

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 12-42

COMMITTEE DATE: June 12, 2012

BOARD DATE: June 19, 2012

**APPLICATION OF MARIAN COURT COLLEGE TO AWARD THE BACHELOR OF
SCIENCE IN BUSINESS ADMINISTRATION**

MOVED: The Board of Higher Education hereby approves the Articles of Amendment of **Marian Court College** to award the **Bachelor of Science in Business Administration**.

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

Contact: Dr. Shelley Tinkham, Assistant Commissioner for Academic, P-16 and Veterans Policy

BOARD OF HIGHER EDUCATION

Marian Court College Bachelor of Science in Business Administration

INTENT

Marian Court College, a New England Association of Schools and Colleges (NEASC) accredited, private coeducational institution, located in Swampscott, MA, requests authorization to offer the Bachelor of Science in Business Administration. The mission and purpose of the proposed program is to prepare graduates to successfully lead and manage organizations in a constantly changing environment, in both the for-profit and not-for-profit environments. Students learn of the myriad concerns facing business leaders and organizations ranging from ethical and human rights issues to globalization and environmental protection. The Marian Court Business Administration curriculum provides the technical knowledge and skills to appreciate and address these and other critical contemporary issues. The program is directed toward developing leaders with a focus on ethics, organizational behavior, finance, economics, accounting and strategic management. Social purpose and workplace humanization are underlying program values aligned with the College's mission to work for a world that is harmonious, just and merciful.

Since the early 2000s, the Marian Court College Board of Trustees has regularly discussed a substantive change from a two-year to a four-year college. The trustees realize that as societal needs have changed to value baccalaureate degrees over associate degrees, that Marian Court College should also provide this opportunity to its students. The proposed program's intent reflects the mission and objectives related to the College's transitioning to a comprehensive four year undergraduate institution, and to offering students a program which mirrors the core values of the College. The Business Administration program emphasizes the practice of business ethics at the highest levels and the employment of integrity in all aspects of the program helping students to prepare to become active and ethical members of the community. The Bachelor of Science in Business Administration would be the institution's first four year degree. A Bachelor of Science in Criminal Justice is currently under review and, if approved, would be the second bachelor's degree for the institution.

The College has conducted student surveys to support the anecdotal interest of offering a four year degree program. The response when asked if students desired a bachelor's degree was overwhelmingly favorable. Over 78% of Marian Court College students expressed plans to continue their education. In addition, conversations were held with north shore chambers of commerce, and educational and community leaders to gauge and confirm the need for a Bachelor's of Science in Business Administration. As further discussed below, offering this degree program will meet the critical workforce needs in Essex County.

The North Shore Workforce Investment Board reported that the five largest industries on the north shore are health care, social services, retail trade, hospitality, manufacturing and education. As of 3rd quarter 2010, these industries employed 101,956 workers and accounted for 62% of the total north shore employment. The Business Administration addresses 13 of the top 25 occupations on the north shore.

The program was developed using faculty and administrative expertise. The proposal was approved by college leadership, and authorized by the Marian Court College Board of Trustees on February 24, 2011.

INSTITUTIONAL OVERVIEW

Marian Court College was founded in 1964 by the Sisters of Mercy as Marian Court Secretarial School for women. From its beginning, Marian Court was a Catholic institution committed to preparing students for careers and further education. The College is situated in Swampscott, Massachusetts on property that had been used by President Calvin Coolidge as the summer White House in 1925. After the property was acquired by the Sisters of Mercy, the property was renamed Marian Court in honor of the Marian Year, proclaimed by Pope Pius XII in 1954.

Marian Court College prepares students for lifelong learning and instills the Mercy core values of integrity, compassion, justice, and service. The College offers a nurturing environment, with an educational experience that focuses on individual success and achievement. The College serves as a point of access to higher education for those who might not otherwise be able to afford college. Marian Court College enrolls mostly first generation students and a highly diverse population. The College's student population is notably more diverse than most colleges in Massachusetts. As of the spring 2011 term, the demographics for the student population were 51 % white, 20 % Hispanic, 11% Black or African American, 3% Asian, and 15% Race Unknown. 95% of Marian Court College students receive some form of financial aid, and 39% have zero estimated family contribution.

With nearly one-hundred percent of Marian Court College graduates remaining in Massachusetts after obtaining their degrees, (and mostly staying on the north shore), the College has a significant impact on local communities. With a localized alumni base, growing since the mid-sixties, the alumni have helped to solidify and promote the college with prospective students, donors, and employers.

Marian Court was granted the authority to award Associate in Science in business related areas including, but not limited to Secretarial Sciences and Accounting in 1984. It currently offers associate degrees in Accounting, Business Management, Criminal Justice Administration, Entrepreneurship, Fashion Merchandising, Hospitality Management, Liberal Studies, Marketing, Medical Office Management, Paralegal Studies and Sport Management. It is now requesting the authority to offer the Bachelor of Science in Business Administration.

ACADEMIC AND RELATED MATTERS

Curriculum (Attachment A)

Students must complete a total of 122 credit hours. Fifty credit hours of general education are required along with sixty-three credit hours for the major. An internship is strongly encouraged.

Admission Requirements

Marian Court College has a rolling admissions policy. The applicant is required to schedule an appointment for a personal interview with an admissions director or counselor if their GPA is below 2.0. All students submit the following credentials sent to the Admissions Office:

1. An official high school transcript
2. Two letters of recommendation
3. Transcripts from any other college or university

When an applicant has submitted all necessary information, the data are reviewed and the applicant is notified of the college's decision.

Tuition and Fees

Total tuition (24-30 credits per year) for the academic year 2011-2012, including fees for full-time students is \$16,200 per year.

Projected Enrollment

The enrollment projections are based upon actual enrollment figure of 150 from the spring of 2011. A conservative growth factor of 3% per year was used for the Business Administration program. In addition, the College is anticipating a small population of students (10%) to transfer into the new 4- year program. Based upon historical data, a retention rate of 88% from first to second semester is included.

BUSINESS ADMINISTRATION ENROLLMENT PROJECTION

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full-Time Freshmen	20	21	21	22
Transfers In	2	2	2	2
Returning Students – Sophomores	24	20	21	21
Returning Students - Juniors	17	24	20	23
Returning Students - Seniors		17	24	22
Total Business Program	63	84	88	90

RESOURCES AND BUDGET (Attachment B)

Administration and Faculty

The proposed Bachelor of Science in Business Administration will be housed administratively in the Business Department and be led by a full time member of the faculty designated as program director. The college has hired a full time director for the program and will make other hires as needed, subject to growth of the program. The college has five full time faculty members, three

of whom teach primarily in Business Administration. Twenty-seven part-time faculty teach the majority of the general education courses and additional courses in the program.

Library and Information Technology

The College's Lindsay Library collection includes both print and electronic resources. The Business Administration online and print collections of the Lindsay Library encompass many aspects of business research. The resources include a collection of key business and financial journals, monographs, and statistical publications in print. The online collections provide access to current and historical issues of journals, selected online books, and databases, including banking and finance, company and industry reports, national and international trade information, consumer markets and advertising, demographics, and macroeconomic data. As the B.S. in Business Administration evolves, new collections will develop to support the teaching and learning of the upper level courses.

Financial Resources

The budget for the proposed program is provided in Attachment B.

PROGRAM EFFECTIVENESS

Upon completion of the proposed Bachelor of Science in Business Administration program, students will be able to:

- Demonstrate writing and verbal skills necessary for successful managerial communications, recognizing the difference between summarizing and synthesizing
- Apply standards of ethical and legal behavior to business situations, encompassing the Mercy core values of compassion, integrity, justice, and service
- Integrate the use of information technology effectively at all levels of analysis and decision-making
- Use qualitative and quantitative data to diagnose and solve organizational problems in the functional areas of management
- Analyze, evaluate, and synthesize the positive relationship between strategic policy and the performance of an organization through the creation of a capstone project
- Relate the impact of the global economy and diverse cultures on business practices

The program is reviewed by annually by the Department Chair. The program reviews focus specifically on clarifying program goals and on reviewing a collection of student work produced throughout the year. In their review of students' work, whether it is final projects, research papers, capstone projects, or comprehensive portfolios the faculty search for indicators that the program is meeting its stated goals and for indicators of ways that the program might better meet the goals in the future.

EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

External Review

The proposed program was reviewed by the visiting committee of Dr. Eve Buzawa, University of Massachusetts, Lowell; Dr. Peter Hainer, Curry College; Dr. Gina Vega, Salem State University;

and Dr. Ed French, Franklin Pierce College. The evaluation included the team's review of the written proposal submitted to the Massachusetts Department of Higher Education and the site visit conducted from March 8-10, 2012. During the site visit additional documents were provided by the college, and information was also obtained from direct communications with the college's President, the Dean of Academic Affairs & Student Services, the Chair of the Board of Trustees, the Vice Chair of the Board of Trustees, the Chief Financial Officer, the Director of Information Technology, the College Librarian & Career Resource Specialist, the Director of Admissions, the Registrar, the Chair of Criminal Justice and Business Administration as well as several full and part time faculty, students from both programs, and members of the community who serve as external advisors.

The team found that the Marian Court Business Administration curriculum provides the technical knowledge and skills to appreciate and address these and other critical contemporary issues. The program is directed toward developing leaders with a focus on ethics, organizational behavior, finance, economics, accounting and strategic management. Social purpose and workplace humanization are underlying program values aligned with the College's mission to work for a world that is harmonious, just and merciful.

The team recommended changes in the sequencing of courses, the development of course learning objectives, the formation of an Advisory Board, and the hiring of an appropriately qualified PhD faculty member in Business Administration.

Institutional Response

The institution responded substantively to all the committee concerns. The curriculum was re-ordered, program and course learning objectives were submitted and a new faculty member was hired for fall 2012. The institution is in the process of creating the external Advisory Board.

PUBLIC HEARING

The required public hearing was held on June 8, 2012 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of Marian Court College to award the **Bachelor of Science Business Administration** degree meets the requirements for NEASC-accredited institutions outlined in 610 CMR 2.08 in the Degree-Granting Regulations for Independent Institutions of Higher Education. Recommendation is for approval.

ATTACHMENT A: CURRICULUM OUTLINE

**Marian Court College
Undergraduate Program Curriculum Outline**

Required (Core) Courses in the Major (Total # courses required = 18)		
<i>Course Number</i>	Course Title	Cr Hours
AC150	Financial Accounting	3
BU103	Introduction to Business	3
AC235	Managerial Accounting	3
BU201	Principles of Management	3
BU211	Principles of Marketing	3
CS210	Introduction to Information Systems	3
EC210	Macroeconomics	3
EC220	Microeconomics	3
LE212	Business Law	3
BU301	Organizational Behavior	3
BU305	Financial Management	3
BU310	Business Ethics	3
BU315	Human Resource Management	3
BU320	International Business	3
BU325	Operations and Logistics Management	3
BU330	Quantitative Analysis	3
BU410	Strategic Writing for Business	3
BU414	Business Policy and Strategy	3
	<i>Sub Total Required Credits</i>	54
Elective Courses (Total # courses required = 3)		
BU115	Entrepreneurship and Small Business Management	3
BU255	Retail Management	3
BU340	Internship in Business (or choice LE213: Wills, Estates, and Trusts, SP120: Sport Tourism, Recreation & Sales, SP225: Sport Venues & Facility Management, SP250: Sport Information & Communication)	3
	<i>Sub Total Elective Credits</i>	9

Free Electives: (Total # courses required = 3)	# of Free Elective Cr
Electives may be taken from any courses listed in the college catalog	9
Sub Total Free Elective Credits	9
General Education Courses (Total # courses required = 16).	
Indicate Distribution of General Education Requirements Below Please see page 3 for listing of General Education courses.	# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages	24
Mathematics and the Natural and Physical Sciences	14
Social Sciences	12
Sub Total General Education Credits	50
Curriculum Summary	
Total number of courses required for the degree	40
Total credit hours required for degree	122
Prerequisite, Concentration or Other Requirements: NA	

General Education Courses

<i>Course Number</i>	Course Title	Cr Hours
EN110	English Composition I	3
EN120	English Composition II	3
EN201	World Literature I	3
EN202	World Literature II	3
FY101	Seminar In Academic Inquiry	3
HI109	World History I	3
HI110	World History II	3
HU110	Oral Communication	3
HU400	Societies of the World	3
MA160	Pre-Calculus	3
MA270	Calculus	3
PS101	General Psychology	3
RE200	Comparative Religion	3
SC120	Weather and Climate with a Lab	4

SC240	Physical Geology with a Lab	4
SO201	Introduction to Sociology	3
	<i>Sub-Total Required Credits</i>	50

ATTACHMENT B: BUDGET PROJECTION

Marian Court College				
New Business Program Budget				
Annual Expenses				
Cost Categories	Year 1	Year 2	Year 3	Comments / reference
Full Time Faculty (Salary & Fringe)	\$134,315	\$205,502	\$278,825	page 5 of 10
Part Time/Adjunct Faculty (Salary & Fringe)	\$2,650	\$2,650	\$2,650	page 5 of 10
Staff (Salary & Fringe)	\$48,550	\$141,039	\$145,270	page 3/4 of 10
General Administrative Costs	\$35,676	\$41,460	\$47,733	page 6
Instructional Materials, Library Acquisitions	\$71,600	\$92,600	\$31,300	page 9
Facilities/Space/Equipment	\$78,500	\$19,500	\$13,500	page 7
academic strategic initiatives	\$15,000	\$15,750	\$16,538	page 6
Advancement strategic initiatives	\$15,000	\$15,750	\$16,538	page 6
Other /misc.	\$10,000	\$10,500	\$11,025	page 6
TOTALS	\$411,291	\$544,751	\$563,379	
Annual Income				
Revenue Sources	Year 1	Year 2	Year 3	Comments / reference
Tuition plus fee	\$956,366	\$1,337,083	\$1,482,113	page 2
Reallocated Funds /discounts	(\$143,455)	(\$200,562)	(\$222,317)	page 2
TOTALS	\$812,911	\$1,136,521	\$1,259,796	
General Comments				
A. Tuition and Fees are inclusive at \$16,201/\$17,043/\$17,929, respectively				
B. Above budget reflects the Business Program only.				
C. Details of the overall College Budget are provided by the X-L spread sheets				
D. Above budget does not include existing infrastructure and over head				