Master's Program Proposal

Name of the proposing institution:

College of Hospitality, Retail, and Sport Management
Integrated Information Technology Program
University of South Carolina (Columbia)
Carolina Coliseum – 1000
701 Assembly Street
Columbia, SC 29208

Program Title: MASTER OF HEALTH INFORMATION TECHNOLOGY

Date of Submission: July 29, 2011

Signature of the President: _____

Program contact names and contact information:

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CLASSIFICATION

Program Title: Master of Health Information Technology

Degree Designation: Master of Health Information Technology (M.H.I.T.)

Academic units involved: Integrated Information Technology Program
College of Hospitality, Retail, and Sport Management
University of South Carolina (Columbia)

Health Services and Policy Management Department
Arnold School of Public Health
University of South Carolina (Columbia)

Proposed Date of Implementation: Fall semester, 2012

CIP Code: 51.0706

Program   New

Site: Columbia campus, University of South Carolina

Program does not qualify for supplemental Palmetto Fellows Scholarship or LIFE scholarship awards

Delivery mode: Traditional classroom, online, and distance

Justification

Program Purpose:

The purpose of the proposed program is to address the need for highly skilled health IT professionals as the U.S. moves toward a more technologically advanced health care system. It responds directly to regional, state, national, and international priorities for transitioning to electronic health information and transforming the American healthcare system.

Program Need and Demand:

The American Recovery and Reinvestment Act (ARRA) of February 2009, often called "The Stimulus Act," included the Health Information Technology for Economic and Clinical Health (HITECH) Act. One goal of the HITECH Act is that all Americans will have electronic health records by 2014. To this end, approximately $36 billion is being made available over six years for the development and implementation of health care information technology.

This enormous stimulus is coming on top of an already large anticipated growth in health care and information technology (IT) employment. The Bureau of Labor Statistics 2010-11 *Occupational Outlook Handbook* predicts employment in computer systems design and related services will grow 45% by 2018; concurrently, health care jobs will grow by 4 million, comprising 26% of all jobs in the U.S. economy. Many of the largest employers in South Carolina are health care companies.

The combined requirement for rapid computerization of health care information and the growth in demand for both health care and IT workers will tremendously increase the need for health information technology professionals. Hospitals, insurance companies, physicians' practices, state and local governments, and the information technology firms that provide health IT services will require specialists who understand the technologies associated with patient record systems, insurance claims processing, health care finance and operations systems, and the newly developing health care information exchange systems. These systems are highly adapted to the health care setting and must meet a host of state and federal regulations and privacy and security concerns. Traditional degree programs in health care administration and information technology management do not address these particular systems in much depth. A degree program dedicated to educating the next generation of health information technology managers is required. The Integrated Information Technology Program in the College of Hospitality, Retail, and Sport Management is proposing an interdisciplinary Master of Health Information Technology degree program to meet this challenge. A master's level program is appropriate to prepare information technology professionals in the application of IT to the health setting, and to prepare health

professionals in appropriate information technologies. These positions require understanding of the complex dynamics of the changing healthcare environment as well as knowledge of both healthcare and information technology.

BLS data show that in 2001, most information technology workers— almost 70 percent—had a bachelor's or higher degree (Occupational Outlook Quarterly, Bureau of Labor Statistics). Employment of computer and information systems managers is expected to grow 17 percent over the 2008-18 decade, which is faster than the average for all occupations. Workers with specialized technical knowledge and strong communications and business skills, as well as those with a Masters with a concentration in information systems, will have the best prospects. Job openings will be the result of employment growth and the need to replace workers who transfer to other occupations or leave the labor force. (Occupational Outlook Handbook, 2010-11 edition) Wages of computer and information systems managers vary by specialty and level of responsibility. Median annual wages of these managers in May 2008 were $112,210. The middle 50 percent earned between $88,240 and $141,890.

Health information technology professionals are in demand.

As the U.S. moves toward a more technologically advanced health care system, providers are going to need highly skilled health IT experts to support them in the adoption and meaningful use of electronic health records. The U.S. currently lags the implementation of these health IT systems in the Scandinavian countries, Europe, parts of India and other nations.

To help address this growing demand, the Office of the National Coordinator for Health Information Technology (ONC) has funded the Health IT Workforce Development Program. The goal is to train a new workforce of health IT professionals who will be ready to help providers implement electronic health records to improve health care quality, safety, and cost-effectiveness.

The ONC workforce development programs are intended to provide a jump start for development of academic programs to prepare high-caliber health information technology professionals interested in supporting the growing and evolving health IT industry. "One of four workforce development programs that the ONC developed under Section 3016 of the Public Health Service Act, as added by the Recovery Act, is designed to rapidly and sustainably increase the availability of individuals qualified to serve in specific health IT professional roles requiring university-level training" (http://HealthIT.HHS.gov/university training). These programs were expected to lead to university issued graduate level certificates or a master's degree.

Of the 50 largest employers in South Carolina, 22 are health care or health administration companies (CareerOneShop sponsored by U.S. Department of Labor). These

include BlueCross BlueShield of South Carolina, which alone employs 2,500 information technology staff out of a total employment of 11,000. Health information technology is already an important industry segment in our state. Data for South Carolina indicate 61,400 health IT jobs in 2009 and employment in this field is expected to grow faster than other industries (data extracted 11/22/10 from Standard Occupational Classification code see http://www.bls.gov/soc/home/htm)

In the United States, there are very few masters level programs in Health Information Technology. According to the Commission on Accreditation for Health Informatics and Information Management Education, there are five accredited master's degree programs: Claremont Graduate University in California, the College of St. Scholastica in Minnesota, the Oregon Health and Science University, the University of Pittsburgh, and the University of Tennessee Health Science Center. Thus, the proposed program will fulfill a regional and national need, as there are very few accredited programs of this type.

Health information technology can be grouped into three general categories: technology systems used for the administration of hospitals, physicians' practices, health insurance, and so on; clinical systems that collect patient data and support clinical process and decision making; and treatment technologies. The proposed program will concentrate on educating professionals to plan, develop, implement, maintain, and manage the first two types of health information systems.

Program Relationship to Mission:

The proposed program is consistent with the university mission for academic excellence and enhancing the industrial, economic, and cultural potential of the state. The transition to electronic health information is central to controlling healthcare costs and improving access and quality of care. These issues, in turn, are central to the industrial, economic, and cultural well-being of the state. These goals are a national priority with over $40 billion dollars of ARRA funding (stimulus) currently invested as incentives to assist medical providers in making the transition to electronic health information. The success of this challenging endeavor in South Carolina and the U.S. requires developing a highly educated workforce in health information technology. The proposed program also aligns with QEP goals for integrating across academic disciplines and experience since it will integrate teaching, research, and practice of two disciplines: health information technology (Integrated Information Technology program) and healthcare administration (the Arnold School of Public Health).

Relationship of Program to Other Programs at the University of South Carolina (Columbia)

Compared to other programs at the University of South Carolina Columbia, the proposed program will be unique. Computer Science and Engineering offers no master's program with coursework in any health related discipline. The Master of Science in Nursing programs do not offer a concentration in information technology. None of the master's programs in the Moore School of Business combine information technology and health care. None of the master's programs in the School of Medicine specialize in medical or health information technology. There is currently no master's program in the Arnold School of Public Health with a focus on information technology.

The Certificate of Graduate Study in Health Communication is a collaborative effort of the USC School of Journalism and Mass Communications; the School of Library and Information Science; and the Department of Health Promotion, Education, and Behavior (HPEB) of the Arnold School of Public Health. However, this certificate program has a unique focus on health communications and it is designed to strengthen students' knowledge in health communication content, research methods, and application.

The Arnold School of Public Health at the USC Columbia offers Master of Public Health (MPH) and Master of Health Administration degrees in Health Services Policy and Management. These programs contain one course on health care information systems. This course is included in the proposed program, supplemented with eight additional information technology courses.

The School of Library and Information Science is the eighth-ranked program in the U.S. in health sciences librarianship. The SLIS offers a master's program for those interested in the health sciences information profession. This program is not concerned with patient information systems, billing systems, or related health IT topics.

Overall the proposed program will complement existing programs. It is proposed as an interdisciplinary program with the Arnold School of Public Health, and there is potential for additional collaboration in the future, consistent with the University's QEP focus on integration, to keep USC in the forefront with national priorities to transform the American healthcare system.

Relationship of Proposed Program to Other Similar Programs in South Carolina

The South Carolina Commission on Higher Education degree inventory does not list any master's programs in health information technology.

The Medical University of South Carolina offers a Master of Health Administration degree that includes one course called "Management and Health Information Systems."

MUSC also lists a Master of Science in Bioinformatics among its program descriptions. This concentration within the MS in Biomedical Sciences has an individualized program of study.

The College of Charleston offers a Master of Science in Computing and Information Sciences. This degree program contains no coursework in health care information technology. None of the master's programs in Computer Science at the University of South Carolina or Clemson University contain any coursework in health care information technology.

The University of South Carolina Upstate offers a Bachelor of Arts in Information Management & Systems/Health Information Management (IMS/HIM) in conjunction with Greenville Technical College, Midlands Technical College and Florence-Darlington Technical College. Students earn an associate degree in HIM with the Registered Health Information Technician (RHIT) credential and then can earn a BA with a concentration in HIM by adding two years of coursework at USC Upstate. This is not a graduate program.

We do not anticipate that the proposed program will have any relationship with other institutions via inter-institutional cooperation. However, the proposed program is collaborative in nature as it involves two colleges within USC.

Enrollment:

Admission Criteria:

Beyond completing the normal application process through the graduate school, applicants to the MHIT program should typically have an undergraduate grade point average (GPA) of at least a 3.0 and minimum of 450 verbal and 550 quantitative GRE scores or the equivalent GMAT score. An admissions scorecard will be used to evaluate applicants, weighing the applicant's GPA, test scores, reference letters, previous professional experience, and career goal statement. This will allow the balancing of test scores, GPA, experience in or motivation for a health IT career, and letters of recommendation.

Anticipated Program Demand and Productivity

The MHIT Program will target an initial enrollment of 15 students in the first year and 15 students in the second year. Thereafter, a maximum of 15 to 20 students per year will be admitted to maintain an ongoing population of approximately 40 students and insure program quality. As the Projected Total Enrollment table below shows, during the second and subsequent years, students from the previous year will be enrolled simultaneously with students in the next year, creating an ongoing enrollment of 40 students. The figures in Table 1 are calculated based on the assumption that a non-

traditional student working full time might be taking only six hours per semester. However, full-time students taking nine credit hours each term will be able to complete the program in four semesters.

Two comparable programs at the University of South Carolina Columbia are the Master of Public Health and the Master of Health Administration. Enrollment in the Master of Health Administration program in the Arnold School of Public Health at the University of South Carolina has ranged from 32 (spring 2011) to 46 (fall 2008) during the fall and spring semesters since fall 2008. Enrollment in the Master of Public Health program in the Arnold School has ranged from 18 (fall 2008) to 26 (fall 2010) during the same time period. We expect new enrollments between 25 and 30 each year of the MHIT program.

Table 1. Projected Total Enrollment							Total Credit Hours
Year	Fall		Spring		Summer		
	Headcount	Credit Hours*	Headcount	Credit Hours*	Headcount	Credit Hours*	
2012-13	15	90	15	90	15	90	**270**
2013-14	30	180	30	180	30	180	**540**
2014-15	40	240	40	240	40	240	**720**
2015-16	40	240	40	240	40	240	**720**
2016-17	40	240	40	240	40	240	**720**

*Credit hour calculation based on assumption of students taking an average of 2 courses (6 credit hours) per semester.

Curriculum Structure of the MHIT Program

The MHIT program is designed to produce highly qualified professionals and leaders with expertise in both health administration and information technology. Students will have the opportunity for an in-depth information technology residency to provide real-world leadership experience beyond the classroom.

The proposed interdisciplinary program will be housed in the Integrated Information Technology (iIT) Program in the College of Hospitality, Retail, and Sport Management. Students will take coursework from both the IIT Program and from the Arnold School of Public Health. The curriculum comprises 36 credit hours, which includes a core of five courses (15 credit hours), three from iIT and two from the Arnold Schools' Department of Health Services Policy and Management. Students then choose five elective courses, including at least one from information technology and one from the Arnold School of Public Health, and complete an internship of six credit hours. Specific course and credit hour requirements are outlined below.

The required residency consists of a minimum of 250 hours of approved health information technology experience. It is modeled after the 6 credit hour residency

program required by the Arnold School of Public Health for the Master of Health Administration and the Master of Public Health, which requires a minimum of 48 working days (384 hours).   The residency also requires a research paper, which will be evaluated as the student's comprehensive assessment of program learning outcomes. The residency requirement is consistent with requirements for other professional programs in the College of HRSM, which all require 300 or more hours of internship experience. The integration of work experience with an academic research requirement is designed to provide a structured format for students to reflect on their work experience and relate it to content and theory learned across their program courses.

Courses will be conducted online and in a traditional live-classroom setting offered in the evenings and weekends to fit the schedules of working professionals. Depending on the depth and professional experience and interests of each student, their program of study can be oriented to provide breadth and depth in either the health or information technology components. Students with undergraduate degrees or extensive professional experience in health care would take most of their electives in information technology, while students with undergraduate degrees or experience in information technology would take their electives from the health component.

The program components are as follows:

1. Core Courses (15 credit hours required)

   - ITEC 747   Management of Health Information Systems (3)
   - ITEC 752   Health Systems Analysis and Design (3)
   - ITEC 764   Project Management for Health Information Systems (3)
   - HSPM 700   Approaches and Concepts for Health Administration (3)
   - HSPM 713   Information Systems in Health Administration (3)

2. Health Electives (any combination with minimum of 3 to maximum of 12 credit hours from the list of classes below)

   - BIOS 710   Effective Data Management in Public Health (3)
   - HSPM 712   Health Economics (3)
   - HSPM 714   Perspectives in Community Health Organizations (3)
   - HSPM 724   Health Law (3)
   - HSPM 730   Financing of Health Care (3)
   - HSPM 765   Leadership in Health Care Organizations (1)

3. Information Technology Electives (any combination with minimum of 3 to maximum of 12 credit hours from the list of classes below)

- CSCE 522   Information Security Principles (3)
- ITEC 745   Telecommunications for Health Information Systems (3)
- ITEC 762   Health Information Technology Usability and Interface Design (3)
- ITEC 770   Health Database Systems (3)
- ITEC 775   Large Scale Health Information Systems (3)
- ITEC 776   Health IT and Clinical Transformation (3)

4. ITEC 748   Health Information Technology Residency (6 credit hours)

The following new courses will be created for this program:

ITEC 745 – Telecommunications for Health Information Systems. Credits: 3. Overview of telecommunications technologies as they apply to health care delivery, health care administration, and health information exchange.

ITEC 747 – Management of Health Information Systems. Credits: 3. Overview of health information technology (HIT), electronic health records (EHR), and health information exchange (HIE). current practices, trends, and issues in health information systems management, and privacy and security of health information

ITEC 752 – Health Systems Analysis and Design. Credits: 3. This course applies the principles of information systems analysis and design to health processes and applications. It looks at the analysis and logical design of business processes and management information systems focusing on the systems development life cycle; and techniques for logical system design.

ITEC 762 –Health Information Technology Usability and Interface Design. Credits: 3. Overview of the analysis, design, and usability of health information systems. Includes consideration of computer interfaces, Web portals, and patient portals.

ITEC 764 – Project Management for Health Information Systems. Credits: 3. Application of project management software, technologies and practices to the design and implementation of real-world health information technology projects. Integrates IT knowledge and skills learned in earlier graduate courses and challenges graduate students to learn new technologies and to solve real business problems.

ITEC 770 – Health Database Systems. Credits: 3. This course is an introduction to the design, implementation, and management of database systems that form the foundation for health information systems.

ITEC 775 – Large Scale Health Information Systems. Credits: 3. Design, implementation and operation of large-scale information systems for healthcare institutions. Includes EMRs, CPOE, e-prescribing, medication administration, CRM, and supply chain management.

ITEC 776 – Health IT and Clinical Transformation. Credits: 3. Implementation of electronic health records (EHR) and health information exchange with focus on clinical transformation, which is the most difficult and critical component of achieving improved clinical outcomes and efficiencies from EHRs. The course recognizes that management of EHRs is increasingly important as a result of national healthcare policy, regulatory pressures, the need for information "on demand" at the point of care, and the focus on integration and "meaningful use" of electronic health information.

ITEC 748 –Health Information Technology Residency. Credits: 6. Professional residency (internship) in health information technology. Positions assigned on an individual basis with emphasis on management decision making, oral and written communication skills, planning, and problem solving.

Faculty

A total of nine faculty members from Integrated Information Technology and Health Services and Policy Management will be involved in teaching graduate-level courses. All of these faculty members have taught courses at the graduate level and have supervised student research.

Table 2. Faculty by Rank and Academic Qualifications			
Staff by Rank	**Terminal Degrees**	**Field of Study**	**Teaching in Field**
Professor #1	Ph.D.	Health Administration	Yes
Associate Professor #1	Ph.D.	Information Systems	Yes
Associate Professor #2	Ph.D.	Information Systems	Yes
Assistant Professor #1	Ph.D.	Health Services Policy and Management	Yes
Assistant Professor #2	Ph.D.	Health Services Policy and Management	Yes

Assistant Professor #3	Ph.D.	Information Systems	Yes
Assistant Professor #4	Ph.D.	Information Systems	Yes
Assistant Professor #5	Ph.D.	Health Administration	Yes
Assistant Professor #6 – new faculty line	Ph.D	Information Systems	Yes

The iIT program faculty have strong IT experience in areas highly relevant to health information technology. In addition, the recently hired iIT program director has significant experience and expertise in the field of health IT (included in Table 3).

A search is underway for a faculty member with health IT experience to replace a position vacated in June 2011. Just one new iIT assistant professor faculty position has been requested to support the proposed degree program. Both new iIT faculty members will have a Ph.D. in Information Systems or related field with research and teaching experience in health information technology. In addition, one additional assistant professor line is also being requested by the Arnold School of Public Health.

iIT searches will be conducted in Fall 2011 and positions will be in place for Fall 2012, and thus are included in Table 3 staffing calculations. The table below shows the administrative, faculty, and staff support for the Master of Health Information Technology. Two faculty members have administrative responsibility for the program. One is the College's Associate Dean for Research and Graduate Programs, who oversees all graduate programs in the College. This faculty member will provide 0.10 FTE toward the MHIT. In addition, one IIT faculty member will be assigned administrative responsibility as the MHIT Program Director (to be compensated by a stipend). This faculty member will provide 0.30 FTE for the MHIT program, for a total of 0.40 administrative FTE.

All nine faculty members in Table 3 above will teach graduate courses in the MHIT Program. The four faculty members from the Arnold School of Public Health will contribute 0.10 FTE toward the program for each of five courses, as the MHIT students will be combined with other Arnold School students for a total of 0.50 FTE. Two assistant professors from iIT will teach full time in the program, for 1 FTE. The iIT Program Director will also teach in the MHIT program, contributing .50 FTE. The other two iIT faculty members will teach one course per year in the program, contributing .25 FTE each. The iIT internship director will direct the internship, contributing 0.25 FTE. The total contribution of the iIT faculty is 2.75 FTE.

One staff position in the College of HRSM is assigned to provide administrative support to graduate programs in the College, which will include the MHIT program. This individual will contribute 0.25 FTE toward the MHIT program.

Table 3.	Unit Administration/Faculty/Staff Support					
Year	**New**		**Existing**		**Total**	
	Headcount	**FTE**	**Headcount**	**FTE**	**Headcount**	**FTE**
Administration						
2012-13	0	0	2	.40	2	.40
2013-14	0	0	2	.40	2	.40
2014-15	0	0	2	.40	2	.40
2015-16	0	0	2	.40	2	.40
2016-17	0	0	2	.40	2	.40
Faculty						
2012-13	0	0	9	2.75	9	2.75
2013-14	0	0	9	2.75	9	2.75
2014-15	0	0	9	2.75	9	2.75
2015-16	0	0	9	2.75	9	2.75
2016-17	0	0	9	2.75	9	2.75
Staff						
2012-13	0	0	1	.25	1	.25
2013-14	0	0	1	.25	1	.25
2014-15	0	0	1	.25	1	.25
2015-16	0	0	1	.25	1	.25
2016-17	0	0	1	.25	1	.25

The College of HRSM and the Arnold School of Public Health provide opportunities for faculty to enhance their research and teaching skills through workshops organized by the College of HRSM Associate Dean for Research, through workshops organized by the Office of Research and Graduate Education and the Center for Teaching Excellence at the University of South Carolina Columbia. Research symposia and lecture series are sponsored by both colleges on a regular basis throughout the academic year. It is anticipated that the interdisciplinary Masters of Health Information Technology will provide significant new collaborative research and grant opportunities in which faculty can engage graduate students.

Physical Plant

The Carolina Coliseum contains an adequate number of classrooms and computer labs (currently 3) to support the MHIT program. Office space exists for graduate assistants to work on research projects or other assignments. Computer labs and classrooms at IT-oLogy, the Consortium for Enterprise Systems Management may also be used for instruction, per existing agreement.

Equipment

Current computer equipment and software in place for the IIT program are adequate to support the new program. Office computers with appropriate software will be provided to graduate assistants so that they may complete their duties. Through the Consortium for Enterprise Systems Management, IBM has provided a very high end mainframe Z-computer of the type used in the healthcare industry for large-scale transaction processing required by firms such as Blue Cross, Blue Shield. IBM's contribution valued at over $100 million is indicative of industry support for the Masters in Health IT and other technology programs currently offered by IIT. Initial discussions are underway, in collaboration with IT-ology, for the donation of specialized health information systems software for instructional and research purposes.

Library Resources

The University of South Carolina libraries have access to all major journals in health, health administration, and information technology. Existing online resources include the Web of Science, PubMed, the Association for Computing Machinery (ACM) Digital Library, Gartner, Academic Search Premier, Medline, and many others. These library resources are fully adequate for the proposed program, but it will be desirable to continue adding new publications specific to health IT to keep current with the rapid growth of the field.

Accreditation, Approval and Licensure or Certification

Programs in Health Information Technology are accredited by the Commission on Accreditation for Health Informatics and Information Management Education (CAHIIM). The curriculum for this program was developed with the intention of complying with CAHIIM accreditation criteria. The MHIT Program will seek accreditation during its third year, once the enrollment reaches the 30-40 student level.

Articulation

There are no similar programs in South Carolina with which this program can articulate. We expect that most students entering the MHIT program will be working professionals, so articulation with baccalaureate programs is not necessary.

New Program Cost and Funding Display Model

Estimated Costs and Sources of Funding

No new administrative support or facilities are required to implement the proposed MHIT degree. The iIT Program has already hired a Program Director with extensive experience in health information technology at the graduate level. The search for one replacement faculty member is underway, and a request has been submitted by iIT for one new junior faculty position with health information technology expertise. A second new junior faculty position has been requested by the Arnold School of Public Health. To cover the marketing cost of the program, $40,000 per year is requested for the first two years, and then reduced to 35,000 and $30,000 in subsequent years. Administrative costs include a stipend of $10,000 for a Program Director for IIT and $5000 for a Program Coordinator in the Arnold School of Public Health. The $10,000 stipend for Program Director reflects the anticipated start-up effort and the additional complexity of managing an interdisciplinary program. This amount will be reduced after the program is established and the workload declines. See Table 4 for breakdown of associated cost and revenues for a 5-year period.

Tuition and fees are similar to those assessed by the Arnold School of Public Health for other health professions programs and other similar master's programs of peer or aspirant institutions. Resident students at the USC pay basic graduate tuition of $455 per credit hour, a $17 technology fee per credit hour, and a $75 fee per credit hour, for a total of $547 per credit hour. Course fees collected for MHIT program classes shall be distributed to each of the associated Colleges after shared administrative overhead is deducted. For a full-time student with nine credit hour course load, the total cost for tuition and fees per semester will be $4,923. For the 36 hours in the MHIT degree, a student would pay $19,692 in tuition and fees.

Table 4. ESTIMATED COST BY YEAR

Category	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Program Administration	$15,000	$15,000	$15,000	$10,000	$10,000	$65,000
Faculty salaries for two new lines including fringe benefits	209,000	209,000	209,000	209,000	209,000	1,045,000
Graduate Assistants @$6,000x9	$54,000	$54,000	$54,000	$54,000	$54,000	$270,000
Clerical/Support Personnel	$0	$0	$0	$0	$0	$0
Supplies & Materials	$2,250	$3,250	$4, 250	$5,250	$5,250	$20,250
Library Resources	$0	$0	$0	$0	$0	$0
Equipment	$0	$0	$0	$0	$0	$0
Facilities	$0	$0	$0	$0	$0	$0
Marketing and Miscellaneous	$40,000	$40,000	$35,000	$35,000	$30,000	$180,000
Total	**$320,250**	**$321,250**	**$317,250**	**$313,250**	**$308,250**	**1,580,250**

Sources of Financing by Year

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Tuition Funding	$122,850	$245,700	$327,600	$327,600	$327,600	1,351,350
Program Specific Fees*	$24,840	$49,680	$66,240	$66,240	$66,240	$273,240
State Funding	$0	$0	$0	$0	$0	$0
Reallocation of Existing Funds	$0	$0	$0	$0	$0	$0
Federal Funding	$0	$0	$0	$0	$0	$0
Other Funding	$0	$0	$0	$0	$0	$0
Totals	**$147,690**	**$295,380**	**$393,840**	**$393,840**	**$393,840**	**1,624,590**

* $17 technology fee + $75 program fee;   university tuition fee=$455 / hr = total $547 per cr. hr.
  Based on projected enrollments of 15 in year 1, 30 in Year 2, and 40 thereafter.

Institutional Approval

Committee Name	Date Approved
Curriculum Committee, Integrated Information Technology Program	April 20, 2011
Curriculum Committee, College of Hospitality, Retail & Sport Management	April 26, 2011
Faculty Meeting, College of Hospitality, Retail & Sport Management	August 26, 2011
Graduate Council, University of South Carolina Columbia	September 26, 2011
Academic Affairs Committee, Board of Trustees, University of South Carolina	November 16, 2011
Board of Trustees, University of South Carolina	December 13, 2011