

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Academic Affairs

NO.: AAC 11-11

COMMITTEE DATE: November 30, 2010

BOARD DATE: December 7, 2010

APPLICATION OF SALTER COLLEGE: A PRIVATE TWO-YEAR COLLEGE, LLC TO AWARD THE ASSOCIATE IN SCIENCE IN MEDICAL ASSISTING AT A SITE IN CHICOPEE, MASSACHUSETTS.

MOVED: The Board hereby approves the application of **Salter College: A Private Two-Year College, LLC** to offer the **Associate in Science in Medical Assisting at a site in Chicopee, Massachusetts.**

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

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

INTENT

Salter College: A Private Two Year College, LLC located in West Boylston, Massachusetts, was approved to offer the Associate in Science in Medical Assisting as well as three additional associate in science degrees by the Board of Higher Education in February 2007 applicable to its West Boylston location only. Salter College subsequently filed Articles of Amendment to offer the Associate in Science in Medical Assisting at a proposed new location in Chicopee, Massachusetts. The proposed A.S. in Medical Assisting at the Chicopee location is in alignment with and comparable to the currently offered program in West Boylston in terms of its organization and governance, curriculum, faculty, and physical and library/information technology resources.

Salter College plans to seek Commission on Accreditation of Allied Health Education Programs (CAAHEP) accreditation for the proposed Chicopee program consistent with the CAAHEP-accredited West Boylston program.

The Associate in Science in Medical Assisting prepares students for entry level positions in the medical assisting profession. The medical assistant supports the medical office through monitoring and recording vital signs, patient preparation, examination, minor office procedures, and other patient communications. Professionalism, appropriate therapeutic communication, and reliability are integral to the medical assistant's success. The program curriculum will prepare eligible candidates for the Certified Medical Assistant examination under The American Association of Medical Assistants or the Registered Medical Assistants examination under the American Medical Technologists.

INSTITUTIONAL OVERVIEW

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

In 2007, the Massachusetts Board of Higher Education approved The Salter School in West Boylston to change its name to Salter College: A Private Two-Year College, LLC, and to offer the Associate in Science in Accounting, Associate in Science in Office Administration, Associate in Science in Network Administration, and Associate in Science in Medical Assisting in 2007. The Salter School, LLC, continued at its Cambridge, Fall River, Malden and Tewksbury locations and did not seek approval to

offer credit-bearing courses leading to a degree at these or other locations or to change its name at these or other locations to Salter College, LLC.

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

In addition to its associate degree programs, Salter College offers certificate programs in business office support, computerized accounting, massage therapy, medical billing and coding, medical assisting, culinary arts, emergency medical technician, and office support specialist. Salter College currently enrolls approximately 1,000 students and employs 9 full-time and 66 part-time instructional faculty. The proposed Chicopee site will initially offer the AS in Medical Assisting, if approved, and intends to later offer additional degrees and certificates including the business office support certificate, medical office certificate, and office support specialist.

ACADEMIC AND RELATED MATTERS

Tuition and Fees

The total program cost will be \$18,250 per year. The College currently charges tuition of \$250 per credit as well as the following fees:

Application Fee	\$25
Allied Health Lab Fee	\$150
Technology Fee	\$65
Health Ins	\$800
Graduation Fee	\$50
Books & Supplies	\$2,923

Admission Requirements

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

Projected Enrollments

The projections for the first four years are based on the enrollment cycle of the Salter College main campus Medical Assisting program. It is expected that the first year will enroll 40 full-time students and twenty part-time students. Of the 40 first year students, it is projected that seventy five percent will continue into their second year. This same projection is applied to the part time student population and progression toward program completion.

Curriculum (Attachment A)

Students will be required to complete 64 credits focused on medical assisting as well as general education courses. Salter College offers programs in a five-week module format consisting of 60-70 hour courses over the five week period (one course equals 12 contact hours per module). The curriculum will be taught through lecture and demonstrative methodology and will consist of hands-on competencies and content areas that relate to the duties of a medical assistant in a healthcare setting. A 200-hour externship—completed at the end of the program in an appropriate medical work environment—will provide students the opportunity to synthesize and apply the theory and skills development in a real-world setting.

The program learning outcomes are based on the programmatic accrediting agency, CAAHEP, Commission on Accreditation of Allied Health Education Programs:

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

Based on the student's start date and the student's successful progression toward completion, the student should be able to complete the program based on 65 weeks for day student cohort enrollment and 135 for night school cohort enrollment. The expected completion rate for the Associate in Science in Medical Assisting is 75% which is based on the current completion rate for the West Boylston program.

RESOURCES

Administration and Faculty

The Chicopee site will be supported in the same manner and with the same governance structures as at the main campus. The Chicopee Campus Director will be responsible for the oversight of all operational activities and report to the provost. The Assistant Program Director of the Medical Assisting Program will have supervisory responsibility over faculty, student, and administrative matters at the Chicopee site and report to the Chicopee Campus Director. The full-time Associate Program Director of Medical Assisting will oversee the medical assistant program at the main campus and Chicopee site and also teach in the program. Staff at the Chicopee site will include an assistant director of admissions, financial aid advisor, business office/health records assistant, assistant librarian, receptionist, registrar assistant, and career services coordinator.

Four part-time faculty members will rotate assignments between the main campus and the Chicopee site for the AS in Medical Assisting. All faculty qualifications and expectations will remain consistent with those at the main campus.

Facility

The new site will be located at 645 Shawinigan Dr. Chicopee, MA 01020-3744. This is a newly purchased building consisting of three floors: the first and second will be renovated, leaving the lower level for future renovation. The building will contain 8 classrooms which will be utilized as follows: one biology lab, two medical labs, two computer rooms, three lecture rooms and a library. Offices for the student support, admissions, and financial aid departments will also be provided.

Library

An academic Library will be developed for the Salter College Chicopee Community modeled after the Dorothy Salter library on the West Boylston campus. The collection will be built in direct consultation with faculty members especially as new courses are developed and existing courses are enhanced. Beyond its primary goal to support the curriculum of the Chicopee campus, the library will also serve a community of life long learners with a wide range of interests and educational backgrounds. The collections will include reference books, periodicals, newspapers and a circulating collection of books, videos, and DVDs. Computers with access to Microsoft Office and other course-related software will be available to students. Membership in the Regional Library System will provide students access to databases, and inter library loan services.

Information Technology

As with the West Boylston Campus the building will be wired for data transmission. Computer classrooms and the Library will be wired for student internet access. Installation of two T1 lines will provide separate dedicated lines for data transmissions and voice access to the outside world. Every office will be wired for voice/and data transmissions, and each classroom will be wired for data transmission.

Lecture classrooms will be equipped with white boards, internet access and DVD players, and overhead projectors and pull-down screens. Computer class rooms will be

equipped with those items plus computer workstations with flat screen monitors. Computer class rooms will be designated for technology and writing-related courses.

Fiscal (Attachment B)

The projected income for the first year – \$480,000 was calculated on earned tuition of first year students. At 250 per credit, the program credit requirement of 64 results in tuition cost per program/student of 16,000. Based on the assumption that 75% of enrollments, FTE and Part-time, will have earned 80% for FTE and 40% for part time tuition by the end of the first academic year. This same method for determining earned tuition is carried throughout the four years budget planning process. The fees are calculated based on expected program progression in the first and second academic year. The expense projections are based on the current institution's percentages used in the budget process which specifically identifies expenses by percentage based on expected revenue: Marketing – 10%, Utilities– 3%, rent – fixed cost of 21,000.

EVALUATION

The proposed program was reviewed on May 13-15, 2010, by a visiting committee comprised of Maureen A. Smith (Chair), Vice President/Dean of Academic Affairs at Laboure College in Boston, Massachusetts; Heather Kies, Assistant Professor of Medical Assisting/Program Director for Medical Assisting at Goodwin College in Connecticut; and Holly E. Mulrenan, M.S., R.N., C.M.A. Associate Professor/Chair of Medical Assisting at St. Vincent's College in Connecticut. The visiting committee conducted interviews at Salter College's West Boylston campus and visited the proposed Chicopee site.

The visiting committee found that Salter College has clearly articulated institutional, department, and program mission statements and goals and a collegial environment supporting regular communications between administration, staff, and students. In regard to the medical assisting program at Chicopee, the committee found that it is congruent to the program offered at the West Boylston campus and would continue to draw strength from the active medical assisting advisory board and CAAHEP accreditation. Faculty and staff demonstrated a high level of enthusiasm and commitment. The visiting committee noted that the College is in a strong financial position based on the almost \$2.5 million dollar net income reflected on the most recent audited income statement. The College has sufficient reserves to launch the Medical Assisting program at Chicopee and absorb any short-term losses incurred in the program's implementation. The visiting committee also noted that the proposed Chicopee site would incorporate all of the amenities and features of the West Boylston campus and afforded easy highway access and ample parking.

The visiting committee recommended that the College submit a detailed implementation plan for the Chicopee campus location taking into account all of the academic programs slated to be offered in Chicopee, the site's organizational structure, and phased faculty recruitment and hiring. The visiting committee recommended that Salter College develop a more integrated process for long-term, short-term, and budget development for the College; clarify how formal protocols and governance structures are integrated into the decision-making process at the College; and clearly articulate faculty workload and match faculty qualifications to teaching assignments. The visiting committee also recommended that the College develop criteria and provide a rationale for classifying

prerequisite courses in the medical assisting certificate program; report on the progress regarding action plans for meeting the CAAHEP bench marks for medical assisting retention and CMA/RMA participation and pass rates; clarify the College's intentions for its admission interviews; and provide the College's student loan default rate.

Salter College submitted detailed information related to the Chicopee campus academic program and facility usage plans as well as information on the assessment of institutional effectiveness and a narrative description of how priorities are assessed and related to strategic planning. Salter submitted organizational charts for the College and for the Chicopee site clarifying supervisory relationships and responsibilities and also clarified faculty teaching responsibilities. Salter developed a list of action items to increase retention rates and CMA/RMA participation and pass rates; confirmed that the purpose of the required informational interview as part of the admissions process was to review applicants' educational goals; and provided the College's default rate (8.69%).

As a part of the review process, the visiting committee raised concerns regarding Salter College's classification of pre-requisite courses for its medical assisting certificate program. Salter College subsequently reviewed and revised its pre-requisite policy and intends to seek Board of Higher Education approval for a number of its certificate programs.

PUBLIC HEARING

The required public hearing was held on November 22, 2010 at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No comment was offered in opposition to the proposed program.

STAFF ANALYSIS AND RECOMMENDATION

The staff has thoroughly evaluated all materials submitted by Salter College and finds that the proposal meets the requirements for NEASC-accredited institutions outlined in 610 CMR 2.08. Recommendation is for approval of the school's petition to offer the Associate in Science in Medical Assisting at a site in Chicopee, Massachusetts..

ATTACHMENT A: Curriculum Outline

Institution: Salter College: A Private Two-Year College **Proposed Degree:** Associates in Science in Medical Assisting

Undergraduate Program Curriculum Outline		
Required (Core) Courses in the Major (Total # courses required = 20)		
Course Number	Course Title	Credit Hours
CAR224	Medical Assisting Externship	4
CAR230	Career Seminar	1
CHE101	Chemistry of Nutrition	3
ENG101	College English I: Structure and Style	3
ENG102	College English II: Introduction to Literature	3
MAA101	Medical Terminology I	3
MAA102	Medical Terminology II	3
MAA105	Certification Seminar	1
MAA201	Anatomy & Physiology I	4
MAA202	Anatomy & Physiology II	4
MAA213	Pharmacology I	3
MAA214	Pharmacology II	3
MAA215	Clinical Procedures I	3
MAA216	Clinical Procedures II	3
MBC101	Medical Insurance Billing I	3
OAP101	Keyboarding	3
OAP203	Medical Office Procedures	3
OAP204	Simulated Office Procedures	3
PSY101	Introduction to Psychology	3
SCI110	Environmental Science	3
Sub Total Required Credits		58
Elective Courses (Total # courses required = 2) (attach list of choices if needed)		
	Humanities	3
	Social Science	3
Sub Total Elective Credits		6
General Education Courses (Total # courses required = 7)		
Indicate Distribution of General Education Requirements Below		# of Gen Ed Credits
Attach or Insert Link to List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages		12
Mathematics and the Natural and Physical Sciences		6
Social Sciences		3
Sub Total General Education Credits		21
Curriculum Summary		

Attachment B: Budget

SALTER COLLEGE
Associate in Science in Medical Assisting - Chicopee
PROJECTIONS YEARS 1 - 4

	1	2	3	4
PROGRAM REVENUE	178,200	291,600	392,850	494,100
<u>EXPENSES:</u>				
RECRUITMENT				
PERSONNEL	9,700	10,185	10,694	11,229
ADVERTISING	15,900	16,695	17,530	18,406
POSTAGE	200	210	221	232
TOTAL	25,800	27,090	28,445	29,867
<u>EDUCATION</u>				
PERSONNEL	35,000	36,750	38,588	40,517
EDUCATION EQUIPMENT & LIBRARY	10,000	10,500	11,025	11,576
EDUCATION SUPPLIES	6,000	6,300	6,615	6,946
TOTAL	51,000	53,550	56,228	59,039
<u>OCCUPANCY</u>				
RENT	20,800	21,840	22,932	24,079
INSURANCE	1,646	1,728	1,815	1,905
UTILITIES	10,000	10,500	11,025	11,576
TELEPHONE	2,000	2,100	2,205	2,315
MAINTENANCE	1,500	1,575	1,654	1,736
TOTAL	35,946	37,743	39,630	41,612
<u>ADMINISTRATIVE</u>				
PERSONNEL	13,500	14,175	14,884	15,628
PAYROLL TAX & BENEFITS	26,000	27,300	28,665	30,098
HEALTH INS.	3,500	3,675	3,859	4,052
TRAVEL AND ENTERTAINMENT	1,200	1,260	1,323	1,389
PROFESSIONAL FEES	1,500	1,575	1,654	1,736
PRINTING	1,200	1,260	1,323	1,389
MISCELLANEOUS	1,100	1,155	1,213	1,273
OFFICE SUPPLIES	900	945	992	1,042
MANAGEMENT FEES	7,000	7,350	7,718	8,103
TOTAL	55,900	58,695	61,630	64,711
TOTAL REVENUE	178,200	291,600	392,850	494,100
TOTAL EXPENSE	168,646	177,078	185,932	195,229
INCOME FROM OPERATIONS	9,554	114,522	206,918	298,871
DEPRECIATION AND AMORTIZATION	2,000	2,000	2,000	2,000
NET INCOME	7,554	112,522	204,918	296,871