

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO:** AAC 15-04

**COMMITTEE DATE:** October 14, 2014

**BOARD DATE:** October 21, 2014

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**APPLICATION OF UNIVERSITY OF MASSACHUSETTS DARTMOUTH TO AWARD  
THE MASTER OF SCIENCE IN HEALTHCARE MANAGEMENT**

**MOVED:** The Board of Higher Education hereby approves the application of **University of Massachusetts Dartmouth** to award the **Master of Science in Healthcare Management**.

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 15A, Section 9(b)

Contact: Winifred M. Hagan, Ed.D., Director for Educator Policy

## BOARD OF HIGHER EDUCATION

October 2014

### University of Massachusetts Dartmouth Master of Science in Healthcare Management

#### INTENT AND MISSION

The proposed Master of Science in Healthcare Management (MSHM) is consistent with the University of Massachusetts Dartmouth (UMD) mission to be actively engaged in teaching and innovative research. It is also aligned with the UMD Charlton College of Business (CCB) to prepare students with a high quality business education. The purpose of the proposed MSHM is to provide a specialized degree designed for current healthcare professionals to gain the managerial skills necessary for advancement in the health care professions. The MSHM program is intended to address the need for healthcare professionals to have the operational, behavioral, and change management skills necessary to implement organizational improvement at the middle management level.

The proposed program has obtained all necessary governance approvals on campus and was approved by the University of Massachusetts' Board of Trustees on June 18, 2014. The required letter of intent was circulated on April 10, 2014. No comments were received.

#### NEED AND DEMAND

##### *National and State Labor Market Outlook*

The Bureau of Labor Statistics has identified the healthcare sector as the fastest growing job creation industry in the U.S., representing 33% of the total forecasted employment expansion for 2012-2020<sup>1</sup>. Massachusetts JobQuest forecasts that by 2016, clinicians and healthcare technologists will have added the greatest number of professional and technical positions in the Commonwealth totaling about 33,800<sup>2</sup>.

##### *Student Demand*

The primary source of students for the MSHM is planned to be healthcare professionals in southeastern Massachusetts. Healthcare professionals targeted will include clinicians who provide direct patient care and non-clinical positions such as laboratory supervisors, human resources or operations managers. Other candidates for the proposed program include nursing students or business undergraduates interested in healthcare management. In addition requests from Saint Luke's Hospital and Saint Anne's Hospital in 2013 indicate a need for the proposed MSHM program by hospitals that sought out UMD.

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<sup>1</sup> <http://www.bls.gov/news.release/-ecopro.nr0.htm>

<sup>2</sup> <http://lmi2.detma.org/lmi/pdf/careermoves/CareerMovesJOBoutlook.pdf>

## **OVERVIEW OF PROPOSED PROGRAM**

The proposed MSHM program is designed to develop the business acumen of career professionals in the healthcare sector. The proposed MSHM provides students with a focused study of business and organizational goals. Core courses for the MSHM focus on the management of costs, quality, and error reduction and the development of leadership, motivation and collaborative skills. Accounting and Operations Management courses provide the foundation for cost management and process improvement skills. Management courses prepare students with human resource skills. Healthcare policy is included in Operations Management classes and nursing-related courses cover material in all three of these areas.

Students have the option of applying their knowledge to a master's project in a local healthcare setting, writing a master's thesis or completing elective coursework. It is anticipated that graduates of the proposed MSHM will have the ability to solve complex problems in healthcare.

### *Duplication*

UMD reported that review of private and public universities in Massachusetts indicated other University of Massachusetts campuses and state universities have programs similar to the UMD proposed MSHM. Harvard, Boston University, Northeastern, and Tufts have Master of Public Policy programs. Northeastern and Boston University offer healthcare administration concentrations within an MBA degree. Boston University and Tufts offer an MS in Health Communication program that prepares graduates to work in medical editing, health communications and healthcare marketing. UMD found that no program has the same focus for developing the operational and behavioral skills as in the proposed MSHM. State universities in Massachusetts that offer comparable degrees are University of Massachusetts Amherst, University of Massachusetts Lowell, Worcester State University, and Framingham State University

## **ACADEMIC AND RELATED MATTERS**

### *Admission*

General admission requirements to the MSHM program include official transcripts for an undergraduate degree. A minimum overall GPA of 3.0 is required. A GMAT minimum of 500 can be waived if students have an earned baccalaureate degree in a business major from an AACSB-accredited business school with a cumulative undergraduate GPA of at least 3.5; an earned terminal degree from an accredited institution; or licensure in the United States as a Certified Public Accountant or Certified Financial Planner. International students are required to have a minimum TOEFL score of 500/PBT, 200/CBT, 72/IBT. In addition, UMD requires two letters of recommendation.

### Program Enrollment Projection

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4*
New Full Time	5	5	5	5
Continuing Full Time		4	4	4
New Part Time	10	10	15	20
Continuing Part Time		8	16	30
Totals (FTE) Assumes 2 PT students are counted as 1 FT student.	10	18	24	34

#### *Curriculum (Attachment A)*

Student with a bachelor's degree in business will be expected to take 10 courses for 30 credits, 8 required courses, and 2 electives or a master's thesis or project. Students who have earned a bachelor's degree in a field other than business will be expected to complete three prerequisite courses with a minimum grade of B- for each course including Accounting, Economics and Statistics. It is planned that the prerequisite course credits will not count toward the MSHM degree. This requirement may be waived if the applicant has taken comparable courses at another university and has earned a course grade of B- or better. Comparability or equivalency will be determined after careful review of course descriptions or syllabi.

#### *Internships or Field Studies*

The proposed MSHM program provides the option of a master's project, which consists of an applied healthcare organization-based project that is supervised by one or two faculty members. The project requires students to apply a specific area of learning from the proposed program. Students' project placements may be at their place of employment, providing that the project extends to the application of knowledge and skills acquired or being strengthened and developed through the MSHM program. Projects may be initiated by the student in collaboration with a healthcare organization, employer or CCB faculty in consultation with healthcare organizations. It is planned that the project proposal will be evaluated by a CCB faculty advisor for technical content and scope of proposed work. It is expected that placement sites will be organizations and companies in the healthcare services industry and will be evaluated based on the size of the community they serve, the number of healthcare professionals employed, and the range of healthcare services provided. The relationship between the placement sites, UMD, and the MSHM is planned to be one of professional partnership designed to serve the

educational needs of UMD students and the workforce development needs of the healthcare industry in the South Coast community. It is planned that students working on an MS project will have a UMD faculty member serving as the primary advisor and an industry advisor from the placement site organization. There will be frequent communication and regular joint meetings of the student and his or her two advisors, including visits to the placement site. Student progress will be carefully monitored by the faculty advisor with input from the industry advisor. The student's project will be evaluated based on the assessment of an interim project report, a final report, and oral presentations.

The proposed MSHM program also provides the option of a master's thesis, which is designed to provide students with the skills they need to perform scientific research in specific areas of interest relevant to the healthcare industry. The research is expected to be closely supervised by the primary thesis advisor in consultation with other committee members. A master's thesis committee will be composed of at least three members. A well-qualified outside person may sit on a thesis committee but at least two committee members must be UMD faculty members, one of whom undertakes principal responsibility as the thesis advisor. It is planned that theses will be evaluated by the thesis committee based on an interim report, the final thesis, and an oral defense presentation.

## **RESOURCES AND BUDGET**

### *Fiscal (Attachment B)*

UMD currently has 25 tenured faculty members, 9 tenure-track faculty, and 5 full time lecturers in the CCB. The assistant dean for graduate programs also teaches two courses per year. The College of Nursing has 3 tenured faculty members, 7 tenure-track, and 14 full-time lecturers. CCB is currently searching for 2 full time tenure-track faculty members for Accounting and Operations Management. UMD expects that as the MSHM program grows, faculty in core course areas will be added. UMD anticipates that the proposed MSHM program will be net revenue-generating. It is expected that the incremental cost of a new faculty hire will be offset by revenues.

### *Faculty and Administration (Attachment C)*

It is planned that the MSHM program will be a cross-functional degree with faculty from Accounting, Management, Management Information Systems, Nursing, and Operations Management teaching core courses. Faculty members teaching core courses are tenured or tenure track and have terminal degrees in their discipline. It is expected that the Nursing, Finance, Management, Management Information Systems, and Operations Management faculty will also teach electives. In addition, UMD adjunct faculty members have worked in healthcare or business and the School of Nursing faculty are licensed RN's. As the MSHM program grows, faculty teaching in the four core course areas would expect to be added to meet demand incrementally.

The CCB currently has a Dean, an Associate Dean, an Assistant Dean for Undergraduate Studies, an Assistant Dean for Graduate Studies, an Undergraduate Coordinator, three department chairs, and six full-time administrative assistants. It is planned that the MSHM program will require an additional part-time coordinator. All curriculum development, review, modifications, and assessments will follow existing committee structures and processes,

including the department and graduate curriculum committees.

### *Facilities, Library and Information Technologies*

UMD online articles and databases and resources are already available and in place for use by both undergraduate and graduate students. Relevant databases that are expected to be of particular interest to MSHM students include ABI Complete, Health and Wellness Resource Center, InfoTrac Searchbank databases, MassChip, Medline, NBER Working Papers, Nursing & Allied Health Source, Pharmaceutical News Index, ProQuest Health and Medical Complete and PubMed.

The CCB teaching lab and general-purpose computer lab will be available for MSHM students in addition to access to general-purpose computer labs. The CCB teaching lab offers 36 Lenovo desktop computers, 1 laser printer, 2 overhead projectors, 1 teaching station, and a whiteboard. In the general-purpose lab, there are 41 Lenovo desktop computers, 2 laser printers, 1 overhead projector, and 5 laptop stations. Currently, the software in the labs includes Office 2007 Professional, MS Visio 2007, MS Project 2007, Excel QM 3, POM-QM 3, Tera Term Pro, WinSCP 3, Macromedia Suite 8, Adobe Acrobat 8, and QuickBooks. Finally, CCB classrooms are technology enhanced, including a PC computer, a SMART monitor with touch-screen, a laptop A/V hookup, lecture-capture video equipment, a VCR and/or DVD player, stereo speakers, a document camera, and an Extron control panel. All classrooms, labs, and common areas in the University are covered by wireless internet access.

### *Affiliations and Partnerships*

Once the program has been approved, the MSHM program coordinator expects to form an Advisory Board made up of healthcare and other service professionals from the local community. It is also planned that this advisory board will help monitor the program's effectiveness, by providing guidance and potentially direct feedback about the performance of the program's graduates.

## PROGRAM EFFECTIVENESS

Goal	Measurable Objective	Strategy for Achievement	Timetable
<p>1. To graduate well-prepared students who can successfully apply the tools of process improvement to healthcare organizations to effect positive change.</p>	<p>1a. Recruit existing personnel in healthcare organizations in or moving into management.            1b. Recruit high-quality nursing and business applicants.            1c. Prepare students academically.            1d. Maintain student contact and keep track of student progress after graduation.</p>	<p>1a. and b. Recruiting visits to area hospitals in Southeastern Massachusetts, especially the SouthCoast Hospitals Group and Steward Health Care System; posters and flyers at professional meetings; media advertising; website            1c. Highly qualified faculty and well-designed curriculum.            1d. Newsletters, surveys, campus events, site visits to healthcare facilities from which students came.</p>	<p>1a. and b. 3-6 months before admission, then ongoing.             1c. – 1d. Ongoing</p>
<p>2. To further embed the reputation of the Charlton College of Business and University of Massachusetts Dartmouth in South-eastern Massachusetts.</p>	<p>2a. Increase numbers of healthcare organizations recommending and supporting their employees to matriculate to the MSHM program.            2b. Increase number and quality of employers hiring MSHM students.            2c. Attract more high quality faculty members to the MSHM program.            2d. Increase MSHM program and UMass Dartmouth representation in the local/national media.            2e. Increase fundraising for the Charlton College of Business.</p>	<p>2a. Personal contacts; alumni of former MSHM cohorts; local Chambers of Commerce; professional organizations.            2b. Advertise on ANA's Career Center web site, AAMSE's Career Connection web site, at professional meetings, with personal contacts.            2c. Word of mouth advertising; stipend for on-site education.            2d. Active involvement of the Office of Public Affairs; op-ed articles by faculty in local newspapers.            2e. Work with the university's Advancement Office and CCB Philanthropic Officer to expand contacts and prospects.</p>	<p>2a. – 2e. ongoing.</p>

## **EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE**

Eugene Schneller, PhD., Professor of Supply Chain Management at Arizona State University, and David Mendez, PhD., Associate Professor of Health Management and Policy at the University of Michigan reviewed the MSHM proposal. Dr. Mendez conducted a site visit on the UMD campus on March 28th, 2014 and met with several administrators and faculty. Based on individual reading of the proposal and the observations from Dr. Mendez's site visit, the reviewers conferred and submitted a joint report.

The reviewers found evidence in the proposal for an existing demand for the MSHM program, sufficient faculty expertise in general business and an adequate curriculum to train entry to mid-level managers in healthcare operations. The reviewers cautioned that specific faculty expertise in healthcare is scarce and noted that there was paucity in the curriculum regarding systems integration, an overall view of the U.S. healthcare system, and strategy topics which would allow the graduates of the program to eventually advance to executive positions.

UMD responded in agreement regarding faculty expertise in healthcare management and plans to hire a faculty member with healthcare management knowledge within the first year of the program to support teaching, course design, and research. UMD plans that as the program grows, more faculty members with specific and extensive knowledge of healthcare management will be hired. UMD concurred that the curriculum committee should seriously consider systems integration content in the program by adding a course to bring together the myriad of supply chain organizations involved in managing healthcare. While UMD agreed with the reviewers that students in the program should have an understanding of the US healthcare system, the response maintains that this is already covered in Management of Healthcare Operations, which is one of the core courses. UMD also agreed with the finding that upward mobility in healthcare management will require additional training in strategic management and related executive functions. UMD suggested that students could obtain supplementary training to do so.

## **STAFF ANALYSIS AND RECOMMENDATION**

Staff thoroughly reviewed all documentation submitted by the **University of Massachusetts Dartmouth** and external reviewers. Staff recommendation is for approval of the proposed **Master of Science in Healthcare Management**.

**ATTACHMENT A: CURRICULUM**

<b>Major Required (Core) Courses (Total courses required =8)</b>		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
ACT 650	Accounting for Decision Making	3
ACT 671	Strategic Cost Management	3
MGT 671	Management of Organizational Change	3
MIS 650	Information Technology Management	3
MIS 675	Advanced Project Management	3
NUR 515	Organizational Behavior and Leadership in Healthcare Organizations	3
POM 679	Management of Health Care Operations	3
POM 684	Lean Health Care Operations	3
	Subtotal # of Core Credits Required	24
<b>Other/Elective Courses (Total courses required = 2*)</b>		
NUR 508	Healthcare Economics and Managing Healthcare Finances (substitute for ACT 671 Strategic Cost Management)	3
MGT 677	Leading, Motivating, and Empowering Others (substitute for NUR 515 Organizational Behavior and Leadership in Healthcare Organizations)	3
NUR 520	U.S. Healthcare Delivery System (substitute for POM 679 Management of Health Care Operations)	3
MGT 650	Advanced Organizational Behavior (substitute for MGT 671 Management of Organizational Change)	3
FIN 650	Finance for Decision Making	3
MGT 659	Strategic Management	3
MIS 671	Managing Systems	3
POM 651	Advanced Operations Analysis	3
POM 697	Business Analytics and Data Mining	3
<b>OR</b>		
POM 699	Master's Project or Thesis	6
	Subtotal # of Elective Credits Required	6
<b>Curriculum Summary</b>		
Total number of courses required for the degree		10

Total credit hours required for degree	30
<b><i>Prerequisite or Other Additional Requirements:</i></b>	

**ATTACHMENT B: BUDGET**

Revenues

UMass New Program Approval Budget  
 Campus: UMass Dartmouth  
 Program: MS in Healthcare Management

<b>REVENUE ESTIMATES</b>										
	Year 1		Year 2		Year 3		Year 4		Year 5	
	2015		2016		2017		2018		2019	
<i>Full-Time Tuition Rate: In-State</i>	1553		1553		1553		1553		1553	
<i>Full-Time Tuition Rate: Out-of-State</i>	6074		6074		6074		6074		6074	
<i>Mandatory Fees per Student (In-state)</i>	8665		9065		9065		9065		9065	
<i>Mandatory Fees per Student (out-state)</i>	12042		12442		12442		12442		12442	
<i>FTE # of New Students: In-State</i>	10		18		28		42		54	
<i>FTE # of New Students: Out-of-State</i>	0		0		0		0		5	
<i># of In-State FTE Students transferring in from the institution's existing programs</i>										
<i># of Out-State FTE Students transferring in from the institution's existing programs</i>										

	Newly Generated Revenue	Revenue from existing programs	Newly Generated Revenue	Revenue from existing programs	Newly Generated Revenue	Revenue from existing programs	Newly Generated Revenue	Revenue from existing programs	Newly Generated Revenue	Revenue from existing programs
<b>Tuition and Fees</b>										
<b>First Year Students</b>										
Tuition										
In-State	\$15,530	\$0	\$27,954	\$0	\$43,484	\$0	\$65,226	\$0	\$83,862	\$0
Out-of-State	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,370	\$0
Mandatory Fees	\$86,650	\$0	\$163,170	\$0	\$253,820	\$0	\$380,730	\$0	\$551,720	\$0
<b>Second Year Students</b>										
Tuition										
In-State			\$15,530	\$0	\$27,954	\$0	\$43,484	\$0	\$65,226	\$0
Out-of-State			\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Fees			\$90,650	\$0	\$163,170	\$0	\$253,820	\$0	\$380,730	\$0
<b>Third Year Students</b>										
Tuition										
In-State					\$15,530	\$0	\$27,954	\$0	\$43,484	\$0
Out-of-State					\$0	\$0	\$0	\$0	\$0	\$0
Mandatory Fees					\$90,650	\$0	\$163,170	\$0	\$253,820	\$0
<b>Fourth Year Students</b>										
Tuition										
In-State							\$15,530	\$0	\$27,954	\$0
Out-of-State							\$0	\$0	\$0	\$0
Mandatory Fees							\$90,650	\$0	\$163,170	\$0
<b>Fifth Year Students</b>										
Tuition										
In-State									\$15,530	\$0
Out-of-State									\$0	\$0
Mandatory Fees									\$90,650	\$0

<b>Gross Tuition and Fees</b>	\$102,180	\$0	\$297,304	\$0	\$594,608	\$0	\$1,040,564	\$0	\$1,706,516	\$0
<b>Grants</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Contracts</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Campus budget allocation</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Other Revenues</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total</b>	\$102,180	\$0	\$297,304	\$0	\$594,608	\$0	\$1,040,564	\$0	\$1,706,516	\$0

Expenditures

UMass New Program Approval  
Budget

Campus: UMass Dartmouth  
Program: MS in Healthcare  
Management

<b>EXPENDITURE ESTIMATES</b>										
	Year 1 2014		Year 2 2015		Year 3 2016		Year 4 2017		Year 5 2018	
	New Expendit- ures required for Program	Expendit- ures from current resources	New Expendit- ures required for Program	Expendit- ures from current resources	New Expendit- ures required for Program	Expendit- ures from current resources	New Expendit- ures required for Program	Expenditu- res from current resources	New Expendit- ures required for Program	Expendit- ures from current resources
<b>Personnel Services</b>										
Faculty	\$115,000	\$0	\$118,450	\$0	\$122,003.5 0	\$0	\$251,327.2 1	\$0	\$258,867.0 3	\$0
Administrators	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0
Support Staff	\$0	\$0	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0	\$25,000	\$0
Others	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits ____%	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Personnel</b>	<b>\$145,000</b>	<b>\$0</b>	<b>\$173,450</b>	<b>\$0</b>	<b>\$177,004</b>	<b>\$0</b>	<b>\$306,327</b>	<b>\$0</b>	<b>\$313,867</b>	<b>\$0</b>
<b>Operating Expenses</b>										
Supplies	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Library Resources	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Marketing/Promotional Expenses	\$40,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0	\$20,000	\$0
Laboratory Expenses	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General and Administrative Cost	\$15,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0	\$10,000	\$0
Other		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Operating Expenses</b>	<b>\$55,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>
<b>Net Student Assistance</b>										
Assistantships	\$15,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0	\$30,000	\$0
Fellowships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Stipends/Scholarships	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Student Assistance</b>	<b>\$15,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>
<b>Capital</b>										
Facilities / Campus recharges	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Equipment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Other	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Capital</b>	<b>\$20,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Total Expenditures</b>	<b>\$235,000</b>	<b>\$0</b>	<b>\$233,450</b>	<b>\$0</b>	<b>\$237,004</b>	<b>\$0</b>	<b>\$366,327</b>	<b>\$0</b>	<b>\$373,867</b>	<b>\$0</b>

**BUDGET SUMMARY OF NEW PROGRAM ONLY**

	Year 1 2014	Year 2 2015	Year 3 2016	Year 4 2017	Year 5 2018
<b>Total of newly generated revenue</b>	\$102,180	\$297,304	\$594,608	\$1,040,564	\$1,706,516
<b>Total of additional resources required for program</b>	\$235,000	\$233,450	\$237,004	\$366,327	\$373,867
<b>Excess/ (Deficiency)</b>	<u>(\$132,820)</u>	<u>\$63,854</u>	<u>\$357,605</u>	<u>\$674,237</u>	<u>\$1,332,649</u>

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**Justification of Financial Projections:** Expressed demand for M.S. in Healthcare Management by hospitals on the South Coast plus forecast of similar demand from other healthcare institutions in southeastern Massachusetts. Some demand anticipated from Rhode Island and possibly other New England states due to the lack of graduate programs in healthcare management in those states.

## ATTACHMENT C: FACULTY

Name of faculty member (Name, Degree and Field, Title)	Tenured Y/N	Courses Taught Put (C) to indicate core course. Put (OL) next to any course currently taught online.	# of sections	Division or College of Employment	Full- or Part- time in Program	Full- or part-time in other department or program (Please specify)	Sites where individual will teach program courses
Einstein, Jacqueline D.B.A in Management Full Time Lecturer	N	<ul style="list-style-type: none"> <li>Advanced Organizational Behavior (C, OL)</li> </ul>	4	Charlton College of Business	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Forker, Laura Ph.D. in Operations Management Professor	Y	<ul style="list-style-type: none"> <li>Lean Health Care Operations (C)</li> <li>Management of Health Care Operations (C,OL)</li> </ul>	0 1	Charlton College of Business	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Kowalski, Kellyann Ph.D. in Management Associate Professor	Y	<ul style="list-style-type: none"> <li>Leading, Motivating, and Empowering Others (C, OL)</li> </ul>	3	Charlton College of Business	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Li, Yuzhu (Julia) Ph.D. in Management Information Systems Assistant Professor	N	<ul style="list-style-type: none"> <li>Advanced Project Management (C)</li> </ul>	0	Charlton College of Business	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Papenhausen, Chris Ph.D. in Strategic Management Associate Professor	Y	<ul style="list-style-type: none"> <li>Strategic Management</li> </ul>	6	Charlton College of Business	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Parayitam, Satya Ph.D. in Strategic Management Ph.D. in Organizational Behavior Associate Professor	Y	<ul style="list-style-type: none"> <li>Strategic Management</li> <li>Advanced Organizational Behavior (C,OL)</li> </ul>	5 1	Charlton College of Business	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Rai, Bharatendra Ph.D. in Industrial Engineering Associate Professor	Y	<ul style="list-style-type: none"> <li>Business Analytics and Data Mining</li> </ul>	1	Charlton College of Business	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Russell, Gail EdD in Community Nursing Professor Emerita	Y	<ul style="list-style-type: none"> <li>U.S. Healthcare Delivery System</li> <li>Healthcare Economics and Managing Healthcare Finances</li> </ul>	21 5	UMD College of Nursing, Community Nursing	Part-time	Yes, part-time, Community Nursing	<ul style="list-style-type: none"> <li>Main campus</li> </ul>
Shea, Timothy D.B.A. in Management	Y	<ul style="list-style-type: none"> <li>Information Technology</li> </ul>	5	Charlton College of	Full-time	No	<ul style="list-style-type: none"> <li>Main campus</li> </ul>

Information Systems Associate Professor		Management (C, OL) • Managing Systems	0	Business			
Sibdari, Soheil Ph.D. in Industrial & Systems Engineering Associate Professor	Y	• Advanced Operations Analysis (OL)	4	Charlton College of Business	Fulltime	No	• Main campus
Stapleton, Toby MBA Assistant Dean, Graduate Programs	N	• Advanced Operations Analysis (OL)	3	College of Business	Full-time	Yes, Assistant Dean, Graduate Programs	• Main campus
Vasudevan, Gopala Ph.D. in Finance Professor	Y	• Finance for Decision Making (OL)		Charlton College of Business	Full-time	No	• Main campus
Weatherford, Barbara Ph.D. Adult and Child Nursing Assistant Professor	N	• Organizational Behavior and Leadership in Healthcare Organizations	3	UMD College of Nursing, Adult and Child Nursing	Part-time	Yes, Full time, Adult and Child Nursing	• Main Campus
Wu, Jia Ph.D. in Accounting Associate Professor	Y	• Accounting for Decision Making (C, OL) • Strategic Cost Management (C)	26 1	Charlton College of Business	Full-time	No	• Main campus