

November 4, 2004

MEMORANDUM

To: Mr. Dalton B. Floyd, Jr., Chairman, and Members, Commission on Higher Education

From: Dr. Vermelle J. Johnson, Chairman, and Members, Committee on Academic Affairs and Licensing

Consideration of Request for Initial License to Recruit in South Carolina
Walden University, Inc.; Minneapolis, MN

Summary

Walden University www.waldenu.edu requests approval to recruit South Carolina residents into its distance learning programs leading to the B.S. degree in (1) Business Administration and (2) Information Systems; the Master of (1) Business Administration, (2) Public Administration, and (3) Public Health; the M.S. degree in (1) Education, (2) Nursing, (3) Psychology, and (4) Public Health; the Ed.D. degree in Teacher Leadership; the Ph.D. degree in (1) Applied Management and Decision Sciences, (2) Education, (3) Health Services, (4) Human Services, (5) Psychology (6)Public Health, (7) Public Policy and Administration.

Laureate Education, Inc., (formerly named Sylvan Learning Systems, Inc.) a publicly traded Maryland corporation, is the sole shareholder of Walden e-Learning, Inc., a Delaware corporation. Walden e-Learning, Inc., is the sole shareholder of Walden University, Inc., a Florida corporation.

Conferring its first degree in 1971, Walden offered an Ed.D. degree-completion program for midlife professionals who had postponed finishing their degrees. Since that time and though several changes in ownership, the institution has broadened its offerings from a graduate-only to a comprehensive university, offering bachelor's, master's, and doctoral degrees.

The Minnesota Higher Education Services Offices approves Walden University to offer bachelor, master, and doctorate degrees. More than a dozen other states license/approve Walden

to offer its programs to their residents. The Higher Learning Commission of the North Central Association of Colleges and Schools accredits (since 1990) Walden.

Walden faculty members serve in a variety of roles and perform a number of functions based on their credentials, experience, and interest. Faculty selections are based on an earned doctoral degree in a field appropriate to the program in which he or she would serve as a faculty member, current or recent graduate teaching experience, an active research program (including publications), experience mentoring graduate students and serving on dissertation or thesis committees, other relevant supervisory experience, and the ability and willingness to utilize electronic means to communicate with Walden students, faculty, administration, and staff. Faculty members may not be affiliated with a non-accredited institution. Each school department has at least one full-time faculty member. This includes the full-time faculty chair for each program; he or she has ultimate responsibility for academic curriculum development, student outcomes assessment, and other matters related to the integrity of the degree program. Walden University employs 18 full-time and 552 adjunct faculty members.

Students proceed through their programs in a prescribed sequence in two delivery formats: face-to-face study teams or on-line cohorts. Face-to-face study teams are small student teams of three to eight students who work together during their program in their own school or school district supported by their Walden faculty member who is “at a distance.” The University also forms on-line cohorts in an on-line classroom through Blackboard. These students have higher levels of computer skills.

Walden officials project that it will enroll in the first year approximately 300 South Carolina residents into its on-line programs.

B.S. degree in (1) Business Administration and (2) Information Systems

The programs leading to a B.S. degree are degree-completion programs; students must have completed their general education requirements prior to admission. Students may transfer only lower-division courses from two-year institutions. The maximum allowed for transfer applicable to the upper-division major is 45-quarter credits. Students may transfer credit for courses in which they have earned a grade of “C” or better from an institution accredited by an organization recognized by the Council for Higher Education Accreditation (CHEA). The National Association of Credential Evaluation Services (NACES) must evaluate a degree or course work awarded from a non-U.S. institution. Walden does not grant credit for life or work experience, except for the College Level Examination Program (CLEP) and the American Council on Education (ACE) recommendations for training. Students must fulfill through courses at Walden a minimum of 45 credits and four quarters within the major area. The maximum enrollment period for baccalaureate students is four years.

The purpose of the B.S. degree program is to provide solid grounding in the core knowledge and competencies required in diverse, global, and technologically sophisticated

business environments. Students apply their learning to the world in which they live and work. All courses are six weeks in duration. Students may register for a maximum of three courses per quarter. Students must complete a minimum of three courses per year of enrollment and must maintain an overall undergraduate G.P.A. of 2.0.

B.S. Curriculum (Tuition is \$230 per quarter credit hour)	Quarter credit hours
General Education (Must include 9 credits in communication, 9 in humanities, 9 in social/behavioral science, 9 in math/science)	90
Orientation (Success strategies in the on-line environment and developing student portfolios)	6
Core (Management principles, marketing, HRM, financial management, information systems in enterprises)	25
Major (Business administration or information systems)	40
Concentration (Finance, Global Business, HRM, Knowledge and Learning Management, Management, Marketing, Digital Enterprise, End-User Information Systems, or Information Technology)	15
Electives	5
Total quarter credit hours	181

Master's Programs

For admission into master's-level graduate programs at Walden, applicants must hold a baccalaureate degree from an institution accredited by an accrediting agency recognized by the Council on Higher Education Accreditation (CHEA) in a discipline or field related to the program/specialization for which application is made. Applicants must have obtained a minimum grade point average (G.P.A.) of 3.0 on a 4.0 scale. Each school also has established criteria for conditional admission. The maximum number of credits accepted for transfer to a master's program is one-third of the required number of credits to complete the particular degree. Experience and quantitative admissions requirements vary depending on the specialization. Students must graduate with a minimum G.P.A. of 3.0 and must complete their studies within four calendar years.

Master of Business Administration (M.B.A.)

The purpose of the M.B.A. program is to provide insights and cross-discipline skills to meet the demands of the professions of the students. The curriculum guides students in the efficient use of e-business for customer relationship management, effective integration of knowledge to achieve breakthrough performance, new management approaches for supply-chain management, and the ability to bridge the best ideas of business and nonprofit sectors. All courses are six weeks in duration. The curriculum consists of the following:

M.B.A. Curriculum (Tuition is \$395 per quarter credit hour)	Quarter credit hours
Orientation (Success Strategies in the On-line Environment)	4
Basic core (Management Practices, Organizational Behavior, MIS, Business Statistics)	16
Advanced core (Marketing, Managerial Accounting, Managerial Economics, Financial Management, Global Management, Legal and Ethical Issues for Managers)	24
Capstone (Strategic Management and Planning)	4
Specialization (General, E-business, Finance, Global Business, Health Services, HRM, Knowledge Management, Learning Management, Marketing, Management of Technology, Nonprofit Management, or Risk Management/Insurance)	12
Electives	8
Total quarter credit hours	68

Master of Public Administration (M.P.A.)

The purpose of the M.P.A. program is to prepare public/nonprofit administrators to excel in public service performance in an increasingly complex, politicized, intergovernmental environment. Students develop new public policies and management practices and become educated public/nonprofit management professionals who improve the services of governmental and nongovernmental institutions as they change and integrate.

M.P.A. Curriculum (Tuition is \$350 per quarter credit hour)	Quarter credit hours
Foundation (Introduction and Orientation to On-line Learning, Historical Foundations and Professional Development, Organizational Theory and Behavior, Managing at the Boundaries)	16
Public Management (Applied Research, Strategic Management and Information, Budgeting and Fiscal Management, HRM)	16
Policy and Administration (Professional Leadership and Ethics, Policy Analysis, Capstone Seminar)	12
Specialization (General Program, Democratic Institutions (Nonprofit Management and Leadership), E-Government, Public Policy, Health Services, Knowledge Management, Public Management and Leadership)	12
Total quarter credit hours	56

Master of Public Health (M.P.H.)

The purpose of the M.P.H. program is to prepare students who have little or no experience in community health to work with communities to plan their assets and needs. Using those assessments, M.P.H. graduates will be able to develop and evaluate culturally relevant interventions to promote public health.

M.P.H. Curriculum (Tuition is \$350 per quarter credit hour)	Quarter credit hours
Strategies For Success in the Electronic Environment (Non-Credit)	
Introduction to Public Health	4
Social and Behavioral Dimensions of Health	4
Principles of Biostatistics	4
Principles of Epidemiology	4
Health Care Organization, Policy, and Administration	4
Fundamentals of Environmental Health and Risk Assessment	4
Advanced Theories of Health and Health Behavior	4
Principles of Community Health	4
Social and Behavioral Research Methods	4
Public Health Ethics	4
Design and Evaluation of Community Health Promotion and Risk Prevention Programs	4
Health Education and Community Advocacy	4
Field Practicum in Community Health	5
Total quarter credit hours	53

Master of Science (M.S.) degree in Education

The M.S. degree in Education program has eight semester-based specializations: Curriculum, Instruction, and Assessment; Elementary Reading and Literacy; Integrating Technology in the Classroom; Literacy and Learning in the Content Areas; Mathematics; Middle Level Education; Science; and Educational Leadership. Tuition is \$298 for each semester credit hour; students in these specializations are eligible for financial aid. Each course is eight weeks in length. Students take two consecutive courses per semester. Walden offers programs leading to the M.S. in Education with the following specializations:

SPECIALIZATION	SEMESTER CREDIT HOURS	PROGRAM FOCUS and PURPOSE
Curriculum, Instruction, and Assessment	30	K-12 educators; how to align curricula with state and local content standards; helps teachers integrate literacy and technology into teaching content
Elementary Reading and Literacy	30	K-6 classroom teachers; how to improve the reading and literacy skills of students
Integrating Technology in the Classroom	30	Grades three-12 classroom teachers; how to use technology to enhance learning experiences in the classroom
Literacy and Learning in the Content Areas	30	Grades six-12 classroom teachers; how to prepare struggling students for more complex learning in the content area classroom
Mathematics	30	Grades six-eight classroom teachers; teaches research-based strategies and real world applications to improve student achievement in mathematics
Middle Level Education	33	Middle grade classroom educators; how to meet the developmental and educational needs of young adolescents (ages 10-14)
Science	33	Grades K-eight classroom teachers; how to provide an understanding of core science concepts through experiencing the nature of the scientific process in their own learning
Educational Leadership	36	Classroom teachers; how to move into administrative positions

Master of Science degree in Nursing (M.S.N.) in (1) Nursing Education and (2) Nursing Leadership and Management

The 41 semester-credit-hour program leading to the M.S. degree in Nursing with a specialization in Nursing Education is designed to prepare nurses with the skills, confidence, and education to fulfill the responsibilities of faculty positions at institutions that offer programs leading to the L.P.N., A.D.N., and B.S.N. The 41 semester-credit-hour program leading to the M.S. degree in Nursing with a specialization in Nursing Leadership and Management is designed to prepare nurses to become agents of change as they, through implementation of day-to-day policies and practices, understand the needs of their patients and their organizations.

M.S. in Nursing Curricula (Tuition is \$330 per semester credit hour)	Nursing Ed	Nursing Ldrshp & Mngmnt
Success Strategies in the Master of Science in Nursing Online Environment	1	1
Understanding Health Care Systems	3	3
The Nurse Leader: New Perspectives on the Profession	3	3
Linking Theory to Nursing Practice	3	3
Evidence-Based Practice Through Research	3	3
Ethical and Legal Views of the Changing Health Care System	3	3
Promoting and Preserving Health in a Diverse Society	3	3
Student-Centered Learning in Nursing Education	3	
Teaching Strategies for Nurse Educators	3	
Integrating Technology into Nursing Education	3	
Curriculum Development, Assessment, and Evaluation	3	
The Nurse Educator: Roles, Responsibilities, and Relationships	4	
Synthesis Project and Practicum	6	6
The Nurse Administrator: Leading and Managing for Excellence		4
Health Care Finance and Budgeting		4
Human Resources Management		4
Case Study: Quality Nursing in a Complex Health Care Organization		4
Total Semester Credit Hours	41	41

M.S. degree in Psychology

The 60 quarter-credit-hour program leading to the M.S. degree in Psychology provides individuals with a background in the development and application of psychological theories, basic scientific methods, and principles of psychological science. The program provides pre-doctoral training and practitioner-oriented competencies.

M.S. in Psychology Curriculum (Tuition is \$300 per quarter credit hour)	Quarter credit hours
Biopsychology	5
Advanced General Psychology	5
History and Systems of Psychology	5
Statistics	5
Research Design	5
Tests and Measurement	5
Psychology of Learning and Memory, Cognitive Psychology, or Human Motivation	5
Psychology of Personality or Group Dynamics	5
Independent Reading (1-5 cr.), Interviewing and Observational Strategies (5 cr.),	10

Psychological Assessment: Cognitive (5 cr.), Psychological Assessment: Personality and Social - Emotional (5 cr.), Health Psychology (5 cr.), Fundamentals of Industrial/Organizational Psychology (5 cr.), Clinical Neuropsychology (5 cr.), Sport Psychology: Theory and History (5 cr.), Seminar in School Psychology (5 cr.), or Other 8000-level courses that do not have a prerequisite, with permission of the faculty chair	
Thesis	10
Total quarter credit hours	60

Master of Science degree in Public Health (M.S.P.H.)

The purpose of the 50 quarter-credit-hour program leading to the M.S.P.H. is to prepare students to be scholar-practitioners. The program is designed for students who have two or more years of experience in community health. Through practice-focused research strategies, M.S.P.H. students learn to lead communities in the development of population-based assessment techniques and intervention strategies to improve health care access and service delivery. Graduates will apply their skills to the evaluation of individual- and community-level interventions aimed at improving public health.

M.S.P.H. Curriculum (Tuition is \$350 per quarter credit hour)	Quarter credit hours
Strategies for Success in the Electronic Environment (non-credit)	
Introduction to Public Health	4
Social and Behavioral Dimensions of Health	4
Principles of Biostatistics	4
Principles of Epidemiology	4
Health Care Organization, Policy and Administration	4
Fundamentals of Environmental Health and Risk Assessment	4
Advanced Psychosocial Theories of Health and Human Behavior	4
Principles of Community Health	4
Social and Behavioral Research Methods	4
Public Health Ethics	4
Design and Evaluation of Community Health Promotion and Risk-Prevention Programs	4
Thesis in Community Health or Research Project in Community Health	6
Total quarter credit hours	50

Doctoral Programs

For admission into doctoral programs at Walden, applicants must hold a master's degree from an institution accredited by an accrediting agency recognized by the Council on Higher Education Accreditation (CHEA) in a discipline or field related to the program/specialization for which application is made. Applicants must have obtained a minimum grade point average of

3.0 on a 4.0 scale in master’s course work and have three years of professional experience related to the program and specialization for which application is made. Each school also has established prerequisites for conditional admission. Each applicant must also have recommendations from two persons attesting to the applicant’s skills and professional qualifications for study in the intended field. Experience, transfer, and quantitative admissions requirements vary depending on the specialization. Students must graduate with a minimum G.P.A. of 3.0 and must complete their studies within eight calendar years.

Doctoral programs at Walden University require 32 units of academic residency. Students enrolled in programs leading to the Ph.D. must attend an initial residency within the first three quarters of starting their program and attend a core summer residency within two years. These face-to-face sessions allow students to work together with faculty members and academic staff in a variety of activities, such as plenaries, seminars, colloquia, individual advising, and classroom instruction. Residencies are held throughout the year at locations across the United States.

Doctor of Education (Ed.D.) degree in Teacher Leadership

The 69 semester-hour-credit program leading to the Ed.D. degree in Teacher Leadership is designed for K-12 teachers who want to continue teaching while assuming leadership roles in their school and community. It focuses on the teacher as a leader and empowers experienced master teachers to effect change and improve student learning. The average time for completion of the program is three years (nine semesters).

Ed.D. – Teacher Leadership	
Tuition for EDUC 8000, professional seminars, and research sequence courses is \$560 per semester credit hour; tuition for secondary content focus courses and doctoral study is \$280 per semester credit hour	Semester Credit Hours
EDUC 8000 Skills and Strategies for Doctoral Study	6
Primary content focus courses are based on a knowledge and skill set gained from courses taken in a single subject (content) field, e.g., reading and literacy, integrating technology, or curriculum instruction and assessment. Most students will enter the program with a primary content focus completed from earlier master’s degree study. These credits will be transferred into the program.	15
Professional seminar courses are: Leadership in Teaching and Learning; Teacher Leadership in the School; and Teacher Leadership Beyond the School	18
Research sequence courses are: Approaches for the Teacher Leader; Quantitative Research; and Qualitative Research	9
Each student will identify a secondary content focus for further study. Typically, the secondary content focus will be in an area that is complementary to the primary content focus, e.g., integrating technology for those who have selected curriculum,	9

instruction and assessment as their primary content focus area.	
The doctoral study demonstrates a student's skill and ability to examine, critique, and synthesize knowledge so that new ideas can be tested; best practices identified, established, and verified; or theoretical or policy constructs evaluated and advanced. In all cases, the doctoral study is to be applied in nature, bringing new knowledge into focus and demonstrating its efficacy in the world of practice.	12
Total Semester Credit Hours	69

Ph.D. degree in Applied Management and Decision Sciences

The 128 quarter-credit-hour program leading to the Ph.D. degree in Applied Management and Decision Sciences prepares students to anticipate the effect of global interdependencies, technology, and diversity on themselves and on the organizations they lead. The curriculum offers understanding of the primary trends affecting the 21st century enterprise, including the important management disciplines of finance, leadership and organizational change, knowledge and learning management, and decision-making. Students choose the general program, a self-designed specialization, or a specialization in Engineering Management, Finance, Information Systems Management, Knowledge Management, Learning Management, Leadership and Organizational Change, or Operations Research.

Ph.D. in Applied Management and Decision Sciences Curriculum Tuition is \$3,850 per quarter	Quarter Credit Hours
Orientation: Strategies for Success and Writing a Quality Knowledge Area Module (KAM) Demonstration	0
KAM I, II, II: Principles of Societal Development, Human Development, and Organization and Social Systems OR core course work	42
Three additional KAMs in the specialization OR two KAMs and three knowledge and learning management courses	42
Foundation Research Sequence (1) Human Inquiry and Science, (2) Design in Applied Management and Decision Sciences Research, (3) Data Analysis in Applied Management and Decision Sciences Research	14
Proposal, dissertation, and oral presentation	30
Total quarter credit hours	128

Doctor of Philosophy (Ph.D.) degree in Education

The 130 quarter-credit-hour program leading to the Ph.D. degree in Education is competency-based and requires mastery of knowledge in the foundation social and behavioral sciences, scientific inquiry and research methodology, and the student's selected specialized

field. It is designed for those who aspire to a role in administration or higher education. Students select their specialization at the outset of their program and complete their doctoral program by conducting original research and writing a results-oriented dissertation. Eight specializations are available. They are Adult Education Leadership, Early Childhood Education, Educational Technology, Higher Education, K-12 Educational Leadership, Knowledge Management, Learning Management, and Special Education.

Ph.D. in Education Curriculum (Tuition is \$3,850 per quarter)	Quarter Credit Hours
Orientation: Strategies for Success and Writing a Quality Knowledge Area Module (KAM) Demonstration	2
KAM I Principles of Societal Development	14
KAM II Principles of Human Development	14
KAM III Principles of Organization and Social Systems	14
Foundation Research Sequence (1) Human Inquiry and Science and Data Analysis in Educational Research, and (2) Design in Educational Research	14
Proposal, dissertation, and oral presentation	30
KAM V Theories of Intelligence, Learning, and Motivation; KAM VI Learning Institutions: Organization, Purpose, Goals and Missions; KAM VII Research Case Study in Education; coursework; and/or selected KAMs	42
Total quarter credit hours	130

Ph.D. in Health Services

The 127 or 128 quarter-credit-hour program leading to the Ph.D. degree in Health Services addresses contemporary health and health care needs by preparing scholar-practitioners to apply solutions derived from social and behavioral science research to challenges facing practicing health professionals. Students choose the general program, a self-designed specialization, or a specialization in Community Health, Health Administration, Health and Human Behavior, or Health Promotion and Education.

Ph.D. in Health Services (Tuition is \$3,850 per quarter)	Quarter Credit Hours
Orientation: Strategies for Success and Writing a Quality Knowledge Area Module (KAM) Demonstration	0
KAM I Principles of Societal Development	14
KAM II Principles of Human Development	14
KAM III Principles of Organization and Social Systems	14
Foundation Research Sequence (1) Human Inquiry and Science, (2) Design in Health Services Research, (3) Data Analysis in Health Services Research	14

(combines on-line activities and a 12-hour face-to-face meeting at Summer session or residency)	
Proposal, dissertation, and oral presentation	30
KAM V Advanced Theory, Methods, and Practice in Health Services; KAM VI Contemporary Issues and the Ethical Delivery of Health Services; KAM VII Advanced Case Study in Health Services and/or selected KAMs	41-42
Total quarter credit hours	127-128

Ph.D. degree in Human Services

The 128 quarter-credit-hour program leading to the Ph.D. degree in Health Services prepares students for service in multicultural environments with diverse service delivery systems with action-oriented research skills and context-sensitive knowledge for application within unique practice environments. Students choose the general program, a self-designed specialization, or a specialization in Clinical Social Work, Counseling, Criminal Justice, Family Studies and Intervention Strategies, Human Services Administration, or Social Policy Analysis and Planning.

Ph.D. in Human Services Curriculum (Tuition is \$3,850 per quarter)	Quarter Credit Hours
Orientation: Strategies for Success and Writing a Quality Knowledge Area Module (KAM) Demonstration	0
KAM I Principles of Societal Development	14
KAM II Principles of Human Development	14
KAM III Principles of Organization and Social Systems	14
Foundation Research Sequence (1) Human Inquiry and Science, (2) Design in Human Services Research, (3) Data Analysis in Human Services Research (combines on-line activities and a 12-hour face-to-face meeting at Summer session or residency)	14
Proposal, dissertation, and oral presentation	30
KAM V Advanced Theory and Practice in Human Services; KAM VI Intervention Strategies in Human Services; KAM VII Advanced Case Study in Human Services and/or selected KAMs	42
Total quarter credit hours	128

Ph.D. degree in Psychology

The 135-140 quarter-credit-hour programs leading to the Ph.D. degree in Psychology prepare scholar-practitioners to meet challenges and facilitate positive change in individuals, groups, organizations, and in local, national, and global communities. It prepares learners to

integrate psychological theory, research, established methods of scientific inquiry, and evidence-based practice that incorporates cultural and individual diversity. During one year (typically the second or third year) the student must fulfill a residence requirement, 500-hours in face-to-face interactions with administrators, faculty, students, staff, and other professionals at a residency location. The Ph.D. in Psychology curricula are listed below:

Ph.D. in Psychology Tuition is \$370 per quarter credit hour	Quarter Credit Hours			
	Required	Electives	Dissertation	Total
Academic Psychology	85	20	30	135
Health Psychology	95	10	30	135
Organizational Psychology	85	20	30	135
Sport Psychology	105	5	30	140

Ph.D. degree in Public Health

The 120 quarter-credit-hour program leading to the Ph.D. degree in Public Health is focused on community health, including medical, social, political, ethical, and economic factors that contribute to the overall well-being of a public health system and to the community it serves. The program emphasizes the development and demonstration of strong research skills so that graduates are able to pursue professional careers in academia or service to public and private governmental and nongovernmental organizations.

Students who enter the program with a bachelor's degree or a non-public-health master's degree complete a sequence of public health courses that provides a foundation for doctoral studies so that they have a total of 120 quarter credit hours, master's through doctorate level courses. Course work includes learning in the areas of biostatistics, epidemiology, environmental health sciences, health services administration, and social and behavioral sciences. The faculty chairperson will evaluate transfer of credit requests for the 6000-level courses. Students entering the program with a Master of Public Health or a Master of Science in Public Health degree will automatically transfer 36 quarter graduate credits toward their Ph.D. and complete the following courses:

Ph.D. in Public Health Curriculum for students with a master's degree in public health or a related discipline (Tuition is \$350 per quarter credit hour)	Quarter credit hours
Strategies for Success in the Electronic Environment (non-credit)	0
Promoting Population Health	5
Administration and Leadership of Public Health Programs	5
Public Health Informatics	5
Organizing Community Action for Health	5
Mass Media and Marketing Campaigns for Health	5

Policy Design and Implementation	5
Health Promotion in Communities of Diverse Populations	5
Design and Analysis of Community Trials	5
Foundation Research Seminar I: Human Inquiry and Science	4
Foundation Research Seminar II: Research Design in Public Health	5
Foundation Research Seminar III: Data Analysis in Public Health Research	5
Dissertation	30
Total quarter credit hours	84

Ph.D. degree in Public Policy and Administration

The 128 quarter-credit-hour programs leading to the Ph.D. degree in Public Policy and Administration prepare students to meet the challenges of social governance and effective service delivery as government and nonprofit institutions become increasingly intertwined. The curriculum is grounded in scientific inquiry and scholarship to provide practical solutions to add to the understanding of democratic institutions. Students choose a specialization in Public Management and Leadership, E-Government, Public Policy, Democratic Institutions (Nonprofit Management and Leadership), Health Services, or Knowledge Management.

Ph.D. in Public Policy and Administration Tuition is \$3,850 per quarter	Quarter Credit Hours
Core Curriculum: Foundation, Public Management, and Policy and Leadership	36
Elective Curriculum: Democratic Institutions, E-Government, Public Policy, Health Services, Public Management and Leadership, Knowledge Management	12
Foundation Research Sequence (1) Human Inquiry and Science, (2) Research Design, (3) Data Analysis	14
Proposal, dissertation, and oral presentation	30
Specialized Curriculum: KAM V Democratic Governance; KAM VI Organizational Leadership and Change; KAM VII Specialization Topics	36
Total quarter credit hours	128

Recommendation

The Committee on Academic Affairs and Licensing recommends that the Commission approve initial licensure for Walden University for five years to recruit South Carolina residents beginning immediately into programs leading to the B.S. degree in (1) Business Administration and (2) Information Systems; the Master of (1) Business Administration, (2) Public Administration, and (3) Public Health; the M.S. degree in (1) Education, (2) Nursing, (3) Psychology, and (4) Public Health; the Ed.D. degree in Teacher Leadership; the Ph.D. degree in

(1) Applied Management and Decision Sciences, (2) Education, (3) Health Services, (4) Human Services, (5) Psychology (6) Public Health, and (7) Public Policy and Administration.