

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

**COMMITTEE:** Academic Affairs

**NO:** AAC 14-07

**COMMITTEE DATE:** October 22, 2013

**BOARD DATE:** October 29, 2013

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**APPLICATION OF SAINT JOSEPH'S COLLEGE OF MAINE TO AWARD THE BACHELOR OF SCIENCE IN NURSING, THE MASTER OF SCIENCE IN NURSING AND THE MASTER OF SCIENCE IN EDUCATION**

**MOVED:** The Board hereby approves the Certificate of Organization of **Saint Joseph's College of Maine** to offer the **Bachelor of Science in Nursing, the Master of Science in Nursing and the Master of Science in Education**.

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**

**October 2013**

### **Saint Joseph's College of Maine Bachelor of Science in Nursing, Master of Science in Nursing and Master of Science in Education**

#### **INTENT**

Saint Joseph's College of Maine (SJCME) an independent institution, located in Standish, ME requests authority to offer the Bachelor of Science in Nursing (BSN), Master of Science in Nursing (MSN) and Master of Science in Education (MSED). St. Joseph's College holds regional accreditation from the New England Association of Schools and Colleges (NEASC). The nursing programs are accredited by the Commission on Collegiate Nursing Education (CCNE).

The Bachelor of Science in Nursing is offered as a traditional campus-based program on location in Standish, ME. The proposed MSN and MSED will be delivered online through a learning management system. In addition to online coursework, students are required to complete precepted clinical placements for the MSN and a supervised practicum for the MSED. Students may apply for and obtain practicum in Massachusetts, which requires that the institution receive degree granting authority in Massachusetts for the BSN. Online programs and courses that require the following activities, conducted within Massachusetts, as part of the curriculum: internships, externships, clinicals, mentorships, shadowing experience, student teaching experiences, etc. are subject to Massachusetts Board of Higher Education approval. The proposed programs will require students to complete placements in Massachusetts; therefore, they are subject to Massachusetts Board of Higher Education approval.

The Bachelor of Science in Nursing degree prepares generalist professional nurses grounded in the liberal arts tradition to practice in a variety of settings. Additionally, the BSN program provides each graduate with a foundation for continuing education and graduate study. Students are prepared to take the nursing licensure exam at the end of the BSN program.

The MSN has three tracks: Nurse Educator, Nurse Administrator and Family Nurse Practitioner. The degree is designed to prepare licensed nurses for leadership roles within health care organizations or as a nursing practitioner offering primary care.

There are four tracks within the proposed MSED: School Educator, Health Care Educator, School Leadership and Catholic School Leadership. The two educator tracks are designed to prepare students for teaching careers. The leadership tracks are intended for teachers or other school personnel interested in pursuing a career in administration.

The programs were developed in accordance with the institution's governance policies. Each degree program is already established and operational. The Bachelor's of Nursing has been offered since 1974, having been approved in October, 1973. The MSN was approved by the Board of Trustees in September 1996 and the MSED in September 1999.

#### **INSTITUTIONAL OVERVIEW**

Saint Joseph's was founded by the Portland Regional Community of the Sisters of Mercy of the Americas in 1912 and chartered by the Maine Legislature in 1915. It has a religious board of trustees and a lay and religious board of overseers. Saint Joseph's grants degrees in fulfillment of the

educational ideals of the Sisters of Mercy, founded by Mary Catherine McAuley in Dublin, Ireland, in 1831. Originally a college for women, Saint Joseph's became a coeducational institution in 1970. The College began offering distance education programs in 1976. The Division of Graduate & Professional Studies (GPS) now offers its distance programs nationally and internationally. The proposed Master's programs will be offered through the Division of Graduate and Professional and Studies while the Bachelor of Science in Nursing will be offered by the School of Nursing.

St. Joseph's is now requesting the authority to offer the Bachelor of Science in Nursing, the Master of Science in Nursing and the Master of Science in Education in the Commonwealth of Massachusetts.

## **ACADEMIC AND RELATED MATTERS**

### *Curriculum (Appendix A)*

The BSN requires 128 credits of which 68 are general education credits and the remaining 60 are required nursing courses.

The MSN includes three concentrations: Nursing Administration, Nursing Education, and Family Nurse Practitioner. This degree requires a minimum of 42 credits. The nurse family practitioner requires an additional six credits, amounting to 48.

The 33 credit MSED has four concentrations: School Educator, Health Care Educator, School Leadership and Catholic School Leadership. All of the concentrations require 33 credits, except for the Catholic School Leadership concentration which requires 36.

### *Delivery Methodology*

#### *BS Nursing*

The BSN is offered on campus at St. Joseph's in Maine in traditional classroom and lab environments. St. Joseph's has many clinical sites in Maine for students but some students request an experience in Massachusetts. Students have been placed in Massachusetts General Hospital, Newton-Wellesley Hospital and other sites in Massachusetts. To place these students in Massachusetts clinical sites, the BSN must be approved in Massachusetts.

#### *MSN and MSED*

The MSN and MSED are offered fully online asynchronously with the exception of the clinicals and practicum. Courses are offered continuously with new students starting at the beginning of each month. Students are connected virtually to the faculty member teaching the course, are assigned a faculty member for advising and have access to a staff of professional advisors as they enroll in and move through their programs.

Clinical (or practicum) contact hours are required for both of these degrees. Clinical and practicum experiences are arranged to ensure that students acquire the necessary skills at each phase of learning. Like in the BSN, students may complete these clinicals and practicum in Massachusetts for these degrees.

#### *Licensure and Professional Accreditation*

The proposed BSN and MSN are accredited by the Commission on Collegiate Nursing Education (CCNE) and both are approved by the State of Maine Board of Nursing. The MSN Nurse Educator track prepares students to meet the core competencies established by the National League of

Nursing. The MSN Nurse Administrator track prepares graduates for roles based on core competencies established by the American Organization of Nurse Executives. The MSN Family Nurse Practitioner program is based on the competencies outlined by the National Organization for Nurse Practitioner Faculty.

The MSED may lead to certification in Maine. In addition, the School Leadership concentration is guided by the Interstate School Leaders Licensure Consortium Standards (ISLLC). The School Leadership Internship specifically addresses each of the ISLLC standards in a practical, professional, and applied manner.

### Admission Requirements

#### *BSN*

Candidates for the proposed BSN must submit the following documentation for admission:

1. an official high school transcript,
2. two recommendations,
3. completed application form,
4. SAT or ACT scores, and
5. an essay of the applicant's choice of topics.

#### *MSN*

For full acceptance into the Master of Science in Nursing, applicants must be graduates of a baccalaureate nursing program accredited by CCNE, the National League for Nursing Accrediting Commission, Inc. or the Canadian Association of University Schools of Nursing, have an undergraduate GPA of 3.0, and meet all undergraduate and graduate nursing admissions requirements.

All applicants must have completed undergraduate clinical courses in community health nursing and nursing leadership or successfully demonstrated mastery of content prior to full acceptance to the Master of Science in Nursing program. Non-BSN baccalaureate prepared RN applicants must submit a detailed work history.

The MSN Family Nurse Practitioner track has additional requirements. It requires applicants to submit official transcripts of past college-level and any graduate work; a resume; evidence of a current unencumbered RN license, a 600 word essay describing a clinical practice situation that required the applicant to use problem-solving skills successfully, how the applicant will take a leadership role as a family nurse practitioner, and course descriptions for graduate level work that the applicant would like considered for transfer credit, if applicable.

#### *MSED*

Candidates must have a baccalaureate degree from an institution of higher learning accredited or accepted as accredited in the United States with a cumulative grade point of 2.5 or better and must submit transcripts from all undergraduate or graduate institutions attended;

Projected Enrollment

**PROGRAM ENROLLMENT PROJECTION – BSN**

	<b># of Students Seniors FY 2014</b>	<b># of Students Seniors FY 2015</b>	<b># of Students Seniors FY 2016</b>	<b># of Students Year 4 FY 2017</b>
Total enrollment	75	66	95	85
Number With Practicum/Internship in MA	16	14	20	18

**PROGRAM ENROLLMENT PROJECTION – MSN**

	<b># of Students Year 1 FY 2014</b>	<b># of Students Year 2 FY 2015</b>	<b># of Students Year 3 FY 2016</b>	<b># of Students Year 4* FY 2017</b>
New Full Time	28	31	33	36
Continuing Full Time	90	96	103	110
New Part Time	116	124	133	142
Continuing Part Time	615	657	700	749
<b>Totals</b>	<b>849</b>	<b>908</b>	<b>996</b>	<b>1037</b>
Number of Students in Practicum in MA	6	7	9	10
Note: These students may be enrolled in two practica in a given fiscal year.				

**MSEd PROGRAM ENROLLMENT PROJECTION**

	<b># of Students Year 1 FY 2014</b>	<b># of Students Year 2 FY 2015</b>	<b># of Students Year 3 FY 2016</b>	<b># of Students Year 4* FY 2017</b>
New Full Time	5	5	5	5
Continuing Full Time	10	11	12	13
New Part Time	29	30	32	34

Continuing Part Time	229	240	252	265
Totals	273	288	304	320
Student Teaching (In MA)	0	1	3	3

### Current Tuition and Fee Charges

Tuition for the BSN based on a full-time load of 12-19 credits is \$14,600 per semester for a total cost of \$116,800.

Tuition for the MSN and MSED is based per credit. The MSN Educator track tuition is \$425 per credit with a total cost of \$17,850. Tuition for the MSN Nurse Practitioner is slightly higher, \$600 per credit, for a total cost of \$29,400 including clinicals. The MSED per credit cost is \$300, for a total cost of \$9,900, which includes a student teaching fee.

## **RESOURCES AND BUDGET**

### Faculty and Staff

The MSN and MSED are offered through the Division of Graduate and Professional Studies (GPS). The Division of Graduate and Professional Studies provides both college degrees and related education programs and services to adult learners through various modes of delivery, including distance education, classroom-based courses and other innovative programming. Each program within GPS is assigned a program director. GPS also provides curriculum developers, professional academic advisors and technical assistance to faculty and students.

The proposed BSN program is housed within the Department of Nursing which is an academic unit within St. Joseph's. The Department is led by a full-time chair and has 14 full-time faculty. Four of the faculty hold doctoral degrees and the remainder have master degrees and professional nurse licensure. The MSN program has five doctorally prepared full time faculty and an additional part-time faculty. There are two full-time faculty for the MSED program, one of whom holds a doctorate. All other faculty teaching in the program are part-time.

### Facilities, Library and Information Technology

#### *Online learning platform*

St. Joseph students and faculty use ANGEL, a comprehensive learning management system, for online courses and also for on-campus offerings. The provider hosts the system, relieving St. Joseph's of hardware and staffing commitment. Faculty complete training to use the platform.

#### *Library Resources*

St. Joseph's Wellehan Library provides service to faculty and students. Through participation in the Maine Public Library Network, the library offers an array of databases, ebooks, tutorials, physical and electronic reserves, interlibrary loan and direct help. Librarians are available to online students by

email, by phone 7 days / 81 hours a week, by text (Sunday-Thursday, 6 pm-9 pm) and by chat (Monday-Thursday, 6pm-9pm).

### *Physical Resources*

Classrooms are equipped with wireless access, whiteboards, and projection. The on-campus facilities for the nursing programs include a simulation lab, a debriefing/media room, a fundamentals lab, and a physical assessment lab

### Fiscal (Appendix B)

Since the online graduate nursing programs will be offered nationwide, a total operational budget was submitted.

## **EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE**

The proposed program was reviewed by a committee comprised of faculty members: Nancy Bittner Professor, Regis College, School of Nursing; Susan Mullaney, EdD, Chair, Department of Nursing, Framingham State University; Joseph O'Keefe, Professor, Lynch College of Education, Boston College; Joan Roche, PhD., Clinical Associate Professor, School of Nursing, University of Massachusetts Amherst; Suzy Szczesiul, Assistant Professor, Graduate School of Education, University of Massachusetts Lowell; and Mark. A. Schlesinger, Ph.D., retired Interim Chief Executive Officer, UMass Online.

The committee reviewed St. Joseph's written proposal submitted to the Massachusetts Department of Higher Education to offer the proposed degrees and directly communicated with College administration, faculty, staff, and students during a site visit held on St. Joseph's campus on March 22-24, 2013. Additional documents were also provided to the committee by the College at this time.

The committee reviewed the institution's ability to offer and support the proposed program in the context of its faculty, equipment, financial organization, leadership and other factors as mandated by standards currently utilized by the *Independent Institutions of Higher Education Standards, 610 CMR 2.07*. For this review, the appropriate criteria found within the 610 CMR 2.07 standards include: mission; planning and evaluation; organization and governance; academic programs and instruction; faculty; student services; financial resources; public disclosure; physical resources; library and other informational resources; and additional criteria for out-of-state institutions operating in Massachusetts.

At the time of the site visit, the institution was undergoing a new strategic planning process under a new President appointed in July 2012. The President was in the process of reorganizing the administrative structure of the institution and planning additional changes. It was clear that the Graduate and Professional Studies Division was a critical component of the institution's strategic plan. The President spoke of the Catholic nature of the institution as a distinctive, a theme echoed in the program proposals. However, the Visiting Committee did not feel that the values of the Sisters of Mercy and the distinctive Catholic nature was evident in the MSED and recommended that syllabi be revised to more clearly show those values.

In addition, the Visiting Committee recommended:

- Evidence be provided showing the use of data for program improvement in all three proposed degree programs;
- Clarification be provided regarding the responsibility of the Chair of the Nursing Department for the online MSN;

- Documentation show the direct application of national professional standards specifically ISLLC to the MSED curriculum mapping by the presentation of a congruency table including the standard, student learning outcomes, course outcomes and course assessment
- The hiring of one full-time qualified faculty for the MSED to meet the minimum standards described in 610 CMR 2.07;
- Clarify for students the anticipated length for completion of the MSN and the MSED;

The College was responsive to the recommendations. It presented further information on the use of data for program improvement. Language clarifying the length of the programs was submitted for review although it is acknowledged that it is difficult to describe a non-cohort model that begins 12 times a year. The committee was satisfied with the institution's effort at indicating to students anticipated time to completion. Documentation regarding the Chair of the Department of Nursing's responsibility for both the BSN and MSN programs was provided. An appropriately qualified faculty member was hired for the MSED and the request mapping of professional standards to the MSED curriculum was provided.

After reviewing the institution's response, the visiting committee members concurred that the institution responded substantively to their questions and concerns, and noted that the institution met or exceeded the minimal standards required for approval.

### **PUBLIC HEARING**

The required public hearing was held on October 21, 2013 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No objections to the petition were presented.

### **STAFF ANALYSIS AND RECOMMENDATION**

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of St. Joseph's College to award the **Bachelor of Science in Nursing, Master of Science in Nursing and the Master of Science in Education** meets the requirements set forth in 610 CMR 2.07 in the Degree Granting Regulations for Independent Institutions of Higher Education. These programs will be delivered online with the exception of required practicum which will take place in Massachusetts. Recommendation is for approval.



Appendix A: Curriculum

Bachelor of Science in Nursing Program Curriculum Outline

<b>Required Total: 128 Credits</b> <b>Required Courses in the Nursing Major: 60 Credits</b>		
<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
NU 110	Concepts of Professional Nursing in Society	2
NU 120	Introduction to Mental Health Concepts	2
NU 190	Foundations of Nursing I	4
NU 204	Foundations of Nursing II	4
NU 205	Health Assessment	3
NU 211	Pathophysiology	3
NU 212	Pharmacology	3
NU 301	Nursing of the Adult I	5
NU 304	Mental Health Nursing	3
NU 309	Nursing Research	3
NU 314	Maternal/Child Nursing	4
NU 315	Pediatric Nursing	4
NU 390	Nursing of the Adult II	5
NU 405	Community Nursing	5
NU 406	Nursing Leadership and Management	4
NU 420	Nursing Internship	4
NU XXX	Nursing Elective	2
	<b>Sub Total Required Nursing Credits</b>	60
<b>General Education Inner Core Requirements: 28 Credits</b>		
HY 101	Western Civilization I	4
HY 102	Western Civilization II	4
EH 101	College Writing	4
TH 100	Introduction to Judeo/Christian Tradition	4
ES 300	Ecology and the Environmental Challenge	4
PH 200	Philosophy and Ethics	4
EH XXX	English Elective	4
	<b>Sub Total Required General Education Core Credits</b>	28
<b>General Education Core Elective Requirements: 20 Credits</b>		
MA 205	Statistics	4

PY 101	Introduction to Psychology	4
SO 201	Introduction to Sociology	4
PH XXX	Philosophy Elective	4
TH XXX	Theology Elective	4
	<b><i>Sub Total Required General Education Elective Credits</i></b>	20
<b>General Education Other Requirements: 20 Credits</b>		
CH 105	Chemistry for the Health Sciences	4
BI 201	Medical Microbiology	4
BI 204	Anatomy and Physiology I	4
BI 205	Anatomy and Physiology II	4
NN 202	Nutrition	3
FY 101	First Year Experience	1
	<b><i>Sub Total Required General Education Other Credits</i></b>	20
	<b><i>Total General Education credits (68)</i></b>	
<b><i>Curriculum Summary</i></b>		
Total number of courses required for the degree	35	
Total credit hours required for degree	128	

### MSN-Nursing Administration Specialization

Required Total: 42 Credits  
 Core Requirements: 18 Credits  
 Specialization Courses: 18 Credits  
 Elective Courses: 3 Credits  
 Capstone Courses: 3 Credits

Major Required (Core) Courses (Total # of courses required = 18 Credits)

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
NU500	Conceptual Bases for Nursing	3
NU501	Nursing Informatics	3
NU503	Nursing Research Methods: Utilization for Evidence Based Practice	3
NU506	Nursing Leadership	3
NU508	Policy, Politics & Change	3
NU509	Nursing Ethics	3
	Sub Total # Core Credits Required	18

Specialization Course Choices: Total courses required = 21 Credits)

HA700	Strategic Planning & Management	3
NU600	Nursing Administration	3
NU604	Applied Financial Management & Budgeting	3
NU606	Continuous Program Improvement & Risk Management	3
NU610P	Practicum in Nursing Administration & Management	3
NU611P	Advanced Practicum in Nursing Leadership	3
NUXXX or HAXXX	Graduate Elective	3
	Sub Total # Specialization Credits Required	21
NU801P	Capstone Course: Scholarly Work	3
OR NU802P	Capstone Course: Professional Paper	3
	Sub Total # Capstone Course Credits Required	3

#### Curriculum Summary

Total number of courses required for the degree	14
Total credit hours required for degree	42

Prerequisite, Concentration, Dissertation or Other Requirements: A bachelor's degree from a regionally accredited institution, with a minimum GPA of 3.0. Students must hold a valid US unencumbered RN license and possess the functional abilities to perform the skills & behaviors required of a professional nurse (see catalog online for detailed functional abilities).

**Graduate Program Curriculum  
Outline**

<p><b>MSN-Nursing Education Specialization</b>  <b>Required Total: 42 Credits</b>  <b>Core Requirements: 18 Credits</b>  <b>Specialization Courses: 18 Credits</b>  <b>Elective Courses: 3 Credits</b>  <b>Capstone Courses: 3 Credits</b>  <b>Major Required (Core) Courses (Total # of courses required = 18 Credits)</b></p>		
<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
NU500	Conceptual Bases for Nursing	3
NU501	Nursing Informatics	3
NU503	Nursing Research Methods: Utilization for Evidence Based Practice	3
NU506	Nursing Leadership	3
NU508	Policy, Politics & Change	3
NU509	Nursing Ethics	3
	Sub Total # Core Credits Required	18
<p><b>Specialization Course Choices: Total courses required = 21 Credits)</b>  <i>(attach list of choices if needed)</i></p>		
NU640	Development & Planning in Nursing & Health Care Education	3
NU642	Teaching Methods in Nursing & Health Care Education	3
NU643	Evaluation in Nursing & Health Care Education	3
NU645	Population-Focused Care	3
NU646P	Population-Focused Practicum	3
NU647P	Teaching in Nursing & Health Care Education Practicum	3
HA XXX or NU XXX	Graduate Elective	3
	Sub Total # Specialization Credits Required	21
NU801P	Capstone Course: Scholarly Work	3
Or NU802P	Capstone Course: Professional Paper	3
	Sub Total # Capstone Course Credits Required	3
<b>Curriculum</b>		
Total number of courses required for the degree		<b>13</b>
Total credit hours required for degree		<b>42</b>

***Prerequisite, Concentration, Dissertation or Other Requirements: A bachelor's degree from a regionally accredited institution, with a minimum GPA of 3.0. Students must hold a valid US unencumbered RN license and possess the functional abilities to perform the skills & behaviors required of a professional nurse (see catalog online for detailed functional abilities).***

## Graduate Program Curriculum Outline

<b>MSN-Nursing – Family Nurse Practitioner</b> <b>Required Total: 48</b> <b>Credits Core Requirements: 18 Credits</b> <b>Specialization Courses: 27 Credits</b> <b>Capstone Courses: 3 Credits</b> <b>Major Required (Core) Courses (Total # of courses required = 18 Credits)</b>		
<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
NU500	Conceptual Bases for Nursing	3
NU501	Nursing Informatics	3
NU503	Nursing Research Methods: Utilization for Evidence Based Practice	3
NU506	Nursing Leadership	3
NU508	Policy, Politics & Change	3
NU509	Nursing Ethics	3
	Sub Total # Core Credits Required	18
<b>Specialization Course Choices: Total courses required = 27 Credits</b> <i>(attach list of choices if needed)</i>		
NP601	Advanced Physical Health Assessment	3
NP602	Advanced Pharmacology	3
NP603	Advanced Pathophysiology	3
NP604	Family Nurse Practitioner I	3
NP605	Family Nurse Practitioner II	3
NP606	Family Nurse Practitioner III	3
NP609	FNP I Clinical	3
NP610	FNP II Clinical	3
NP611	FNP III Clinical	3
	Sub Total # Specialization Credits Required	27
NU801P	Capstone Course: Scholarly Work	3
Or NU802P	Capstone Course: Professional Paper	3
	Sub Total # Capstone Course Credits Required	3
<b>Curriculum</b>		
Total number of courses required for the degree		<b>16</b>
Total credit hours required for degree		<b>48</b>

**MS-School Educator  
Concentration  
Required Total: 33 Credits  
Core Requirements: 18  
Credits Elective Courses:  
15 Credits  
Major Required (Core) Courses (Total # of courses required = 18  
Credits)**

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
ED505	Curriculum Design, Development & Assessment	3
ED512	Educating the Exceptional Student in the Classroom	3
ED515	Instructional Strategies	3
ED520	Research Design in Education	3
ED555	Assessment Tools & Techniques	3
ED600P	Research Project	3
	SubTotal # Core Credits Required	18
<b>Elective Course Choices (Total courses required = 15 Credits) (attach list of choices if needed)</b>		
ED522	Educational Psychology	3
ED523	Teaching Methods in Secondary Education	3
ED524	Instructional Technologies & Applications	3
ED525	Literacy Through Language	3
ED536	Educational Leadership	3
ED545	American Education: The Search for Public Good	3
ED550	Classroom Management for Effective Learning	3
ED560	Intercultural Communications & Learning	3
ED565	Negotiation & Mediation in Learning Organizations	3
ED570	The Reflective Educator	3
ED590P	Student Teaching	12-Elective
	SubTotal # Elective Credits Required	15
<b>Curriculum</b>		
Total number of courses required for the degree		<b>11</b>

Total credit hours required for degree	33
<b><i>Prerequisite, Concentration, Dissertation or Other Requirements: A bachelor's degree from a regionally accredited institution, with a 2.5 minimum overall GPA. GRE scores are welcomed, but not required.</i></b>	



**MS-Health Care Educator Concentration**

**Required Total: 33 Credits Core**

**Requirements: 18 Credits**

**Elective Courses: 15 Credits**

**Major Required (Core) Courses (Total # of courses required =18 Credits)**

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
ED520	Research Design in Education	3
ED540	Adult Education & Self-Directed Learning	3
ED555	Assessment Tools & Techniques	3
ED600	Research Project	3
NU640	Development & Planning in Nursing & Health Care Education	3
NU642	Teaching Methods in Nursing & Health Care Education	3
	SubTotal # Core Credits Required	18

**Elective Course Choices (Total courses required = 15 Credits) (attach list of choices if needed)**

ED524	Instructional Technologies & Applications	3
ED526	Collaborative Independent Study	3
ED536	Educational Leadership	3
ED537	Staff Development in Education	3
ED560	Intercultural Communications & Learning	3
ED565	Negotiation & Mediation in Learning Organizations	3
ED570	The Reflective Educator	3
HA512	Quality Management & Performance Improvement	3
HA571	Medical Informatics	3
HA615	Strategic Human Resources Management	3
	SubTotal # Elective Credits Required	15

**Curriculum Summary**

Total number of courses required for the degree	11
Total credit hours required for degree	33

**Prerequisite, Concentration, Dissertation or Other Requirements: A bachelor's degree from a regionally accredited institution, with a 2.5 minimum overall GPA. GRE scores are welcomed, but not required.**

**Graduate Program Curriculum  
Outline**

(Insert additional rows as  
necessary.)

<b>MS-School Leadership Concentration</b>		
<b>Required Total: 36 Credits</b>		
<b>Core Requirements: 24</b>		
<b>Credits Elective Courses: 12 Credits</b>		
<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
ED512	Educating the Exceptional Student in the Classroom	3
ED531	Supervision & Evaluation of Educational Personnel	3
ED532	School Finance & Budgeting	3
ED533	Federal & State Civil Rights & Education Laws	3
ED535	Organizational Theory & Planning	3
ED536	Educational Leadership	3
ED580P	School Leader Internship	6
	SubTotal # Core Credits Required	24
<b>Elective Course Choices (Total courses required = 15 Credits) (attach list of choices if needed)</b>		
ED505	Curriculum Design, Development & Assessment	3
ED515	Instructional Strategies	3
ED534	Community Relations & Communication	3
ED560	Intercultural Communications & Learning	3
	SubTotal # Elective Credits Required	15
<b>Curriculum</b>		
Total number of courses required for the degree		<b>11</b>
Total credit hours required for degree		<b>36</b>
<b>Prerequisite, Concentration, Dissertation or Other Requirements: A bachelor's degree from a regionally accredited institution, with a 2.5 minimum overall GPA. GRE scores are welcomed, but not required.</b>		

### Graduate Program Curriculum Outline

#### *MS-Catholic School Leadership Concentration*

**Required Total: 36 Credits Core**

**Requirements: 18 Credits Core Theology: 6**

**Credits Elective Courses: 12 Credits**

**Major Required (Core) Courses (Total # of courses required =18 Credits)**

<b>Course Number</b>	<b>Course Title</b>	<b>Credit Hours</b>
ED531	Supervision & Evaluation of Educational Personnel	3
ED535	Organizational Theory & Planning	3
ED536	Educational Leadership	3
ED572	The Catholic School Principal as Educational & Spiritual Leader	3
ED580P	School Leader Internship	6
	SubTotal # Core Credits Required	18
TH550	Foundations in Catholic Theology	3
TH581	Catholic Social Teaching	3
	SubTotal # Core Credits Required	6

**Elective Course Choices (Total courses required = 12 Credits)**  
**Must complete 6 credits of Education Courses and 6 credits of Theology Courses)**  
*(attach list of choices if needed)*

ED505	Curriculum Design, Development & Assessment	3
ED515	Instructional Strategies	3
ED534	Community Relations & Communication	3
ED560	Intercultural Communications & Learning	3
TH505	Foundations of Moral Theology	3
TH541	Christian Leadership & Management	3
TH562	Foundations in Religious Education	3
THE566	Theology of Family Ministry	3
	SubTotal # Elective Credits Required	12

#### **Curriculum Summary**

Total number of courses required for the degree	<b>11</b>
Total credit hours required for degree	<b>36</b>

**Prerequisite, Concentration, Dissertation or Other Requirements: A bachelor's degree from a regionally accredited institution, with a 2.5 minimum overall GPA. GRE scores are welcomed, but not required.**

Appendix B: Program Budget

ACADEMIC PROGRAM BUDGET - BSN

<i>One Time/ Start Up Costs</i>		<i>Annual Expenses</i>			
	<i>Cost Categories</i>	<i>AY 12/13</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>
	Faculty Full-Time (Nursing)	\$834,014	859,034	884,805	911,350
	Faculty Part-Time (Nursing)	\$456,463	470,157	484,262	498,789
	Staff/Admin	\$106,594	109,792	113,086	116,478
	Student Admin	\$1,500	1,545	1,591	1,639
	Instructional Materials, Library Acquisitions	\$17,000	17,510	18,035	18,576
	Facilities/Space/Equipment	\$17,500	18,025	18,566	19,123
	Field & Clinical Resources	\$55,264	56,922	58,630	60,388
	Marketing	\$4,000	4,120	4,244	4,371
	Other (Specify) Travel/Meetings	\$10,000	10,300	10,609	10,927
	<b>TOTALS</b>	<b>\$1,502,335</b>	<b>1,547,405</b>	<b>1,593,827</b>	<b>1,641,642</b>

<i>One Time/Start-Up Support</i>		<i>Annual Income</i>			
	<i>Revenue Sources</i>	<i>Year 1</i>	<i>Year 2</i>	<i>Year 3</i>	<i>Year 4</i>
	Tuition	\$4,825,008	4,969,758	5,118,851	5,272,416
	Fees	\$302,450	311,524	320,869	330,495
	<b>TOTALS</b>	<b>\$5,127,458</b>	<b>5,281,282</b>	<b>5,439,720</b>	<b>5,602,911</b>

**ACADEMIC PROGRAM BUDGET - MSN**

<b>One Time/ Start</b>		<b>Annual Expenses</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	<b>Cost Categories</b>				
	Faculty Full-Time	<b>60,000</b>			
	Faculty Part-Time	<b>660,778</b>			
	Staff/Admin	<b>160,693</b>			
	Part-Time Admin	<b>72,495</b>			
	Student Admin	<b>7,418</b>			
	Instructional Materials, Library Acquisitions				
	Facilities/Space/Equipment				
	Field & Clinical Resources				
	Marketing				
	Other (Specify)				
	<b>TOTALS</b>	<b>961,384</b>			

<b>One Time/Start-</b>		<b>Annual Income</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	<b>Revenue Sources</b>				
	Tuition	<b>2,538,649</b>			
	Fees				
	<b>TOTALS</b>	<b>2,538,649</b>			

**ACADEMIC PROGRAM BUDGET - MSED**

<i>One Time/ Start</i>	<i>Cost Categories</i>	<i>Annual Expenses</i>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	Faculty Full-Time/Part-Time	<b>199,815</b>			
	Staff/Admin	<b>75,000</b>			
	General Administrative Costs				
	Instructional Materials, Library Acquisitions				
	Facilities/Space/Equipment				
	Field & Clinical Resources				
	Marketing				
	Other (Specify)	<b>14,600</b>			
	<b>TOTALS</b>	<b>289,415</b>			

<i>One Time/Start-</i>	<i>Revenue Sources</i>	<i>Annual Income</i>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	Tuition	<b>779,283</b>			
	Fees	<b>4,200</b>			
	<b>TOTALS</b>	<b>783483</b>			