M O N T A N A   B O A R D   O F   R E G E N T S

LEVEL II REQUEST FORM

Item No.:	138-2704-R0108	Date of Meeting:	January 10, 2008
Institution:	Montana State University Billings COT		
Program Title:	Certificate of Applied Science Medical Coding and Insurance Billing		

Level II proposals require approval by the Board of Regents.

Level II action requested (check all that apply):   Level II proposals entail substantive additions to, alterations in, or termination of programs, structures, or administrative or academic entities typically characterized by the (a) addition, reassignment, or elimination of personnel, facilities, or courses of instruction; (b) rearrangement of budgets, cost centers, funding sources; and (c) changes which by implication could impact other campuses within the Montana University System and community colleges. Board policy 303.1 indicates the curricular proposals in this category:

☐	1.	Change names of degrees (e.g. from B.A. to B.F.A.)
☐	2.	Implement a new minor or certificate where there is no major or no option in a major;
☒	3.	Establish new degrees and add majors to existing degrees;
☐	4.	Expand/extend approved mission; and
☐	5.	Any other changes in governance and organization as described in Board of Regents' Policy 218, such as formation, elimination or consolidation of a college, division, school, department, institute, bureau, center, station, laboratory, or similar unit.

Specify Request:

Montana State University Billings College of Technology seeks Level II approval from the Montana Board
of Regents to offer a Certificate of Applied Science in Medical Coding and Insurance Billing.

Montana State University-Billings College of Technology
Certificate of Applied Science Medical Coding and Insurance Billing

Curriculum Proposal

1. Overview
   The field of medical coding and insurance billing offers high-wage and interesting careers within the healthcare career pathway. Health care has been identified as an area of critical need. Medical Coding and Insurance Billers are identified locally, statewide, and nationally as being in short supply now and with increasing demand anticipated. MSU-B COT was approached by members of the Billings medical community to develop and offer this program. Responsiveness and service to the community are central to the mission of the College of Technology.

   Montana State University Billings College of Technology (MSU-B COT) Medical Coding and Insurance Billing program will add a technical, two-semester certificate of applied science degree to existing programs in response to the need to develop educational pathways for Montana's high-demand careers in healthcare sciences. This program will provide the opportunity for individuals with no training or for incumbent workers to obtain highly technical education and skills training. Upon successful completion of this program, a student will have earned a Certificate of Applied Science degree in Medical Coding and Insurance Billing.

   The certificate program and plan of study were developed by members of the College of Technology Medical Coding and Insurance Billing Program Development Committee, through research of current successful two-semester programs, by examining American Academy of Professional Coders (AAPC) or American Health Information Management Association (AHIMA) National Coding standards, and by obtaining, local and regional industry input.

2. Need
   a. To what specific need is the institution responding in developing the proposed program?

      MSU-B COT intends to provide a public, two-semester certificate of applied science degree in Medical Coding and Insurance Billing to meet the existing and growing education needs of this industry segment. Due to the large, and increasing, number of medical facilities and related offices, this program is expected to prepare entry-level medical coders and insurance billers for Billings, the region and the state. Creation of this program was first considered in response to a request from members of the Billings medical community to study the feasibility and need for this program.

      In the spring of 2004, MSU-Billings College of Technology was contacted by healthcare providers in the Billings area with a request to provide Medical Coding and Insurance Billing educational opportunities. A College of Technology Medical Coding and Insurance Billing Program Development Committee made up of healthcare administrators and College of Technology faculty and administrators was formed to investigate the viability of this proposal. The Dean of the College of Technology brought the proposal to Celebrate Billings, a community based committee to support educational opportunities within the city. Celebrate Billings funded a survey of health care providers to get input as to the programmatic direction the proposal should take.

      The Certificate of Applied Science Medical Coding and Insurance Billing will provide accessible, affordable, efficient, and practical learning opportunities for individuals in Billings and Montana. Given the current economic climate, this program has potential for improving health care, the local economy, and personal/professional growth in an educationally sound manner.

      Due to the rapid growth in the number of medical tests, treatments, and procedures that will be increasingly scrutinized by third-party payers, regulators, courts, and consumers, the US

Department of Labor, Bureau of Labor Statistics reported that employment of medical records and health information technicians is expected to grow much faster than the average through 2014. Expected overall percentage of growth was reported at 28.9%. (U.S. Department of Labor. Bureau of Labor Statistics Website, extracted on September 5, 2007 from http://www.bls.gov/emp/emptabapp.htm)

Job prospects should be very good. Also, technicians will be needed to enter patient information into computer databases to comply with Federal legislation mandating the use of electronic patient records.

Although employment growth in hospitals will not keep pace with growth in other health care industries, many new jobs will, nevertheless, be created. The majority of new jobs creation is expected in offices of physicians as a result of increasing demand for detailed records, especially in large group practices. Rapid growth also is expected in home health care services, outpatient care centers, and nursing and residential care facilities. Additional job openings will result from the need to replace technicians who retire or leave the occupation permanently.

Technicians with a strong background in medical coding will be in particularly high demand. Changing government regulations and the growth of managed care have increased the amount of paperwork involved in filing insurance claims. Additionally, health care facilities are having difficulty attracting qualified workers, primarily because of the lack of both formal training programs and sufficient resources to provide on-the-job training for coders. Job opportunities may be especially good for coders employed through temporary help agencies or by professional services firms. (U.S. Department of Labor. Bureau of Labor Statistics Website. http://www.bls.gov/oco/ocos103.htm Extracted September, 5, 2007).

Montana Department of Labor and Industry Labor Market Information statistics report there will be steady and continued growth of the medical coding and billing occupation in Yellowstone County. Between 2004 and 2014, at 41.4% increase in new positions will occur with a reported overall growth rate of 3.5%. (Montana Department of Labor and Industry Website, extracted on September 5, 2007 from http://www.ourfactsyourfuture.org/cgi/databrowsing/localAreaProfileQSResults.asp?selectedarea=YELLOWSTONE+COUNTY&selectedindex=60&menuChoice=localAreaPro&state=true&geogArea=3004000111&countyName=.)

According to employment projections from the America's Career Info Net, medical records and health information technicians are one of the ten fastest growing occupations in Montana. This program will respond to the shortage of qualified medical coders in the region and in Montana.

This program also offers the opportunity for other trained health information management professionals to easily re-train for medical coding and insurance billing. After successful implementation as a traditional program, this plan of study will also be offered online for rural and place-bound students.

In addition, the College of Technology has other healthcare programs in place which students may want to pursue after they receive their certificate in Medical Coding and Insurance Billing. This approach to curriculum development and planning creates a healthcare sciences career pathway.

b. How will students and any other affected constituencies be served by the proposed program?

The Medical Coding and Insurance Billing program is designed to provide a recommended curriculum through which students may earn a two semester certificate. This new certificate will educate students in the areas of medical procedure and diagnosis coding, record auditing, and computerized medical billing and to prepare the student for employment in either the inpatient or outpatient medical setting as an integral part of the healthcare team in a medical office, dental office, hospital clinic, independent billing company or insurance company.

Graduates from the Medical Coding and Insurance Billing Certificate program are qualified to sit for the American Academy of Professional Coders (AAPC) or American Health Information Management Association(AHIMA) National Coding exams to receive professional certifications. Graduates will fill a growing need in healthcare, now and in the future.

Because some medical coders and insurance billers are self-employed and work from the home, the online program delivery option will be offered now that the implementation of the traditional certificate is complete. Online degree completion provides an opportunity for rural and place-bound individuals to earn a certificate in medical coding and insurance billing.

The Job

Medical coding is the transformation of handwritten or verbal descriptions of diseases, injuries and medical procedures into a numbered procedure code and/or numbered diagnosis code. Entry-level employees have the knowledge and skill to analyze health records and assign the appropriate code to each diagnosis and procedure according to national and international guidelines. Workers perform research and rely on their knowledge of medical terminology, anatomy and disease processes to determine the correct codes and sequences.

Workers prepare various health claims forms required by the insurance industry using medical billing software. Development of these skills involves practicing accurate interpretation of medical records, correctly documenting and coding information, and submission of forms to the insurance company for reimbursement. The emphasis is on the high level of responsibility required, and the attention to detail and accuracy needed to be a competent medical biller. Both theory and practice are required to meet the competencies identified as necessary for entry-level employment.

Salaries for medical coding and insurance billing positions range between $20,000 and $35,000 per year. This certificate of applied science offers incumbent healthcare workers the option of enhancing and upgrading their skills to enter a career pathway to higher paying positions.

   c.   What is the anticipated demand for the program? How was this determined?

The shortage of qualified medical coders creates a regional need to offer this program. The Montana Department of Labor & Industry estimates that there were approximately 564 positions for Medical Records and Health Information Technicians in Montana in 2002 and by 2012 projects a 45.6% increase to 821 positions. This certificate of applied science program will help fill the need for highly educated, skilled employees in this area of growth.

3.   Institutional and System Fit
      a.   What is the connection between the proposed program and existing programs at the institution?

The curriculum for this plan of study is a combination of the COT Health Occupations pre-requisite semester, existing courses and four new program-specific courses (12 credits). This certificate will give MSU Billings COT students an option to continue their education in the Associate of Applied Science Degree in Medical Assistant or the Associate of Applied Science Degree in Medical Office Assistant. In addition, the students can further expand their educational and career pathways by earning an online Bachelor of Applied Science Degree in Healthcare Administration, articulated with MSU Billings' College of Allied Health Professions. This approach to curriculum development and planning creates a clearly delineated pathway to thematic concentration and other careers in healthcare sciences.

Students who first complete a Certificate of Applied Science in Medical Coding and Insurance Billing can receive an Associate of Applied Science Degree in Medical Assisting after completing an additional two semesters of study at the College of Technology. Conversely, students who complete an Associate of Applied Science Degree in Medical Assisting can take six (6) additional credits and earn a Certificate of Applied Science in Medical Coding and Insurance Billing. The Program Director of the Associate of Applied Science Degree in Medical Assisting has been consulted and is in full support of offering this certificate.

Synergy also exists between the Certificate of Applied Science in Medical Coding and Insurance Billing and the Associate of Applied Science Degree in Medical Administrative Assistant. As the COT Business Department revises their curriculum, members of the faculty have indicated they will incorporate Medical Coding courses into the Associate of Applied Science Degree in Medical Administrative Assistant.

As mentioned previously, by earning an Associate of Applied Science (AAS) degree from the COT; Satisfying the Academic Foundations requirements of Montana State University Billings; earning a minimum of 30 credits at Montana State University Billings, of which 21 credits must be upper division credits; and completing a thematic concentration of 30 credits including at least 15 credits from one discipline, students can earn a Bachelor of Applied Science Degree prepared in collaboration with a faculty advisor and approved by the Academic Dean responsible for the majority of the courses in the Thematic Concentration.

b. Will approval of the proposed program require changes to any existing programs at the institution? If so, please describe.

Approval of this program will not require changes or adaptations to any existing programs at MSU Billings COT.

c. Describe what differentiates this program from other, closely related programs at the institution (if appropriate).

Students successfully completing the Medical Coding and Insurance Billing program will have technical knowledge and skills to analyze health records and assign the appropriate code to each diagnosis and procedure according to national and international guidelines. They perform research and rely on their knowledge of medical terminology, anatomy, and disease processes to determine the correct codes and sequences.

The Medical Coding and Insurance Billing program differentiation exists between the COT's Medical Administrative Assistant and the Medical Assistant programs in specific ways. Medical coders and billers are required to analyze health records and assign the appropriate code to each diagnosis and procedure according to national and international guidelines. They perform research and rely on their knowledge of medical terminology, anatomy, and disease processes to determine the correct codes and sequences. Medical coders and

billers focus their work on specific aspects of medical office support—coding medical procedures and tests for billing-- versus the general office support functions provided by medical administrative assistants. The focused and specific work of medical coders and billers is also differentiated from that of medical assistants due to the fact that coders and billers to not perform clinical duties like those of medical assistants.

d. How does the proposed program serve to advance the strategic goals of the institution?

Student Success, Achievement, and Retention - In order to ensure that each student attending MSU-B COT has the opportunity to succeed and reach their educational goal, the University puts the planning and resources in place to maximize student success as measured by the student. Careful planning and forethought was devoted to the development of the program proposal for Medical Coding and Insurance Billing.

Academic Excellence and Integrity – MSU-B COT maintains an atmosphere of excellence and completes all projects with integrity and as careful stewards of public resources. The five colleges at MSU-Billings will participate in a self-evaluation and external review process in an effort to ensure the highest standards of academic excellence and integrity.

Planning and Innovation – MSU-B COT strives to remain on the cutting edge of new ideas, continually planning for its future. MSU-B purposefully plans its activities and continually uses innovation to further its mission and objectives. Studying the feasibility of the new Medical Coding and Billing program began in 2004 at the request of local and regional medical and healthcare providers.

Technology - Technology will be designed and used to further objectives of the University, community, economic development, and research to enhance the learning, business, and production environments of students, faculty, staff, and research personnel.

Development of the Medical Coding and Billing Program includes plans to develop and deploy courses in online formats. To that end, MSU-B COT was successful in a bid to obtain Congressional appropriations which supported the development of curriculum and hired instructors.

Competitive Change – MSU-B COT responded to market changes with appropriate strategies that meet or exceed those of the competition with the development of this medical coding and insurance billing program.

e. Describe the relationship between the proposed program and any similar programs within the Montana University System. In cases of substantial duplication, explain the need for the proposed program at an additional institution. Describe any efforts that were made to collaborate with these similar programs; and if no efforts were made, explain why. If articulation or transfer agreements have been developed for the substantially duplicated programs, please include the agreement(s) as part of the documentation.

After Montana BoR adoption of the current Montana University System (MUS) initiatives, MSU-B COT has taken up the charge, through careful planning and industry partnership, to assist and address the specific initiative of **Workforce Training & Equipment for High Demand Fields in Montana.**

To meet the state's two-year educational initiatives, the proposed MSU-B COT Certificate of Applied Science in Medical Coding and Insurance Billing program adds a specific and targeted professional-technical program to the existing complement of the associate and certificates of applied science degrees in the Montana.

Collaborating to meet the goals and objectives of Montana's new face of Tech Prep; Jobs for Montana's Graduates; and postsecondary career clusters development through Health Sciences, MSU-B COT developed the new Medical Coding and Insurance Billing program proposal. Specifically, this two-semester certificate program was designed to increase educational pathways which match Montana's need for education and training for high demand healthcare science career fields.

MSU-B COT joins the Certificate of Applied Science in Medical Coding at Flathead Valley Community and MSU GF COT's Certificate of Applied Science in Medical Billing Specialist.

Although it may be perceived that programmatic duplication exists among these programs, factors that support the existence of all include: Increasing demand for skilled medical coders and billers has exceeded the number of available graduates in all three programs and local healthcare industry needs are met when these programs are permitted to tailor program student learning outcomes to specific local and regional practices. In addition, the program will serve place bound students desiring to increase their employability.

4. Program Details
   a. Provide a detailed description of the proposed curriculum. Where possible, present the information in the form intended to appear in the catalog or other publications. NOTE: In the case of two-year degree programs and certificates of applied science, the curriculum should include enough detail to determine if the characteristics set out in Regents' Policy 301.12 have been met.

Montana State University Billings College of Technology
Certificate of Applied Science: Medical Coding and Insurance Billing

MISSION STATEMENT
The Nursing, Health, and Safety Occupations Medical Coding and Insurance Billing program provides excellence in academic programs and access to qualified students. The Medical Coding and Insurance Billing program provides instruction in the knowledge and skills needed to deliver entry level medical coding skills. The knowledge and skills acquired will enable success and achievement for students competing in an ever changing, technologically diverse environment and will provide preparation for regional, national, and global markets. We strive, by example, to instill in each student our philosophy, civic leadership skills, an interest in life-long learning, and a commitment to service. Serving a unique blend of urban and rural health educational needs in the Southeastern Yellowstone region of Montana, we will work with the community to promote intellectual and educational excellence.

VISION STATEMENT
The Nursing, Health, and Safety Occupations Medical Coding and Insurance Billing program envisions creating an inviting environment that serves students by being responsive, adaptive, and innovative through a proactive approach to present and future needs. The program foresees increased enrollment, expanded programs, use of advanced technology, and expanded alliance with our various customer bases as a bridge to becoming a leader in post-secondary two-year education.

The Medical Coding and Insurance Billing program is designed to provide a recommended curriculum through which students may earn a two semester Certificate of Applied Science. This Certificate will educate students in the areas of medical procedure and diagnosis coding. In addition, the Certificate will prepare the student for employment in either the inpatient or outpatient medical setting to work as an integral part of the healthcare team in a medical office, dental office, hospital, clinic, or independent billing company.

Medical coding is the transformation of handwritten or verbal descriptions of diseases, injuries and medical procedures into a numbered procedure code and/or numbered diagnosis code. The Medical Coding and Insurance Billing program prepares entry-level employees with the skills to analyze health records and assign the appropriate code to each diagnosis and procedure according to national and international

guidelines. They perform research and rely on their knowledge of medical terminology, anatomy and disease processes to determine the correct codes and sequences.

The program consists of class lecture, practical application of codes, auditing of records and experience with computerized medical and insurance billing software. Students will learn to prepare various health claim forms required by the insurance industry using medical billing software. This involves practicing accurate interpretation of medical records, correctly documenting and coding information, and submission of forms to the insurance company for reimbursement. The emphasis is on the high level of responsibility required and the attention to detail and accuracy needed to be a competent medical biller. Instruction will include theory and practice to meet the competencies identified as necessary for entry-level employment.

Upon completion of the program the students will be able to sit for the American Academy of Professional Coders (AAPC) or American Health Information Management Association (AHIMA) coding exam. Graduates will fill a growing need in healthcare, now and in the future.

Upon successful completion of this program will be able to:
- Transform handwritten or verbal descriptions of diseases, injuries, and symptoms into a numerical diagnosis code.
- Transform medical procedures into a numerical code.
- Calculate medical practice fees using the Medicare Relative Value System.
- Using medical billing software, prepare a variety of health claim forms required by the insurance industry. This would include Medicare and Medicaid.
- Practice a high degree of independent judgment and responsibility to insure accuracy of medical coding and billing.
- Prepare to sit for the AAPC or AHIMA coding exams.
- **Required courses   Credits**
- CMP 105 Introduction to Computers and Applications........... 3
- CODE 110 CPT-4 Procedure Coding.................................... 3
- CODE 120 ICD-9 Diagnosis Coding...................................... 3
- CODE 140 Computerized Medical Billing.............................. 3
- CODE 150 Advanced Coding and Auditing........................... 3
- COMT 109 Human Relations 3
- ENGL 140 Business Writing... 3
- HLTH 101 Essentials of Anatomy and Physiology 3
- HLTH 150 Health Occupations Terminology I....................... 3
- HLTH 255 Medical Law and Ethics 3
- MATH 105 Algebra for College Students 4
- **Total Credits.. 34**
-
- *Students should check the course descriptions for required prerequisites. Math and English requirements are usually determined by performance on placement tests or transfer credits.*
-
- **Suggested Plan of Study**
- **Fall SemesterCredits**
- CMP 105............. 3
- CODE 110 3
- CODE 120 3
- ENGL 140........... 3
- HLTH 150 3
- COMT 109 3
- **Total 18**
-
- **Spring Semester**
- CODE 140 3

- CODE 150 3
- HLTH 101 3
- MATH 105........... 4
- HLTH 255 3
- **Total 16**

Course Descriptions
Medical Coding/Insurance Billing

CMP 105 Introduction to Computers and Applications
3 cr. (3 lec/wk)
Instructs students in fundamental computing skills. Concepts include the creation and manipulation of files, use of a common Operating System, a basic understanding of computer hardware, and a functional knowledge of common business applications such as: word processing, spreadsheets, Internet and email, and presentation software. The course is performed in a lab setting with access to computers and necessary software.

CODE 110 CPT-4 Procedure Coding
3 cr. (3 lec/wk) Prerequisite: Health Care Core prerequisites.
Develops the knowledge, skills, and abilities necessary for students to correlate a numerical code to a handwritten or typed procedure description generated by clinical staff in the health care setting for insurance purposes utilizing the principles of Current Procedural Terminology 4th edition (CPT-4). This course is required for the Medical Coding and Insurance Billing Certificate.

CODE 120 ICD-9 Diagnosis Coding
3 cr. (3 lec/wk) Prerequisite: Health Care Core prerequisites.
Develops the knowledge, skills, and abilities necessary for a student to correlate a numerical code to a handwritten or typed diagnosis description generated by clinical staff in the health care setting for insurance purposes utilizing published International Classification of Diseases, 9th Revision (ICD-9). Also emphasizes the standards for accuracy in medical coding. This course is required for the Medical Coding and Insurance Billing Certificate.

CODE 140 Computerized Medical Billing
3 cr. (3 lec/wk) Prerequisite: Health Care Core prerequisites.
Develops the knowledge, skills, and abilities necessary for a student to understand the theory and application of computerized medical and insurance billing software specifically designed for the medical practice. This course is required for the Medical Coding and Insurance Billing Certificate.

CODE 150 Advanced Coding and Auditing
3 cr. (3 lec/wk) Prerequisite: Health Care Core prerequisites.
Develops the knowledge, skills, and abilities necessary for students to correlate a numerical code to a handwritten or typed procedure description generated by clinical staff in the health care setting for insurance purposes utilizing the principles of CPT-4, ICD-CM, and HCPCS Coding. This course is required for the Medical Coding and Insurance Billing Certificate.

COMT 109 Human Relations
3 cr. (3 lec/wk)
Offers a theoretical and practical understanding of communication processes in the working environment, self-awareness in that environment, and the individual's participation in these relationships. The course aims to develop the student's perception and expression skill to communicate successfully in a variety of work contexts.

∇ ENGL 140 Business Writing
3 cr. (3 lec/wk) Prerequisite: Satisfactory completion of ENGL 100, 102, or qualifying score on the placement exam.

Provides instruction in the preparation of business memos, letters, reports, oral presentations, and computer assisted writing in business contexts.

HLTH 101 Essentials of Anatomy and Physiology
3 cr. (3 lec/wk)
Provides students with a basic understanding of human anatomy and physiology. Concepts of the body plan and homeostasis will be introduced. Students will also learn the basic structure, function, and interaction of the integumentary, skeletal, muscular, nervous, endocrine, blood, cardiovascular, lymphatic, respiratory, digestive, urinary, and reproductive systems.

HLTH 150 Health Occupations Terminology I
3 cr. (3 lec/wk)
Introduces the student to the specialized language of the medical profession and builds a background vocabulary in this area using a word-building system which provides a solid foundation for understanding medical terms. Basic word-building concepts are taught with emphasis on spelling, pronunciation, and definitions.

HLTH 255 Medical Law and Ethics
3 cr. (3 lec/wk)
Addresses legal and ethical issues relevant to the healthcare field. Students will learn the importance of a professional code of ethics and the consequences of illegal or unethical behavior in health care. The course will also help the student distinguish among law, ethics, bioethics, etiquette, and protocol.

MATH 105 Algebra for College Students
4 cr. (4 lec/wk) Prerequisite: MATH 101 or equivalent.
Reviews elementary algebraic concepts and covers more advanced factoring, operations on rational expressions and radical expressions, quadratic equations, the rectangular coordinate system, and exponential and logarithmic functions. Credits apply toward graduation requirements but do not fulfill Academic Foundations requirements.

Describe the planned implementation of the proposed program, including estimates of numbers of students at each stage.

MSU-Billings College of Technology
Certificate of Applied Science Medical Coding and Insurance Billing Implementation

	Summer 2006	Fall 2006	Spring 2007	Fall 2007	Spring 2008
Implementation Step	Advertise new program	Admit 1st student cohort	Graduate 1st student cohort	Admit 2nd student cohort	Graduate 2nd student cohort
# New Students		40	22	28	

5. Resources
    a. Will additional faculty resources be required to implement this program? If yes, please describe the need and indicate the plan for meeting this need.

        Yes.

        MSU-B COT has allocated a permanent faculty line in the budget. This resource was used to hire a program faculty member/ coordinator who will teach courses, advise students, coordinate necessary programmatic laboratories and maintain equipment. In addition, our faculty member works with industry to refine the curriculum and develop partnerships with industry and secondary schools.

    b. Are other, additional resources required to ensure the success of the proposed program? If yes, please describe the need and indicate the plan for meeting this need.

        Facilities/Supplies
        MSU Billings' and COT executive administrators provide financial and facility resources sufficient to support continuity and consistency in the educational program. Costs will be funded through tuition, fees and the State allocation as in previous years.

        A new Health Science Center is under construction and targeted for completion in early 2008. With this new construction, the Medical Coding and Insurance Billing program will have new classrooms and faculty offices.

        Equipment
        Equipment used in the Medical Coding and Insurance Billing program is limited to computer workstations, and coding and billing software. The office of Information Technology at MSU Billings has created a three-year computer upgrade rotation plan and this program has been placed in the upgrade rotation schedule.

6. Assessment.
    How will the success of the program be measured?

    The success and effectiveness of the program will be measured based on the following factors: student enrollment, retention, national exam pass rates, employer satisfaction and through data gather from annual reports and the program review process.

Program Review:
MSUB is a student centered campus that focuses on excellence in teaching and student learning. During the last several years MSUB has re-examined, strengthened, and coordinated its assessment process. While institutional evaluation and assessment is by its nature continuously evolving, the University has made progress toward an institutional assessment lattice integrated into the university's strategic plans. In fall 2004 the university initiated its second strategic initiatives document for the period 2005-2010. The document was collaboratively developed with faculty and staff and implemented in fall 2005 as the University instituted a Continuous Quality Improvement concept in all its practices. The CQI process is continual and cyclical, allowing for annual progress checks and data informed decision making. The Continuous Quality Improvement Steering Committee oversees implementation of the CQI concept in all University processes. The Committee maintains a website and publishes a monthly Newsletter *CQI-FYI.*

Each division of the university (Academic Affairs, Administrative Affairs, Athletic Affairs, Facility Services, Graduate Studies, Grants and Sponsored Programs, Information Technology, Institutional Research, Library, Public Service Units (KEMC/YPR and the Montana Center on Disabilities) and Student Affairs) developed goals aligned with the university strategic initiatives Both quantitative and qualitative measures are required to assess performance and outcomes.

Annual program reviews are conducted in each division, each college, and each department within each college and administrative divisions with sub-units to review and assess compliance with the University's overall mission. The CQI process is an ongoing evaluation of the University's mission and role and a continual attempt to match our offerings to constituent needs. Coordination of assessment is overseen by the CQI Steering Committee and the Academic Senate. The committee meets on a regular basis to discuss, review and provide feedback to the various areas of the university. The outcomes are used in planning and implementing changes for improvement. The Co-Chairs of the Committee make a monthly presentation of the committee's activities and progress on assessment to the Chancellor and his Cabinet during regularly scheduled cabinet meeting. It involves administration, faculty, students, the Medical Coding and Insurance Billing Program Advisory Board (PAB), graduates and employers. A model was developed to identify the evaluative components, input sources, process, timeline, and outcomes criteria.

In Academic Affairs, assessment involves multiple instruments and methodologies. In contrast, Administrative Services and other areas use fewer tools to measure their more discrete area of operation. Each of the areas, however, employs varying appropriate quantitative and qualitative tools to assess their areas in relation to the same overriding criteria:

- Does the program or function assessed move the University closer to its mission?
     MSU-Billings provides a university experience characterized by:
     Excellent Teaching
     Support for Individual Learning
     Engagement in Civic Responsibility
     Intellectual, Cultural, Social & Economic Community Enhancement

- Does the program or function assessed move the University closer to its standard of *Access and Excellence*?

- Does the program or function assessed contribute to fulfillment of the University's Strategic Initiatives?
     Programs—Create and maintain distinctive, vital academic programs and services for 21st Century learners
     Faculty Excellence—Cultivate excellence in & outside the classroom, in scholarly endeavors & exemplary service through faculty & staff development, support for scholarship, continuing assessment, & recognition of professional service

Needs of Learners—Identify the needs of all learners & provide access to a university experience that fulfills both individual goals & societal needs
Social Equity—Model social equity and consciousness by assuring that all members of our campus community grow because of their University experience
Research Initiatives—Increase the stature, professionalism & research initiatives of all academic programs & student services
Economic Access—Augment local, state & regional economic development through the strength of the University's financial base & our learners' contributions to their communities
Global Engagement—Increase staff, faculty & student awareness, understanding, & involvement in the international community
University Infrastructure—Ensure an administrative, operational and physical infrastructure that fully supports excellence

- Does the program or function assessed help the University attain its Vision?
  Montana State University-Billings will be recognized as a regional leader for:
  Teaching & Learning
  Translating Knowledge into Practice
  Researching for the Future
  Accepting Leadership for Intellectual, Cultural, Social & Economic Development Beyond University Boundaries

Assessment Data

Annual Reports: provide evidence of progress toward division/unit goals, data to support this progress and other information as appropriate for the area.

Periodic Program Review: MSU-B COT complies with the Montana Board of Regents Policy 300.3 under Academic Affairs Program Review. MSU-B COT will review all of its programs at least once every seven (7) years. A campus schedule of review for our programs has been filed with the Office of the Commissioner of Higher Education. Pending Level II BoR approval of the Medical Coding and Insurance Billing Program, that schedule will be updated. The results of our internal Medical Coding and Insurance Billing Program review will be prepared to submission to the Montana Board of Regents at the appropriate November BoR meeting. This report focuses especially on the decisions associated with the future of each program, following its review.

Student Ratings of Instruction: In general, evaluation of faculty is governed by the Collective Bargaining Agreement between the Montana Board of Regents of Higher Education and Vocational-Technical Educators of Montana. Faculty member evaluation procedures are recognized to be a cooperative effort between the faculty member and his/her supervisor with the purpose of achieving excellence in the area of effective and purposeful instruction and job performance.

Student Exam Pass Rate: Graduates from the Medical Coding and Insurance Billing Certificate program are qualified to sit for the American Academy of Professional Coders (AAPC) or American Health Information Management Association(AHIMA) National Coding exams to receive professional certifications. Successful pass rates of one of these two (or both) of these exams will used an indicator of student success in meeting the student learning outcomes of this program.

Surveys: Graduate and Employer satisfaction surveys will be administered on an annual basis. Results of these surveys will be considered by the Dean, Associate Dean, Department Chair, members of the Program Advisory Committee. Recommendations from the Committee for needed revisions to course content or presentations are to be discussed with and adopted by teaching faculty each fall semester.

The timeline for evaluation affords ample time for program revision based on the evaluative data, changing trends in medical coding and billing industry standards. Components of the evaluation

model include the organization and administration of the program, curriculum, resources, and student/graduates. Graduate and graduate employer surveys will be administered annually.

7. Process Leading to Submission
    Describe the process of developing and approving the proposed program. Indicate, where appropriate, involvement by faculty, students, community members, potential employers, accrediting agencies, etc.

Spring of 2004
 MSU-Billings College of Technology was contacted by healthcare providers in the Billings area with a request to provide Medical Coding and Insurance Billing educational opportunities.
A College of Technology Medical Coding and Insurance Billing Program Development Committee made up of healthcare administrators and College of Technology faculty and administrators was formed to investigate the viability of this proposal.

The Dean of the College of Technology brought the proposal to Celebrate Billings, a community based committee to support educational opportunities within the city. Celebrate Billings funded a survey of health care providers to get input as to the direction the educational proposal should go. The College of Technology committee formed a subcommittee to create a proposed plan of study, a business plan, and a formal proposal which was submitted to the Provost.

Approval was given by the Provost to move forward to create curriculum and a full program proposal.

Spring Semester 2005 and Fall Semester 2005
The curriculum was proposed and routed through the University curriculum approval process. Proposals for new curriculum begin at the faculty level (internal) and involve input from advisory committees (external) and/or accreditation agencies (external). In instances such as this where permanent faculty is not in place at the time of the proposal to create required documentation, the curriculum is developed by existing faculty, staff, advisory committee members and industry to create the initial submission.

Documentation was then submitted to the appropriate Program Curriculum Committee for final review.

The proposal was reviewed by the appropriate Department Chair, College Curriculum Committee, Dean of the College, MSU-Billings Undergraduate Curriculum Committee, Faculty Senate, Provost and finally the Chancellor

Board of Regents approval of a Level I program proposal was submitted.

Spring 2006
Notification of BoR Level I program approval was received.
Student recruitment and program marketing began.

Fall 2006
Admitted 1st cohort of Medical Coding and Billing Insurance students.