

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 12-34

COMMITTEE DATE: May 8, 2012

BOARD DATE: May 15, 2012

APPLICATION OF NEW ENGLAND COLLEGE OF BUSINESS AND FINANCE TO OFFER THE BACHELOR OF SCIENCE IN DIGITAL MARKETING, BACHELOR OF SCIENCE IN INTERNATIONAL BUSINESS, MASTER OF HEALTHCARE MANAGEMENT AND CERTIFICATE OF GRADUATE STUDIES IN HUMAN RESOURCE MANAGEMENT

MOVED: The Board of Higher Education hereby approves the Articles of Amendment of **New England College of Business and Finance** to award the **Bachelor of Science in Digital Marketing; Bachelor of Science in International Business; Master of Healthcare Management and Certificate of Graduate Studies in Human Resource Management.**

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

May 2012

NEW ENGLAND COLLEGE OF BUSINESS AND FINANCE

INTENT

New England College of Business and Finance (NECB), a private proprietary NEASC-accredited institution with organizational headquarters in downtown Boston, filed Articles of Amendment to offer the following degrees: Bachelor of Science in Digital Marketing; Bachelor of Science in International Business; Master of Healthcare Management and Certificate of Graduate Studies in Human Resource Management. The New England College of Business and Finance's mission is to provide high quality undergraduate and graduate degree programs, as well as professional training, for students interested in careers in business and finance. Each of the four proposed programs was designed to fit the mission and the institution's new strategic plan for 2012-15 which is aimed at continuing to build the program portfolio in order to move the institution to a position of long-term sustainability. The specific intent of each proposed program is outlined below.

Bachelor of Science in Digital Marketing (BSDM)

The proposed BSDM provides focused study in digital marketing to prepare graduates for entry into and long term growth within the growing field of digital marketing. According to the Bureau of Labor Statistics (BLS) Occupational Outlook Handbook of 2010-11, an expected increase in the number of television and radio stations and a sharp increase in the amount of advertising in digital media, such as the Internet and wireless devices, will generate a need for employees to oversee these new and innovative programs and technologies. The BSDM degree was developed in direct response to these types of industry and societal needs and contains course work that addresses both the broad-based knowledge and specialized skill sets necessary for active contribution and innovation in digital marketing. Graduates will be prepared for careers in a variety of industries, including but not limited to advertising, public relations, ecommerce, marketing, and social networking companies.

The Bachelor of Science in International Business (BSIB)

The proposed BSIB program places an emphasis on developing students' appreciation and understanding of international business and preparing them for careers in today's increasingly globalized business world. The program is designed for prospective students who seek to possess a more focused education in international business, including an understanding and mastery of subjects in business ethics and compliance, finance, management and marketing in a global context. Graduates will be prepared for careers in a variety of fields and industries, including but not limited to: finance, banking, accounting, import/exports, investments and portfolio management.

Master of Healthcare Management (MHM)

The proposed MHM draws on NECB's history of finance education and relationships within the insurance industry and is designed to provide business education for healthcare administrators and leaders. This proposed program is designed for individuals who are interested in advancing to healthcare management positions in human resources, finance, accounting, marketing, information systems, or strategy. The business of healthcare is one of the largest industries in

New England and the United States and is expected to grow. Graduates will be prepared to work in management positions in the for-profit or not-for-profit healthcare industry, including healthcare delivery, pharmaceutical, biotechnology, medical devices, healthcare services, insurance, and investment firms.

Certificate of Advanced Graduate Studies in Human Resources Management (CAGS-HRM)

The intent of the proposed CAGS-HRM degree is to prepare professionals who demonstrate competencies in business knowledge, delivery of human resources and management of change. Frequently graduate education in human resources is developed as a concentration to an existing MBA program or is presented as a stand-alone MS program. NECB believes the complexity, managerial challenges, and breadth of the human resources field warrants an independent advanced degree program focused exclusively on human resources management for those students who already hold a graduate degree. Students completing the degree program will be able to apply for Professional in Human Resources (PHR) or Senior Professional in Human Resources (SPHR) certification from the Society of Human Resources Management (SHRM.)

The CAGS-HRM is designed for business professionals with 3-5 years of progressive management experience in addition to having a graduate degree. The College foresees two primary target audiences; those interested in and aspiring to careers in human resource management, and current human resource professionals who want to increase their existing human resource knowledge and marketability and require an advanced degree to move into higher level management positions across a broad range of industries. It is also suitable for those seeking to become human resource management consultants, and/or human resource management educators.

The need for each of the four proposed programs was established by market research conducted by Eduventures which helped NECB identify potential market opportunities, competitor program offerings, and estimates for student enrollment.

The proposed programs were approved by the College's Board of Trustees on March 15, 2011.

INSTITUTIONAL OVERVIEW

Established in 1909 as an association of "bankers training bankers," NECB has a history of business education and training within the financial services sector. As it evolved from a training facility to an associate degree-granting institution in 1985, the college retained its membership model whereby dozens of banking and financial institutions paid annual dues in exchange for reduced tuition and industry-specific benefits such as seminars and customized certificate programs. By 2005, the college was acquired by Whitney International University System and evolved to a baccalaureate and master degree-granting institution offering an Associate in Science in Business Administration, a Bachelor of Science in Business Administration, a Master of Science in Finance, and a Master of Science in Business Ethics and Compliance. To align with its strategic growth initiatives, NECB's marketing model evolved from one of membership of a select few financial institutions to one of partnership within the general business sector. Corporate partners, regardless of industry, no longer pay dues. In exchange for lower tuition rates, they assist NECB with marketing degree programs directly to employees through a variety of corporate-approved methods. Full-time faculty were first appointed in 2007 and have gradually expanded their numbers over the years. In spring 2010, the name of NECB's holding company located in Delaware was changed from Whitney University to New England University in order to distinguish it from the Latin American universities also owned by Whitney International University System. In 2009, the institution began to participate in Title IV federal

financial aid programs allowing it to expand offerings to students not associated with its corporate partners. By 2010, the institution transitioned from a brick and mortar institution to offering all of its programs fully on line. In November, 2010, the College was granted approval to offer the Master of Business Administration.

In September, 2011, NECB was approached by Education Corporation of America (ECA) to discuss a possible acquisition of NECB. Since then a letter of intent has been signed and due diligence activities are underway. There is a high likelihood that this acquisition will proceed and that by spring 2012 NECB will have a new parent organization.

The College now seeks to offer the Bachelor of Science in Digital Marketing, Bachelor of Science in International Business, Certificate of Advanced Graduated Study (CAGS) in Human Resource Management and Master of Healthcare Management.

ACADEMIC AND RELATED MATTERS

Curriculum (Attachment A)

- *Undergraduate Degree Programs*
 - *Bachelor of Science in International Business (BSIB)*
 - *Bachelor of Science in Digital Marketing (BDM)*

The two proposed undergraduate programs share a common structure with the institution's existing Bachelor of Science in Business Administration requiring 121 overall credits, 55 credits of which are general education. The BSDM includes 66 total major credits: 15 credits in the Business Administration Core, and 51 credits in the Digital Marketing Core. The BSIB includes 66 total major credits: 30 credits in the business core, 27 credits in the International Business Core and Capstone and 9 credits in Business Electives.

- *Proposed Master of Healthcare Management (MHM)*

The MHM consists of 30 total credits; 24 credits of required courses and 6 elective credits.

- *Proposed Certificate of Advanced Graduate Studies in Human Resources Management (CAGS-HRM)*

The CAGS-HRM consists of 30 required credits. The CAGS-HRM content was developed in alignment with the Society for Human Resource Management's (SHRM) competency model.

Admission Requirements

- *Undergraduate Degree Programs*
 - *Proposed Bachelor of Science in International Business (BSIB)*
 - *Bachelor of Science in Digital Marketing (BDM)*
 - Application for admission
 - Payment of \$50 application fee (non-refundable)
 - High school diploma or achieved a GED. (Foreign credentials must be evaluated for US equivalency by a third-party evaluation agency.)
 - Official copies of all university-level transcripts if student is seeking to transfer credit

- Perform adequately on placement examinations. Students who successfully transfer in a minimum of 12 credits to NECB may be exempt from taking placement examinations.
 - A minimum score of 50% or higher on both examinations is required for admission to the college.
 - Candidates who score between 50% - 74% on English or mathematics placement examinations may be subject to an evaluation of any of the following prior to being admitted into the college:
 - A writing sample
 - A personal interview
 - A review of prior academic transcripts
- *Proposed Master of Healthcare Management (MHM)*
 - Bachelor's degree from a regionally accredited college with a 2.7 GPA or higher, or foreign credential equivalent established by a third party evaluation agency
 - Essay (approximately one-two pages) describing how the Master's of Healthcare Management (MHM) will help student achieve his/her long and short term personal and professional goals
 - Current resume
 - Official copies of all university-level transcripts if student is seeking to transfer credit
 - Non-refundable application fee of \$75
 - A statistics course is required as a pre-requisite.
- *Proposed Certificate of Advanced Graduate Studies in Human Resources Management (CAGS-HRM)*
 - Application for Admission
 - Graduate degree in Business Administration, Management, Organizational Learning, Leadership, Industrial Psychology, or related field from a regionally accredited college with a 3.0 GPA or higher, or foreign credential equivalent established by a third party evaluation agency
 - Essay (approximately two pages) describing how the Certificate of Advanced Graduate Studies in Human Resources Management will help the student achieve his/her long and short term personal and professional goals
 - Current resume, reflecting 3-5 years of progressive management experience
 - Official copies of all university-level transcripts
 - Non-refundable application fee of \$75

Tuition and Fees

Program	General Public		Partners		Fees
	Per Course	Total Program	Per Course	Total Program	
BS Digital Marketing	\$975	\$39,000	\$750	\$30,000	\$125
BS International Business	\$975	\$39,000	\$750	\$30,000	\$125
Master in Healthcare Management	\$2,160	\$21,600	\$1,600	\$16,000	\$150
CAGS in Human Resource Management	\$2,160	\$21,600	\$1,600	\$16,000	\$150

"Partners" refers to reduced cost tuition for employees of the institution's corporate partners.

Projected Enrollment

The institution made the following enrollment projections:

Proposed Programs	<i>Estimated New Enrollments (based upon FTE)</i>				
	2012	2013	2014	2015	2016
<i>Bachelor in Digital Marketing</i>	14	28	56	62	69
<i>Bachelor in International Business</i>	9	17	35	37	39
<i>Master in Healthcare Administration</i>	15	31	62	62	63
<i>Certificate of Advanced Graduate Studies – Human Resource Management Program</i>	14	28	56	84	126
<i>Total</i>	52	104	206	245	297

RESOURCES AND BUDGET

Administration and Faculty

All of the proposed programs will be situated within the academic affairs division of the College. Under NECB's organizational structure, the program chair has primary oversight and responsibility for quality assurance of the corresponding degree program and reports to the Vice President for Academic Affairs. Three of the four proposed programs have a dedicated full-time faculty member as program chair (consisting of current faculty) with the exception of the CAGS-HRM degree. The institution will retain its current MBA program chair for this position. Each proposed program will also have a full-time teaching faculty member (with no formal administrative responsibilities). The institution is searching for full-time faculty for the proposed BSDM and the BSIB programs.

In response to the visiting committee, the institution has committed to hiring a total of six new faculty members, bringing NECB's full-time faculty roster up to fifteen (15) in 2012 from five (5) full-time faculty in 2011. Three of these individuals have been hired and the institution is currently searching for the other three positions, including two for the proposed programs.

In addition to full-time faculty, the proposed programs are supported by adjuncts. Three adjunct faculty teach in the BSDM and one in the BSIM. Four adjuncts will support the proposed NHM and two teach will teach in proposed CAGS.

Full-time course load is defined as a maximum 10 courses per year. Adjunct faculty may teach up to two courses per term in undergraduate programs, and up to one graduate course per term in the graduate program.

Library Resources

Through the College's library portal, students and faculty can access a variety of publications and business data bases, e-books, reference sources and webinars. The library is also a member of the Boston Regional Library Systems. Library staff are available for online reference assistance and there is also additional help available through the 24/7 online Ask a Librarian reference service. Student access to the library facility is tracked and the College has established a committee to determine if the library facility is sufficient and attuned to the mission of NECB.

Physical and Information Technology Resources

As NECB has moved from an on-ground to an online teaching institution and as student enrollment has grown, the physical infrastructure of the operations has changed from a mixture of classrooms and administration offices to mainly administration offices. To support its online functions, NECB utilizes CampusVue, a student registration and data management program. Its learning management system, the delivery system for online courses, is EPIC, a platform which is licensed from and supported by Whitney International University. In the case of an acquisition, Whitney International University has indicated its willingness to provide long term licensing of the EPIC platform. Nevertheless, NECB is presently reviewing new course delivery platforms so long term licensing agreements of the EPIC platform might not be necessary.

Various other complimentary online learning tools such as adaptive learning software (ALEKS, MyWritingLab, Turnitin, automated homework tools) are utilized to improve the student learning experience.

Financial Resources (Attachment B)

NECB is a for profit education business that is wholly owned by New England University (NEU), a Delaware LLC, that has the same group of shareholders as Whitney International University, the original parent corporation of NECB. Even though NECB has been running operating deficits for a number of years, enrollment and revenues improved significantly in 2011. Moreover, forecasts for 2012 indicate operating surpluses and it now appears that NECB is poised to complete a successful turnaround. A multi-year budget projection has been developed for the proposed programs.

PROGRAM EFFECTIVENESS

The institution's Vice President for Academic Affairs is charged with the oversight of program assessment and works collaboratively with internal and external constituencies to ensure learning outcomes are assessed and program learning objectives are successfully accomplished. Constituencies involved in the assessment process include: Academic Affairs, Department of eLearning and Instructional Design, Department of Student Services, program chairs, faculty, students, NECB alumni and employers. Initially, each course within the proposed programs will be evaluated in close collaboration with faculty, students, governing bodies, advisory groups and NECB administration. After initial evaluation of each course offering, courses are routinely reviewed on a three year cycle, as is each degree program at NECB. To prepare for formal degree program assessment, one third of the courses in the curriculum are reviewed each year leading to the formal program review. Changes and modifications will be made as necessary. Thereafter, the proposed programs will be evaluated every three years. A variety of qualitative and quantitative methodologies will be used in the program assessment process, including: a review of exams, research papers, course projects,

capstone course projects; graduation rates; alumni surveys; student and faculty term-by-term course survey results; student and faculty focus groups; and faculty observations. These methods will be applied periodically and systematically to measure program learning outcomes, student learning outcomes, employer satisfaction, and overall institutional effectiveness.

EVALUATION

External Review

The proposed program was evaluated by an external visiting committee composed of Sue Newell, Ph.D., Cammarata Professor of Management, Bentley University; Marty Green, Ph.D., Associate Professor; Franklin Pierce University. Michael B. Mooiman, Ph.D., Franklin Pierce University and K. Brewer Doran, Ph.D., Dean, Bertolon School of Business, Salem State University.

The Visiting Committee reviewed the petition and appendices in preparation for the site visit, which took place October 23-25, 2011. During the visit, the Committee met with administrators, faculty, staff, and students; and toured organizational headquarters. The criteria that guided the review were the standards currently utilized by the New England Association of Schools and Colleges, supplemented by the criteria of the Independent Institutions of Higher Education Standards, 610 C.M.R. 2.08 (3) (b) through (g).

The committee commended the institution in making strides that has bolstered the financial stability of the institution in recent years and made a number of observations and recommendations that can support NECB as it moves forward. Only the most salient recommendations are discussed.

Given the institution's planned expansions from a current enrollment of 1300 students to a projected total enrollment of 4000 in five years, the visiting committee expressed concern about NECB's faculty and administrative resources. The committee observed heavy teaching loads and an overreliance on adjunct faculty and were concerned about reasonable contractual security and professional development opportunities for faculty. The committee recommended recruiting new full-time faculty with appropriate terminal degree qualifications, develop a work plan to ensure full-time faculty workloads are equitable, review full-time faculty contracts, and increase the research and professional development budget. The committee also recommended that the institution provide no less than a letter of commitment from a Provost candidate in order to assure that the organization will have sufficient senior administrative resources with which to implement the programs. This position had recently been vacated at the time of the site visit. The visiting committee also asked for the institution to ensure the appointment of a new Dean of Undergraduate Students and Vice Provost for assessment, whom they felt should lead the ongoing evaluation efforts and assist program chairs. Likewise, the committee asked to see letters of support from both the current and prospective parents and financial statements of the prospective parent.

Institutional Response

The NECB addressed each of the recommendations individually and indicated what changes had been or were being made in response, providing data and support as necessary. Based on the changes (proposed and in place) that NECB has reported, the committee members were impressed and satisfied with NECB's responsiveness. The institution has completed the following tasks:

- Amended its budget and its faculty deployment plan to add six additional full-time faculty to the institution, raising the full-time faculty level from five to 15 in the space of one year. Of the six new positions, three have already been appointed.
- Appointed a new Provost.
- Redefined a number of faculty policies to reduce teaching workloads and to allow more time for participation in institutional governance, curriculum assessment and development, and for self-development.
- Appointed an Associate Provost to lead academic assessment activities and to further develop and strengthen the general education curriculum.
- Developed a long-term human resource plan which provides guidance in keeping faculty and staffing levels appropriate with anticipated major growth in student enrollment.
- Secured long-term financial backing from its current parent company and a potential future parent company, should the College ever require such support in the future. The institution forwarded letters of support to the Department of Higher Education.
- Supplied financial statements of ECA, the prospective new parent company.

PUBLIC HEARING

The required public hearing was held in the Board of Higher Education office on March 28, 2012. No comments were offered in opposition to the proposed program.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposal of New England College of Business and Finance to offer the Bachelor of Science in Digital Marketing; Bachelor of Science in International Business; Master of Healthcare Management and Certificate of Graduate Studies in Human Resource Management meets the requirements for NEASC-accredited institutions outlined in 610 CMR 2.08. Recommendation is for approval.

Attachment A: Curriculum

Bachelor of Science in Digital Marketing (BSDM)

Program Curriculum Outline

<i>Required (Core) Courses in the Major (Total # courses required = 22)</i>		
Course Number	Course Title	Credit Hours
Business Core BSDM Program Requirements – 5 Courses		15 Credits
ACC 201	Accounting I (Prerequisite: Business Mathematics)	3
ACC 203	Financial Statements for Managers	3
MGM 201	Principles of Management	3
MKT 210	Principles of Marketing	3
MKT 220 or MKT 230	Principles of Advertising (or Principles of Public Relations)	3
Digital Marketing Core Requirements – 16 Courses		48 Credits
DMK 205	Digital Marketing	3
DMK 210	Viral Marketing & Digital Presence	3
DMK 230	Data Analysis, Metrics and Measurement of Digital Marketing	3
DMK 301	Ethics and Social Responsibility in a Digital Age	3
DMK 305	Digital Advertising	3
DMK 315	Online Consumer Behavior & Social Engagement	3
DMK 320	Virtual Business Operations and Management	3
DMK 330	Targeted Marketing & Social Optimization	3
DMK 340	Search Engine Optimization	3
DMK 401	Customer Relations and the Online Environment	3
DMK 405	Managing Change in Digital Marketing	3
DMK 410	Global Strategies in Digital Marketing	3
DMK 420	Advanced Digital Campaign Integration	3
MKT 305	Consumer Behavior	3
WDD 401	Web Design and Development	3
WDD 405	Advanced Web-Based Design Strategies for Marketing & Advertising	3
BSDM Capstone – Required		3 Credits
MGM 450	BSDM Senior Capstone Course	3
Sub Total Required Business Course Credits		66
General Education Courses (Total # courses required = 18)		
General Education Requirements		# of Gen Ed Credits

Arts and Humanities, including Literature and Foreign Languages		18
ART 301	Art History & Appreciation	3
ENG 101	English Composition I (Prerequisite: ENG099 or Pass Placement Exam)	3
ENG 201	English Composition II (Prerequisite: English Composition I)	3
ENG 205	American Literature	3
HIS 201	US History Since 1900	3
PHI 101	Critical Thinking	3
Mathematics and the Natural and Physical Sciences		16
MAT 103	Business Mathematics	3
MAT 205	College Algebra	3
MAT 305	Statistics	3
SCI 101	Environmental Science & Lab	4
SCI 201	Anatomy & Physiology	3
Social Sciences		15
COM 201	Business Writing & Communication	3
COM 205	Speech Communication	3
ECO 101	Economics and Society	3
INF 101 or INF 102A and INF 102B	Information Literacy for College Success	3
PSY 101	Introduction to Psychology	3
Business Elective Courses (Total # courses required = 2)		6
ENG 401	English Literature	3
FLS 101	Financial Literacy	3
MAT 310	Calculus for Financial Managers	3
PHI 301	Logic for Managers	3
POL 101	Introduction to Political Science	3
SOC 101	Introduction to Sociology	3
Sub Total General Education Credits		55
Curriculum Summary		
Total number of courses required for the degree		40 (General Education = 18 courses; Core Business and International Business = 22 courses)
Total credit hours required for degree		121 (General Education = 55 credit hours; Core Business and International Business = 66 credit hours)

Bachelor of Science in International Business (BSIB)
Program Curriculum Outline

<i>Required Business Courses in the Major (Total # courses required = 22)</i>		
<i>Course Number</i>	<i>Course Title</i>	<i>Credit Hours</i>
Business Core Course Requirements (10)		30
ACC 201	Accounting I (Prerequisite: Business Mathematics)	3
COM 301	Interpersonal and Organizational Communication	3
ECO205	Survey of Economics	3
FIN 305	Corporate Finance	3
MGM 201	Principles of Management	3
MGM 250	Business Ethics	3
MGM 301	Research Methods	3
MGM 305	Organizational Behavior	3
MIS 205	Management Information Systems	3
MKT 210	Principles of Marketing	3
International Business Core Course Requirements (9)		27
INB 301	International Business Law and Ethics	3
INB 305	International Economics	3
INB 310	Global Marketing	3
INB 320	Global Human Resources	3
INB 401	International Business Management	3
INB 405	International Trade	3
INB 410	International Finance	3
INB 420	Special Topics in International Business	3
INB 450	BSIB Senior Capstone	3
		Sub Total Required Credits
		57
Business Elective Courses (Total # courses required = 3)		
ACC 205	Managerial/Cost Accounting	3
BNK 201	Principles of Banking	3
MGM 210	Quality Customer Service	3
MGM 215	Leadership and Management	3
MGM 320	Recruitment Selection and Orientation	3
MKT 215	Customer Relationship Marketing	3
		Sub Total Elective Credits
		9
General Education Courses (Total # courses required = 18)		

<i>General Education Requirements</i>		# of Gen Ed Credits
Arts and Humanities, including Literature and Foreign Languages		18
ART 301	Art History & Appreciation	3
ENG 101	English Composition I (Prerequisite: ENG099 or Pass Placement Exam)	3
ENG 201	English Composition II (Prerequisite: English Composition I)	3
ENG 205	American Literature	3
HIS 201	US History Since 1900	3
PHI 101	Critical Thinking	3
Mathematics and the Natural and Physical Sciences		16
MAT 103	Business Mathematics	3
MAT 205	College Algebra	3
MAT 305	Statistics	3
SCI 101	Environmental Science & Lab	4
SCI 201	Anatomy & Physiology	3
Social Sciences		15
COM 201	Business Writing & Communication	3
COM 205	Speech Communication	3
ECO 101	Economics and Society	3
INF 101 or INF 102A and INF 102B	Information Literacy for College Success	3
PSY 101	Introduction to Psychology	3
General Education Elective Courses (Total # courses required = 2)		6
ENG 401	English Literature	3
FLS 101	Financial Literacy	3
MAT 310	Calculus for Financial Managers	3
PHI 301	Logic for Managers	3
POL 101	Introduction to Political Science	3
SOC 101	Introduction to Sociology	3
Sub Total General Education Credits		55
Curriculum Summary		
Total number of courses required for the degree		40 (General Education = 18 courses; Core Business and International Business = 22 courses)
Total credit hours required for degree		121 (General Education = 55 credit hours; Core Business and International Business = 66 credit hours)

Master of Healthcare Management Curriculum Outline

Core MHM Program Requirements – 10 Courses		30 Credits
MHM 501	Evolving Healthcare Systems	3
MHM 502	Quantitative Methods and Metrics	3
MHM 505	Managerial Accounting for Healthcare Professionals	3
MHM 510	Human Resource Management for Healthcare Professionals	3
MHM 515	Healthcare Information Systems	3
MHM 520	Healthcare Policy and Law	3
MHM 525	Healthcare Finance and Reimbursement	3
Program Electives: Take 2 of the 3 general electives below or the appropriate concentration courses		
MHM 530	Managerial Epidemiology	3
MHM 540	Strategic Leadership and Management in Healthcare	3
MHM 550	Healthcare Operations	3
MHM Capstone – Required:		
MHM 601	Capstone: Strategic Planning in Healthcare	3
Total Master in Healthcare Administration Program		30 Credits
Healthcare Management with Financial Strategy Concentration -- 2 courses		6 Credits
MHM 560	Advanced Healthcare Financial Management	3
MHM 565	Risk and Regulatory Compliance	3
Healthcare Management with Gerontology and Long-Term Care Concentration – 2 courses		6 Credits
MHM 570	Long-Term Care in Organizations	3
MHM 575	Ethical and Legal Issues with Aging	3

<i>Curriculum Summary</i>	
Total number of courses required for the MHM	10
Total credit hours required for degree	30
MHM Program Prerequisite: Statistics	

**Certificate of Advanced Graduate Studies – Human Resources Management
Curriculum Outline**

Article I.		Required (Core) Courses in the Major (Total # courses required = 10)	
<i>Article II. Course Number</i>	<i>Cou</i>	Course Title	Credit Hours
MBA 501		Strategic Leadership and Management	3
HRM 601		Strategic Human Resource Management	3
HRM 602		Organizational Change & Stewardship	3
HRM 603		Total Rewards Approach to Compensation & Benefits	3
HRM 604		Recruitment & Selection for Organizational Excellence	3
HRM 605		Employee & Labor Relations	3
HRM 606		Human Resources Metrics & The Value Chain	3
HRM 607		Talent Management & Development	3
HRM 608		Global Human Resource Management	3
HRM 610		HRM Capstone	3
<i>Curriculum Summary</i>			
Total number of courses required for the CAGS-HRM			10
Total credit hours required for degree			30

Bachelor of Science in Digital Marketing (BSDM)		Enrollment Projection and Budget				
	# of Students	# of Students	# of Students	# of Students	# of Students	
	Year 1 2012	Year 2 2013	Year 3 2014	Year 4 2015	Year 5 2016	
New Students	14	28	56	62	69	
	2012	2013	2014	2015	2016	
Revenue						
Term 1	\$0	\$28,477	\$78,348	\$163,099	\$260,587	
Term 2	\$0	\$28,477	\$78,348	\$161,603	\$257,447	
Term 3	\$0	\$28,477	\$76,924	\$160,106	\$254,308	
Term 4	\$0	\$37,969	\$95,442	\$181,055	\$277,855	
Term 5	\$17,254	\$56,954	\$135,328	\$225,944	\$313,960	
Term 6	\$17,254	\$55,598	\$133,904	\$224,448	\$310,820	
Total Program Revenue	\$34,509	\$235,951	\$598,294	\$1,116,255	\$1,674,977	
Expenses						
Program Chair	\$82,500	\$84,975	\$87,524	\$90,150	\$92,854	
Full-Time Faculty	\$45,000	\$92,700	\$125,481	\$191,045	\$196,777	
Adjunct Faculty	\$0	\$0	\$0	\$30,000	\$81,472	
General Ed/Business Core Adjunct Faculty	\$6,359	\$39,519	\$57,120	\$101,592	\$145,248	
Faculty Research Stipends	\$0	\$5,000	\$5,000	\$5,000	\$5,000	
Library Additions	\$0	\$5,000	\$5,000	\$5,000	\$5,000	
Admin. & Student Serv.	\$8,333	\$25,000	\$25,000	\$25,000	\$25,000	
Online Course Dev.	\$0	\$10,000	\$15,000	\$15,000	\$2,500	
Bad Debt Expense	\$1,035	\$7,079	\$17,949	\$33,488	\$50,249	
Online Seat Fees	\$196	\$574	\$1,316	\$2,100	\$2,772	
Marketing	\$21,000	\$42,000	\$84,000	\$93,000	\$103,500	
Total Program Expenses	\$164,424	\$311,846	\$423,390	\$591,375	\$710,373	
Net Income	(\$129,915)	(\$75,895)	\$174,904	\$524,880	\$964,604	
*Faculty Expense Detail						
Courses per	10	10	14	37	61	

Year					
Dr. Chris Weir Course Load	2	2	2	8	9
*Full Time Faculty Course Load	8	8	12	17	20
Adjunct Faculty Course Load	0	0	0	12	32
Dr. Chris Weir (Chair)	\$82,500	\$84,975	\$87,524	\$90,150	\$92,854
Full Time Faculty # 1	\$45,000	\$92,700	\$95,481	\$98,345	\$101,296
Full Time Faculty # 2	\$0	\$0	\$30,000	\$92,700	\$95,481
Adjunct Faculty Expense	\$0	\$0	\$0	\$30,000	\$81,472
Total Faculty Expense	\$127,500	\$177,675	\$213,005	\$311,195	\$371,103

BSBA International Business						
Enrollment Projection and Budget						
	# of Students					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2012	2013	2014	2015	2016	
New Students	9	17	35	37	39	
	2012	2013	2014	2015	2016	Five Year Total
Revenue						
Term 1	\$0	\$17,629	\$52,196	\$109,876	\$182,164	\$361,864
Term 2	\$0	\$17,629	\$50,705	\$109,876	\$180,360	\$358,569
Term 3	\$0	\$17,629	\$50,705	\$108,236	\$178,556	\$355,126
Term 4	\$0	\$23,053	\$61,144	\$121,356	\$192,985	\$398,537
Term 5	\$11,092	\$35,257	\$87,987	\$152,514	\$216,432	\$503,283
Term 6	\$11,092	\$35,257	\$87,987	\$150,874	\$214,628	\$499,839
Total Program Revenue	\$22,184	\$146,452	\$390,723	\$752,732	\$1,165,126	\$2,477,218
Expenses						
Program Chair	\$48,000	\$98,880	\$101,846	\$104,902	\$108,049	\$461,677
Full-Time Faculty	\$45,000	\$92,700	\$95,481	\$128,345	\$193,996	\$555,522
Adjunct Faculty	\$0	\$0	\$0	\$0	\$0	\$0
Faculty Research Stipends	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Library Additions	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
General Ed-Business Core Courses	\$2,720	\$16,320	\$39,576	\$69,496	\$97,648	\$225,760
Administration-Student Services	\$6,250	\$25,000	\$25,000	\$25,000	\$25,000	\$106,250
Online Course Dev.	\$0	\$2,500	\$7,500	\$7,500	\$5,000	\$22,500
Bad Debt Expense	\$666	\$4,394	\$11,722	\$22,582	\$34,954	\$74,317
Online Seat Fees	\$126	\$364	\$826	\$1,288	\$2,772	\$5,376
Marketing	\$13,500	\$25,500	\$52,500	\$55,500	\$58,500	\$205,500
Total Program Expenses	\$116,262	\$275,658	\$344,451	\$424,613	\$535,918	\$1,696,902
Net Income	(\$94,077)	(\$129,205)	\$46,272	\$328,119	\$629,207	\$780,316
*Faculty Expense Detail						
Courses per Year	9	9	17	19	30	
Jeff Slattery Course Load	2	2	7	7	10	
*Full Time Faculty Course Load	7	7	10	12	20	
Adjunct Faculty Course Load	0	0	0	0	0	
Jeff Slattery (BSIB Chair) Salary	\$48,000	\$98,880	\$101,846	\$104,902	\$108,049	
Full Time Faculty # 1	\$45,000	\$92,700	\$95,481	\$98,345	\$101,296	
Full Time Faculty # 2	\$0	\$0	\$0	\$30,000	\$92,700	

Adjunct Faculty Expense	\$0	\$0	\$0	\$0	\$0	
Total Faculty Expense	\$93,000	\$191,580	\$197,327	\$233,247	\$302,045	

Enrollment Projection and Budget						
Master's Healthcare Management						
	# of Students					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2012	2013	2014	2015	2016	
New Students	15	31	62	62	63	
	2012	2013	2014	2015	2016	Five Year Total
Revenue						
Term 1	\$0	\$42,106	\$92,266	\$165,502	\$171,658	\$471,532
Term 2	\$0	\$42,106	\$92,266	\$163,484	\$169,539	\$467,394
Term 3	\$0	\$42,106	\$78,811	\$133,209	\$137,750	\$391,875
Term 4	\$0	\$42,106	\$78,811	\$131,191	\$135,631	\$387,738
Term 5	\$0	\$54,920	\$105,721	\$159,447	\$167,420	\$487,509
Term 6	\$0	\$54,920	\$105,721	\$157,429	\$165,300	\$483,371
Term 7	\$26,153	\$84,211	\$155,699	\$193,759	\$203,447	\$663,268
Term 8	\$26,153	\$82,380	\$155,699	\$189,722	\$199,208	\$653,162
Total Program Revenue	\$52,305	\$444,854	\$864,994	\$1,293,743	\$1,349,953	\$4,005,848
Expenses						
Program Chair	\$54,000	\$111,240	\$114,577	\$118,015	\$85,000	\$482,832
Full-Time Faculty	\$33,000	\$67,980	\$70,019	\$72,120	\$96,784	\$339,903
Adjunct Faculty	\$0	\$0	\$24,304	\$21,876	\$19,140	\$65,320
Faculty Research Stipends	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Library Additions	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000

COAA	\$14,141	\$114,538	\$212,108	\$302,135	\$300,250	\$943,171
Online Course Dev.	\$5,000	\$17,500	\$5,000	\$5,000	\$5,000	\$37,500
Bad Debt Expense	\$1,569	\$13,346	\$25,950	\$38,812	\$40,499	\$120,175
Online Seat Fees	\$450	\$2,700	\$5,098	\$6,262	\$1,148	\$15,658
Marketing	\$22,500	\$46,500	\$93,000	\$93,000	\$94,500	\$349,500
Total Program Expenses	\$130,660	\$383,804	\$560,056	\$667,220	\$652,320	\$2,394,059
Net Income	(\$78,355)	\$61,050	\$304,938	\$626,522	\$697,633	\$1,611,789
*Faculty Expense Detail						
Courses per Year	2	14	27	26	27	
Dr Lyons Course Load	1	6	10	10	10	
Full Time Faculty 1	1	8	10	10	10	
Full Time Faculty 2	0	0	0	0	2	
Adjunct Faculty Course Load	0	0	7	6	5	
Dr. Lyons, MHM Chair	\$54,000	\$111,240	\$114,577	\$118,015	\$121,555	
Full Time Faculty 1	\$33,000	\$67,980	\$70,019	\$72,120	\$74,284	
Full Time Faculty 2	\$0	\$0	\$0	\$0	\$22,500	
Adjunct Faculty Expense	\$0	\$0	\$24,304	\$21,876	\$19,140	
Total Faculty Expense	\$87,000	\$179,220	\$208,901	\$212,010	\$237,479	

Enrollment Projection and Budget						
CAGS HR Management						
	# of Students					
	Year 1	Year 2	Year 3	Year 4	Year 5	
	2012	2013	2014	2015	2016	
New Students	14	28	56	84	126	
	2012	2013	2014	2015	2016	Five Year

						Total
Revenue						
Term 1	\$0	\$38,444	\$82,655	\$131,191	\$197,089	\$449,379
Term 2	\$0	\$38,444	\$80,733	\$129,172	\$192,850	\$441,200
Term 3	\$0	\$38,444	\$71,122	\$102,934	\$152,585	\$365,085
Term 4	\$0	\$38,444	\$69,200	\$96,879	\$150,466	\$354,989
Term 5	\$0	\$51,259	\$94,188	\$133,209	\$216,162	\$494,818
Term 6	\$0	\$51,259	\$82,655	\$106,971	\$211,924	\$452,808
Term 7	\$24,409	\$76,888	\$134,555	\$185,685	\$303,051	\$724,588
Term 8	\$24,409	\$75,058	\$109,566	\$179,630	\$296,693	\$685,356
Total Program Revenue	\$48,818	\$408,241	\$724,673	\$1,065,673	\$1,720,819	\$3,968,223
Expenses						
Program Chair	\$49,440	\$50,923	\$90000	92700	95481	\$100,363
Full-Time Faculty	\$48,000	\$98,880	\$101,846	\$127,402	\$200,749	\$576,877
Adjunct Faculty	\$0	\$6,300	\$0	\$31,248	\$61,982	\$99,530
Faculty Research Stipends	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
Library Additions	\$0	\$5,000	\$5,000	\$5,000	\$5,000	\$20,000
COAA	\$13,198	\$105,111	\$177,699	\$248,873	\$382,736	\$927,617
Online Course Dev.	\$2,000	\$20,000	\$5,000	\$5,000	\$5,000	\$37,000
Bad Debt Expense	\$1,465	\$12,247	\$21,740	\$31,970	\$51,625	\$119,047
Online Seat Fees	\$420	\$2,470	\$4,374	\$5,022	\$910	\$13,196
Marketing	\$21,000	\$42,000	\$84,000	\$126,000	\$189,000	\$462,000
Total Program Expenses	\$135,522	\$347,931	\$404,660	\$585,515	\$902,002	\$2,375,630
Net Income	(\$86,704)	\$60,309	230,013	387,458	723,336	1,314,412
*Faculty Expense Detail						
Courses per Year	2	14	19	31	47	
Dr. Patalano/Chair Course Load	1	2	9	10	10	
Full Time Faculty Course Load	1	10	10	12	20	

Adjunct Faculty Course Load	0	2	0	9	17	
Dr. Patalano Salary	\$49,440	\$50,923	\$0	\$0	\$0	
Chair	\$0	\$0	\$90,000	\$92,700	\$95,481	
Full Time Faculty 1 (Shawn Entrikin)	\$48,000	\$98,880	\$101,846	\$104,902	\$108,049	
Full Time Faculty 2	\$0	\$0	\$0	\$22,500	\$92,700	
Adjunct Faculty Expense	\$0	\$6,300	\$0	\$31,248	\$61,982	
Total Faculty Expense	\$97,440	\$156,103	\$191,846	\$251,350	\$358,212	