

Medical University of South Carolina

Master of Research Administration

May 15, 2007

Raymond S. Greenberg, M.D., Ph.D.

Classification

1. Name of the proposed program: Master of Research Administration
2. Academic unit involved: Department of Health Administration & Policy,
College of Health Professions,
Medical University of South Carolina
3. Designation, type, and level of degree: Master's degree, Executive format
4. Proposed date of implementation: Fall 2008
5. CIP code from the current USDE's Classification of Instructional Programs: 51.000
Health Administration
6. Identification of program as New or Modification: New

Justification

Research Administration as a profession has advanced substantially over the past few years as sponsored research has become more pervasive and more complicated. “The number of research administrators has kept pace with the dramatic rise in external funding awarded to colleges and universities for research, the scale of research management on campuses, and the complicated legal and regulatory requirements associated with receiving external funding.”(Roberts and House 2006) Anticipation of advances in professionalism for research administrators through the establishment of graduate education programs is strong.(Cosico 2006)

The success of research endeavors depends on the scientific merit of the project as well as the effective administration of the project to insure efficient use of resources and compliance with the myriad of provisions set by the sponsoring agency. Research Administrators are instrumental in proposal preparation, budgeting, reporting, monitoring, contracting, procurement and staffing. They also emphasize the importance of the primary compliance issues facing institutions today, including protection of human and animal research subjects, research misconduct, sub-recipient monitoring, effort reporting, and export control. Research Administrators are vital members of the research team and contribute substantially to the success of the individual researchers, the home institution and the sponsoring organization. Research Administrators can be found in universities and other research organizations at various operational levels.

In South Carolina the three major research universities have experienced substantial growth in sponsored research funding. The Medical University of South Carolina experienced a 4.7% growth in sponsored project costs, Clemson University experienced a 9.3% increase in award dollars, and the University of South Carolina experienced an 11.3% increase in sponsored awards from 2004 to 2005. These increases are typical of the past several years and all indications suggest a continued growth in sponsored research in South Carolina for some time. This increase in the number of sponsored research awards will require the skills of additional research administrators in the state.

In the spring of 2006, DHAP surveyed the 1,100 members of the Southeastern Region of the National Council of University Research Administrators (NCURA) and the 1,400 members of the Northeast Section of the Society of Research Administrators International (SRA) to assess interest in and support for a new graduate program in Research Administration. With 684 respondents, the survey demonstrated a strong level of support for such a program. 64.4% (440 individuals) of the respondents indicated they would consider enrollment in such a program. Almost one-half of the respondents had bachelor degrees or less, with 92.6% having had no formal education in research administration. Three-hundred and forty individual comments were provided by the respondents generally expressing interest and support for the new program.

Based on the strong support received from the faculty and administration at MUSC, research administration at Clemson and USC, and the positive results of market surveys, the Department of Health Administration & Policy (DHAP) in the College of Health Professions proposes to establish a new Master’s program specializing in Research Administration (MRA). As a part of an academic medical center and because of the many idiosyncrasies of healthcare research

programs, the MRA curriculum will concentrate on the administration of healthcare related research.

There are currently four similar university programs in the United States, none in South Carolina. This program would not duplicate any efforts within the state. Description of the existing programs is contained in the table below. Each of these programs experience sufficient enrollment, however none are delivered in the blended format proposed here. The blended format requires students to attend on-campus sessions one long weekend per semester with the balance of the course delivered online. This combination of on-campus and online delivery provides the advantages of convenience for the student and meaningful direct interaction with faculty and classmates. Our experience delivering graduate programs in a blended format has been very successful and well received by students.

<u>Program</u>	<u>Degree</u>	<u>Delivery</u>	<u>Annual enrollment</u>
Drexel University	Master of Science in Clinical Research Organization and Management	Online	≈75
Eastern Michigan University	Master of Science in Clinical Research Administration	On-campus, Evenings and Weekends, P/T	25
The George Washington University	Master of Science Health Sciences: Clinical Research Administration	Online	100
University of North Texas Health Sciences Center	Master of Science: Clinical Research Management	Residential, F/T	10

In fact, even during this proposal phase we have had numerous inquiries from individuals in South Carolina about entering the program. We would expect that most of the admitted students would be residents of the eastern United States with a heavy concentration of South Carolinians.

Given the interest in this program from across MUSC and the other research universities in South Carolina (i.e. Clemson University and University of South Carolina), an external advisory committee comprised of representatives of the three universities will be formed. This committee will provide advice and guidance regarding curriculum, student recruitment, and program delivery. Of particular interest will be identifying opportunities for inter-university collaboration to serve the needs of all three institutions.

Enrollment

The Master of Research Administration program will accept students meeting the following criteria:

- Completion of a Bachelor degree with a minimum GPA of 3.0;
- At least 1 year experience in research administration or sponsored programs administration in any research field;
- Completion of the GRE exam with a aggregate score of at least 1,000 or GMAT exam with a score of at least 500;
- Completion of a MUSC admission application.

We expect that the majority of the applicants will already be practicing in the area of research administration. Inclusion of an experience requirement will promote interaction among students and a more homogeneous level of understanding of the field for incoming students.

Applicants demonstrating a strong potential for completing the program but not meeting all of the criteria above may be considered for admission. Applications will be reviewed by the program admissions committee with recommendations for admission to the program submitted to the Dean of the College of Health Professions.

Recruitment of students will be accomplished using the following methods:

- Electronic communication with the 6,000+ members of the National Council of University Research Administrators (NCURA) and approximately 1,500 members of the Society of Research Administrators International (SRA) through newsletters and web sites;
- Exhibition at NCURA and SRA national meetings;
- E-mails to research administration offices at major research institutions in the U.S.

PROJECTED TOTAL ENROLLMENT						
YEAR	FALL		SPRING		SUMMER	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2008-09	30	252	30	252	30	180
2009-10	52	384	52	384	52	312
2010-11	74	516	74	516	74	444
2011-12	74	516	74	516	74	444
2012-13	74	516	74	516	74	444

Enrollment projections were based on the strength of results from market research surveys conducted by DHAP. The surveys of just one region of NCURA and one region of SRA

membership indicated an interest in enrollment from 440 respondents. Extrapolating this estimate to the entire membership of the two organizations and considering potential students that are not organization members, we estimate a pool of potential applicants of over 1,000 individuals. Anecdotally, we have received overwhelming support and encouragement from every professional we have contacted indicating a strong level of need for and interest in the program.

Class size will be limited to approximately 30 students based on our experience with the similar Executive programs that has been offered in the department for many years. The typical MRA student is expected to be a nontraditional student who is currently working in the area of research administration.

ESTIMATED NEW ENROLLMENT

YEAR	FALL		SPRING		SUMMER	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2008-09	30	252	0	0	0	0
2009-10	30	252	0	0	0	0
2010-11	30	252	0	0	0	0
2011-12	30	252	0	0	0	0
2012-13	30	252	0	0	0	0

Curriculum

The MRA program curriculum will consist of five courses (15 credit hours) that are currently offered in the MHA program and the addition of six new courses (21 credit hours). This curriculum was developed by an ad hoc committee of DHAP faculty and MUSC Research Administrators and presented to the Curriculum Committees of DHAP and the College of Health Professions. Each course was carefully selected to reflect the range of topics that would prepare individuals for leadership positions in research administration and satisfy the requirements of certification by the Research Administrators Certification Council. Because of the accreditation requirements, it is not possible to include 21 credit hours of new coursework for research administration specialization in the existing MHA program.

Existing courses

- **HAP-721. Health Care Delivery Systems. (3 hours)**
This course is a systematic approach to understanding the origin and evolution of the U.S. health care delivery system. Topics include the history of medical care in the U.S., descriptions of the variety of health personnel and facilities that comprise the system, including an investigation of selected contemporary health policy issues, public health, mental health and alternative systems.
- **HAP-722. Health Behavior and Epidemiology. (3 hours)**
An introduction to health behavior and the principles, strategies, and perspectives of epidemiology. Examples are drawn from selected diseases, health relevant behaviors, and health service problems. The course provides a general understanding of health states of populations, prevention efforts and the basic conceptual tools for translating epidemiological findings.
- **HAP-726. Health Care Accounting. (3 hours)**
This course introduces the student to selected financial and management accounting topics. Specific financial accounting topics include financial statement preparation, internal control, and the operations audit. Specific management accounting topics include cost behavior, cost-volume-profit analysis, indirect cost, pricing strategies, flexible budgeting, and variance analysis.
- **HAP-737. Organization Theory and Behavior. (3 hours)**
This course introduces the major historical and contemporary theories of organization and human behavior in the workplace. Emphasis is placed on the study of organization structures, principles, techniques and processes as they relate to the management of health services organizations. Opportunities to gain a better understanding of organizational behavior issues such as motivation, leadership, decision-making, interpersonal conflict, and group dynamics are provided in case analyses and skill building exercises.
- **HAP-740. Human Resources Management. (3 hours)**
This course addresses the traditional personnel functions in health service organizations such as recruitment, selection, job analysis, performance appraisal, compensation/benefits, employee health and safety, grievance, collective bargaining, employee discipline, and discharge. Additionally, current social, behavioral, and legal issues are discussed from a human resource planning and management perspective. The student will not only gain a better understanding of human resource processes,

procedures, and issues, but will also acquire skills important to the effective management of people in organization.

New courses

- **HAP-XXX. Research Methods I. (3 hours)**
Methodological issues of basic, applied, and clinical research. Students develop the knowledge and skills to critically appraise and synthesize research results, analyze qualitative and quantitative data, develop research questions, and identify appropriate inquiry methodologies and study designs. Students will become familiar with all elements of a research proposal.
- **HAP-XXX. Research Methods II. (3 hours)**
This course will be a continuation of Research Methods I addressing methodological issues of clinical research. Students develop additional knowledge and skills to critically appraise and synthesize research results, evaluate evidence-based methods, and perform survey research. Students will learn the details of preparing a research proposal.
- **HAP-XXX. Fundamentals of Research Administration. (3 hours)**
This course will concentrate on the policies and practices of research administration to include: pre- and post-award management, contracting, intellectual property, conflict of interest, and other aspects of research administration.
- **HAP-XXX. Human Trials. (3 hours)**
Principles, policies and practices in the process of merging basic science research to human trials are explored. Topics to be covered include analysis and assessment of regulatory issues, ethical challenges in human trials, societal pressures on development of products, fiscal issues that contribute to successes and controversies in human trials, the recruitment and retention of human subjects and informed consent.
- **HAP-XXX. The Clinical Research Industry. (3 hours)**
This course will focus on analysis and comparison of the different kinds of sites for performance of clinical research. Examination of the impact of productivity standards, quality assurance programs and budget issues to clinical research sites will also be covered. Federal regulations that impact funding and business practices of clinical research will be evaluated. The trends in clinical research funding will be examined and the various funding sources that presently support clinical research will be reviewed.
- **HAP-XXX. Fundamentals of Compliance. (3 hours)**
The study of the federal bodies and regulations that govern research. Topics include, but are not limited to: the rules & regulations surrounding HIPAA and how it affects research on human subjects, the history and current role of the FDA, IACUC, IRB and the many other regulatory requirements within the research arena. The ethical issues surrounding the conduct of research will also be examined.
- **HAP-XXX. Research Administration Practicum. (3 hours)**
This course will be a practical experience individualized for each student based on his or her career interest and experience. Assignments may include case studies, projects, internships or other types of efforts that result in a capstone experience for the student.

Faculty

Faculty for the program will be drawn from existing department residential faculty and MUSC practitioners. Many department faculty members have extensive experience as independent researchers and are qualified to teach in the MRA program. Collaboration with USC and Clemson may bring potential faculty members from those institutions. The mix of full-time faculty (40 hours per week) and adjunct practitioners will provide a blend of academic and practical preparation for the students. Experts in research administration from the offices of Research Administration, Sponsored Programs and Contracts & Grants Accounting on the MUSC campus will also be invited to participate in teaching as appropriate.

List Staff by Rank (e.g. Professor #1, Professor #2, Associate Professor #1, etc)	Highest Degree Earned	Field of Study	Teaching in Field (Yes/No)
Professor #1	PhD	Economics	Yes
Professor #2	DrPH	Health Services	Yes
Professor #3	PhD	Accounting	Yes
Associate Professor #1	PhD	Epidemiology	Yes
Associate Professor #2	PhD	Education Administration	Yes
Associate Professor #3	DBA	Business Administration	Yes
Associate Professor #4	PhD	Economics	Yes
Associate Professor #5	PhD	Economics	Yes
Associate Professor #6	PhD	Economics	Yes
Instructor #1	MHA	Health Administration	No
Instructor #2	MBA	Business Administration	No

All of the DHAP faculty members proposed to teach in the MRA program currently teach in one or more DHAP programs. For the first 2 years of the program no new faculty will be added as teaching assignments will be incorporated into department workload, either as normal teaching assignments or overload. Adjunct practitioner instructors have agreed to teach in the program as part of their current job responsibilities. One new faculty member with major teaching responsibility in the MRA program will be added in the third year of operation. This individual will be a full-time tenure-track faculty member with commensurate scholarly obligations and will replace the effort of some faculty members initially teaching in the program in overload.

All full-time DHAP faculty members are permitted adequate release time to pursue appropriate faculty development activities, research projects and other scholarly interests.

Core program faculty will come from DHAP however additional faculty from other MUSC departments and other SC research universities will be integrated for program instruction. A current member of the DHAP faculty will be assigned the responsibilities of program director with commensurate release time for performing the requisite duties. It is expected that an additional faculty member assigned to the program will be added to the department in the third year of operation. The total cumulative number of full-time-equivalent faculty for administration, instruction, student advising, and scholarship will be 3.0.

UNIT ADMINISTRATION/FACULTY/STAFF SUPPORT						
YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2008-09	0	0	1	.20	1	.20
2009-10	0	0	1	.20	1	.20
2010-11	0	0	1	.20	1	.20
2011-12	0	0	1	.20	1	.20
2012-13	0	0	1	.20	1	.20
Faculty						
2008-09	0	0	21	2.8	21	2.8
2009-10	0	0	21	2.8	21	2.8
2010-11	1	1	17	2.8	18	2.8
2011-12	0	0	18	2.8	18	2.8
2012-13	0	0	18	2.8	18	2.8
Staff						
2008-09	0	0	2	.4	2	.4
2009-10	0	0	2	.4	2	.4
2010-11	0	0	2	.4	2	.4
2011-12	0	0	2	.4	2	.4
2012-13	0	0	2	.4	2	.4

Physical Plant

The College of Health Professions moved into its new 80,000 square feet educational complex at 151 Rutledge Ave in August 2005. For FY 2006, the college occupied 78,408 assignable square feet (ASF) with 40,274 ASF designated for administration, 6,887 ASF designated for clinical, 9,989 ASF designated for research, and 21,258 ASF designated for teaching. In the area of technology, the college has implemented a wireless technology plan, 11 advanced “smart” classrooms, and the use of a simulation lab.

On-campus program class sessions will be delivered using the physical facilities of the College of Health Professions at the Medical University of South Carolina, with the possibility of conducting some sessions at USC and/or Clemson. Adequate classrooms exist and are available in the College of Health Professions to provide adequate seating for the projected enrollment and are equipped with all necessary audio-visual capability to accommodate effective teaching.

Online interaction with students between on-campus sessions will transpire over the internet via the existing WebCT learning management system. All current DHAP faculty members are familiar with the WebCT system which is used extensively throughout the DHAP programs. Faculty members that are new to the program will be trained on the use of WebCT.

Equipment

No equipment beyond existing classroom and faculty office facilities will be necessary. On-campus classes will be held in the College of Health Professions facilities in Charleston, with the possibility of conducting some sessions at USC and/or Clemson. Online interaction will be facilitated using the MUSC WebCT online learning management system that is currently used by virtually all DHAP faculty members.

Library Resources

Students will have access to the MUSC library resources. The Library acquires, manages, and maintains resources of knowledge in the biomedical and health sciences in support of the University's overall mission of educating health care professionals, delivering high quality clinical care, advancing medical science through biomedical research and serving the public of South Carolina. The MUSC Library has a primary mission to serve the greater MUSC family of faculty, residents, fellows, students, researchers, and staff. The Library is open to the public.

COLLECTIONS

Updated

Size	209,293 items	03/20/07
Books	74,656 books, including 737 e-books by subscription	03/20/07
Journals	15,600 e-journals through TDNet, 70 current print-only subscriptions	03/20/07
Databases	100, including MEDLINE, CINAHL, PsycINFO	03/20/07

SERVICES

Reference	Reference services include answering ready reference questions, e-reference, performing medical literature searches including evidence-based searching, and personal research assistance. Reference offers tours, orientations, course related instruction, various programs on special topics for specific groups, and individual instruction.
Document Delivery / Interlibrary Loan	The MUSC Library Document Delivery / InterLibrary Loan service provides books, journal articles and other materials not available in the Library's collections.
Library Hours	The Library's 2nd and 3rd floors are open 24 hours a day, 7 days a week for MUSC students, faculty and selected staff, and open 74 hours per week to the public.
Computer Labs	The Library has two computer labs, the Second Floor Lab, open 24/7, and the Fourth Floor Lab, both equipped with scholar workstations. They offer access to Library resources as well as open Internet access, and have standard software applications such as word processing, presentation, spreadsheet, and e-mail. Some workstations have specialized courseware or specialized software applications for multimedia, reference management, and statistics.

The library currently holds subscription to the Journal of Research Administration and all mainstream healthcare research journals necessary for the program.

Accreditation, Approval, Licensure, Certification

Accreditation – The program will not be specifically accredited. No accreditation exists for programs in Research Administration.

Certification – Graduates of the program will be eligible for certification examination by the Research Administrators Certification Council. The designation of Certified Research Administrator (CRA) means that an individual has met the requirements of the Research Administrators Certification Council's eligibility requirements and has demonstrated a level of knowledge necessary for a person to be a professional research or sponsored programs administrator. Candidates applying to sit for the Certified Research Administrator's Examination must possess a Bachelor's degree and three (3) years of substantial involvement in research or sponsored programs administration either in a sponsoring or recipient organization or the equivalent in a self-funded organization.

Estimated Cost

ESTIMATED COSTS BY YEAR						
CATEGORY	1st	2nd	3rd	4th	5th	TOTALS
Program Administration	33,280	33,280	33,280	33,280	33,280	166,400
Faculty Salaries	190,180	190,180	190,180	190,180	190,180	950,900
Graduate Assistants	0	0	0	0	0	0
Clerical/Support Personnel	9,500	9,500	9,500	9,500	9,500	47,500
Supplies and Materials	15,000	15,000	15,000	15,000	15,000	75,000
Library Resources	0	0	0	0	0	0
Equipment	0	0	0	0	0	0
Facilities	0	0	0	0	0	0
Other (Identify)	0	0	0	0	0	0
Totals	247,960	247,960	247,960	247,960	247,960	1,239,800

SOURCES OF FINANCING BY YEAR						
CATEGORY	1st	2nd	3rd	4th	5th	TOTALS
Estimated FTE Revenue Generated from the State	120,345	120,345	120,345	120,345	120,345	601,725
Tuition Funding	108,956	148,856	148,856	148,856	148,856	704,380
Other State Funding	0	0	0	0	0	0
Reallocation of Existing Funds	0	0	0	0	0	0
Federal Funding	0	0	0	0	0	0
Other Funding (program fees)	19,410	31,620	31,620	31,620	31,620	145,890
Totals	248,711	300,821	300,821	300,821	300,821	1,451,995

No other “unique costs” or special state appropriations will be required or requested.

Institutional Approval

Institutional body

Curriculum Committees

 Department of Health Administration & Policy

 College of Health Professions

Dean's Council

President's Council

Board of Trustees

Date of Approval

January 2007

January 2007

January 2007

February 2007

April 2007