

Background Information

Provide a detailed description of the proposed modification, including its nature and purpose and centrality to institutional mission. (1500 characters)

This is a modification to add the Low Country Graduate Center (LGC) as a site to offer South Carolina State University's MBA program with a concentration in Healthcare Management (36 credit hours). Offering the MBA Healthcare Management concentration is supported by the Director of the LGC (see letter from Muller to Luke dated 1-14-16). Offering the program at that site provides residents of the Charleston region access to this program in one of the nation's largest and fastest growing private industry sectors. It also expands the geographical reach of the SCSU MBA to the greater Charleston area with great enrollment potential because medical services represents the single largest employment sector in Metro Charleston, according to a 2014 study by Avalanche Consulting LLC. The 2014 study also forecasts that medical services will add the most new jobs of any sector in Metro Charleston over the next five years.

Charleston is home to many healthcare professionals associated with the Medical University of South Carolina and other healthcare facilities. Since healthcare related organizations need strategic thinking managers more than ever in order to successfully compete in this expanding market, demand for this MBA concentration will be strong.

List the objectives of the modified program. (1500 characters)

The MBA Healthcare Management concentration will enable students to:

1. Understand the rapidly changing business and healthcare environments and the implications for individuals and organizations.
2. Develop specialized knowledge in healthcare management including healthcare policy, law and ethics, organizational behavior, human resource management, quality assessment, and healthcare delivery systems.
3. Develop critical thinking, problem solving, and communication skills required for efficient healthcare management.
4. Develop leadership skills and specialized knowledge to successfully manage healthcare organizations and systems.
5. Develop analytical and strategic decision making skills to manage and control scarce resources.

The proposal seeks CHE approval to offer the MBA Healthcare Management concentration at the Lowcountry Graduate Center (LGC). While other institutions offer the MBA in the Charleston area, none of them has a Healthcare Management concentration, which is well suited to the many healthcare professionals who live and work in Charleston.

Besides the core MBA courses (24 credit hours), the Healthcare Management concentration offers the following courses (12 credit hours):

HC 520 Healthcare Policy, Law and Ethics,
HC 521 Healthcare Organizational Behavior and Human Resource Management
HC 522 Quality Management in the Healthcare Industry
HC 523 Healthcare System Delivery in America

The MBA Healthcare Management concentration will be offered in the traditional format as well as online to accommodate the schedules of the busy healthcare professionals who wish to move into administrative and leadership roles. The Bureau of Labor Statistics Occupational Outlook Handbook for December 2015 noted that medical and health services managers held 333,000 jobs in 2014 with a median annual wage of \$92,810. Thus, the MBA Healthcare Management concentration will provide residents of SC with both professional advancement potential and increased earnings potential.

Assessment of Need

Provide an assessment of the need for the program modification for the institution, the state, the region, and beyond, if applicable. (1500 characters)

Nancy Muller, Director of the LGC cites strong data in support of offering the MBA Healthcare Management concentration in greater Charleston. "According to a June 2014 report by Avalanche Consulting LLC, the medical and healthcare sector is currently adding nearly 1,000 new jobs each year, 4 ½ times more than in manufacturing over the 2000 – 2014 period, in the Charleston Metro Area (Charleston, Berkeley, and Dorchester counties) alone." In 2014, one in ten (9.9%) employed persons in the area was employed in health services, representing 30,090 of the 302,630 comprising the total workforce across all industries and fields. This is also a highly educated sector, as 14,680 of the 30,090, or nearly half (48.8%) are working in professional ranks, such as physicians, nurses, and other medical specialties, nearly all of whom have earned at least a bachelor's degree. Based on the Avalanche data and analysis, this is projected to grow to 35,800 by 2018, or by 19.0%. Since 2000, this employment sector has grown 47.1% in the Charleston Metro Area, faster than the U.S. average and second only to the growth rate in professional and business services at 55.9% for the area over the period 2000 through 2014. In the Charleston Metro Area, there are an estimated 1,700 firms in healthcare and social assistance, according to data supplied by the Charleston Metro Chamber of Commerce (Muller to Luke dated 1/14/16). These statistics provide strong evidence of the ready market for the program.

SC State University's MBA with a concentration in Healthcare Management will be the only traditional MBA program of its kind accessible to those in the midlands and low country of South Carolina. Its graduates, with their unique skill sets, are needed to fill the existing and projected job opportunities in the health care services field in South Carolina.

Will the proposed modification impact any existing programs and services at the institution?

Yes

No

If yes, explain. (1000 characters)

List of Similar Programs in South Carolina

Program Name	Institution	Similarities	Differences
MBA with a Health Services Emphasis	Clemson University	<ul style="list-style-type: none"> • Curricula are similar. 	<ul style="list-style-type: none"> • Distinct geographical location. SC State's program can be offered partly online.
MHA – Master of Health Administration	MUSC (Medical University of South Carolina)	<ul style="list-style-type: none"> • Both can be offered in a traditional manner; some curricula similarities. 	<ul style="list-style-type: none"> • SC State's curriculum has a managerial focus, while MUSC's curriculum is more clinician-oriented
MHA – Master of Health Administration in Health Services and Management	USC (University of South Carolina)	<ul style="list-style-type: none"> • Curricula are similar. 	<ul style="list-style-type: none"> • SC State's curriculum has a managerial focus, while USC's curriculum is more clinician-oriented.
MBA – Healthcare Management	Various for-profit institutions (using online formats) such as: University of Phoenix St. Leo University Kaplan University Capella University	<ul style="list-style-type: none"> • Some curriculum similarities 	<ul style="list-style-type: none"> • SC State's program is not fully online.

Description of the Program

Projected New Enrollment						
Year	Fall		Spring		Summer	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2015-2016					5	30
2016-2017	15	90	10	60	10	60
2017-2018	20	120	15	90	15	90
2018-2019	25	150	20	120	20	120
2019-2020	30	180	25	150	25	150

Curriculum

Attach a curriculum sheet identifying the courses required for the program.

Curriculum Changes

Note: Complete this table only if there are changes to the curriculum.

Courses Eliminated from Program	Courses Added to Program

Faculty

Provide a brief explanation of any additional institutional changes in faculty and/or administrative assignment that may result from implementing the proposed program modification. (1000 characters)

Three (3) adjuncts will be initially hired to teach courses in the program. A full-time faculty position will be added in year 3.

Resources

Identify any new library/learning resources, new instructional equipment, and new facilities or modifications to existing facilities needed to support the modified program. (2000 characters)

\$10,000 per year will be spent on procuring library resources for the Healthcare Management concentration.

Financial Support

Estimated New Costs by Year						
Category	1st	2nd	3rd	4th	5th	Total
Program Administration						
Faculty and Staff Salaries	7,000	21,000	90,000	90,000	90,000	298,000
Graduate Assistants						
Equipment						
Facilities: 10% Tuition	1,683	11,781	16,830	21,879	26,928	79,101
Supplies and Materials	1,000	1,000	1,000	1,000	1,000	5,000
Library Resources	5,000	5,000	5,000	5,000	5,000	25,000
Other*						
Total	14,683	38,781	112,830	117,879	122,928	407,101
Sources of Financing						
Category	1st	2nd	3rd	4th	5th	Total
Tuition Funding	16,830	117,810	168,300	218,790	269,280	791,010
Program-Specific Fees						
State Funding (i.e., Special State Appropriation)*						
Reallocation of Existing Funds*						
Federal Funding*						
Other Funding* Title III Grant	10,000	10,000	10,000	10,000	10,000	50,000
Total	26,830	127,810	178,300	228,790	279,280	841,010
Net Total (i.e., Sources of Financing Minus Estimated New Costs)	12,147	89,029	65,470	110,911	156,352	433,909

*Provide an explanation for these costs and sources of financing in the budget justification.

Budget Justification

Provide a brief explanation for the other new costs and any special sources of financing (state funding, reallocation of existing funds, federal funding, or other funding) identified in the Financial Support table. (1000 characters)

Note: Institutions need to complete this budget justification *only* if any other new costs, state funding, reallocation of existing funds, federal funding, or other funding are included in the Financial Support table.

Adjunct Faculty will be paid \$3,500 per course. Two courses will be taught each semester and in the summer. Beginning in year 3, a full-time faculty will be hired.

There is a facility charge of 10% of tuition and fees charged for students who take courses at the LGC.

\$5,000 will be used for Library resources each year paid by Title III program.

Tuition is \$561 per credit hour for tuition and fees

Evaluation and Assessment

Will any of the proposed modification impact the way the program is evaluated and assessed?

Yes

No

If yes, explain. (1000 characters)

Will the proposed modification affect or result in program-specific accreditation?

Yes

No

If yes, explain; if the modification will result in the program seeking program-specific accreditation, provide the institution's plans to seek accreditation, including the expected timeline for accreditation. (500 characters)

Will the proposed modification affect or lead to licensure or certification?

Yes

No

If yes, explain how the program will prepare students for licensure or certification. (500 characters)

Teacher or School Professional Preparation Programs

Is the proposed modified program a teacher or school professional preparation program?

Yes

No

If yes, complete the following components.

Area of Certification

Attach a document addressing the South Carolina Department of Education Requirements and SPA or Other National Specialized and/or Professional Association Standards.

Attachment: Curriculum Sheet for Proposed MBA Concentration in Healthcare Management

SC State University – School of Business

MBA Program Curriculum

MBA with a Concentration in Healthcare Management

Prefix & No.		Credit Hrs.
<i>Core Courses – 24 Credit Hours</i>		
ACCT 510	Accounting for Business Decisions	3
BA 519	Statistics for Business Decisions	3
BA 563	Global Business Perspectives	3
ECON 515	Managerial Economics	3
MKT 520	Marketing Management	3
MGT 520	Financial Management	3
MGT 575	Management Information Systems	3
MGT 580	Capstone: Integrated Business Analysis	3
<i>Healthcare Management Courses – 12 Credit Hours</i>		
HC 520	Healthcare Law, Policy and Ethics	3
HC 521	Healthcare Org. Behavior and HR Mgt.	3
HC 522	Quality Management in the Healthcare Industry	3
HC 523	Healthcare System Delivery in America	3



Lowcountry Graduate Center

3800 Paramount Drive, North Charleston, SC 29405

January 14, 2016

Learie B. Luke, Ph.D.
Acting Provost
South Carolina State University
Donma Administration Building 202
300 College St. NE, P.O. Box 7307
Orangeburg, SC 29117

Dear Dr. Luke,

The healthcare industry is a collection of providers of goods and services to treat patients with preventive, curative, rehabilitative, and palliative care. The healthcare industry in the U.S. is seeing dramatic growth, and now represents the nation's largest private industry sector. The Bureau of Labor Statistics reports that healthcare and medical organizations are projected to create nearly one-third of new jobs between 2012 and 2022. To keep pace with this growth and changes in the environment (such as the implementation of the Patient Protection and Affordable Care Act), healthcare organizations are seeking educated leaders who can integrate technology and business management practices into the traditional healthcare system. Jobs2Careers.com currently lists over 1,800 unfilled jobs in South Carolina for healthcare managers.

According to a June 2014 released report by Avalanche Consulting LLC, the medical and healthcare sector is currently adding nearly 1,000 new jobs each year, 4 ½ times more than in manufacturing over the 2000 – 2014 period, in the Charleston Metro Area (Charleston, Berkeley, and Dorchester counties) alone. In 2014, one in ten (9.9%) employed persons in the area was employed in health services, representing 30,090 of the 302,630 comprising the total workforce across all industries and fields. This is also a highly educated sector, as 14,680 of the 30,090, or nearly half (48.8%) are working in professional ranks, such as physicians, nurses, and other medical specialties, nearly all of whom have earned at least a bachelor's degree. Based on the Avalanche data and analysis, this is projected to grow to 35,800 by 2018, or by 19.0%. Since

2000, this employment sector has grown 47.1% in the Charleston Metro Area, faster than the U.S. average and second only to the growth rate in professional and business services at 55.9% for the area over the period 2000 through 2014. In the Charleston Metro Area, there are an estimated 1,700 firms in healthcare and social assistance, according to data supplied by the Charleston Metro Chamber of Commerce.

This healthcare services workforce serves not only the second largest population base in the state totaling 727,700 in 2014 across the tri-county area, but is also available to the 4.9 million visitors to the area in the case of accidents and sudden illness they experience. The area therefore has six acute care hospitals, including the prestigious Medical University of South Carolina (MUSC) responsible for patient care, research, and teaching. Together, they generated \$2.2 billion in total revenue in 2013. The Affordable Care Act, expanding healthcare coverage for millions of uninsured lives across the nation, is fueling current and future growth in the sector. This expansion in demand is also the result of an aging population across America, including South Carolina, whose healthcare needs are waxing rather than waning with longevity. Meanwhile, South Carolina's population is among some of the worst in the nation, ranking 43 out of 50 states in overall health in 2014, according to the Centers for Prevention and Disease Control. Two out of three of every SC adult are overweight or obese, and 12.5% of SC's population has diabetes, placing us 47th among the 50 states where 50th is the worst. This parallels SC's ranking for high cholesterol, at a prevalence of 42.6%, making us highly vulnerable to cardiovascular disease and related illnesses. For these and other reasons, healthcare is a big business and among the leading reasons that Metro Charleston is considered a "medical mecca" for our state and the entire southeastern region of the country.

SC State University's MBA in Healthcare Management would be the only "in person" degree program of its kind available to Lowcountry residents. Other MBA programs exist, including by the College of Charleston with daytime weekday classes and The Citadel with evening classes, but no other specifically focuses on healthcare services management. In fact, the emphasis on services is a relatively new area of emphasis in higher education, as opposed to the more traditional, broader concentration on healthcare which covers both pharmaceuticals, medical devices and medical supplies manufacturing as well as services management. MUSC offers the MHA (Master of Health Administration) degree by its College of Health Professionals, which stresses the study of epidemiology and policy aspects of healthcare and is geared more to those seeking careers in more clinical environments. With a terminal degree in health services research and having taught at the College of Charleston an undergraduate Fall 2015 term course in "Structure of the U. S. Healthcare Delivery System," I consider this new MBA concentration from South Carolina State University to fill an unmet need and talent gap among the master's programs available in this field in the area.

According to the EAB, a national membership organization offering research in best practices and opportunities in higher education based in Washington, D.C., professional master's programs are both growing and changing. Across the next decade, master's degrees are projected by EAB to grow far faster than degrees at any other level. This new growth will come primarily from professional master's programs focused on specific job skills that help students gain a new job or advance in an existing position. According to the EAB, these programs tend to be part-time, draw on multiple academic disciplines, make significant use of adjunct faculty with practical work experience, and serve the older adult learner. The offering of this new MBA concentration to the ever-expanding healthcare services workforce in Metro Charleston will give its graduates an edge in competing for the jobs in such areas as medical practice management, financial analysis and planning, and healthcare marketing and communications.

The LGC was launched 15 years ago as a consortium of MUSC, The Citadel, and the College of Charleston to bring graduate-level education to working professionals to meet this area's workforce needs. It shares the campus with the College of Charleston's School of Professional Studies, offering its bachelor's degree completion program and non-credit continuing education to the older adult learner. With 50,000 square feet of space, this totally wireless facility houses 23 high-tech classrooms with high definition projectors and digital document cameras, five of which have videoconferencing capability. Additionally, there are three computer labs with 80 personal computers. Depending on instructor preference, the latest in 21st century classroom technology allows live, synchronous connections between multiple classroom locations to leverage the State's teaching resources in higher education.

Service amenities enable our targeted, older adult learners – working full time and balancing family and workplace with studies and career goals – to be successful. The LGC places an overarching emphasis on student centeredness by offering library services for research assistance, onsite tutoring, lactation rooms for working mothers, 300 spaces of safe, free parking, onsite food service, and archived lecture-capture for access by students. Visionaries intentionally placed the LGC away from downtown, in proximity to where the growing populace of the area lives and works. Hence, the North Charleston location is purposeful for ease of access by students after a long workday with ease of ample parking. This is of key strategic value in recruitment and program enrollment. We are only 70 miles from Orangeburg, located at the intersection of I-26 and 526 highway arteries in North Charleston. With 90 minutes or less of driving time, nearly one-third of the population of the entire state can reach the LGC location.

The LGC embraces the addition of South Carolina State University (SCSU) as our newest partner institution, joining Clemson University and the University of South Carolina alongside our three original member institutions. We are committed to publicizing its presence to the general public and especially to healthcare services employers in the area for their help in building awareness of this professional master's program for their employees. A marketing launch campaign by the LGC is planned as soon as all approvals are in hand by the SCSU and an

official news release can be issued to the media. I thank you for this opportunity to be of service to the working professionals of our state. And I trust this will be only the beginning of a blossoming and enriched working relationship between us.

Sincerely,

Nancy Muller, Ph.D., MBA
Director and Associate Dean
Lowcountry Graduate Center