time.
- **A community of peers** – Students enter and progress through the program as a group or cohort. The cohort format not only ensures on-time completion and maximizes interaction with faculty but also encourages the development of valuable professional relationships with classmates who share similar career interests and goals.
- **Exceptional support services** – Chief among these is the personal assistance of a program coordinator whose expertise with program-related administrative matters frees students to focus on their studies and careers.
- **Guaranteed enrollment** – Students admitted into the program are automatically enrolled in all required courses.
- **Federal financial aid** – Many of our students access financial aid to help pay for their education. A team of financial-aid specialists dedicated exclusively to our professional students is available to help process applications and distribute funding for those who qualify.



Alumni

CSUN alumni create a network for connections in California, across the nation and around the globe. When choosing a university, it is useful to know that others who have earned their degree at that university have achieved success and often rise to leading roles in their fields. Graduating from CSUN will make you a part of an extensive network of over 300,000 alumni that will enable you to build relationships for continued professional success.

Our **Health Administration students work at the following organizations** as well as many others:



"The MPA-HA degree provides a great opportunity for students to develop and use their experiential knowledge, skills and abilities for a higher level of organizational and individual performance."

– Salvador Esparza, DHA, RN, FACHE

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“Our faculty is effective in duplicating our traditional on-campus learning environment into the distance learning environment. Our program attracts a diverse cohort of students. This is noteworthy, given that the state of diversity leadership in health care needs to better reflect the diverse demographic it serves.”

– Frankline Augustin, D.P.P.D., M.S.H.A.

CSUN: A Leader in Online Graduate Education

CSUN is a vibrant, diverse community that encourages students to combine academic pursuits with hands-on experience. All CSUN online programs are increasingly recognized nationally for their excellence. They are crafted by the same distinguished faculty and leading practitioners as CSUN's on-campus programs and are held to the same high standards of academic excellence and student achievement.

CSUN's award-winning online programs are a result of a strong collaboration between faculty and instructional design and technical professionals. This partnership ensures that the online educational experience creates an engaged learning community and provides flexibility for managing how the program fits into demanding personal and professional lives. Each online degree has a specific design approach and is driven by the unique requirements, needs and goals for the program. This leads to content, design and evaluation that align with the student outcomes required of that particular degree of study.

Faculty receive individualized training and ongoing support to ensure smooth and effective use of online educational technology. Our professional distance-learning staff also provides training and start-to-finish technical support to students in online degree programs. Education-technology specialists assigned to each online program and cohort develop strong working relationships with those enrolled, so that students soon discover that their support comes from people on the CSUN campus dedicated to helping them succeed – and not just a virtual “help desk”.

Advantages of the Carefully Crafted Curriculum

CSUN's MPA Health Administration degree features a carefully crafted curriculum, specifically designed to meet the career-development needs of current or aspiring health care-management professionals. The faculty, working as a creative team with leading practitioners, develop programs in a cohort format. Faculty look at the program as an educational whole from start to finish to ensure the educational experience is powerful, comprehensive, and focused on the essentials that will lead to success in both public and healthcare sectors after graduation.

COURSE LIST (12 courses, 36 units)

Core Courses

- MPA 610:** Seminar in Public Administration & its Environment
- MPA 620:** Research Methods in Public Administration
- MPA 630:** Seminar in Organization Theory and Human Behavior
- MPA 642A:** Ethics and Professionalism
- MPA 644:** Public Budgeting and Financial Administration
- MPA 650:** Seminar in Public Policy Process

Culminating Experience

- MPA 698S:** Graduate Project

Health Administration Option Courses

- HSCI 510:** Systems for Health Delivery in the U.S.
- HSCI 511:** Health Services Administration Theory and Practice
- HSCI 513:** Leadership in Health Administration Practice
- HSCI 523:** Seminar in Health Care Organization
- HSCI 613:** Managing Change in Health Care Organizations

Course Highlights

Courses are offered in the following sequence:

MPA 610: Seminar in Public Administration and Its Environment

In this seminar, students' personal experiences and insights create the base from which to explore the theoretical and practical aspects of public administration. This course examines the role of public administration in our society and the role of society in public administration.

MPA 642A: Ethics and Professionalism

Examines ethical issues and cases relevant to public administration. Focuses on professional relationships and responsibilities. Analyzes wider questions of public power, violence, deception and justice for their important relevance to public administration. Prepares students to analyze and confront ethical challenges in their professional life.

MPA 620: Research Methods in Public Administration

Sound research methods are an essential tool for helping public professionals gain an understanding of public needs and measure the success of programs. This course introduces students to the concepts, approaches and methods of research in public administration. Students explore different data collection methodologies (including experimental design, survey, observation, content analysis, case study, and evaluation) and use the computer lab (as needed) to compile statistical data for various projects and class assignments.

MPA 630: Organization Theory and Human Behavior

This course gives students a historical perspective on organization theory and examines contemporary approaches to the study of organization. The concepts discussed apply to public, private and nonprofit organizations. Students take an active role in bringing their own observations to the discussion of topics such as decision-making, power, conflict, communication, leadership, motivation, group effectiveness, organizational change, personal and organizational autonomy.

MPA 644: Public Budgeting and Financial Administration

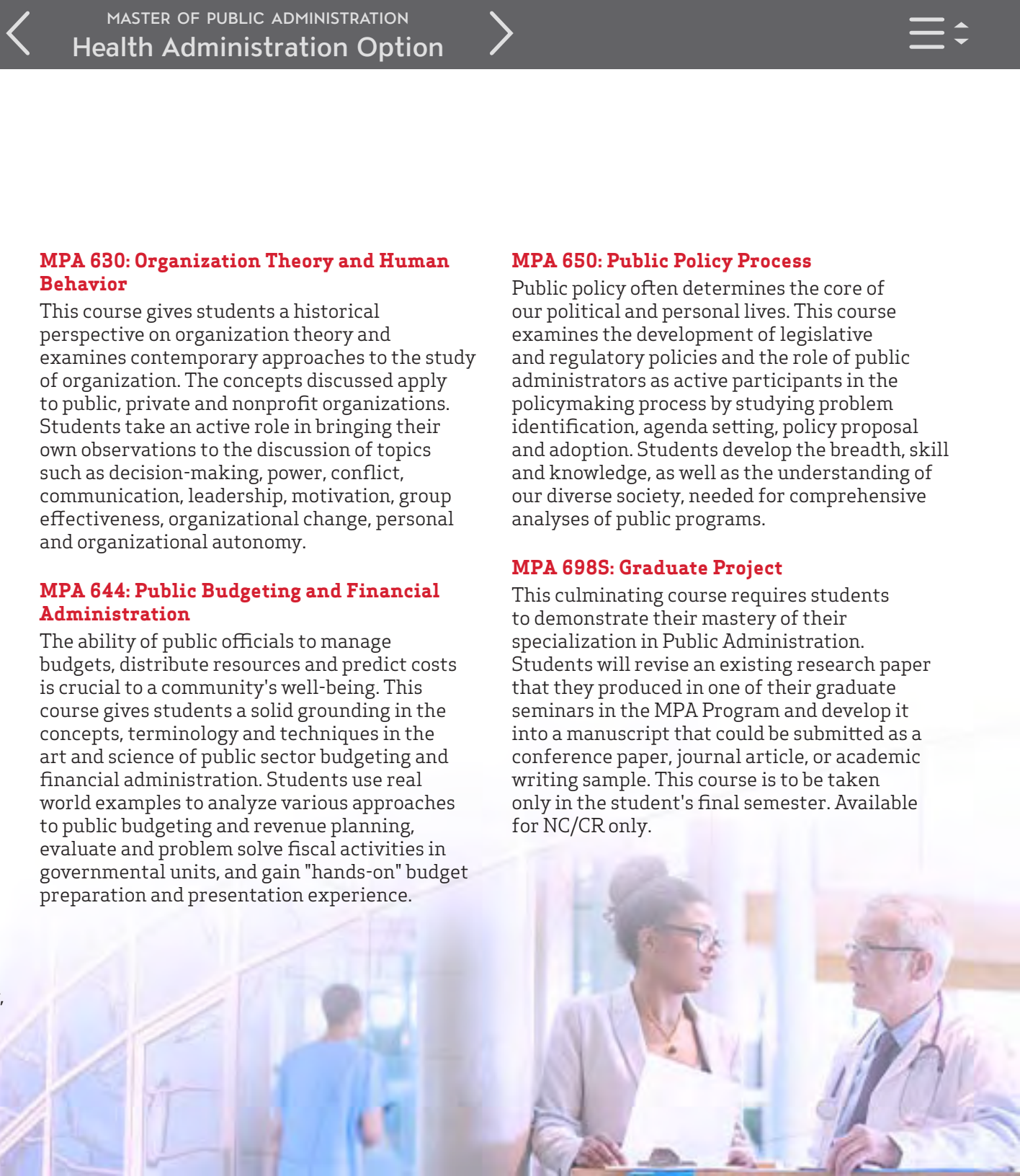
The ability of public officials to manage budgets, distribute resources and predict costs is crucial to a community's well-being. This course gives students a solid grounding in the concepts, terminology and techniques in the art and science of public sector budgeting and financial administration. Students use real world examples to analyze various approaches to public budgeting and revenue planning, evaluate and problem solve fiscal activities in governmental units, and gain "hands-on" budget preparation and presentation experience.

MPA 650: Public Policy Process

Public policy often determines the core of our political and personal lives. This course examines the development of legislative and regulatory policies and the role of public administrators as active participants in the policymaking process by studying problem identification, agenda setting, policy proposal and adoption. Students develop the breadth, skill and knowledge, as well as the understanding of our diverse society, needed for comprehensive analyses of public programs.

MPA 698S: Graduate Project

This culminating course requires students to demonstrate their mastery of their specialization in Public Administration. Students will revise an existing research paper that they produced in one of their graduate seminars in the MPA Program and develop it into a manuscript that could be submitted as a conference paper, journal article, or academic writing sample. This course is to be taken only in the student's final semester. Available for NC/CR only.



Health Administration Option Courses

HSCI 510: Systems for Health Delivery in the U.S.

This initial course not only lays a foundation for students new to health care but also brings those already working in the area more up-to-date on this fast-growing and rapidly changing field. Public and private organizations are discussed since both play significant roles in the nation's health care delivery system. By taking an historical approach that focuses on key federal and state legislation and regulations, this course enables students to better understand the evolution of health-services delivery in this country. Students also learn how various events have resulted in access to health care for individuals as well as how these changes have impacted the payment system for providers. Other topics include how health care professionals are prepared for their work, how quality is maintained, and how health care organizations develop and function. Special consideration is given to the most current health care reform measures.

HSCI 511: Health Services Administration Theory and Practice

Theory and practice must be considered together to ensure that students grasp the basic concepts underlying America's very complex health care system. This course looks at both by examining the historical and current applications of health care services administration in organizations. Today's health care administrators must contend with a great variety of forces that affect the delivery of services. Taking a systems approach, students analyze the administrator's role and

consider how administrators must first assess, then proactively respond to these forces in order to be successful. Students also study how a health care organization functions, especially in its development of managerial processes and the formation of a distinctive culture that will enable it to provide the high levels of care quality and safety required by system stakeholders.

HSCI 513: Leadership in Health Administration Practice

Today's rapidly changing health care environment calls for a new type of leader. This seminar-style class examines the competencies and skills that health care managers and directors need in order to lead others successfully. While basic leadership principles are discussed, specific emphasis is placed on theories and practices that have proved most successful in our country's health care delivery system. The course's evidence-based approach includes a review of current literature and best practices. Case studies provide examples of leadership strategies that can be implemented in various health care settings. Students also identify and develop their own personal leadership styles through a variety of assignments.

HSCI 523: Seminar in Health Care Organization

This course looks at the various sectors within the health care industry. Each session takes up a different component, including hospitals, ambulatory care, long-term care, the pharmaceutical industry, insurance companies, and other entities to examine the factors that make each of them unique, yet still interrelated. Also examined are the human

resources, facilities and services associated with each sector. This organizational view is augmented by patients' perspectives. Further, health status is explored with an emphasis on population health, a concept that has come into prominence as health care reform shifts us from providing episodic care for individuals to greater accountability in caring for groups of people over time. Altogether, this seminar provides students with a wider understanding of the issues facing health care delivery in a dramatically changing field.

HSCI 613: Managing Change in Health Care Organizations

Few areas of the nation's economy are changing as massively and comprehensively as the health care field. With new laws and regulations altering the way that health care is delivered, these are historic times and only the future knows whether our health care system will improve or decline as a result. This seminar-style class focuses on contemporary administrative trends, issues and new developments in health care delivery. Current events are discussed, and change theory is explored, especially with regard to how the various principles of transformation play into the ways that health care delivery systems are unfolding. The objective is to enable students to achieve a greater understanding of the value of embracing change.



Distinguished Faculty

The program is taught by CSUN faculty who also work in the field in a range of settings and roles. The program uses an evidence-based approach to learning and problem solving through the study of real-world cases. By bringing current data into the classroom and CSUN provides the best blend of theory and practice. Faculty bios can be read on the [Faculty webpage](#).

- **Varouj Abkian, P.E.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Pauline Arneberg, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Lawrence Becker, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Maurice Bisheff, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **David Cain, M.P.A.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Warren M. Campbell, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Michael J. Carter, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Stephan Chung, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Shauna Clark, M.B.A.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Ariane David, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Joseph C. De Ladurantey, Ph.D.**
Adjunct Professor, Master of Public Administration:
Health Administration, CSUN
- **Jonathan Delgado, DPA**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Sal Esparza, DHA, RN, FACHE**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Steven J. Golightly, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Thomas Hartman, Ph.D.**
Adjunct Professor, Master of Public Administration:
Health Administration, CSUN
- **Tom Hogen-Esch, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Paul D. Krivonos, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **James S. Larson, Ph.D.**
Adjunct Professor, Master of Public Administration:
Health Administration, CSUN
- **Julio L. Lima Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Dean C. Logan, M.P.A.**
Lecturer, Master of Public Administration:
Health Administration, CSUN

Distinguished Faculty

(Continued from the previous page)

- **Thomas Lynch, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Sarmistha R. Majumdar, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Debbie Martin, M.P.A.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Kristy E.H. Michaud, Ph.D.**
Professor, Master of Public Administration: Health
Administration, CSUN
- **Henrik Minassians, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Patty Oertel, M.B.A.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **David Powell, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Ravi Roy, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Martin Saiz, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Talin Saroukhanian, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **H. Eric Schockman, Ph.D.**
Lecturer, Master of Public Administration:
Health Administration, CSUN
- **Ward Thomas, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Zeynep Toker, Ph.D.**
Professor, Master of Public Administration:
Health Administration, CSUN
- **Anaïs Valiquette L'Heureux, Ph.D.**
Assistant Professor, Master of Public Administration:
Health Administration, CSUN
- **Steven Wantz, M.P.A.**
Lecturer, Master of Public Administration: Health
Administration, CSUN
- **Kim Williams, Ed.D.**
Lecturer, Master of Public Administration: Health
Administration, CSUN
- **Mylon Winn, Ph.D.**
Professor, Master of Public Administration: Health
Administration, CSUN
- **Bryce Yokomizo, M.P.A.**
Lecturer, Master of Public Administration: Health
Administration, CSUN



The Advantages of CSUN's Approach to Supporting the Educational Success of Midcareer Professionals

Starting a degree program is a big step, but – for working adults – the real value is in completing the program. That is why CSUN focuses on providing the outstanding student support services that ensure participants meet their educational goals and succeed in graduating. We recognize that midcareer professionals undertaking advanced professional education need to focus on their academic work to be successful in the program. This recognition prompted the development of a level of support services rare among public universities.

Students should not have to spend much time trying to figure out and navigate the university's administrative systems. With that in mind, the program coordinator assigned to each cohort works with students from the point of application through graduation. This practice ensures that each student will have direct personal support with a specific person to email or call with any questions or concerns at any time during the program. Each program coordinator is also a proactive part of the cohort experience, providing ongoing information, regular reminders and consistent encouragement.

Each degree program also has an assigned academic lead. This is a faculty member with specific responsibilities for coordinating the work of the faculty teaching in the program and responding to academic questions students may have that go beyond the scope of an individual course. Participants in each cohort know their academic lead well and can take advantage of this resource for guidance whenever they face an academic challenge.

With this approach, CSUN graduate programs are proud to have achieved high graduation rates, with some cohorts reaching up to 90%.





For More Information

(818) 273-6877

programs@csun.edu

Learn More



Admission to the Program

(1) Admission Requirements for Classified Status

- A. Bachelor's degree from an accredited college or university.
- B. Minimum cumulative undergraduate GPA of 3.0.
- C. Successful completion of the Upper Division Writing Proficiency Exam (UDWPE). Applicants who score a minimum of 3 on the Analytical Writing section of the GRE are exempt from the UDWPE.

(2) Admission Requirements for Conditionally Classified Status

Conditionally classified admission may be awarded to students with a 2.5-2.99 GPA and the following:

- A. Bachelor's degree from an accredited college or university.
- B. At least two years of work experience in the public sector.
- C. Students with less than a 3.0 GPA must provide three letters of reference from supervisors that include information about work assignments and their completion, overall work performance and growth in responsibility in the workplace.

Note: Admission to the MPA program is competitive and admission files are adjudicated based on all contents of the file, including resume and related experience, transcripts, statement of purpose, and letters of recommendation. Strong candidates will have a cumulative undergraduate GPA of 3.0 or higher, extensive work experience in the public sector, a clear statement of purpose, and stellar letters of recommendation. Students must achieve fully classified standing—which includes successful completion of the Upper Division Writing Proficiency Exam (UDWPE)—prior to completing no more than 12 units of graduate coursework in the program of study. No more than 12 units of work taken prior to attaining fully classified status will be applied to a master's degree program.

English Proficiency Requirements

For Non-U.S. Degree and International Students Only

If a graduate applicant has earned a bachelor's or master's degree from a college or university outside the U.S., then an English language proficiency exam may be required.

For more information, please visit [Admission Requirements](#) web page.

Accreditation

California State University, Northridge is accredited by the Commission for Senior Colleges and Universities for the Western Association of Schools (WASC), an institutional accrediting body recognized by the Council on Higher Education and Accreditation.