



South Carolina Commission on Higher Education

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CAAL
5/1/2014
Agenda Item 4b

May 1, 2014

MEMORANDUM

To: Dr. Bettie Rose Horne, Chair, and Members, Committee on Academic Affairs and Licensing

From: MaryAnn Janosik, Ph.D., Director of Academic Affairs

**Consideration of Request for Initial Degree-Granting License
B.A., Business; B.A., Legal Studies; B.S., Cyber Forensics/Information Security;
and M.B.A., Business
Keiser University, Fort Lauderdale, FL, Charleston and Columbia**

Summary

Keiser University (<http://www.keiseruniversity.edu/>) requests approval for initial licensure to offer in Charleston and Columbia programs leading to the B.A. degree in Business; B.S. degree in Legal Studies; B.S. degree in Cyber Forensics/Information Security; and the M.B.A. degree in Business. The program proposals are attached.

Keiser University is a not-for-profit, private institution of higher education incorporated under the laws of the State of Florida. Legally, the institution is chartered as Everglades College, Inc., doing business as Keiser University. The institution is a senior level institution offering post-secondary degrees at the associate, bachelor, master, and doctoral levels. Keiser University is classified as a Level VI institution and accredited by the Southern Association of Colleges and Schools Commission on Colleges, 1866 Southern Lane, Decatur, GA, 30033-4097 (404-679-4500). The University operates a parent campus in Ft. Lauderdale, Florida, which includes a Graduate School and an E-Campus that delivers online courses. Other system campus locations are in Daytona Beach, Fort Myers, Jacksonville, Lakeland, Melbourne, Miami, Orlando, Pembroke Pines, Port St. Lucie (including the College of Golf), Sarasota, Tallahassee, and Tampa. International locations include campuses in Shanghai, China, and San Marcos, Nicaragua. The Keiser University System campuses have enrolled a total of 16,714 undergraduate students, with an additional 1,015 students pursuing graduate degrees.

The Commission on Colleges of the Southern Association of Colleges and Schools accredits Keiser University and its branches.

Keiser officials submitted a letter of intent in April 2013 that it would seek licensure to offer a programs leading to the Bachelor of Arts degree in Business Administration with concentrations

in International Business, Management, Human Resource Management, Marketing, and Finance and Master of Business Administration degree with concentrations in Accounting, Health Services Management, Information Security Management, International Business, Leadership for Managers, and Marketing.

Following discussions with CHE staff concerning justification and need, Keiser officials revised their plans and in July submitted proposals to offer the proposed programs. The attached proposals are a result of further review and discussions among institution officials and CHE staff and are formatted to the recently-developed program proposal template.

The following information from the U.S. Department of Education (USDE) shows student loan default rates for the Charleston and Columbia campuses.

US Department of Education Cohort Default Rates Keiser University, Fort Lauderdale, FL		
FY2011	FY2010	FY2009
Default Rate	10.7%	13.1%
No. in Default	892	931
No. in Repay	8,296	7,079

The USDE sanctions a school when the school's three most recent cohort default rates are 25 percent or higher or if a school's current default rate is greater than 40 percent. Except in the event of a successful adjustment or appeal, such a school will lose Federal Family Education Loan, Direct Loan, and Federal Pell Grant program eligibility for the remainder of the fiscal year in which the school is notified of its sanction and for the following two fiscal years.

Keiser officials provided the following aggregated placement rates by program for students graduating in 2013.

Program	Eligible Grads	Placed In Field	Placed in Related Field	Total Placed In Field/Related Field	% Placed in Field or in Related Field
BA Business Administration	39	20	16	36	92.31%
BA Business Administration - Finance	4	2	2	4	100.00%
BA Business Administration - Human Resource Management	18	7	8	15	83.33%
BA Business Administration - International Business	10	5	5	10	100.00%
BA Business Administration - Management	38	22	12	34	89.47%
BA Business Administration - Marketing	7	3	4	7	100.00%
BS Cyber Forensics/Information Security	4	1	1	2	50.00%
BA Legal Studies	41	23	6	29	70.73%
MBA - Business Administration	103	57	38	95	92.23%
Totals	264	140	92	232	87.88%

The National Center for Education Statistics, College Navigator, provides data reported through the Integrated Postsecondary Education Data System (IPEDS). Detailed information is available at this link. <http://nces.ed.gov/collegenavigator/?q=keiser&s=all&id=13508105>

Undergraduate tuition is \$7,702 for full-time students (16 credit hours) and is pro-rated for part-time students. There is an additional \$440 per semester education fee. The approximate total tuition and fee charges for a 120 semester hour undergraduate degree are \$65,136.

Graduate tuition is \$9,594 for full-time students and is pro-rated for part-time students. There is an additional \$600 per semester education fee. The approximate total tuition and fee charges for a 36-semester hour graduate degree is \$30,582.

The attached Program Proposals address classification, purpose, justification, admission criteria, enrollment, curriculum, assessment, faculty, physical plant, equipment, library resources, and accreditation.

Recommendation

The staff recommends that the Committee on Academic Affairs and Licensing commend approval to the Commission initial degree-granting licensure for five years for Keiser University to offer in Charleston and Columbia programs leading to the B.A. degree in Business; B.A. degree in Legal Studies; B.S. degree in Cyber Forensics/Information Security; and the M.B.A. degree in Business, to be implemented as enrollments justify, provided that no state funding be required or requested.

Keiser University
Program Proposal
Revised April 2014

- BA Business Administration, with concentrations in:
 - Finance
 - Human Resources Management
 - International Business
 - Management
 - Marketing

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Item 2 (Classification)

Table 2.1: Proposed Program Information

Degree	Program Title and Concentrations	CIP Code	Proposed Start Date	Site	Delivery Mode	Institutional Approvals
BA, 4 year	Business Administration with concentrations in: Finance, Human Resources Management, International Business, Management, and Marketing	52.0201	Aug. 2014	Columbia, SC N. Charleston, SC	Ground, Hybrid, Online	Approval by Curriculum Committee, Vice Chancellor of Academics, Chief Operating Officer, and Chancellor February 2007

Item 3 (Purpose)

Table 3.1: Program Purpose and Objectives: BA Business Administration

Purpose	Program Objectives
Keiser University's Bachelor of Arts degree in Business Administration is intended to prepare career focused students with comprehensive knowledge of business principles. Students are offered a well-rounded business education as they learn the key content areas of management, marketing, finance, accounting, economics, and law coupled with exposure to how technology, ethical decision-making and other business elements are transforming workplaces locally and globally.	<ul style="list-style-type: none"> • To develop students' abilities to understand business concepts, terms and theories • To prepare students for jobs in the fields of management, marketing, human resources, finance and international business • To assist students in becoming more proficient in analysis, decision making and management • To develop students' understanding of international business and the effects of globalization

Item 4 (Justification)

Table 4.1 shows occupational characteristics and projected outlook information from the Bureau of Labor Statistics' *Occupational Outlook Handbook* for specific occupations most closely related to the proposed program.

Table 4.1: National Demand: BA Business Administration

Demand Measure	<i>Business and Financial Occupations</i>					
	Accountants & Auditors	Budget Analysts	Financial Analysts	Human Resources Specialists	Management Analysts	Market Research Analysts
Entry-Level Education	Bachelor's	Bachelor's	Bachelor's	Bachelor's	Bachelor's	Bachelor's
Number of Jobs, 2012	1,275,400	61,700	253,000	495,500	718,700	415,700
Job Outlook, 2012-22	13%	6%	16%	7%	19%	32%
Employment Change, 2012-22	166,700	3,800	39,300	32,500	133,800	131,500
2012 Median Pay	\$63,550	\$69,280	\$76,950	\$55,640	\$78,600	\$60,300

Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2014-15 Edition, Business and Financial Occupations and Management Occupations*, retrieved from <http://www.bls.gov/ooh/business-and-financial/home.htm>, <http://www.bls.gov/ooh/management/home.htm>, accessed 4/4/14.

Table 4.2 and Table 4.3 show projected employment by 2020 and employment change (2010-2020) in the Trident and Midlands Workforce Investment Areas for occupational fields most closely related to the proposed program.

Table 4.2: Regional Demand: Trident Workforce Investment Area (North Charleston)

Demand Measure	<i>Occupational Field Business & Financial Operations</i>
2020 Projected Employment for Trident Workforce Investment Area	12,480
Employment Change from 2010 for Trident Workforce Investment Area	19%

Source: *SC Works website*, accessed 4/4/14.

Table 4.3: Regional Demand: Midlands Workforce Investment Areas (Columbia)

Demand Measure	<i>Occupational Field Business & Financial Operations</i>
2020 Projected Employment for Trident Workforce Investment Area	17,626
Employment Change from 2010 for Trident Workforce Investment Area	11%

Source: *SC Works website*, accessed 4/4/14.

Table 4.4 shows current job openings in the North Charleston and Columbia Metro Statistical Areas (MSA) for occupations most closely related to the proposed program. Keiser University's proposed program would provide graduates qualified for job openings in these growth fields.

Table 4.4: Current Demand: BA Business Administration

Demand Measure	Select Business and Financial Occupations						Business & Financial Total
	Accountants & Auditors	Cost Estimators	Financial Analysts	Human Resources Specialists	Labor Relations Specialists	Management Analysts	
Jobs Openings advertised online in Charleston MSA (as of April 4, 2014)	48	15	47	14	2	38	244
Jobs Openings advertised online in Columbia MSA (as of April 4, 2014)	44	10	10	1	3	55	261

Source: *SC Works website*, accessed 4/4/14.

The proposed program is offered at other Keiser University locations (Daytona, Fort Lauderdale, Fort Myers, Jacksonville, Miami, Lakeland, Melbourne, Orlando, Pembroke Pines, Port St. Lucie, Sarasota, Tallahassee, Tampa, and West Palm Beach) and is directly related to the institution’s mission:

“...through quality teaching, learning, and research, the university is committed to provide students with opportunities to develop the knowledge, understanding, and skills necessary for successful employment. Committed to a “students first” philosophy, Keiser University prepares graduates for careers in business, criminal justice, health care, technology, hospitality, education, and career-focused general studies...”

Twelve South Carolina public, 21 independent, and 10 for-profit institutions offer business/management programs.

Table 4.5: Similarities and Differences to Other Programs: BA Business Administration

Similarities	Differences
<ul style="list-style-type: none"> • Credit hours • Core general business courses 	<ul style="list-style-type: none"> • Flexible schedule; students take one course per month, year-round • Complete the program in a minimum of 41 months

Item 5 (Admission Criteria)

To be considered for enrollment at Keiser University, all applicants must supply:

- Verification of high school graduation (transcript, diploma, etc.) or
- Verification of GED completion (GED scores or GED diploma) or
- Proof of graduation from a foreign institution comparable to a United States secondary school

Applicants will not be required to provide proof of high school graduation when they provide the following:

- Verification (official transcript) of an earned degree from an institution accredited by an agency recognized by United States Secretary of Education, or
- An evaluation of an official transcript by an approved educational evaluator service attesting that the degree is equivalent to a degree earned at a regionally accredited institution of higher education in the United States.

Home-schooled applicants who have a high school diploma are considered for admission. An applicant must make arrangements to take the Wonderlic Scholastic Level Exam, one of the most widely used and respected cognitive ability tests in the world, (administered at the University) or provide results of his/her Scholastic Aptitude Test (SAT), American College Testing examination (ACT), or Armed Services Vocational Aptitude Battery examination (ASVAB).

University requirements for admission are a combined score of 1230 on the SAT (or 830 on the previously used SAT examination), a composite score of 17 on the ACT, a score of 50 on the ASVAB, or successful passing score on the University entrance examination.

Item 6 (Enrollment)

Table 6.1: Projected Total Enrollment for Each Location: BA Business Administration

YEAR	TYPE	FALL		WINTER		SUMMER	
		Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2013 – 14	New	-	-	11	111	13	129
	Continuing	-	-	-	-	9	87
	Total	-	-	11	111	22	216
2014 – 15	New	15	150	16	156	17	165
	Continuing	17	168	25	248	32	315
	Total	32	318	40	404	48	480
2015 – 16	New	20	198	19	189	20	201
	Continuing	37	375	45	447	50	496
	Total	57	573	64	636	70	697
2016 – 17	New	25	246	21	208	22	221
	Continuing	54	543	62	616	64	642
	Total	79	789	82	824	86	864
2017 – 18	New	27	271	23	229	24	243
	Continuing	67	674	74	736	75	753
	Total	94	944	97	965	100	996

Estimates supplied in Table 6.1 are based on historical achievements of new campus startups in the Keiser University system, within context of the region’s demographics, program entrance requirements, proposed instructional format, and recruiting resources applied. The majority of students we expect to attract and serve with hybrid instructional format are working adults. Additionally, we will serve as a local option for students just completing high school in the area. As this is a new campus, and all programs are new, we do not expect transfers from other programs in the near-term.

Item 7 (Curriculum)

Curriculum for the proposed program is shown in Table 7.1 below. As the proposed program is currently being taught at other Keiser University campuses, all program course descriptions are already included within the institution’s catalog.

Table 7.1: BA Business Administration Curriculum

Course	Credit Hours
<i>Lower Division General Education Courses</i>	36
<i>Lower Division Business Administration Major Courses</i>	24
Accounting Principles I	3
Accounting Principles II	3
Business Law	3
Financial Management	3
Entrepreneurship	3
Principles of Management	3
Human Resource Management	3
Introduction to Marketing	3
<i>Upper Division General Education Courses</i>	12
<i>Upper Division Business Administration Major Courses</i>	33
Managerial Accounting	3
Legal and Ethical Environment of Business	3
Money and Banking	3
Principles of Managerial Finance	3
Introduction to Management and Organizational Behavior	3
Industrial/Organizational Psychology	3
Leadership	3
Project Management	3
International Business	3
Integrated Studies Capstone Course	3
Quantitative Approach to Business Decisions	3
<i>Concentrations</i>	
<i>Upper Division Business Administration Major Management Concentration Courses</i>	18
Operations Management	3
Cross-Cultural Management	3
Business Ethics	3
Managing Diversity	3
Global Strategy and Policy	3
Sales and Sales Management	3
<i>Upper Division Business Administration Major Human Resources Concentration Courses</i>	18
Managing Diversity	3
Performance Management	3
Recruitment, Selection, and Staffing	3
Training and Development	3
Management Law and Employee Relations	3
Labor Relations	3
<i>Upper Division Business Administration Major International Business Concentration Courses</i>	18
International Finance	3
International Competitiveness	3
International Negotiations and Transactions	3
Cultural Environment of International Business	3
International Entrepreneurship	3
Global Strategy and Policy	3
<i>Upper Division Business Administration Major</i>	18

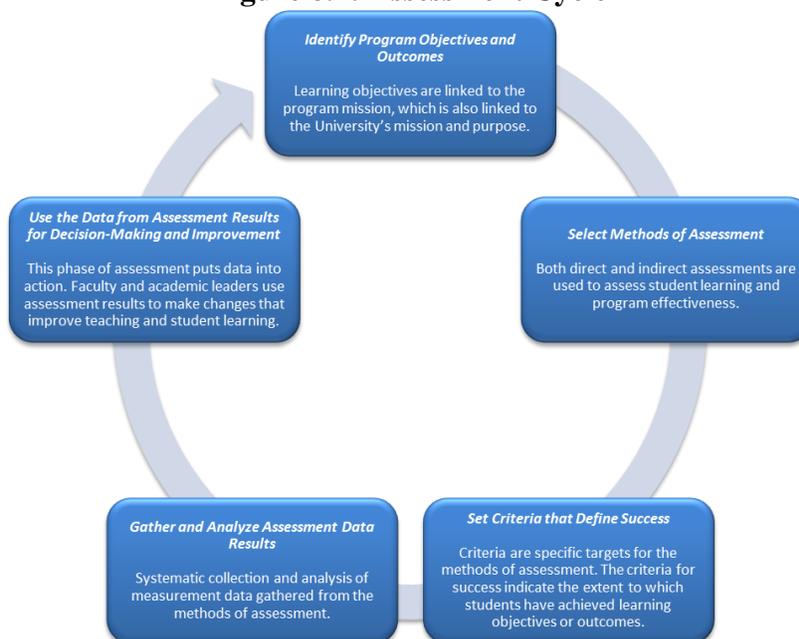
Marketing Concentration	
Advertising/Promotion Management	3
Sales and Sales Management	3
Consumer Behavior	3
E-Marketing	3
Marketing Strategy	3
Service Marketing	3
Upper Division Business Administration Major	18
Finance Concentration Courses	
Financial Decision-Making and Planning	3
Commercial Bank Management	3
Case Studies in Finance	3
Financial Policy and Strategy	3
Investment	3
International Finance	3
Total	123

Item 8 (Assessment)

Assessment of student learning outcomes at Keiser University is a campus-based, faculty-driven continuous quality improvement process. This process, as described below, is also used to determine levels of knowledge and competencies for the University’s online programs and off-campus sites. Figure 8.1 illustrates the institution’s overall assessment cycle.

Each Keiser University campus has established an assessment committee, chaired by a faculty assessment coordinator. The online division and off-campus sites likewise have assessment committees and coordinators. The campus assessment coordinator also serves as liaison to the Associate Vice Chancellor of Quality Enhancement and Compliance in the Office of the Vice Chancellor of Academic Affairs.

Figure 8.1: Assessment Cycle



The keystone of Keiser University's process for the assessment of undergraduate student learning is the program assessment record book. A separate program assessment record book exists for each degree program for each location (i.e., BA in Criminal Justice, Daytona Campus). In the electronic program assessment record books, the Associate Vice Chancellor of Quality Enhancement and Compliance records the results of the assessments listed in the program assessment plans.

Six measures of student learning are used for undergraduate programs. They are as follows:

- Program-specific course pre- and post-tests
- Program-specific graduate exit surveys
- Program-specific employer surveys
- Job placement rates
- Licensure/certification exam pass rates (allied health programs only)
- ETS Proficiency Profile (a standardized general education assessment)

The University's assessment process as a whole is monitored and evaluated by the Office of Institutional Research, Planning, and Assessment. This office prepares an annual summary of evidence of student learning. Assessment results are aggregated by campus, by program, and for the institution as a whole.

Review and revision of program objectives and intended learning outcomes occurs at Keiser University's annual faculty convocation in the fall of each year and through ongoing communications via regularly scheduled program conference calls as well as online program discussion boards which are a component of the Academic Continuous Quality Improvement (ACQI) web portal site.

Evidence of Improvement Based on Results of Assessment

At the beginning of each year, an annual campus assessment report is provided to each faculty assessment committee and the campus president and dean of academic affairs. This report is also supplied to the Online Division and to off-campus sites. The report includes results for each of the six measures of student learning listed above, and indicates each case where a program did not meet the benchmarks for those measures. These assessment results are a stimulus for specific changes in practice to improve student learning at the program level. The Department of Academic Affairs compiles a representative sample of specific changes in practice initiated within the 15 largest programs by program faculty at all campuses and the Online Division. This report, *Specific Changes in Practice to Improve Student Learning*, provides evidence of improvement based on analysis of assessment results and includes analyses of data. Changes made to improve the quality of instruction are shown a report entitled *Specific Changes in Practice to Improve Student Learning*.

Item 9 (Faculty)

Keiser University will employ both full- and part-time faculty to adequately support the proposed program. Table 9.1 shows the number of new faculty and staff needed for the proposed program, as well as minimum hiring qualifications. The number of full-time faculty will be

sufficient to support the instructional needs of the program consistent with the teaching load policy of the University.

Table 9.1: New Faculty and Staff for Each Location– Year 1

Program	No. of New Faculty	Minimum Qualifications	No. of New Admin./ Staff	Minimum Qualifications
BA Business Administration	7	Master’s degree in discipline	1	Master’s degree in discipline

Keiser University employs faculty and staff members with the qualifications needed to accomplish its mission and goals and in compliance with standards prescribed by the Southern Association of Colleges and Schools (SACS). Undergraduate faculty teaching classes must possess a minimum of a master’s degree in the discipline in which they teach. In the event an otherwise highly qualified prospective faculty member does not meet this requirement, he or she must demonstrate:

- An advanced degree in another discipline plus 18 graduate semester credits in the discipline. Graduate credits must be verified on an official transcript; or
- An advanced degree in another discipline and professional preparation or exceptional experience in the discipline that demonstrates the ability to deliver the course outcomes.

Keiser University provides assistance through financial reimbursement for professional and educational classes, seminars, and conventions directly related to the subject matter or the discipline in which a faculty member provides instruction.

In January of each year, each full-time faculty member is responsible for completing an annual Faculty Professional Development Plan, outlining his or her plan for professional growth and development during the next twelve months. The Plan is reviewed by the dean of academic affairs and the campus president. The faculty member, dean, and campus president sign the Plan. Adjunct faculty members are encouraged to develop and fulfill a Plan. The Plan, at a minimum, must contain evidence that the faculty member is maintaining currency in his/her field. Additionally, the Plan must contain planned contributions to the faculty member’s field. This includes, but is not limited to, publications, presentations, community service, and other related activities in the faculty member’s field.

At the conclusion of the year, the annual Faculty Professional Development Plan Progress Report is completed by the faculty member and reviewed with the dean of academic affairs. The dean is responsible for monitoring the progress of each individual faculty plan on a quarterly and annual basis, including obtaining verification and documentation of compliance with the Plan.

Full-time undergraduate faculty employees typically teach fifteen semester credit hours per semester. The maximum is twenty semester credit hours during a semester assigned through a combination of campus-based, web-based, and laboratories. This excludes externship and clinical rotation courses.

Faculty members are not assigned to serve on more than two standing institutional committees in any semester. If a faculty member is serving as a student committee advisor, he or she is not assigned to serve on more than one committee during that semester.

The policies for “Teaching Load” and “Role of Faculty and Its Committees” are found in the *Keiser University Undergraduate Faculty Manual*.

**Table 9.2: Unit Administration, Faculty, and Staff Support for Each Location:
BA Business Administration**

YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2014 – 15	1	1.0	0	0	1	1.0
2015 – 16	0	0	1	1.0	1	1.0
2016 – 17	0	0	1	1.0	1	1.0
2017 – 18	0	0	1	1.0	1	1.0
2018 – 19	0	0	1	1.0	1	1.0
Faculty						
2014 – 15	7	2.4	0	0	7	2.4
2015 – 16	6	2.4	7	2.4	13	4.8
2016 – 17	5	2.4	13	4.8	18	7.2
2017 – 18	3	.8	18	7.2	21	8.0
2018 – 19	0	0	21	8.0	21	8.0

Note: A program director (administration) will oversee the administrative functions of the program. No additional program specific staff will be employed.

Item 10 (Physical Plant)

Keiser University will sublease space within existing Southeastern Institute North Charleston and Columbia locations. As per the sublease agreements, KU is entitled to utilize these facilities during evening hours from 4 p.m. to 10 p.m. Monday through Saturday. These facilities provide sufficient space for the proposed program for the first five years. The North Charleston facility encompasses 9,500 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. The Columbia facility encompasses 10,800 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. No additional physical plant requirements are anticipated to support the proposed program.

Item 11 (Equipment)

As Keiser University will be utilizing existing Southeastern Institute facilities and equipment, no major equipment is anticipated to be required to support the program during the first five years. The institution will provide the standard equipment necessary for instruction.

Item 12 (Library Resources)

The Keiser University Library plays an integral role in the University’s mission to provide quality education and opportunities for students to develop knowledge, understanding and skills

necessary for successful employment. Keiser University Library owns the resources that it provides and makes them available to students and faculty and is not reliant upon any formal agreements with other institutions or libraries to provide adequate learning resources and services for the programs offered by the university. As this program is offered at other locations, Keiser University has in place resources to support the proposed program. These materials may be requested by students at any location through the library's inter-library loan request. Estimated annual acquisitions for the proposed program are shown below.

Table 12.1: Estimate of Annual Acquisitions for First 5 Years:

ESTIMATE OF ANNUAL ACQUISITIONS: BA BUSINESS ADMINISTRATION FOR CHARLESTON CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	Items	Cost	Items	Cost								
Monographs	80	\$4,000	80	\$4,000	80	\$4,000	80	\$4,000	80	\$4,000	400	\$20,000
Serials	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	15	\$5,000
Databases	1	\$7,000	1	\$7,000	1	\$7,000	1	\$7,000	1	\$7,000	5	\$35,000
Audio/Video	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	50	\$5,000
Reference	20	\$2,000	20	\$2,000	20	\$2,000	20	\$2,000	20	\$2,000	100	\$10,000
TOTALS	114	\$15,000	114	\$15,000	114	\$15,000	114	\$15,000	114	\$15,000	570	\$75,000

ESTIMATE OF ANNUAL ACQUISITIONS: BA BUSINESS ADMINISTRATION FOR COLUMBIA CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	Items	Cost	Items	Cost								
Monographs	80	\$4,000	80	\$4,000	80	\$4,000	80	\$4,000	80	\$4,000	400	\$20,000
Serials	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	15	\$5,000
Databases	1	\$7,000	1	\$7,000	1	\$7,000	1	\$7,000	1	\$7,000	5	\$35,000
Audio/Video	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	50	\$5,000
Reference	20	\$2,000	20	\$2,000	20	\$2,000	20	\$2,000	20	\$2,000	100	\$10,000
TOTALS	114	\$15,000	114	\$15,000	114	\$15,000	114	\$15,000	114	\$15,000	570	\$75,000

Every Keiser University Library branch also provides hard-wired computer terminals with full internet access as well as Wi-Fi access for mobile computing access to the library's electronic collections which currently exceed 80 separate databases

Item 13 (Accreditation, Approval, Licensure, or Certification)

Specialized programmatic accreditation, licensure, or certification is not required for in-field employment. The institution is seeking programmatic accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) for the bachelor's and master's degrees in business. The institution's self-study is due to ACBSP August 15, 2014, with a site visit scheduled for September 2014.

Keiser University
Program Proposal
Revised April 2014

B.A. Legal Studies

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Item 2 (Classification)

Table 2.1: Proposed Program Information

Degree	Program Title and Concentrations	CIP Code	Proposed Start Date	Site	Delivery Mode	Institutional Approvals
BA, 4 year	Legal Studies	22.0000	Aug. 2014	Columbia, SC N. Charleston, SC	Ground, Hybrid, Online	Approval by Curriculum Committee, Vice Chancellor of Academics, Chief Operating Officer, and Chancellor February 2007

Item 3 (Purpose)

Table 3.1: Program Purpose and Objectives: BA Legal Studies

Purpose	Program Objectives
Keiser University's Bachelor of Arts degree in Legal Studies trains students for careers in law and law-related fields (business, government and criminal justice) and also prepares students to pursue a law degree. Students learn the necessary information and skills for successful integration into a law office atmosphere. They also learn the ways in which the law impacts most professional fields.	<ul style="list-style-type: none"> • To develop legal research skills • To develop legal drafting skills • To understand and analyze substantive law • To understand civil and criminal procedure • To advance litigation case files • To understand various methods of dispute resolution

Item 4 (Justification)

Table 4.1 shows occupational characteristics and projected outlook information from the BLS' *Occupational Outlook Handbook* for occupations most closely related to the proposed program.

Table 4.1: National Demand: BA Legal Studies

Demand Measure	Legal Occupations	
	Paralegals & Legal Assistants	Arbitrators, Mediators, and Conciliators
Entry-Level Education	Associate's	Bachelor's
Number of Jobs, 2012	277,000	8,400
Job Outlook, 2012-22	17%	10%
Employment Change, 2012-22	46,200	900
2012 Median Pay	\$46,990	\$61,280

Table 4.2 and Table 4.3 show projected employment by 2020 and employment change (2010-2020) in the Trident and Midlands Workforce Investment Areas for occupational fields most closely related to the proposed program.

Table 4.2: Regional Demand: Trident Workforce Investment Area (North Charleston)

Demand Measure	Occupational Field
	Legal Occupations
2020 Projected Employment for Trident Workforce Investment Area	2,235
Employment Change from 2010 for Trident Workforce Investment Area	10%

Source: [SC Works website](#), accessed 4/4/14.

Table 4.3: Regional Demand: Midlands Workforce Investment Areas (Columbia)

Demand Measure	Occupational Field
	Legal Occupations
2020 Projected Employment for Midlands Workforce Investment Area	3,714
Employment Change from 2010 for Midlands Workforce Investment Area	10%

Source: [SC Works website](#), accessed 4/4/14.

Table 4.4 shows current job openings in the North Charleston and Columbia, SC Metro Statistical Areas (MSA) for occupations most closely related to the proposed program. Keiser University’s proposed program would provide graduates qualified for job openings in these growth fields.

Table 4.4: Current Demand: BA Legal Studies

Demand Measure	Select Legal Occupations		% of All Legal Occupation Openings	Legal Occupations Total
	Paralegals & Legal Assistants	Legal Support Workers		
Jobs Openings advertised online in Charleston MSA (as of April 4 2014)	52	1	85%	62
Jobs Openings advertised online in Columbia MSA (as of April 4 2014)	41	2	69%	62

Source: [SC Works website](#), accessed 4/4/14.

The proposed program is offered at other Keiser University locations (Daytona, Fort Lauderdale, Fort Myers, Jacksonville, Miami, Lakeland, Melbourne, Orlando, Pembroke Pines, Port St. Lucie, Sarasota, Tallahassee, Tampa, and West Palm Beach) and is directly related to the institution’s mission:

“...through quality teaching, learning, and research, the university is committed to provide students with opportunities to develop the knowledge, understanding, and skills necessary for successful employment. Committed to a “students first” philosophy, Keiser University prepares graduates for careers in business, criminal justice, health care, technology, hospitality, education, and career-focused general studies...”

Table 4.5: SC Institutions Offering Similar Degrees: BA Legal Studies

South Carolina Institutions Offering Bachelor's Degrees in Legal Assistant/Paralegal	
Institution	Programs
Anderson University	BA, Humanities and the Law
Bob Jones University	BA, Pre-Law
Brown Mackie College-Greenville	BS, Legal Studies
Limestone College	BS, Pre-Law
South University-Columbia	BS, Legal Studies

Table 4.6: Similarities and Differences to Other Programs: BA Legal Studies

Similarities	Differences
<ul style="list-style-type: none"> • Credit hours • Core of general legal studies courses 	<ul style="list-style-type: none"> • Flexible schedule; students take one course per month, year-round • Accelerated schedule; students can complete the program in a minimum of 41 months

Item 5 (Admission Criteria)

To be considered for enrollment at Keiser University, all applicants must supply:

- Verification of high school graduation (transcript, diploma, etc.) or
- Verification of GED completion (GED scores or GED diploma) or
- Proof of graduation from a foreign institution comparable to a United States secondary school
-

Applicants will not be required to provide proof of high school graduation when they provide the following:

- Verification (official transcript) of an earned degree from an accredited institution recognized by United States Secretary of Education, or
- An evaluation of an official transcript by an approved educational evaluator service attesting that the degree is equivalent to a degree earned at a regionally accredited institution of higher education in the United States.

Home-schooled applicants who have a high school diploma are considered for admission. An applicant must make arrangements to take the Wonderlic Scholastic Level Exam, one of the most widely used and respected cognitive ability tests in the world, (administered at the University) or provide results of his/her Scholastic Aptitude Test (SAT), American College Testing examination (ACT), or Armed Services Vocational Aptitude Battery examination (ASVAB).

University requirements for admission are a combined score of 1230 on the SAT (or 830 on the previously used SAT examination), a composite score of 17 on the ACT, a score of 50 on the ASVAB, or successful passing score on the University entrance examination.

Item 6 (Enrollment)

Table 6.1: Projected Total Enrollment for Each Location: BA Legal Studies

YEAR	TYPE	FALL		WINTER		SUMMER	
		Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2014 – 15	New	-	-	7	74	9	86
	Continuing	-	-	-	-	6	58
	Total	-	-	7	74	14	144
2015 – 16	New	10	100	10	104	11	110
	Continuing	11	112	17	165	21	210
	Total	21	212	27	269	32	320
2016 – 17	New	13	132	13	126	13	134
	Continuing	25	250	30	298	33	331
	Total	38	382	42	424	46	465
2017 – 18	New	16	164	14	139	15	147
	Continuing	36	362	41	411	43	428
	Total	53	526	55	549	58	576
2018 – 19	New	18	180	15	152	16	162
	Continuing	45	449	49	491	50	502
	Total	63	629	64	643	66	664

Estimates supplied in Table 6.1 are based on historical achievements of new campus startups in the Keiser University system, within context of the region’s demographics, program entrance requirements, proposed instructional format, and recruiting resources applied. The majority of students we expect to attract and serve with hybrid instructional format are working adults. Additionally, we will serve as a local option for students just completing high school in the area. As this is a new campus, and all programs are new, we do not expect transfers from other programs in the near-term.

Item 7 (Curriculum)

Curriculum for the proposed program is shown in Table 7.1 below. As the proposed program is currently being taught at other Keiser University campuses, all course descriptions are already included within the institution’s catalog.

Table 7.1: BA Legal Studies Curriculum

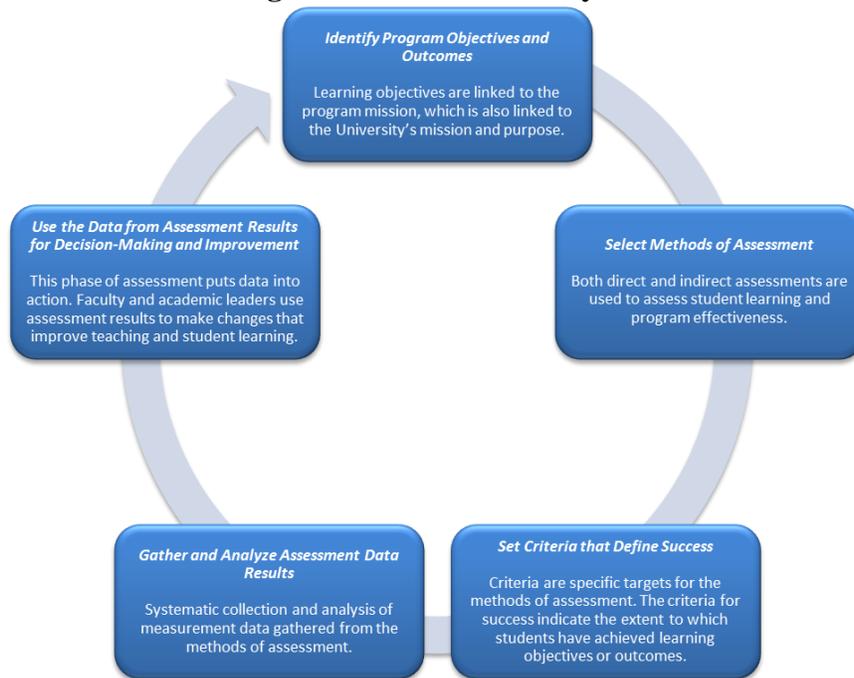
Course	Credit Hours
<i>Lower Division General Education Courses</i>	36
<i>Lower Division Legal Studies Major Courses</i>	24
Legal Research and Writing I	3
Criminal Law	3
Contracts	3
Wills, Trusts, and Estates	3
Civil Litigation	3
Torts	3
Real Property	3
Family Law	3
<i>Upper Division General Education Courses</i>	12
<i>Upper Division Legal Studies Major Courses</i>	48
Legal Research and Writing II	3
Legal Drafting	3
Criminal Procedure	3
Business Organizations	3
Income Tax	3
Ethics	3
Workers' Compensation	3
Legal Interviewing and Investigation	3
Alternative Dispute Resolution	3
Evidence	3
Advanced Civil Litigation	3
Advanced Torts	3
Law Office Technology	3
Immigration Law	3
Constitutional Law	3
Legal Studies Capstone Project	3
<i>Total</i>	120

Item 8 (Assessment)

Assessment of student learning outcomes at Keiser University is a campus-based, faculty-driven continuous quality improvement process. This process, as described below, is also used to determine levels of knowledge and competencies for the University's online programs and off-campus sites. Figure 8.1 illustrates the institution's overall assessment cycle.

Each Keiser University campus has established an assessment committee, chaired by a faculty assessment coordinator. The online division and off-campus sites likewise have assessment committees and coordinators. The campus assessment coordinator also serves as liaison to the Associate Vice Chancellor of Quality Enhancement and Compliance in the Office of the Vice Chancellor of Academic Affairs.

Figure 8.1: Assessment Cycle



The keystone of Keiser University's process for the assessment of undergraduate student learning is the program assessment record book. A separate program assessment record book exists for each degree program for each location (i.e., BA in Criminal Justice, Daytona Campus). In the electronic program assessment record books, the Associate Vice Chancellor of Quality Enhancement and Compliance records the results of the assessments listed in the program assessment plans.

Six measures of student learning are used for undergraduate programs. They are as follows:

- Program-specific course pre- posttests
- Program-specific graduate exit surveys
- Program-specific employer surveys
- Job placement rates
- Licensure/certification exam pass rates (allied health programs only)
- ETS Proficiency Profile (a standardized general education assessment)

The University's assessment process as a whole is monitored and evaluated by the Office of Institutional Research, Planning, and Assessment. This office prepares an annual summary of evidence of student learning. Assessment results are aggregated by campus, by program, and for the institution as a whole.

Review and revision of program objectives and intended learning outcomes occurs at Keiser University's annual faculty convocation in the fall of each year and through ongoing communications via regularly scheduled program conference calls as well as online program

discussion boards which are a component of the Academic Continuous Quality Improvement (ACQI) web portal site.

Evidence of Improvement Based on Results of Assessment

At the beginning of each year, an annual campus assessment report is provided to each faculty assessment committee and the campus president and dean of academic affairs. This report is also supplied to the Online Division and to off-campus sites. The report includes results for each of the six measures of student learning listed above, and indicates each case where a program did not meet the benchmarks for those measures. These assessment results are a stimulus for specific changes in practice to improve student learning at the program level. The Department of Academic Affairs compiles a representative sample of specific changes in practice initiated within the 15 largest programs by program faculty at all campuses and the Online Division. This report, *Specific Changes in Practice to Improve Student Learning*, provides evidence of improvement based on analysis of assessment results and includes analyses of data. Changes made to improve the quality of instruction are shown a report entitled *Specific Changes in Practice to Improve Student Learning*.

Item 9 (Faculty)

Keiser University will employ both full and part-time faculty to adequately support the proposed program. Table 9.1 shows the number of new faculty and staff needed for the proposed program, as well as minimum hiring qualifications. The number of full-time faculty will be sufficient to support the instructional needs of the program consistent with the teaching load policy of the University.

Table 9.1: New Faculty and Staff for Each Location – Year 1

Program	No. of New Faculty	Minimum Qualifications	No. of New Admin./ Staff	Minimum Qualifications
BA - Legal Studies	7	Master’s degree in discipline	1	Master’s degree in discipline

Keiser University employs faculty and staff members with the qualifications needed to accomplish its mission and goals and in compliance with standards prescribed by the Southern Association of Colleges and Schools (SACS).

Undergraduate faculty teaching classes must possess a minimum of a master’s degree in the discipline in which they teach. In the event an otherwise highly qualified prospective faculty member does not meet this requirement, he or she must demonstrate:

- An advanced degree in another discipline plus 18 graduate semester credits in the discipline. Graduate credits must be verified on an official transcript; or
- An advanced degree in another discipline and professional preparation or exceptional experience in the discipline that demonstrates the ability to deliver the course outcomes.

Keiser University provides assistance through financial reimbursement for professional and educational classes, seminars and conventions directly related to the subject matter or the discipline in which a faculty member provides instruction.

In January of each year, each full-time faculty member is responsible for completing an annual Faculty Professional Development Plan, outlining his or her plan for professional growth and development during the next twelve months. The Plan is reviewed by the dean of academic affairs and the campus president. The faculty member, dean and campus president sign the Plan. Adjunct faculty members are encouraged to develop and fulfill a Plan. The Plan, at a minimum, must contain evidence that the faculty member is maintaining currency in his/her field. Additionally, the Plan must contain planned contributions to the faculty member's field. This includes, but is not limited to, publications, presentations, community service, and other related activities in the faculty member's field.

At the conclusion of the year, the annual Faculty Professional Development Plan Progress Report is completed by the faculty member and reviewed with the dean of academic affairs. The dean is responsible for monitoring the progress of each individual faculty plan on a quarterly and annual basis, including obtaining verification and documentation of compliance with the Plan.

Full-time undergraduate faculty employees typically teach fifteen semester credit hours per semester. The maximum is twenty semester credit hours during a semester assigned through a combination of campus-based, web-based, and laboratories. This excludes externship and clinical rotation courses.

Faculty members are not assigned to serve on more than two standing institutional committees in any semester. If a faculty member is serving as a student committee advisor, (s)he is not assigned to serve on more than one committee during that semester.

The policies for "Teaching Load" and "Role of Faculty and Its Committees" are found in the *Keiser University Undergraduate Faculty Manual*.

Table 9.2: Unit Administration, Faculty, and Staff Support for Each Location: BA Legal Studies

YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2014 – 15	1	1.0	0	0	1	1.0
2015 – 16	0	0	1	1.0	1	1.0
2016 – 17	0	0	1	1.0	1	1.0
2017 – 18	0	0	1	1.0	1	1.0
2018 – 19	0	0	1	1.0	1	1.0
Faculty						
2014 – 15	7	2.4	0	0	7	2.4
2015 – 16	3	2.4	7	2.4	10	4.8
2016 – 17	4	2.4	10	4.8	14	7.2
2017 – 18	3	.8	14	7.2	17	8.0
2018 – 19	0	0	17	8.0	17	8.0

Note: A program director (administration) will oversee the administrative functions of the program. No additional program specific staff will be employed.

Item 10 (Physical Plant)

Keiser University will sublease space within existing Southeastern Institute North Charleston and Columbia locations. As per the sublease agreements, KU is entitled to utilize these facilities during evening hours from 4 p.m. to 10 p.m. Monday through Saturday. These facilities provide sufficient space for the proposed program for the first five years. The North Charleston facility encompasses 9,500 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. The Columbia facility encompasses 10,800 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. No additional physical plant requirements are anticipated to support the proposed program.

Item 11 (Equipment)

As Keiser University will be utilizing existing Southeastern Institute facilities and equipment, no major equipment is anticipated to be required to support the program during the first five years. The institution will provide the standard equipment necessary for instruction.

Item 12 (Library Resources)

The Keiser University Library plays an integral role in the University’s mission to provide quality education and opportunities for students to develop knowledge, understanding and skills necessary for successful employment. Keiser University Library owns the resources that it provides and makes them available to students and faculty and is not reliant upon any formal agreements with other institutions or libraries to provide adequate learning resources and services for the programs offered by the university. As this program is offered at other locations, Keiser University has in place resources to support the proposed program. These materials may be requested by students at any location through the library’s inter-library loan request. Estimated annual acquisitions for the proposed program are shown below.

Table 12.1: Estimate of Annual Acquisitions for First 5 Years: BA Legal Studies

ESTIMATE OF ANNUAL ACQUISITIONS: BA LEGAL STUDIES FOR CHARLESTON CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	No. of Items	Cost	No. of Items	Cost								
Monographs	10	\$750	10	\$750	10	\$750	10	\$750	10	\$750	50	\$3,750
Serials	3	\$500	3	\$500	3	\$500	3	\$500	3	\$500	15	\$2,500
Databases	3	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	3	\$60,000
Audio/Video	5	\$500	5	\$500	5	\$500	5	\$500	5	\$500	25	\$2,500
Reference	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	40	\$6,250
Other	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
TOTALS	29	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	133	\$75,000

ESTIMATE OF ANNUAL ACQUISITIONS: BA LEGAL STUDIES FOR COLUMBIA CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	No. of Items	Cost	No. of Items	Cost								
Monographs	10	\$750	10	\$750	10	\$750	10	\$750	10	\$750	50	\$3,750
Serials	3	\$500	3	\$500	3	\$500	3	\$500	3	\$500	15	\$2,500
Databases	3	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	3	\$60,000
Audio/Video	5	\$500	5	\$500	5	\$500	5	\$500	5	\$500	25	\$2,500
Reference	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	40	\$6,250
Other	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
TOTALS	29	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	133	\$75,000

Every Keiser University Library branch also provides hard-wired computer terminals with full internet access as well as Wi-Fi access for mobile computing access to the library's electronic collections which currently exceed 80 separate databases.

Item 13 (Accreditation, Approval, Licensure, or Certification)

Specialized programmatic accrediting is not required for in-field employment. As required for affiliate member of the American Association for Paralegal Education (AAfPE), Keiser subscribes to the policies of AAfPE.

http://www.aafpe.org/AAfPE/American_Association_for_Paralegal_Education.asp

Keiser University
Program Proposal
Revised April 2014

B.S. Cyber Forensics/Information Security

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Item 2 (Classification)

Table 2.1: Proposed Program Information

Degree	Program Title and Concentrations	CIP Code	Proposed Start Date	Site	Delivery Mode	Institutional Approvals
BS, degree completion program	Cyber Forensics/Information Security	43.0116	Aug. 2014	Columbia, SC N. Charleston, SC	Ground, Hybrid, Online	Approval by Curriculum Committee, Vice Chancellor of Academics, Chief Operating Officer, and Chancellor March 2010

Item 3 (Purpose)

Table 3.1: Program Purpose and Objectives: BS Cyber Forensics/Information Security

Purpose	Program Objectives
Keiser University's Bachelor of Science degree in Cyber Forensics/Information Security is a completion program for graduates of associate of science programs in computer-related fields. It provides students with the technical expertise and investigation skills required to detect and prevent cybercrimes. Students will also be able to assess system weaknesses and suggest solutions that will provide protection against cybercriminal attacks.	<ul style="list-style-type: none"> • To provide students with the knowledge, critical thinking skills and communication skills needed in the field of Cyber Forensics/Information Security. • To assist students in becoming proficient in the use of information technology security tools and basic forensic techniques for the collection, preservation, analysis, and reporting of digital network evidence. • To enhance students' ability to plan for, detect, respond to, and recover from incidences that require network forensic activity. • To equip students with the skills needed to analyze the legal considerations for investigating and prosecuting computer crimes to develop a forensic process that is defensible in court.

Item 4 (Justification)

Table 4.1 shows occupational characteristics and national projected outlook information from the Bureau of Labor Statistics *Occupational Outlook Handbook* for occupations most closely related to the proposed program.

Table 4.1: National Demand: BS Cyber Forensics/Information Security

Demand Measure	Computer & Information Technology Occupations			
	Information Security Analysts, Web Developers, & Computer Network Architects	Computer Systems Analysts	Network & Computer Systems Administrators	Database Administrators
Entry-Level Education	Bachelor's	Bachelor's	Bachelor's	Bachelor's
Number of Jobs, 2012	359,900	520,600	366,400	118,700
Job Outlook, 2012-22	24%	25%	12%	15%
Employment Change, 2012-22	76,800	127,700	42,900	17,900
2012 Median Pay	\$79,890	\$79,680	\$72,560	\$77,080

Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, 2014-15 Edition, Information Security Analysts, retrieved from <http://www.bls.gov/ooh/computer-and-information-technology>, accessed 4/4/14.

Table 4.2 and Table 4.3 show projected employment by 2020 and employment change (2010-2020) in the Trident and Midlands Workforce Investment Areas for occupational fields most closely related to the proposed program.

Table 4.2: Regional Demand: Trident Workforce Investment Area (North Charleston)

Demand Measure	Occupational Field
	Computer & Mathematical Operations
2018 Projected Employment for Trident Workforce Investment Area	5,713
Employment Change from 2008 for Trident Workforce Investment Area	27%

Source: SC Works website, accessed 4/4/14.

Table 4.3: Regional Demand: Midlands Workforce Investment Areas (Columbia)

Demand Measure	Occupational Field
	Computer & Mathematical Operations
2018 Projected Employment for Midlands Workforce Investment Area	8,734
Employment Change from 2008 for Midlands Workforce Investment Area	15%

Source: SC Works website, accessed 4/4/14.

Table 4.4 shows current job openings in the North Charleston and Columbia Metro Statistical Areas (MSA) for occupations most closely related to the proposed program. Keiser University's proposed program would provide graduates qualified for job openings in these growth fields.

Table 4.4: Current Demand: BS Cyber Forensics/Information Security

Demand Measure	Select Computer & Information Technology Occupations				Computer & Information Technology Occupations Total
	Information Security Analysts, Web Developers, & Computer Network Architects	Computer Systems Analysts	Network & Computer Systems Administrators	Database Administrators	
Jobs Openings advertised online in Charleston MSA (as of April 4 2014)	27	43	72	16	563
Jobs Openings advertised online in Columbia MSA (as of April 4 2014)	40	99	138	39	961

Source: SC Works website, accessed 4/4/14.

The proposed program is offered at other Keiser University locations (Fort Lauderdale, Fort Myers, Jacksonville, Pembroke Pines, Sarasota, Tampa, and West Palm Beach) and is directly related to the institution’s mission:

“...through quality teaching, learning, and research, the university is committed to provide students with opportunities to develop the knowledge, understanding, and skills necessary for successful employment. Committed to a “students first” philosophy, Keiser University prepares graduates for careers in business, criminal justice, health care, technology, hospitality, education, and career-focused general studies...”

**Table 4.5: SC Institutions Offering Similar Programs:
BS Cyber Forensics/Information Security**

South Carolina Institutions Offering Bachelor's Degrees in Computer and Information Systems Security/ Information Assurance or Cyber/Computer Forensics and Counterterrorism	
Institution	Programs
Strayer University, Charleston, Columbia, and Greenville	B.S., Information Systems; Computer Forensics Management, Cyber Security Technology, and Digital Forensics Technology

In addition, the SC CHE licenses Westwood College, Atlanta (Midtown and Buckhead campuses) to recruit SC residents in a program leading to the B.S. degree in Information Network Technology, Computer Forensics and Systems Security and Capella University to recruit into a program leading to the B.S. degree in Information Technology, Information Assurance and Security.

**Table 4.6: Similarities and Differences to Other Programs:
BS Cyber Forensics/Information Security**

Similarities	Differences
<ul style="list-style-type: none"> Minimal; few institutions within the state offer similar programs 	<ul style="list-style-type: none"> Degree completion program – must complete 60 credit hours beyond the associate’s degree Flexible schedule; students take one course per month, year-round Accelerated schedule; students can complete the program faster

Item 5 (Admission Criteria)

To be considered for enrollment at Keiser University, all applicants must supply:

- Verification of high school graduation (transcript, diploma, etc.) or
- Verification of GED completion (GED scores or GED diploma) or
- Proof of graduation from a foreign institution comparable to a United States secondary school

Applicants will not be required to provide proof of high school graduation when they provide the following:

- Verification (official transcript) of an earned degree from an institution accredited by an agency recognized by United States Secretary of Education, or

- An evaluation of an official transcript by an approved educational evaluator service attesting that the degree is equivalent to a degree earned at a regionally accredited institution of higher education in the United States.

Home-schooled applicants who have a high school diploma are considered for admission.

An applicant must make arrangements to take the Wonderlic Scholastic Level Exam, one of the most widely used cognitive ability test, (administered at the University) or provide results of his/her Scholastic Aptitude Test (SAT), American College Testing examination (ACT), or Armed Services Vocational Aptitude Battery examination (ASVAB).

University requirements for admission are a combined score of 1,230 on the SAT (or 830 on the previously used SAT examination), a composite score of 17 on the ACT, a score of 50 on the ASVAB, or successful passing score on the University entrance examination.

Keiser University’s Bachelor of Science degree in Cyber Forensics/Information Security is a completion program for graduates of associate of science programs in computer-related fields. Applicants must provide an official transcript to provide evidence of successful completion of an Associate’s degree.

Item 6 (Enrollment)

**Table 6.1: Projected Total Enrollment for Each Location:
BS Cyber Forensics/Information Security**

YEAR	TYPE	FALL		WINTER		SUMMER	
		Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2014 – 15	New	-	-	9	93	11	108
	Continuing	-	-	-	-	7	72
	Total	-	-	9	93	18	180
2015 – 16	New	13	125	13	130	14	138
	Continuing	14	140	21	207	26	263
	Total	27	265	34	337	40	400
2016 – 11	New	17	165	16	158	17	168
	Continuing	31	312	37	372	41	413
	Total	48	477	53	530	58	581
2017 – 18	New	21	205	17	173	18	184
	Continuing	45	453	51	513	54	535
	Total	66	658	69	686	72	720
2018 – 19	New	23	226	19	191	20	203
	Continuing	56	561	61	614	63	627
	Total	79	787	80	804	83	830

Estimates supplied in Table 6.1 are based on historical achievements of new campus startups in the Keiser University system, within context of the region’s demographics, program entrance requirements, proposed instructional format, and recruiting resources applied. The majority of students we expect to attract and serve with hybrid instructional format are working adults. Additionally, we will serve as a local option for students just completing high school in the area. As this is a new campus, and all programs are new, we do not expect transfers from other programs in the near-term.

Item 7 (Curriculum)

Curriculum for the proposed program is shown in Table 7.1 below. As the proposed program is currently being taught at other Keiser University campuses, all course descriptions are already included within the institution’s catalog.

Table 7.1: BS Cyber Forensics/Information Security Curriculum

Note: This is a degree completion program.

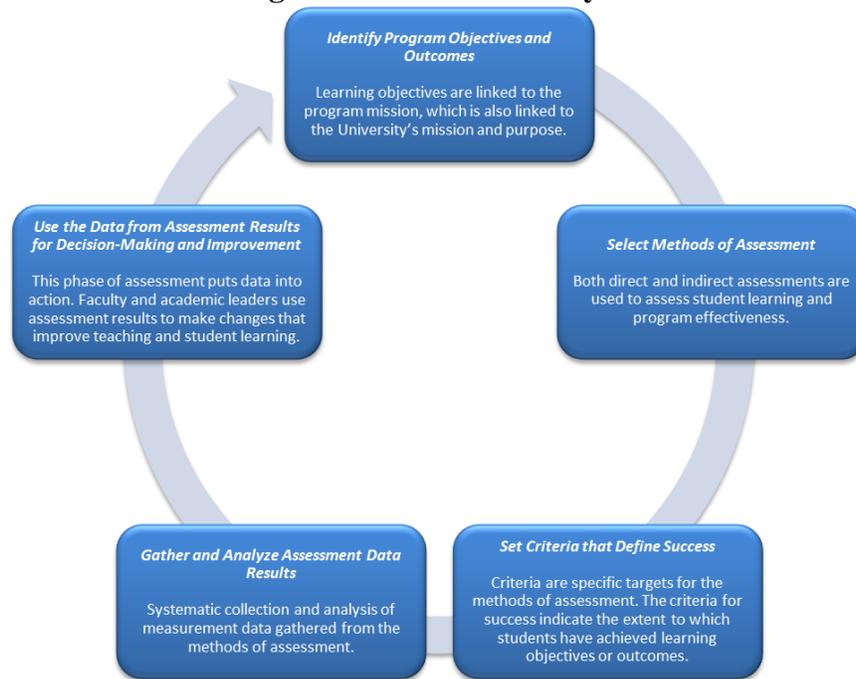
Course	Credit Hours
<i>Upper Division General Education Courses</i>	9
Professional Writing	3
Critical Thinking	3
Intermediate Statistics	3
<i>Upper Division Cyber Forensics/Information Security Major Courses</i>	51
Accounting for Non-Financial Majors	3
Legal and Ethical Environments of Business	3
Ethics in Information Technology	3
Security Policies and Disaster Preparedness	3
System Analysis	3
Criminal Evidence and Procedures	3
Systems Design	3
Cyber Crimes	3
White-Collar and Economic Crime	3
Database Management Systems	3
Information Technology Planning	3
Digital Media Forensics	3
Network Forensics	3
Computer Forensic Analysis	3
Network Defense and Countermeasures	3
Management Information Systems	3
Organization and Technology of Information Systems	3
<i>Total</i>	60
<i>Transfer associate degree</i>	60
<i>Total</i>	120

Item 8 (Assessment)

Assessment of student learning outcomes at Keiser University is a campus-based, faculty-driven continuous quality improvement process. This process, as described below, is also used to determine levels of knowledge and competencies for the University’s online programs and off-campus sites. Figure 8.1 illustrates the institution’s overall assessment cycle.

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Figure 8.1: Assessment Cycle



The keystone of Keiser University's process for the assessment of undergraduate student learning is the program assessment record book. A separate program assessment record book exists for each degree program for each location (i.e., BA in Criminal Justice, Daytona Campus). In the electronic program assessment record books, the Associate Vice Chancellor of Quality Enhancement and Compliance records the results of the assessments listed in the program assessment plans. Six measures of student learning are used for undergraduate programs. They are as follows:

- Program-specific course pre- posttests
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At the beginning of each year, an annual campus assessment report is provided to each faculty assessment committee and the campus president and dean of academic affairs. This report is also supplied to the Online Division and to off-campus sites. The report includes results for each of the six measures of student learning listed above, and indicates each case where a program did not meet the benchmarks for those measures. These assessment results are a stimulus for specific changes in practice to improve student learning at the program level. The Department of Academic Affairs compiles a representative sample of specific changes in practice initiated within the 15 largest programs by program faculty at all campuses and the Online Division. This report, *Specific Changes in Practice to Improve Student Learning*, provides evidence of improvement based on analysis of assessment results and includes analyses of data. Changes made to improve the quality of instruction are shown a report entitled *Specific Changes in Practice to Improve Student Learning*.

Item 9 (Faculty)

Keiser University will employ both full and part-time faculty to adequately support the proposed program. Table 9.1 shows the number of new faculty and staff needed for the proposed program, as well as minimum hiring qualifications. The number of full-time faculty will be sufficient to support the instructional needs of the program consistent with the teaching load policy of the University.

Table 9.1: New Faculty and Staff for Each Location – Year 1

Program	No. of New Faculty	Minimum Qualifications	No. of New Admin./ Staff	Minimum Qualifications
BS - Cyber Forensics/ Information Security	5	Master’s degree in discipline	1	Master’s degree in discipline

Keiser University employs faculty and staff members with the qualifications needed to accomplish its mission and goals and in compliance with standards prescribed by the Southern Association of Colleges and Schools (SACS).

Undergraduate faculty must possess a minimum of a master’s degree in the discipline in which they teach. In the event an otherwise highly qualified prospective faculty member does not meet this requirement, he or she must demonstrate:

- An advanced degree in another discipline plus 18 graduate semester credits in the discipline. Graduate credits must be verified on an official transcript; or
- An advanced degree in another discipline and professional preparation or exceptional experience in the discipline that demonstrates the ability to deliver the course outcomes.

Keiser University provides assistance for faculty development through financial reimbursement for professional and educational classes, seminars, and conventions directly related to the subject matter or the discipline in which a faculty member provides instruction.

In January of each year, each full-time faculty member is responsible for completing an annual Faculty Professional Development Plan, outlining his or her plan for professional growth and development during the next twelve months. The Plan is reviewed by the dean of academic affairs and the campus president. The faculty member, dean and campus president sign the Plan. Adjunct faculty members are encouraged to develop and fulfill a Plan. The Plan, at a minimum, must contain evidence that the faculty member is maintaining currency in his/her field. Additionally, the Plan must contain planned contributions to the faculty member's field. This includes, but is not limited to, publications, presentations, community service, and other related activities in the faculty member's field.

At the conclusion of the year, the annual Faculty Professional Development Plan Progress Report is completed by the faculty member and reviewed with the dean of academic affairs. The dean is responsible for monitoring the progress of each individual faculty plan on a quarterly and annual basis, including obtaining verification and documentation of compliance with the Plan.

Full-time undergraduate faculty employees typically teach fifteen semester credit hours per semester. The maximum is twenty semester credit hours during a semester assigned through a combination of campus-based, web-based, and laboratories. This excludes externship and clinical rotation courses.

Faculty members are not assigned to serve on more than two standing institutional committees in any semester. If a faculty member is serving as a student committee advisor, he or she is not assigned to serve on more than one committee during that semester. The policies for "Teaching Load" and "Role of Faculty and Its Committees" are found in the *Keiser University Undergraduate Faculty Manual*.

**Table 9.2: Unit Administration, Faculty, and Staff Support for Each Location:
BS Cyber Forensics/Information Security**

YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2014 – 15	1	1.0	0	0	1	1.0
2015 – 16	0	0	1	1.0	1	1.0
2016 – 17	0	0	1	1.0	1	1.0
2017 – 18	0	0	1	1.0	1	1.0
2018 – 19	0	0	1	1.0	1	1.0
Faculty						
2014 – 15	5	2.4	0	0	5	2.4
2015 – 16	3	1.6	5	2.4	8	4.0
2016 – 17	0	0	8	4.0	8	4.0
2017 – 18	0	0	8	4.0	8	4.0
2018 – 19	0	0	8	4.0	8	4.0

Note: A program director (administration) will oversee the administrative functions of the program. No additional program specific staff will be employed.

Item 10 (Physical Plant)

Keiser University will sublease space within existing Southeastern Institute North Charleston and Columbia locations. As per the sublease agreements, KU is entitled to utilize these facilities during evening hours from 4 p.m. to 10 p.m. Monday through Saturday. These facilities provide sufficient space for the proposed program for the first five years. The North Charleston facility encompasses 9,500 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. The Columbia facility encompasses 10,800 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. No additional physical plant requirements are anticipated to support the proposed program.

Item 11 (Equipment)

As Keiser University will be utilizing existing Southeastern Institute facilities and equipment, no major equipment is anticipated to be required to support the program during the first five years. The institution will provide the standard equipment necessary for instruction.

Item 12 (Library Resources)

The Keiser University Library plays an integral role in the University's mission to provide quality education and opportunities for students to develop knowledge, understanding and skills necessary for successful employment. Keiser University Library owns the resources that it provides and makes them available to students and faculty and is not reliant upon any formal agreements with other institutions or libraries to provide adequate learning resources and services for the programs offered by the university. As this program is offered at other locations, Keiser University has in place resources to support the proposed program. These materials may be requested by students at any location through the library's inter-library loan request. Estimated annual acquisitions for the proposed program are shown below.

**Table 12.1: Estimate of Annual Acquisitions for First 5 Years:
BS Cyber Forensics/Information Security**

ESTIMATE OF ANNUAL ACQUISITIONS: BS CYBER FORENSICS/INFORMATION SECURITY FOR CHARLESTON CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	No. of Items	Cost	No. of Items	Cost								
Monographs	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	40	\$6,250
Serials	3	\$500	3	\$500	3	\$500	3	\$500	3	\$500	15	\$2,500
Databases	3	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	3	\$60,000
Audio/Video	5	\$500	5	\$500	5	\$500	5	\$500	5	\$500	25	\$2,500
Reference	10	\$750	10	\$750	10	\$750	10	\$750	10	\$750	50	\$3,750
Other	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
TOTALS	29	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	133	\$75,000

ESTIMATE OF ANNUAL ACQUISITIONS: BS CYBER FORENSICS/INFORMATION SECURITY FOR COLUMBIA CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	No. of Items	Cost	No. of Items	Cost								
Monographs	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	8	\$1,250	40	\$6,250
Serials	3	\$500	3	\$500	3	\$500	3	\$500	3	\$500	15	\$2,500
Databases	3	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	0	\$12,000	3	\$60,000
Audio/Video	5	\$500	5	\$500	5	\$500	5	\$500	5	\$500	25	\$2,500
Reference	10	\$750	10	\$750	10	\$750	10	\$750	10	\$750	50	\$3,750
Other	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
TOTALS	29	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	26	\$15,000	133	\$75,000

Every Keiser University Library branch also provides hard-wired computer terminals with full internet access as well as Wi-Fi access for mobile computing access to the library's electronic collections which currently exceed 80 separate databases.

Item 13 (Accreditation, Approval, Licensure, or Certification)

Specialized programmatic accreditation, licensure, or certification is not required for in-field employment.

Keiser University

Program Proposal

Revised April 2014

- MBA Business Administration, with concentrations in:
 - Accounting
 - Health Services Management
 - Information Security Management
 - International Business
 - Leadership for Managers
 - Marketing

Contact Information

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Item 2 (Classification)

Table 2.1: Proposed Program Information

Degree	Program Title and Concentrations	CIP Code	Proposed Start Date	Site	Delivery Mode	Institutional Approvals
MBA	Business Administration with concentrations in: Accounting, Health Services Management, Information Security Management, International Business, Leadership for Managers, and Marketing	52.0201	Aug. 2014	Columbia, SC N. Charleston, SC	Ground, Hybrid, Online	Approval by Curriculum Committee, Vice Chancellor of Academics, Chief Operating Officer, and Chancellor March 2006

Item 3 (Purpose)

Table 3.1: Program Purpose and Objectives: MBA Business Administration

Purpose	Program Objectives
Keiser University's Master of Business Administration degree program is designed to provide career focused students with the knowledge, theory, and practice of the modern business world to enhance decision making and careers. This is done by developing the student's administrative and competency skills necessary to effectively lead organizations in the 21st century. The MBA program provides students with knowledge of functional areas, professional communication skills, the business environment, technical skills, and interactive areas of accounting, marketing, finance, leadership, legal/ethics, international business, information systems, quantitative methods and economics. The MBA program fosters independent learning and enables graduates to contribute intellectually to the business profession by demonstrating a conceptual understanding of advanced business strategies, and critically analyzing and solving problems based on applied research methods.	<ul style="list-style-type: none"> • To evaluate an organization's financial position through financial statement analysis and/or forecasting • To summarize and discuss the ethical and legal responsibilities of organizations. • To apply selected methods of quantitative analysis to enhance business decisions. • To compare economic environments and markets and their impact on business • Through a conceptual understanding, apply managerial leadership skills, marketing strategies and/or international business concepts, theory, and research to critically analyze and solve problems in unpredictable environments • To demonstrate professional communication skills in writing through organizing, thinking critically, and communicating ideas and information in documents and presentations.

Item 4 (Justification)

Table 4.1 shows occupational characteristics and projected outlook information from the Bureau of Labor Statistics' *Occupational Outlook Handbook* for occupations most closely related to the proposed program.

Table 4.1: National Demand: MBA Business Administration

Demand Measure	Management Occupations					
	Advertising, Promotions, & Marketing Managers	Compensation & Benefits Managers	Financial Managers	Human Resources Managers	Public Relations Managers & Specialists	Top Executives
Entry-Level Education	Bachelor's	Bachelor's	Bachelor's	Bachelor's	Bachelor's	Bachelor's
Number of Jobs, 2012	216,000	20,700	532,100	102,700	291,200	2,303,200
Job Outlook, 2012-22	12%	3%	9%	13%	13%	11%
Employment Change, 2012-22	25,400	600	47,100	13,600	35,100	261,500
2012 Median Pay	\$115,750	\$95,250	\$109,740	\$99,720	\$74,810	\$101,650

Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook, 2014-15 Edition, Business and Financial Occupations and Management Occupations*, retrieved from <http://www.bls.gov/ooh/business-and-financial/home.htm>, <http://www.bls.gov/ooh/management/home.htm>, accessed 4/4/14.

Table 4.2 and Table 4.3 show projected employment by 2020 and employment change (2010-2020) in the Trident and Midlands Workforce Investment Areas for occupational fields most closely related to the proposed program.

Table 4.2: Regional Demand: Trident Workforce Investment Area (North Charleston)

Demand Measure	Occupational Field Management
2020 Projected Employment for Trident Workforce Investment Area	16,585
Employment Change from 2010 for Trident Workforce Investment Area	9%

Source: *SC Works website*, accessed 4/4/14.

Table 4.3: Regional Demand: Midlands Workforce Investment Areas (Columbia)

Demand Measure	Occupational Field Management
2020 Projected Employment for Trident Workforce Investment Area	21,346
Employment Change from 2010 for Trident Workforce Investment Area	10%

Source: *SC Works website*, accessed 4/4/14.

Table 4.4 shows current job openings in the North Charleston and Columbia Metro Statistical Areas (MSA) for occupations most closely related to the proposed program. Keiser University's proposed program would provide graduates qualified for job openings in these growth fields.

Table 4.4: Current Demand: BA Business Administration

Demand Measure	Select Management Occupations						Management Total
	Advertising & Promotions Managers	Financial Managers	General and Operations Managers	Human Resources Managers	Public Relations & Marketing Managers	Chief Executives	
Jobs Openings advertised online in Charleston MSA (as of April 4, 2014)	16	47	165	13	20	13	1,359
Jobs Openings advertised online in Columbia MSA (as of April 4, 2014)	13	26	125	12	4	13	1,116

Source: SC Works website, accessed 4/4/14.

The proposed program is offered at other Keiser University locations (Daytona, Fort Lauderdale, Fort Myers, Jacksonville, Lakeland, Melbourne, Orlando, Pembroke Pines, Port St. Lucie, Sarasota, Tallahassee, Tampa, and West Palm Beach) and is directly related to the institution’s mission:

“...through quality teaching, learning, and research, the university is committed to provide students with opportunities to develop the knowledge, understanding, and skills necessary for successful employment. Committed to a “students first” philosophy, Keiser University prepares graduates for careers in business, criminal justice, health care, technology, hospitality, education, and career-focused general studies...”

Eight public, ten independent, and seven out-of-state institutions with branches in South Carolina offer a graduate program in business-related disciplines. CHE also licenses Capella, Grand Canyon, and Walden universities to recruit SC residents into programs leading to the M.B.A.

Table 4.5: Similarities and Differences to Other Programs: MBA Business Administration

Similarities	Differences
<ul style="list-style-type: none"> • Credit hours • Core of general business courses 	<ul style="list-style-type: none"> • Flexible schedule; students take 2 courses every 2 months, year-round • Accelerated scheduled; students can complete degree faster than traditional institutions

Item 5 (Admission Criteria)

Candidates for admission to the MBA program are required to hold a four-year baccalaureate degree (or equivalent) from an accredited institution. An undergraduate degree in business is not a requirement; qualified students from all backgrounds are encouraged to submit applications. An admission decision is based on a combination of a student’s undergraduate and/or graduate academic performance, professional experience, letters of recommendation, and/or standardized test scores. Specific program admissions requirements are shown in Table 5.1.

Table 5.1: Additional Program Specific Admissions Criteria: MBA Business Administration

Program Specific Admissions Criteria	
Required for admission to MBA program:	
<ul style="list-style-type: none"> • Submission of a completed Graduate School Application including the selection of a concentration • Submission of an unofficial transcript or copy of a foreign evaluation showing successful completion of a bachelor's degree with a completed Graduate School Application • Submission of official transcripts or original foreign evaluations showing successful completion of a bachelor's degree program from an accredited college or university received within the first semester of enrollment • Two letters of recommendation received within the first semester of enrollment • Minimum GMAT score of 450, GRE composite score of 1350 or MAT score at the 40th percentile received within the first semester of enrollment • Formal resume indicating education and complete work history 	
Requirement for GMAT/GRE/MAT scores may be waived for students who meet any one of the following:	
<ul style="list-style-type: none"> • Graduate degree from an accredited institution • Undergraduate degree from an accredited college or university with a grade average of at least 3.0 • Undergraduate degree from an accredited college or university with a grade average of 2.7 or above with a minimum of two years of administrative, managerial or professional work experience • Completion of the first semester of enrollment with a minimum grade average of 3.0. 	
Failure to provide documentation or test scores or to achieve the grade point average required at the end of the first semester may lead to suspension or dismissal from the University.	

Item 6 (Enrollment)

Table 6.1: Projected Total Enrollment for Each Location: MBA Business Administration

YEAR	TYPE	FALL		WINTER		SUMMER	
		Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2014 – 15	New	-	-	9	93	11	108
	Continuing	-	-	-	-	7	72
	Total	-	-	9	93	18	180
2015 – 16	New	13	125	13	130	14	138
	Continuing	14	140	21	207	26	263
	Total	27	265	34	337	40	400
2016 – 17	New	17	165	16	158	17	168
	Continuing	31	312	37	372	41	413
	Total	48	477	53	530	58	581
2017 – 18	New	21	205	17	173	18	184
	Continuing	45	453	51	513	54	535
	Total	66	658	69	686	72	720
2018 – 19	New	23	226	19	191	20	203
	Continuing	56	561	61	614	63	627
	Total	79	787	80	804	83	830

Estimates supplied in Table A are based on historical achievements of new campus startups in the Keiser University system, within context of the region’s demographics, program entrance requirements, proposed instructional format, and recruiting resources applied. The majority of students we expect to attract and serve with hybrid instructional format are working adults. As this is a new campus there will be no transfers from other programs in the near-term.

Item 7 (Curriculum)

Curriculum for the proposed program is shown in Table 7.1 below. As the proposed program is currently being taught at other Keiser University campuses, all course descriptions are already included within the institution’s catalog.

Table 7.1: MBA Business Administration Curriculum

Course	Credit Hours
<i>Masters of Business Administration Major Courses</i>	30
Survey of Accounting	3
Accounting for Decision Making	3
Financial Management	3
Marketing Management	3
Business Research Methods	3
International Business	3
Business Information Systems	3
Organizational Behavior	3
Project Management	3
Managerial Economics	3
<i>Concentrations</i>	
<i>Accounting Concentration Courses</i>	15
Advanced Financial Reporting and Accounting Concepts	3
Advanced Auditing Theory and Applications	3
Contemporary Issues in Accounting	3
Special Topics in Taxation	3
Capstone: Business Strategies	3
<i>Health Services Management Concentration Courses</i>	12
Strategic Management of Health Services Organizations	3
Quality Management in Health Care	3
Corporate Management in Health Care	3
Capstone: Business Strategies	3
<i>Information Security Management Concentration Courses</i>	12
Virtual Systems in a Global Economy	3
Information Security Management	3
Business Intelligence Systems	3
Capstone: Business Strategies	3
<i>International Business Concentration Courses</i>	12
International Trade	3
International Marketing Management	3
International Financial Management	3
Capstone: Business Strategies	3
<i>Leadership for Managers Concentration Courses</i>	12
Leadership Development	3
Human Resource Management	3
Organizational Change	3
Capstone: Business Strategies	3
<i>Marketing Concentration Courses</i>	12
Marketing Research Methods	3

Promotional Strategy	3
Advanced Consumer Behavior	3
Capstone: Business Strategies	3
<i>Total</i>	<i>42-45</i>

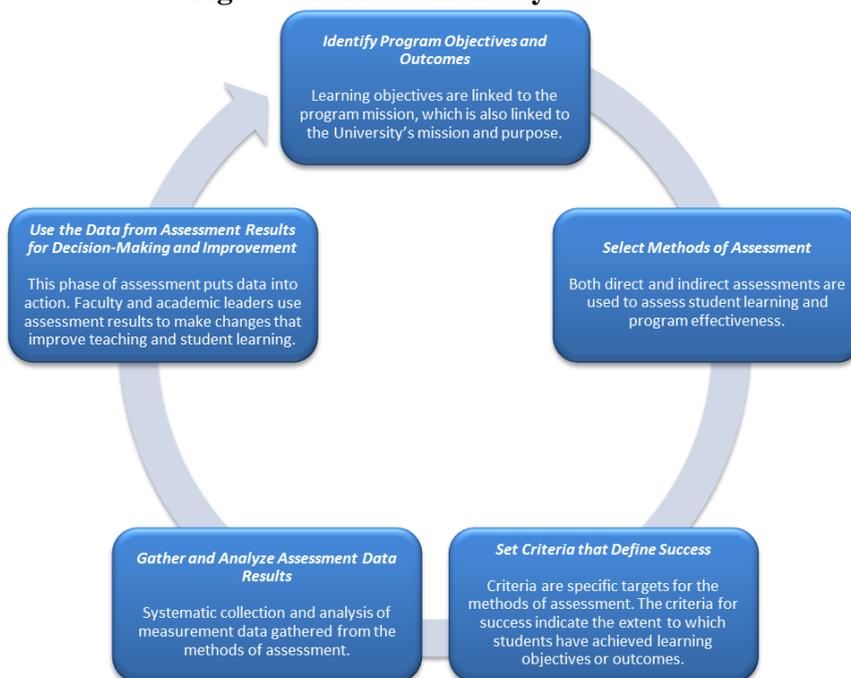
Item 8 (Assessment)

Assessment of student learning outcomes at Keiser University is a campus-based, faculty-driven continuous quality improvement process. This process, as described below, is also used to determine levels of knowledge and competencies for the University’s online programs and off-campus sites. Figure 8.1 illustrates the institution’s overall assessment cycle.

Each Keiser University campus has established an assessment committee, chaired by a faculty assessment coordinator. The online division and off-campus sites likewise have assessment committees and coordinators. The campus assessment coordinator also serves as liaison to the Associate Vice Chancellor of Quality Enhancement and Compliance in the Office of the Vice Chancellor of Academic Affairs.

The Master of Business Administration program assessment includes both direct and indirect means of assessment that are used to evaluate program effectiveness and drive program improvement. The means of assessment used are: course-embedded assessment, capstone assessment, graduate student exit assessment, employer surveys, and job placement rates.

Figure 8.1: Assessment Cycle



Assessment methods

Course Embedded Assessment: Course-embedded assessment is assessment tied to student performance in each course. Program faculty evaluate student achievement of outcomes and make recommendations for course and program change based on student performance. This means of assessment yielded numerous program improvements, however, was not directly tied to a quantitative measure of student performance until the initiation of Learning Outcomes

Management. Learning Outcomes Management (LOM), a quantitative means of assessment aligned directly to student demonstration of learning outcomes, was piloted in Summer 2012 and fully implemented in Fall 2012 in the MBA program. LOM assessment begins with faculty identifying applicable learning outcomes in each course, and tying the outcomes to an assignment or assignments. Using a standardized rubric, faculty evaluate student achievement of learning outcomes. Data is evaluated to determine if benchmarks for achievement of learning outcomes have been met. Program and course changes are made when benchmark are not met.

Examples of program changes due to course-embedded assessment include: FIN521 Financial Management case studies updated and rigor increased. Some quantitative exercises were replaced with exercises demanding increased critical thinking, evaluation, and creativity; MAN542 Business Research Methods incorporated Collaborative Institutional Training Initiative (CITI) certification to improve delivery of the ethical and legal program objectives; MBA699 Business Capstone course redesigned, software package eliminated and required readings added to provide clarity and increase student understanding of financial and accounting sections.

Capstone Assessment: Students complete a capstone project in their final class of the MBA program. At the end of each year, a representative sample of student capstone projects is evaluated, using a rubric aligned to the student learning outcomes and program objectives. Two trained readers evaluate the projects and scores are recorded and averaged across all samples. The benchmark for each outcome average score is 80%. Outcomes not meeting the benchmark are evaluated and changes are implemented in courses by program faculty to improve student performance of learning outcomes. The following means of assessment are used by both the undergraduate and graduate business programs at Keiser University.

Graduate Exit Assessment: Graduates of Keiser University complete an assessment instrument which evaluates achievement of competencies derived from student learning outcomes and, ultimately, program objectives. The benchmark for graduate assessment is 80% agree or strongly agree indicating mastery of the various competencies. Graduate Exit Assessment data is evaluated by program faculty and outcomes not meeting the benchmark are used to drive program improvement.

Employer Surveys: The mission of Keiser University includes the following statement: “The university is committed to provide students with opportunities to develop knowledge, understanding, and skills necessary for successful employment.” A component of the assessment process is to survey employers, to determine if graduates demonstrate competencies derived from student learning outcomes. The benchmark for students demonstrating competencies is 80% agree or strongly agree. Employer survey results are evaluated by program faculty and outcomes not meeting the benchmark are used to drive program improvement.

Placement Rates: Since a component of the mission of the university is graduate employment, placement rates for graduates are tracked. The benchmark for graduate placement is 85% in field or related field. Programs not meeting the benchmark for graduate placement are evaluated to determine how to improve student learning, performance, and ultimately, placement.

Learning Outcomes Management (LOM) - LOM is a course imbedded assessment tool that is directly tied to student achievement of learning outcomes. Independent of grading, instructors use learning outcomes rubrics to evaluate whether students demonstrate the outcomes in designated assignments. The outcome data is collected and evaluated. When the benchmark for

outcome data in a particular course is not met, program faculty provide recommendations to change assignments, teaching, courses, or processes to improve student achievement of learning outcomes. Learning Outcomes Assessment has been used in graduate courses since Summer 2012. It has been implemented into undergraduate business courses beginning in Fall 2012.

Keiser University has contracted with Peregrine Academic Services to provide a nationally-normed external assessment, aligned with ACBSP common professional components. Peregrine exams, beginning with the Fall 2012 semester, will be administered in the capstone class for the Bachelor in Business Administration and the Master of Business Administration degree programs. Peregrine data will allow program faculty to evaluate the level of student achievement of the ACBSP common professional components and compare results against nationally normed data. Based on the university's long use of assessment data to drive continuous program evaluation and improvement, Peregrine data will be used to provide another assessment tool in the arsenal.

As with all assessment data, once changes or corrections have been implemented, the evaluation cycle continues to determine if the changes have improved outcomes. This continuous process is evaluated annually at faculty convocation and documented in the program assessment books. The University's assessment process as a whole is monitored and evaluated by the Office of Institutional Research, Planning, and Assessment. This office is also responsible for distribution and analysis of student evaluation surveys including student satisfaction surveys, graduating student surveys, and employer surveys.

Review and revision of program objectives and intended learning outcomes occurs at Keiser University's annual faculty convocation in the fall of each year and through ongoing communications via regularly scheduled program conference calls as well as online program discussion boards which are a component of the Academic Continuous Quality Improvement (ACQI) web portal site.

Evidence of Improvement Based on Results of Assessment

At the beginning of each year, an annual campus assessment report is provided to each faculty assessment committee and the campus president and dean of academic affairs. This report is also supplied to the Online Division and to off-campus sites. The report includes results for each of the six measures of student learning listed above, and indicates each case where a program did not meet the benchmarks for those measures. These assessment results are a stimulus for specific changes in practice to improve student learning at the program level. The Department of Academic Affairs compiles a representative sample of specific changes in practice initiated within the 15 largest programs by program faculty at all campuses and the Online Division. This report, *Specific Changes in Practice to Improve Student Learning*, provides evidence of improvement based on analysis of assessment results and includes analyses of data. Changes made to improve the quality of instruction are shown a report entitled *Specific Changes in Practice to Improve Student Learning*.

Examples of specific program change based on assessment include: MBA courses were renumbered, assigning numbers that directly identify the course content. For instance MBA521 was changed to FIN521, MBA531 was changed to MKT531, etc. This was done to improve student employability options. Many MBA graduates want to teach upon graduation. Clarifying the course numbering made the MBA classes more identifiable and improved prospective employer's identification of courses taken by graduates.

Item 9 (Faculty)

Keiser University will employ both full and part-time faculty to adequately support the proposed program. Table 9.1 shows the number of new faculty and staff needed for the proposed program, as well as minimum hiring qualifications. The number of full-time faculty will be sufficient to support the instructional needs of the program consistent with the teaching load policy of the University.

Table 9.1: New Faculty and Staff for Each Location – Year 1

Program	No. of New Faculty	Minimum Qualifications	No. of New Admin./ Staff	Minimum Qualifications
MBA - Business Administration	5	Terminal degree in discipline	1	Terminal degree in discipline

Keiser University employs faculty and staff members with the qualifications needed to accomplish its mission and goals and in compliance with standards prescribed by the Southern Association of Colleges and Schools (SACS). Graduate faculty must possess a minimum of a terminal degree in the discipline in which they teach.

Keiser University provides assistance through financial reimbursement for professional and educational classes, seminars and conventions directly related to the subject matter or the discipline in which a faculty member provides instruction.

In January of each year, each full-time faculty member is responsible for completing an annual Faculty Professional Development Plan, outlining his or her plan for professional growth and development during the next twelve months. The Plan is reviewed by the dean of academic affairs and the campus president. The faculty member, dean and campus president sign the Plan. Adjunct faculty members are encouraged to develop and fulfill a Plan. The Plan, at a minimum, must contain evidence that the faculty member is maintaining currency in his/her field. Additionally, the Plan must contain planned contributions to the faculty member's field. This includes, but is not limited to, publications, presentations, community service, and other related activities in the faculty member's field.

At the conclusion of the year, the annual Faculty Professional Development Plan Progress Report is completed by the faculty member and reviewed with the dean of academic affairs. The dean is responsible for monitoring the progress of each individual faculty plan on a quarterly and annual basis, including obtaining verification and documentation of compliance with the Plan.

Full-time graduate faculty employees typically teach nine semester graduate credit hours per semester. Faculty members are not assigned to serve on more than two standing institutional committees in any semester. If a faculty member is serving as a student committee advisor, he or she is not assigned to serve on more than one committee during that semester. The policies for "Teaching Load" and "Role of Faculty and Its Committees" are found in the *Keiser University Graduate Faculty Manual*.

**Table 9.2: Unit Administration, Faculty, and Staff Support for Each Location:
MBA Business Administration**

YEAR	NEW		EXISTING		TOTAL	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Administration						
2014 – 15	1	1.0	0	0	1	1.0
2015 – 16	0	0	1	1.0	1	1.0
2016 – 17	0	0	1	1.0	1	1.0
2017 – 18	0	0	1	1.0	1	1.0
2018 – 19	0	0	1	1.0	1	1.0
Faculty						
2014 – 15	5	4.0	0	0	5	4.0
2015 – 16	0	0	5	4.0	5	4.0
2016 – 17	0	0	5	4.0	5	4.0
2017 – 18	0	0	5	4.0	5	4.0
2018 – 19	0	0	5	4.0	5	4.0

Note: A program director (administration) will oversee the administrative functions of the program. No additional program specific staff will be employed.

Item 10 (Physical Plant)

Keiser University will sublease space within existing Southeastern Institute North Charleston and Columbia locations. As per the sublease agreements, KU is entitled to utilize these facilities during evening hours from 4 p.m. to 10 p.m. Monday through Saturday. These facilities provide sufficient space for the proposed program for the first five years. The North Charleston facility encompasses 9,500 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. The Columbia facility encompasses 10,800 square feet; which includes classrooms, laboratories, a media center, bookstore, and offices. No additional physical plant requirements are anticipated to support the proposed program.

Item 11 (Equipment)

As Keiser University will be utilizing existing Southeastern Institute facilities and equipment, no major equipment is anticipated to be required to support the program during the first five years. The institution will provide the standard equipment necessary for instruction.

Item 12 (Library Resources)

The Keiser University Library plays an integral role in the University’s mission to provide quality education and opportunities for students to develop knowledge, understanding and skills necessary for successful employment. Keiser University Library owns the resources that it provides and makes them available to students and faculty and is not reliant upon any formal agreements with other institutions or libraries to provide adequate learning resources and services for the programs offered by the university. As this program is offered at other locations,

Keiser University has in place resources to support the proposed program. These materials may be requested by students at any location through the library's inter-library loan request. Estimated annual acquisitions for the proposed program are shown below.

**Table 12.1: Estimate of Annual Acquisitions for First 5 Years:
MBA Business Administration**

ESTIMATE OF ANNUAL ACQUISITIONS: MBA BUSINESS ADMINISTRATION FOR CHARLESTON CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	No. of Items	Cost	No. of Items	Cost								
Monographs	90	\$4,500	90	\$4,500	90	\$4,500	90	\$4,500	90	\$4,500	450	\$22,500
Serials	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	15	\$5,000
Databases	1	\$8,500	1	\$8,500	1	\$8,500	1	\$8,500	1	\$8,500	5	\$42,500
Audio/Video	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	50	\$5,000
Reference	40	\$4,000	40	\$4,000	40	\$4,000	40	\$4,000	40	\$4,000	200	\$20,000
Other	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
TOTALS	144	\$19,000	144	\$19,000	144	\$19,000	144	\$19,000	144	\$19,000	720	\$95,000

ESTIMATE OF ANNUAL ACQUISITIONS: MBA BUSINESS ADMINISTRATION FOR COLUMBIA CAMPUS												
Program	1 st Year		2 nd Year		3 rd Year		4 th Year		5 th Year		Total 5 Year	
	No. of Items	Cost	No. of Items	Cost								
Monographs	90	\$4,500	90	\$4,500	90	\$4,500	90	\$4,500	90	\$4,500	450	\$22,500
Serials	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	3	\$1,000	15	\$5,000
Databases	1	\$8,500	1	\$8,500	1	\$8,500	1	\$8,500	1	\$8,500	5	\$42,500
Audio/Video	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	10	\$1,000	50	\$5,000
Reference	40	\$4,000	40	\$4,000	40	\$4,000	40	\$4,000	40	\$4,000	200	\$20,000
Other	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0
TOTALS	144	\$19,000	144	\$19,000	144	\$19,000	144	\$19,000	144	\$19,000	720	\$95,000

Every Keiser University Library branch also provides hard-wired computer terminals with full internet access as well as Wi-Fi access for mobile computing access to the library's electronic collections which currently exceed 80 separate databases.

Item 13 (Accreditation, Approval, Licensure, or Certification)

Specialized programmatic accrediting is not required for in-field employment. The institution is seeking programmatic accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) for the bachelor's and master's degrees in business. The institution's self-study is due to ACBSP August 15, 2014, with a site visit scheduled for September 2014.