

**New Program Proposal  
Master of Education  
Higher Education Business Administration  
USC-Columbia**

**Summary**

USC-Columbia requests approval to offer a program leading to the Master of Education degree in Higher Education Business Administration to be implemented Summer 2011. The proposed program is to be offered through a mix of traditional and multi-modal distance instruction.

The Program Planning Summary was submitted to the Commission on November 12, 2009, and reviewed and voted upon favorably without substantive comment by the Advisory Committee on Academic Programs (ACAP) on January 14, 2010. The USC-Columbia Board of Trustees approved the proposal on June 25, 2010. The proposal was submitted to the Commission on November 13, 2009. The full proposal was received by the Commission on September 23, 2010. The full proposal was reviewed and voted upon favorably by the Committee on Academic Affairs and Licensing (CAAL) on February 14, 2011.

According to the proposal, the purpose of the proposed program is to develop an advanced understanding of the interactions of higher education, business, government and society and to develop a comparative appreciation of the variability in these institutions and interactions in different management techniques employed throughout the world. Graduates of the proposed program will be able to utilize business concepts and techniques essential to organizational success in areas such as accreditation, planning, finance, technology, facilities, development, assessment, community outreach, human resources, and other areas of higher education. The proposed degree program is designed for mid-level working professionals in institutions of higher education and related organizations and agencies. Courses in the proposed program will be offered through both the Department of Leadership and Policies and the Darla Moore School of Business through distance education with twice-yearly on-campus compressed courses.

The proposal states that the need for the program was based on the need for individuals with expertise in business administration and education to meet address the dynamic nature of higher education and its institutions and systems. USC-Columbia currently offers a Master of Education degree in Higher Education and Student Affairs which prepares pre-professionals who seek entry level employment in campus student services or general administration. A survey was given to current students and alumni of both the M.Ed. in Higher Education and Student Affairs and the Graduate Certificate in Higher Education Leadership. Thirty surveys were completed and of those, 28 (96.6%) indicated the proposed curriculum and timeline would attract individuals currently employed in higher education. In addition, information from the National Association of Student Personnel Administrators shows that over a hundred Master's of Higher Education Administration programs are currently offered nationally, but the vast majority of the programs focus on young pre-professionals aspiring to work in student service areas and only one program of the more than 100 is delivered primarily through distance education.

There are no similar interdisciplinary Master of Education programs that offer the combination of curriculum, delivery and student profile in South Carolina, the Southeastern

United States or the Academic Common Market. According to the proposal, some institutions offer similar course content, such as the dual degree (M.A. in Higher Education and M.B. A. in Business) at the University of Michigan, which is designed for face-to-face instruction for fulltime students. The University of London offers the M.B.A. in Higher Education Management.

The institution anticipates there will be 20 new students (25 FTE) in the program's first year, increasing to 40 students (32.5 FTE) in the second year, and further increasing to 50 students (40.6 FTE) by the fourth year of the program. If enrollment and program completion projections are met, the proposed program will meet the Commission's productivity standards.

Admission to the proposed program will require the submission of an official graduate application, an official transcript of the student's complete academic record (with a minimum 2.75 GPA), a resume, GRE or GMAT scores, and at least two positive letters of recommendation. In addition, applicants must have a minimum of three years of experience in higher education or business settings and will submit a written personal statement describing career goals consistent with the program. Students will participate as a cohort over a 20-month span to complete the proposed program. The proposed program will consist of 39 total credit hours (21 credit hours in Higher Education and 18 credit hours in Business Administration). No new courses will be added to the college catalog as all required courses are currently being offered as components of other degree programs.

The proposal states that student learning outcomes will be collaboratively designed and evaluated by the higher education and business administration departments through a joint faculty committee. The institution has identified six learning outcomes that will be assessed directly using course embedded approaches, work from interdisciplinary-based case studies and project assignments. The institution will also include longer-term assessments for graduates of the proposed program that will occur several years after graduation. According to the proposal, there is no separate accreditation review or approval for this program beyond the materials submitted as a component of the university's accreditation by the Southern Association of Colleges and Schools (SACS).

Faculty for the proposed program will be drawn from existing faculty currently teaching in the Department of Educational Leadership and Policies and the Darla Moore School of Business. Currently fifteen faculty members (4 FTE) are on staff from the two departments/schools that will teach courses in the proposed program. One new full-time faculty member will be hired in the College of Education in the second year of the proposed program (0.5 FTE teaching and 0.5 FTE in administration) Faculty in the proposed program will hold a Ph.D. or an Ed.D. relevant to their fields and have a minimum of three years teaching experience in their area.

The proposal states that no new space or facilities are needed for the program. The proposal further states that minor technology upgrades, such as laptops, headsets, and software, will be necessary for faculty in the proposed program. The proposed program will rely on coordination between the College of Education and the Moore School of Business in the use of Moore School TelePresence technology and video conferencing investments. According to the proposal, the proposed program will not require additional library resources as both the University of South Carolina and the Moore School libraries currently subscribe to a wide range of data bases and online journals.

The proposal states that that estimated new costs will be relatively low because most of the required courses in the proposed program are currently part of the Moore School and College of Education course offerings.

Estimated costs and sources of financing identified by the institution for the proposed program are shown below.

<b>ESTIMATED COSTS BY YEAR</b>						
	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>Totals</b>
Program Administration	\$35,000 <sup>1</sup>	\$35,000 <sup>1</sup>	\$35,000 <sup>1</sup>	\$35,000 <sup>1</sup>	\$35,000 <sup>1</sup>	\$175,000
Faculty Salaries (regular and adjunct, including Program Administrator)	\$160,000 <sup>2</sup>	\$140,000 <sup>3</sup>	\$120,000 <sup>3</sup>	\$100,000 <sup>3</sup>	\$80,000 <sup>3</sup>	\$600,000
Graduate Assistants	\$10,000 <sup>4</sup>	\$20,000	\$20,000	\$20,000	\$20,000	\$90,000
Clerical/ Support Personnel	0	0	0	0	0	0
Supplies and Materials	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Library Resources	0	0	0	0	0	0
Equipment	\$20,000	\$15,000	\$5,000	\$5,000	\$5,000	\$50,000
Facilities	0	0	0	0	0	0
Other (Marketing Expenses)	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000	\$200,000
Other (Technology Interface)	\$39,000 <sup>5</sup>	\$39,000 <sup>5</sup>	\$39,000 <sup>5</sup>	\$39,000 <sup>5</sup>	\$39,000 <sup>5</sup>	\$195,000
<b>Total Costs</b>	<b>\$309,000</b>	<b>\$294,000</b>	<b>\$264,000</b>	<b>\$244,000</b>	<b>\$224,000</b>	<b>\$1,335,000</b>

<sup>1</sup>50% of one faculty member's salary for program administrative duties

<sup>2</sup>See faculty cost for first year in text

<sup>3</sup>Faculty cost decreases each year as courses are integrated into the regular course schedule

<sup>4</sup>Half time GA for first year and full time thereafter

<sup>5</sup>\$3,000 per course for 13 courses to develop multimodal course delivery. This cost will likely vary but we will begin with simple capture technologies for courses that are not delivered in a face-to-face mode of operation similar to what is currently done in the PMBA program at the Moore School of Business.

<b>SOURCES OF FINANCING BY YEAR</b>						
	<b>1<sup>st</sup></b>	<b>2<sup>nd</sup></b>	<b>3<sup>rd</sup></b>	<b>4<sup>th</sup></b>	<b>5<sup>th</sup></b>	<b>Totals</b>
Estimated FTE Revenue Generated from State	0	0	0	0	0	0
Tuition and Fees Funding <sup>1</sup>	\$384,600	\$499,980	\$596,130	\$624,975	\$624,975	\$2,730,660
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	0	0	0	0	0	0
<b>Total Funding</b>	<b>\$384,600</b>	<b>\$499,980</b>	<b>\$596,130</b>	<b>\$624,975</b>	<b>\$624,975</b>	<b>\$2,730,660</b>
Net Cash Flows	\$ 75,600	\$205,980	\$332,130	\$380,975	\$400,975	\$1,395,660 <sup>2</sup>

<sup>1</sup>Tuition and fees are derived as follows: Total cost per student is \$25,000 (graduate tuition for 39 credit hours and a \$5,000 fee per student). \$25,000/39 credit hours=\$641 per credit hour. The credit hour cost is multiplied by the number of credit hours generated each year according to the enrollment chart (p. 6).

<sup>2</sup>A Memorandum of Understanding (MOU) will be created between the partnering schools within USC that will articulate the revenue and cost sharing allocations. The MOU will be agreed to by the deans of each school and submitted to the Provost.

These data show that if the institution meets the projected student enrollments and contains costs as they are shown in the proposal, the proposed program will be able to cover costs beginning in the first year and thereafter. In an effort to deal with reductions in appropriations to the state, and because tuition revenue alone will not support the proposed program USC-Columbia is reallocating existing internal resources to cover the cost of this program.

In summary, USC-Columbia proposes to offer a M.Ed. in Higher Education Business Administration through a mix of traditional and multi-modal distance instruction. The proposed program is a joint effort between the School of Education and the Darla Moore School of Business and is designed to prepare individuals to work in areas such as accreditation, planning, finance, technology, facilities, development, assessment, community outreach, human resources, and other areas of higher education. Graduates of this program will be prepared to work in institutions of higher education and other related agencies. The proposed program is unique in its focus, mode of delivery, and the target student population.

### **Recommendation**

The Committee on Academic Affairs and Licensing commends favorably to the Commission the program leading to the M.Ed. degree in Higher Education Business Administration at USC-Columbia, to be implemented in Summer 2011, provided that no “unique cost” or other special state funding be required or requested.