

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 12-35

COMMITTEE DATE: May 8, 2012

BOARD DATE: May 15, 2012

APPLICATION OF SALTER COLLEGE: A PRIVATE TWO-YEAR COLLEGE, LLC TO AWARD CERTIFICATES IN BUSINESS OFFICE SUPPORT, MEDICAL OFFICE, COMPUTERIZED ACCOUNTING, CULINARY ARTS, MEDICAL ASSISTANT, MEDICAL BILLING AND CODING, EMERGENCY MEDICAL TECHNICIAN AND MASSAGE THERAPY.

MOVED: The Board hereby approves the application of **Salter College: A Private Two-Year College, LLC to Certificates in Business Office Support, Medical Office, Computerized Accounting, Culinary Arts, Medical Assistant, Medical Billing and Coding, Emergency Medical Technician and Massage Therapy.**

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Dr. Francesca Purcell, Associate Commissioner for Academic & P-16 Policy

BOARD OF HIGHER EDUCATION

May 2012

SALTER COLLEGE

INTENT

Salter College: A Private Two Year College, LLC seeks approval to offer certificate programs in Business Office Support, Medical Office, Computerized Accounting, Culinary Arts, Medical Assistant, Medical Billing and Coding, Emergency Medical Technician and Massage Therapy. Salter College has offered these certificate programs since 2007 but a reorganization of the College's pre-requisite requirements as well further clarification of Massachusetts regulations resulted in the requirement for Board of Higher Education approval.

The Certificates in Business Office Support and Medical Office prepare students, through the integration of technological, organizational, and professional skills, to pursue careers in the medical, legal, or executive office environments.

The Certificate in Computerized Accounting provides students basic skills in accounting functions, including the interpretation, analysis, and effective communication of financial information utilized in management decision-making. Students are prepared for entry-level careers in various accounting departments including accounts payable, accounts receivable, payroll, and customer service representative.

Students in the Culinary Arts Certificate are prepared for careers in food service. Core fundamentals of the culinary profession are delivered through hands-on classes and encompass teamwork, nutritional guidelines, cost control measures and menu planning, Sanitation standards are a primary focus, enabling students to obtain ServSafe® certification.

Students in the Medical Assistant Certificate program are trained as professionals in Allied Health fields. Medical Assistants provide help to the physician in office work, monitoring and recording vital signs, patient preparation, examination, minor office procedures, and other patient communications. The Medical Assistant (MA) program curriculum consists of the elements that cover the examination outline to prepare eligible candidates before they study for the Certified Medical Assistant CMA (AAMA) or the Registered Medical Assistant RMA (AMT) examinations.

Students in the Certificate of Medical Billing and Coding learn billing, coding and reimbursements within healthcare and health insurance organizations. This program prepares students to complete the Certified Professional Coder (CPC) examination sponsored by the American Academy of Professional Coders (AAPC). The CPC credential signifies to employers that the graduate has achieved a level of knowledge and expertise in coding of services and procedures, and diagnoses for physician practices.

The certification program of Emergency Medical Technician curriculum consists of hands-on competencies and content area that relate to the duties of the emergency medical technician in a pre-hospital setting. The EMT curriculum consists of elements

that cover the examination outline to prepare eligible candidates before they study for the Emergency Medical Technical – Basic (EMT-B) Commonwealth of Massachusetts examination.

The Massage Therapy Certificate prepares students for careers in relaxation and therapeutic massage. Upon satisfactory completion of this certification program, students are prepared to take National Certification Examination for Therapeutic Massage and Bodywork (NCETMB) and to apply for massage therapy licensure in the state of Massachusetts.

INSTITUTIONAL OVERVIEW

Salter College is a private, for-profit educational corporation, with its main campus located in at 184 West Boylston Street, West Boylston, Massachusetts. Originally founded in 1937 as Salter Secretarial School, the School's primary purpose was dedicated exclusively to the training of women as professional secretaries. In 1981 the School expanded its offerings to include training in the executive, legal, medical, secretarial, word processing, data processing and electronics fields. Between 1981 and 1995 the School began to offer non-degree programs in Computer Accounting, Electronics Technology, Computer Support Specialist, and Medical Billing and Coding. On January 16, 2002, the Salter School's assets were acquired by the Premier Education Group, L.P. ("Premier"), located in Branford, Connecticut. Premier is a limited partnership which operates a number of proprietary schools which operate in Connecticut, Delaware, Maine, Massachusetts, New Hampshire, New Jersey, New York and Pennsylvania. Premier has twenty-one locations which operate on a divisional basis including Branford Hall Career Institute, Hallmark Institute of Photography, Harris School of Business, Seacoast Career Schools, Suburban Technical School, Salter College, Salter School, and Salter School of Nursing and Allied Health.

In 2007, the Board of Higher Education approved the petition of Salter School, LLC, located in Worcester, Massachusetts, to change its name to Salter College: A Private Two-Year College, LLC, and to award the Associate in Science in Accounting, Associate in Science in Office Administration, Associate in Science in Network Administration, and Associate in Science in Medical Assisting. This approval was specific to Salter's campus in Worcester which later relocated to West Boylston. In 2010, the Board approved the application of Salter College to offer the Associate in Science in Medical Assisting at a new branch campus in Chicopee, Massachusetts. The College's off-campus sites were subsequently included within the 2007 authorization granted to the College to offer these degrees.

Salter College is accredited by the Accrediting Council for Independent Colleges and Schools (ACICS). ACICS accredits professional, technical, and professional programs and is one of two national accreditors recognized by both the United States Department of Education and the Council for Higher Education Accreditation.

Salter College currently enrolls approximately 800 students and employs 10 full-time and 67 part-time instructional faculty. Salter's associate degree programs account for 26% of student enrollments and Salter's certificate programs account for 74% of student enrollments.

ACADEMIC AND RELATED MATTERS

Tuition and Fees

The total program cost varies by certificate. The College currently charges tuition of \$270 per credit.

Total program costs for each of the eight certificate programs are as follows:

Certificate	Total Cost (Tuition, Fees, Books, and Supplies)
Business Office Support	\$15,806
Medical Office	\$16,394
Computerized Accounting	\$14,749
Culinary Arts	\$19,249
Medical Assistant	\$19,549
Medical Billing and Coding	\$17,107
Emergency Medical Technician	\$13,403
Massage Therapy	\$18,500

Admission Requirements

An applicant to the College must be a high school graduate, or possess a General Education Development certificate, or possess a Home Study certificate, or transcript from a Home Study program that is equivalent to high school level and is recognized by, the student's home state. All applicants must complete an informational interview at which parents or spouses are encouraged to be present. Students must be able to speak, read and write fluently in English. English abilities will be determined through the College's placement test, an interview and completion of necessary documents. All applicants must complete financial arrangements prior to starting class. All applicants must complete an Enrollment Agreement as part of the admission process. Students are required to present health examinations and immunizations. A passing score on the ACT Placement Examination of 6 or higher is required in both Math and English for admittance to the college.

Projected Enrollments

The projections for the first four years' enrollments in each certificate are based on the enrollment cycle. A 3% increase in program enrollment is anticipated through the first four years. For the next year (AY 2012-2013), the projected enrollments are as follows:

Business Office Support - 29
Medical Office – 130
Computerized Accounting – 58

Culinary arts – 261
Medical Assisting – 377
Medical Billing and Coding – 65
Emergency Medical Technician – 87
Massage Therapy - 32

It is projected for each certificate program that seventy five percent will continue into their second year. This same projection is applied to the part time student population and progression toward program completion.

Curriculum (Attachment A)

The College has established student learning outcomes for each program.

Business Office Support – 40 credits

- Identify and demonstrate knowledge of business office theory to practice. (Knowledge, Application, Synthesis)
- Demonstrate technological skills through the use of general and discipline related computer applications. (Knowledge, Comprehension, Application)
- Communicate effectively using oral, written, and electronic communication methods. (Knowledge, Comprehension, Application, Analysis)
- Display proficiency in organizational and administrative skills. (Knowledge, Comprehension, Application)
- Demonstrate an awareness of and respect for diversity. (Comprehension, Application, Analysis, Evaluation)
- Adhere to ethical, legal, and regulatory guidelines as related to the business environment. (Knowledge, Application, Synthesis, Evaluation)
- Display commitment to the office administration field through participation in professional associations, certifications, and continuing education. (Application, Synthesis, Evaluation)
- Work collaboratively to achieve organizational goals. (Comprehension, Analysis, Synthesis)
- Demonstrate the ability to locate, evaluate, and use information effectively. (Knowledge, Analysis)

A supervised externship of 135 contact hours in an approved site must be completed prior to graduation.

Medical Office – 42 credits

- Identify and demonstrate knowledge of medical office theory to practice. (Knowledge, Application, Synthesis)
- Demonstrate technological skills through the use of general and discipline related computer applications. (Knowledge, Comprehension, Application)
- Communicate effectively using oral, written, and electronic communication methods. (Knowledge, Comprehension, Application, Analysis)
- Display proficiency in organizational and medical office administrative skills. (Knowledge, Comprehension, Application)

- Demonstrate an awareness of and respect for diversity. (Comprehension, Application, Analysis, Evaluation)
- Adhere to ethical, legal, and regulatory guidelines as related to the healthcare environment. (Knowledge, Application, Synthesis, Evaluation)
- Display commitment to the healthcare administration field through participation in professional associations, certifications, and continuing education. (Application, Synthesis, Evaluation)
- Work collaboratively to achieve organizational goals. (Comprehension, Application, Analysis)
- Demonstrate the ability to locate, evaluate, and use information effectively. (Knowledge, Analysis)

A supervised externship of 135 contact hours in an approved site must be completed prior to graduation.

Computerized Accounting – 37 credits

- Identify and demonstrate knowledge of accounting theory to practice. (Knowledge, Application, Synthesis)
- Demonstrate knowledge of generally accepted accounting principles (GAAP). (Knowledge, Comprehension, Application)
- Demonstrate the ability to select and utilize technology in analyzing financial data. (Knowledge, Comprehension, Application, Analysis, Synthesis, Evaluation)
- Communicate effectively using oral, written, and electronic communication methods. (Knowledge, Comprehension, Application, Analysis)
- Demonstrate an awareness of and respect for diversity. (Comprehension, Application, Analysis, Evaluation)
- Display commitment to the accounting field through participation in professional associations, certifications, and continuing education. (Application, Synthesis, Evaluation)
- Adhere to ethical, legal, and regulatory guidelines as related to the financial industry. (Knowledge, Application, Synthesis, Evaluation)
- Analyze and interpret financial information using critical thinking and decision-making skills. (Knowledge, Comprehension, Application, Analysis, Synthesis, Evaluation)
- Work collaboratively to achieve organizational goals. (Comprehension, Analysis, Synthesis)
- Demonstrate the ability to locate, evaluate, and use information effectively. (Knowledge, Analysis)

A supervised externship of 135 contact hours in an approved site must be completed prior to graduation.

Culinary Arts – 39 credits

- Identify and demonstrate the knowledge of culinary theory to practice. (Knowledge, Application, Synthesis)
- Recognize, identify and adapt to change, through evaluation of one's own skills. (Comprehension, Application, Synthesis, Evaluation)
- Demonstrate proficiency in fundamental cooking and baking techniques. (Knowledge, Application)

- Adhere to ethical, legal and regulatory guidelines as related to the culinary profession.(Knowledge, Application, Synthesis, Evaluation)
- Demonstrate an awareness of and a respect for diversity, while working collaboratively towards a team goal. (Comprehension, Application, Analysis, Evaluation)
- Communicate effectively, using oral, written and electronic methods. (Comprehension, Application, Analysis)
- Evaluate and categorize tasks in relation to time schedules and deadlines. (Comprehension, Application, Evaluation)
- Create and design products based on the knowledge of culinary fundamentals. (Knowledge, Application, Synthesis)
- Demonstrate the ability to locate, evaluate, and use information effectively. (Knowledge, Analysis)

Special Program Note

A student's eligibility to become certified is not guaranteed. A supervised externship of 200 contact hours in an approved site must be completed prior to graduation.

Medical Assisting –51 credits required

- Demonstrate entry-level competencies in clinical, administrative and general areas of medical assisting. (Application)
- Identify and demonstrate knowledge of medical assisting theory to practice. (Knowledge, Application, Synthesis)
- Adhere to ethical, legal, and regulatory guidelines as related to the practice of medical assisting. (Knowledge, Synthesis, Evaluation)
- Communicate effectively using oral, written, and electronic methods. (Comprehension, Application, Analysis)
- Accurately document therapeutic procedures. (Knowledge, Application)
- Demonstrate an awareness of and respect for diversity. (Comprehension, Application, Analysis, Evaluation)
- Exemplify professionalism, teamwork, and positive attitude in medical assisting. (Synthesis)
- Display commitment to medical assisting and the allied health field through participation in professional associations, certification and continuing education. (Application, Synthesis Evaluation)
- Demonstrate the ability to locate, evaluate, and use information effectively. (Knowledge, Analysis)

Medical Billing and Coding – 45 credits

- Communicate effectively using oral, written, and electronic communication methods.(Comprehension, Application, Analysis)
- Communicate using the language of medicine.(Comprehension, Application, Analysis)
- Identify and demonstrate knowledge of medical billing and coding theory to practice.(Knowledge, Application, Synthesis)
- Display proficiency in organizational and medical administrative responsibilities.(Knowledge, Application)

- Prepare and manage health care records.(Knowledge, Comprehension, Application)
- Work collaboratively to achieve organizational goals.(Comprehension, Application, Analysis, Evaluation)
- Demonstrate an awareness of and respect for diversity. (Comprehension, Application , Analysis, Evaluation)
- Adhere to ethical, legal, and regulatory guidelines as related to health services. (Knowledge , Application, Synthesis, Evaluation)
- Display commitment to the allied health field through participation in professional associations, licensing, certifications and continuing education. (Knowledge, Comprehension, Application, Synthesis, Evaluation)
- Demonstrate the ability to locate, evaluate, and use information effectively. (Knowledge, Analysis)

Emergency Medical Technician – 32 credits

- Demonstrate entry-level competencies in general, administrative and pre-hospital settings
- Possess the basic knowledge and skills necessary to provide patient care and transportation
- Adhere to ethical, legal and regulatory guidelines as related to the practice of the EMT-B level set by the Commonwealth of Massachusetts
- Function as part of a comprehensive Emergency Medical Service response team under medical direction
- Communicate effectively as a link to the emergency health care system by using oral, written and electronic method
- Perform skilled interventions utilizing the equipment typical of an ambulance service
- Exemplify professionalism, teamwork, and positive attitude in the EMS

Massage Therapy – 42 credits

- Identify and demonstrate knowledge of massage therapy theory to practice. (Knowledge, Application, Synthesis)
- Demonstrate proficiency in the performance of basic and advanced therapeutic massage techniques. (Knowledge, Application)
- Demonstrate an awareness of and respect for diversity. (Comprehension, Analysis, Evaluation)
- Utilize medical and scientific education as a foundation for determining the medical appropriateness for massage treatments. (Knowledge, Application, Analysis, Synthesis)
- Communicate effectively using oral, written, and electronic methods. (Comprehension, Application, Analysis, application)
- Accurately document therapeutic procedures. (Knowledge, Application)
- Recognize ethical dilemmas and make informed decisions when needed. (Comprehension, Application, Analysis, Synthesis, Evaluate)
- Adhere to ethical, legal, and regulatory guidelines as related to the practice of massage therapy and health services. (Knowledge, Application, Synthesis, Evaluation)

- Display commitment to massage therapy and the allied health field through participation in professional associations, licensing, certifications and continuing education. (Knowledge, Comprehension, Application, Synthesis, Evaluation)
- Demonstrate the ability to locate, evaluate, and use information effectively. (Knowledge, Analysis)

RESOURCES AND BUDGET (Attachment B)

Administration and Faculty

Salter College employs 77 full-time, part-time and adjunct faculty members to support its academic programs. The College recently hired a student services coordinator as well as an administrative assistant to support the certificate programs and is in the process of hiring three additional full-time faculty members.

Facilities

The main campus of Salter College is located at 184 West Boylston Street, West Boylston, Massachusetts. The facility houses classrooms, administrative and faculty offices, and academic resource center, and the library. The Chicopee campus is located at 645 Shawinigan Dr. Chicopee, MA. This is a newly purchased building consisting of 8 classrooms utilized as follows: one biology lab, two medical labs, two computer rooms, three lecture rooms and a library. Offices for the student support, admissions, and financial aid departments are also provided.

Library and Information Technology

Both libraries include reference books, periodicals, newspapers and a circulating collection of books, videos, and DVDs. Computers with access to Microsoft Office and other course-related software will be available to students. Membership in the Regional Library System provides students access to databases, and inter library loan services. Administration, staff, faculty and students have direct access to computer technology. Each staff member has a personal computer equipped with Internet access, email, word processing and other networking software appropriate for the job requirement. The Computer Labs are designated for the exclusive use of students in technology and writing related courses. The Library and the resource room are wired for student internet access. Classrooms are wired to support multi-media learning resources, including LCD projectors, 27-inch TVs with combo vcr/dvd units built in, and an instructor PC workstation.

Fiscal

Revenue and expense projections for the next four years of operation of the certificate programs are contained in Attachment B.

PROGRAM EFFECTIVENESS

On an annual basis each academic and non-academic unit participates in the Institutional Effectiveness Plan (IEP) process. The IEP process is the way in which members of the Salter College campus community participates in the planning and assessment of college-wide activities.

Each year, the president of Salter College determines the strategic initiatives which the College will focus upon for the following year. These strategic initiatives are chosen from the institutional strategic plan. Once the strategic initiatives are selected, department heads (academic and non-academic), determine the goals to be achieved for their respective departments. Progress toward meeting those goals are monitored, assessed, and reported over the course of an academic year. Administration, faculty, and students participate in this process.

Appendix C contains a summary of information for each of the certificate programs regarding pass rates on related certification or licensure exams; graduation and transfer rates, job placement, salaries, student debt, and student loan default rates.

EVALUATION

The proposed Certificates in Medical Assisting, Medical Billing and Coding, Emergency Medical Technician and Massage Therapy were reviewed on August 7-9, 2011 by Mary A Bencivengo R.D.H., M.S. (Chair), Division director Allied Health, Tunxis Community College; Judith Romano, R.D.H., M.S, Director Dental Hygiene, Hudson Valley Community College; JoAnn K. Mackey, Ed.D., R.N., Dean of Health Sciences, Mass Bay Community College; Ralph Wade, M.D., Program Coordinator-Paramedic Technology, Northern Essex Community College; Mary Tarbell, M.S., R.N., Dean School of Nursing, Springfield Technical Community College; Joycelyn Dillon, R.D.H., M.A., Chair, Dental Hygiene Department, New York City College of Technology; Bernadette Nicholuson, M.S., Department Chair Massage Therapy, Springfield Technical Community College and Judith Gawron, M.S., Professor Massage Therapy, Berkshire Community College ("Visiting Committee A").

The proposed Certificates in Business Office Support, Medical Office , Computerized Accounting and Culinary Arts were reviewed on September 12-14, 2011 by Patricia Kelly McClay, M.B.A. (Chair), Dean, Academy 9of Culinary Arts, Atlantic Cape Community College; Carol Martin, M.B.A., , Department Chair, Office Administration, Bristol Community College; and Marybeth Nelson, M.B.A. Chair, Business Department North Shore Community College ("Visiting Committee B").

Both visiting committee recommended that the College hire additional faculty with an emphasis on demonstrated faculty qualifications and provide professional support to existing and future faculty. It was also recommended that the College develop a structure for college governance to include all members of the Salter community. The committees noted that there seemed to be a top down development of new programs with lack of information provided to faculty and program directors. Visiting Committee A required that the College develop program specific mission statements and establish a more inclusive, transparent budgeting process. Visiting Committee B recommended that counseling services be strengthened for students.

Visiting Committee A's specific recommendations and requests for information included the following:

1. Plan as well as evidence associated with the plan to demonstrate Salter College's ability to meet 610 CMR 2:07 (3)(a): "A range of constituencies within the institution, including administration, faculty and students, shall participate in planning and assessment."

2. A statement for each of the four certificate programs outlining its congruency with Salter College's strategic plan, how each program is evaluated, the student learning outcomes associated with each program, and how student learning outcomes are assessed.
3. Evaluation and demonstration of the rigor of Salter College's Anatomy and Physiology I and II courses.
4. Plan to develop lab-based chemistry and microbiology courses and laboratories.
5. Plan to hire full-time faculty to support the College's allied health and support courses meeting 610 CMR 2.07 (3)(d).
6. A plan and timeline for fuller involvement by program faculty in the oversight and evaluation of student learning in externships and practica.
7. Clarification if faculty and advising office hours are posted and made available to students.
8. Clarification on Salter College's level of spending on student services compared to similar institutions; clarification on plans for vacant student support service positions; and removal of employee substance abuse program from student services.
9. Inclusion in the student handbook the procedure which requires students to sign a statement of agreement to the code of conduct.
10. Plan to provide sufficient administrative staff support to program directors so they are able to effectively plan and implement programs.
11. Plan to include program directors in the budget planning process.
12. Plan to make available ISBN numbers to students and publish the availability of books from other sources.
13. Plan for students in allied health programs to have a handbook with written protocols for blood borne pathogens.
14. Immediate revocation of the requirement that students must pay in advance licensure testing fees.
15. Assessment of the teaching aids made available to students in the EMT, MT, and A&P classrooms and purchasing plan for additional laboratory models, equipment, and technology to support student learning.
16. Summary of survey responses determining student need for evening library hours.
17. Plan to ensure updated and relevant textbooks and library holdings.

Emergency Medical Technician Certificate

18. A comparison of the pre-requisites, courses, credits, and training hours required by Salter College's EMT Certificate to similar credit-bearing EMT certificate programs offered by three Massachusetts higher education institutions.

Medical Assisting Certificate

19. A comparison of the pre-requisites, courses, credits, and training hours required by Salter College's Medical Assisting Certificate to similar credit-bearing medical assisting certificate programs offered by three Massachusetts higher education institutions.
20. Information on the local demand and supply in the College's local area for the Medical Assisting Certificate as well as job placement data for students who completed the certificate for the past three years.

Medical Billing and Coding Certificate

21. A comparison of the pre-requisites, courses, credits, and training hours required by Salter College's Medical Billing and Coding Certificate to similar credit-bearing medical billing and coding certificate programs offered by three Massachusetts higher education institutions.

Massage Therapy Certificate

22. A comparison of the pre-requisites, courses, credits, and training hours required by Salter College's Massage Therapy Certificate to similar credit-bearing massage therapy certificate programs offered by three Massachusetts higher education institutions.
23. Clarify if Salter College sends a comprehensive outline of the Massage Therapy student's program utilizing forms provided by the relevant licensing agency so that students may be licensed.
24. Submit the last two completed annual reports submitted to the Commission on Massage Therapy Accreditation
25. Clarify the certification status of the faculty in the Massage Therapy Certificate program.
26. Clarification that at least one full-time faculty member teaching in the program holds at least a master's degree, or equivalent experience and/or attainment in an appropriate field. (See 610 CMR 2.07 (3)(d).)
27. Clarification that all instructors in the massage therapy certificate program meet 610 CMR 2.07 (3)(d).

Visiting Committee B's specific recommendations and requests for information included the following:

1. Updated faculty job descriptions in the faculty handbook to reflect governance committee participation requirements.
2. Explanation as to how governance committee meetings will be advertised.
3. Plan to hire full-time faculty to better reflect the diversity of the student body, to ensure faculty credentials are appropriate to the classes taught, and to have an acceptable faculty advisor/student ratio.

4. Plan to provide adequate academic and personal counseling services to students.
5. Evidence that the currently installed computer workstation equipment meets OSHA standards.
6. Plan to reimburse the Unearned Tuition - which exceeded \$57 million at 2010 year-end - in the event the partnership is liquidated.
7. Plan to make academic program information readily accessible to prospective students.

The College responded to the committees' recommendations. The College hired a student services coordinator and an administrative assistant to support program directors and coordinators; developed student learning outcomes for each program; outlined strategies to make its governance and budget processes more inclusive, proactively involve program directors in externship reviews, and more broadly advertise faculty office hours; eliminated the requirement that students pay for professional licensing fees in advance; revitalized the Library Resources Committee, and provided comparisons to similar certificate programs in Massachusetts. Salter College added language explaining committee service obligations to faculty job descriptions, communicated committee meeting dates and times to faculty more fully, and reviewed its workstation equipment vis-a-vis OSHA standards.

The College intends to fully advertise the College's institutional effectiveness plan process to all constituencies, create an articulation agreement with Mount Wachusett Community College for its Anatomy I and II courses, hire three additional full-time faculty members (making the faculty/student ratio in terms of racial and ethnic diversity more in line with a balance that is representative of its student body), develop a formal purchasing plan and require program directors and coordinators to submit a budget request as part of the institutional effectiveness process to the Provost, include ISBN numbers and a statement noting alternative ways to purchase books on all student syllabi, and develop a handbook for all allied health programs

PUBLIC HEARING

The required public hearing was held on May 4, 2012 at 10:30 A.M. at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No comment was offered in opposition to the proposed program.

STAFF ANALYSIS AND RECOMMENDATION

The staff has thoroughly evaluated all materials submitted by Salter College and finds that the proposal meets the requirements outlined in 610 CMR 2.07. Recommendation is for approval of the school's petition to offer the Certificates in Business Office Support, Medical Office, Computerized Accounting, Culinary Arts, Medical Assistant, Medical Billing and Coding, Emergency Medical Technician and Massage Therapy.

Massage Therapy
Undergraduate Program Curriculum Outline
 (Insert additional rows as necessary.)

Major Required (Core) Courses (# Total courses required = 13)		
Course Number	Course Title	Credit Hours
ALH101	Medical Terminology I	3
ALH102	Medical Terminology II	3
ALH105	Certification Seminar	1
BIO110	Anatomy & Physiology I	3
BIO110 L	Anatomy & Physiology Lab I	1
BIO111	Anatomy & Physiology II	3
BIO111 L	Anatomy & Physiology Lab II	1
CAR230	Career Seminar	1
CSS101	College Survival Skills	3
MST101	Anterior Swedish Massage	2
MST102	Posterior Swedish Massage	2
MST103	Advanced Clinical Techniques	2
MST104	Special Populations	2
MST110	Ethics and Professional Development	3
MST201	Muscle Structure & Function	3
MST202	Pathology	3
MST227	Massage Clinical Practicum	3
PSY101	Introduction to Psychology	3
	Sub Total Core Credits	42
Other Required Courses in Related Subject Areas (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0

	Sub Total Related Credits	0
Elective Courses (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Elective Credits	0
Distribution of General Education Requirements		# of Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages – N/A		0
Mathematics and the Natural and Physical Sciences – N/A		0
Social Sciences – N/A		0
Sub Total General Education Credits		0
Curriculum Summary		
Total number of courses required for the certificate		18
Total credit hours required for certificate		42
Prerequisite or Other Additional Requirements:		
ENG080 - Developmental English MTH080 - Developmental Math		

Medical Office
Undergraduate Program Curriculum Outline
 (Insert additional rows as necessary.)

Required (Core) Courses in the Major (Total # courses required = 15)		
Course Number	Course Title	Credit Hours
ACT101	Accounting Principles I	3
ALH101	Medical Terminology I	3
BUS228	Business Office Administration Externship	3
COM101	Computer Technology and Applications	3
COM102	Word Processing Application	3
COM104	Spreadsheet Application	3
COM106	Database Management Application	3
CAR230	Career Seminar	1
CSS101	College Survival Skills	3
ENG104	Business Communication	3
OAP101	Keyboarding	3
OAP102	Document Formatting	3
OAP203	Medical Office Procedures	3
OAP204	Simulated Medical Office	2
PSY101	Introduction to Psychology	3
	Sub Total Required Credits	42
Elective Courses (Total # courses required = 0) (attach list of choices if needed)		
	Sub Total Elective Credits	
General Education Courses (Total # courses required = 0)		
Indicate Distribution of General Education Requirements Below Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		[0]
Mathematics and the Natural and Physical Sciences		[0]

Social Sciences	[0]
Sub Total General Education Credits	[0]
Curriculum Summary	
Total number of courses required for the certificate	15
Total credit hours required for certificate	42
Prerequisite or Other Additional Requirements:	
ENG080 - Developmental English MTH080 - Developmental Math	

Emergency Medical Technician
Undergraduate Program Curriculum Outline
 (Insert additional rows as necessary.)

Major Required (Core) Courses (# Total courses required = 13)		
Course Number	Course Title	Credit Hours
ALH101	Medical Terminology I	3
ALH102	Medical Terminology II	3
ALH105	Certification Seminar	1
ALH201	Pharmacology I	3
BIO110	Anatomy & Physiology I	3
BIO110 L	Anatomy & Physiology I Lab	1
BIO111	Anatomy & Physiology II	3
BIO111 L	Anatomy & Physiology II Lab	1
CAR230	Career Seminar	1
CSS101	College Survival Skills	3
EMT101	Initial Procedures for the EMT	3
EMT102	Pre-Hospital Patient Care for the EMT	3
EMT103	Medical, Trauma and Special Operations for the EMT	3
EMT104	EMT-B Field Practicum	1
	Sub Total Core Credits	32
Other Required Courses in Related Subject Areas (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Related Credits	0
Elective Courses (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0

	Sub Total Elective Credits	0
Distribution of General Education Requirements		# of Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages – N/A		0
Mathematics and the Natural and Physical Sciences – N/A		0
Social Sciences – N/A		0
Sub Total General Education Credits		0
Curriculum Summary		
Total number of courses required for the certificate		32
Total credit hours required for certificate		38
Prerequisite or Other Additional Requirements:		
ENG080 - Developmental English MTH080 - Developmental Math		

**Medical Assisting
Undergraduate Program Curriculum Outline**
(Insert additional rows as necessary.)

Required (Core) Courses in the Major (Total # courses required = 18)		
Course Number	Course Title	Credit Hours
ALH101	Medical Terminology I	3
ALH102	Medical Terminology II	3
ALH105	Certification Seminar	3
ALH201	Pharmacology I	3
ALH202	Pharmacology II	3
BIO110	Anatomy & Physiology I	3
BIO110L	Anatomy & Physiology I Lab	1
BIO111	Anatomy & Physiology II	3
BIO111L	Anatomy & Physiology II Lab	1
CAR230	Career Seminar	1
CSS101	College Survival Skills	3
MAA215	Clinical Procedures I	3
MAA216	Clinical Procedures II	3
MAA224	Medical Assisting Practicum	4
MBC101	Medical Insurance Billing I	3
OAP203	Medical Office Procedures	3
OAP204	Simulated Medical Office	2
PSY101	Psychology I	3
	Sub Total Required Credits	48
Elective Courses (Total # courses required = 0) (attach list of choices if needed)		
	N/A	
	Sub Total Elective Credits	
General Education Courses (Total # courses required = 0)		

Indicate Distribution of General Education Requirements Below Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		
Mathematics and the Natural and Physical Sciences		
Social Sciences		
Sub Total General Education Credits		[0]
Curriculum Summary		
Total number of courses required for the certificate		18
Total credit hours required for certificate		48
Prerequisite or Other Additional Requirements: ENG080 - Developmental English MTH080 - Developmental Math		

Medical Billing and Coding
Undergraduate Program Curriculum Outline
 (Insert additional rows as necessary.)

Major Required (Core) Courses (# Total courses required = 15)		
Course Number	Course Title	Credit Hours
ALH101	Medical Terminology I	3
ALH102	Medical Terminology II	3
ALH201	Pharmacology I	3
BIO110	Anatomy & Physiology I	3
BIO111	Anatomy & Physiology II	3
CAR230	Career Seminar	1
COM104	Spreadsheet Application	3
CSS101	College Survival Skills	3
MBC101	Medical Billing Insurance I	3
MBC102	Medical Billing Insurance II	3
MBC202	Procedural Coding	3
MBC203	Diagnostic Coding	3
MBC204	Advanced Coding	3
MBC225	Medical Coding and Billing Externship	3
OAP101	Keyboarding	3
OAP204	Simulated Medical Office	2
	Sub Total Core Credits	45
Other Required Courses in Related Subject Areas (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Related Credits	0

Elective Courses (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Elective Credits	0
Distribution of General Education Requirements		# of Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages – N/A		0
Mathematics and the Natural and Physical Sciences – N/A		0
Social Sciences – N/A		0
Sub Total General Education Credits		0
Curriculum Summary		
Total number of courses required for the certificate		15
Total credit hours required for certificate		45
Prerequisite or Other Additional Requirements:		
ENG080 - Developmental English MTH080 - Developmental Math		

Computerized Accounting
Undergraduate Program Curriculum Outline
 (Insert additional rows as necessary.)

Major Required (Core) Courses (# Total courses required = 13)		
Course Number	Course Title	Credit Hours
ACT101	Accounting Principles I	3
ACT102	Accounting Principles II	3
ACT205	Accounting Software Application	3
ACT210	Federal Income Taxes	3
ACT223	Accounting Externship	3
CAR230	Career Seminar	1
COM101	Computer Technology and Applications	3
COM104	Spreadsheet Application	3
COM106	Database Management Application	3
CSS101	College Survival Skills	3
ENG104	Business Communication	3
MGT101	Introduction to Business	3
OAP101	Keyboarding	3
	Sub Total Core Credits	37
Other Required Courses in Related Subject Areas (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Related Credits	0
Elective Courses (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Elective Credits	0
Distribution of General Education Requirements		# of Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages – N/A		0
Mathematics and the Natural and Physical Sciences – N/A		0
Social Sciences – N/A		0

Sub Total General Education Credits		0
Curriculum Summary		
Total number of courses required for the certificate		13
Total credit hours required for certificate		37
Prerequisite or Other Additional Requirements:		
ENG080 - Developmental English MTH080 - Developmental Math		

Culinary Arts
Undergraduate Program Curriculum Outline
 (Insert additional rows as necessary.)

Major Required (Core) Courses (# Total courses required = 16)		
Course Number	Course Title	Credit Hours
CAR230	Career Seminar	1
CSS101	College Survival Skills	3
CUL107	Culinary Fundamentals	3
CUL110	Science of Food	3
CUL125	Garde Manager	2
CUL130	Stocks, Soups, and Sauces	2
CUL133	Meat and Seafood Identification	3
CUL145	American Cuisine	2
CUL160	Bakeshop	2
CUL175	International Cuisine	2
CUL201	Spa Cuisine	2
CUL204	Hospitality Business Fundamentals	3
CUL206	Classical Bakeshop	2
CUL210	Classical Cuisine	2
CUL226	Culinary Arts Externship	4
OAP101	Keyboarding	3
	Sub Total Core Credits	39
Other Required Courses in Related Subject Areas (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Related Credits	0

Elective Courses (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Elective Credits	0
Distribution of General Education Requirements		# of Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages – N/A		0
Mathematics and the Natural and Physical Sciences – N/A		0
Social Sciences – N/A		0
Sub Total General Education Credits		0
Curriculum Summary		
Total number of courses required for the certificate		16
Total credit hours required for certificate		39
Prerequisite or Other Additional Requirements:		
ENG080 - Developmental English MTH080 - Developmental Math		

Business Office Support
Undergraduate Program Curriculum Outline
 (Insert additional rows as necessary.)

Major Required (Core) Courses (# Total courses required = 14)		
Course Number	Course Title	Credit Hours
ACT101	Accounting Principles I	3
ACT205	Accounting Software Application	3
BUS228	Business Office Administration Externship	3
CAR230	Career Seminar	1
COM101	Computer Technology and Applications	3
COM102	Word Processing Application	3
COM104	Spreadsheet Application	3
COM106	Database Management Application	3
CSS101	College Survival Skills	3
ENG104	Business Communication	3
MGT101	Introduction to Business	3
OAP101	Keyboarding	3
OAP102	Document Formatting	3
OAP200	Office Procedures & Records Management	3
	Sub Total Core Credits	40
Other Required Courses in Related Subject Areas (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0
	Sub Total Related Credits	0
Elective Courses (# Total courses required = 0)		
Course Number	Course Title	Credit Hours
	N/A	0

	Sub Total Elective Credits	0
Distribution of General Education Requirements		# of Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages – N/A		0
Mathematics and the Natural and Physical Sciences – N/A		0
Social Sciences – N/A		0
Sub Total General Education Credits		0
Curriculum Summary		
Total number of courses required for the certificate		14
Total credit hours required for certificate		40
Prerequisite or Other Additional Requirements:		
ENG080 - Developmental English MTH080 - Developmental Math		

Appendix B – Budget

SALTER COLLEGE
Certificate Programs
PROJECTIONS YEARS 1 - 4

	1	2	3	4
PROGRAM REVENUE	6,478,632	9,145,756	9,417,754	9,683,104
<u>EXPENSES:</u>				
RECRUITMENT				
PERSONNEL	96,752	101,592	106,666	112,002
ADVERTISING	213,036	223,686	234,872	246,614
POSTAGE	7,485	7,872	8,266	8,678
TOTAL	317,286	333,150	349,804	367,294
<u>EDUCATION</u>				
PERSONNEL	1,681,232	1,765,294	1,766,057	1,946,236
EDUCATION EQUIPMENT & LIBRARY	704,138	739,344	776,313	815,130
EDUCATION SUPPLIES	941,477	988,551	1,037,979	1,089,878
TOTAL	3,326,847	3,493,189	3,580,349	3,851,244
<u>OCCUPANCY</u>				
RENT	250,580	256,144	261,984	269,860
INSURANCE	13,168	13,824	14,520	15,240
UTILITIES	51,998	54,600	57,330	60,196
TELEPHONE	14,932	18,678	16,464	17,284
MAINTENANCE	21,354	22,422	23,546	24,718
TOTAL	352,032	365,668	373,844	387,298
<u>ADMINISTRATIVE</u>				
PERSONNEL	252,990	265,638	278,924	292,868
PAYROLL TAX & BENEFITS	128,176	134,586	141,312	148,378
HEALTH INS.	34,528	36,252	38,066	39,970
TRAVEL AND ENTERTAINMENT	3,090	3,246	3,408	3,576
PROFESSIONAL FEES	26,526	27,852	29,246	30,706
PRINTING	6,990	7,338	7,704	8,094
MISCELLANEOUS	10,600	11,130	11,690	12,272
OFFICE SUPPLIES	29,550	31,030	32,577	34,207
MANAGEMENT FEES	15,440	16,212	17,026	17,874
TOTAL	507,890	533,284	559,953	587,945
TOTAL REVENUE	6,478,623	9,145,756	9,417,754	9,683,104
TOTAL EXPENSE	4,504,055	4,725,291	4,863,950	5,193,781
INCOME FROM OPERATIONS	1,974,568	4,420,465	4,553,804	4,489,323
DEPRECIATION AND AMORTIZATION	33,000	33,000	34,000	34,000
NET INCOME	1,941,568	4,387,465	4,519,804	4,455,323

Appendix C - Summary of Certificate Outcomes

Certificate	Pass rates on related certification or licensure exams for last three years available	Overall Graduation and Transfer-Out Rate (IPEDS) for last three years available 2008, 2009, 2010,	Percentage of graduates placed in jobs related to certificate for last three years available 2009, 2010, 2011	Average annual salaries for last three years available 2009, 2010, 2011	Average student debt for last three years available	Loan default rates for last three years available 2009, 2008, 2007
Business Office Support	N/A	52.9%, 60.6%	100%, 90%, 66.67%	Not Tracked	\$9,148	9.55, 7.5, 12.19*
Medical Office	N/A	56.9%, 56.8%	100%, 82.14%, 70%	Not Tracked	\$9,648	9.55, 7.5, 12.19*
Computerized Accounting	N/A	50%, 40.6%	100%, 87.5%, 85.71%	Not Tracked	N/A	9.55, 7.5, 12.19*
Culinary Arts	(ServSafe) 88.9% (2011), 80% (2010), 79% (2009)	50.3%, 52.9%	98.15%, 98.33%, 92.42%	Not Tracked	\$9,560	9.55, 7.5, 12.19*
Medical Assistant	(AAMA and AMT) 62% (2010), 64% (2009), 64% (2008)	54.4%, 54.1%	82.19%, 72.29%, 69.12%	Not Tracked	\$9,817	9.55, 7.5, 12.19*
Medical Billing and Coding	(CPC) Not Tracked	64.6%, 66.2%	70.69%, 55.84%, 73.81%	Not Tracked	\$11,798	9.55, 7.5, 12.19* 9
Emergency Medical Technician	(EMT-B) Not Tracked	N/A, 64.3%	N/A, N/A, 40%	Not Tracked	\$6,805	9.55, 7.5, 12.19*
Massage Therapy	(NCETMB) 43% (2010), 68% (2009), 68% (2008)	56%, 57.9%	91.67%, 66.67%, 63.16%	Not Tracked	\$8,168	9.55, 7.5, 12.19*

*Rates are not reported by program. The percentage reported is not precise by program/location because the USDOE only provides *official* default rates for the institution as a whole.