

**BOARD OF HIGHER EDUCATION**

**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Academic Affairs

**NO.:** AAC 15-33

**COMMITTEE DATE:** June 9, 2015

**BOARD DATE:** June 16, 2015

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**APPLICATION OF SALEM STATE UNIVERSITY TO OFFER THE BACHELOR OF SCIENCE IN HEALTHCARE STUDIES**

**MOVED:** The Board of Higher Education hereby approves the Application of **SALEM STATE UNIVERSITY** to offer the **BACHELOR OF SCIENCE IN HEALTHCARE STUDIES**.

Upon graduating the first class for this program, the University shall submit to the Board a status report addressing its success in reaching program goals as stated in the application and in the areas of enrollment, curriculum, faculty resources, and program effectiveness.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Winifred M. Hagan, Ed.D., Assistant Commissioner for Academic and Educator Policy

# BOARD OF HIGHER EDUCATION

June 2015

## Salem State University Bachelor of Science in Healthcare Studies

### INTENT AND MISSION

The proposed Bachelor of Science in Healthcare Studies (BHS) at Salem State University (SSU) has been designed to provide a strong core of study in healthcare as the basis of the program and to additionally introduce students to other significant aspects of working in the field. SSU plans that the BHS will prepare students to work in a variety of settings in the healthcare industry.

The proposed program has obtained all necessary governance approvals on campus and was approved by the Salem State University, Board of Trustees on February 11, 2015. The required letter of intent was circulated on March 10, 2015. No comments were received.

### NEED AND DEMAND

#### *National and State Labor Market Outlook*

The Bureau of Labor Statistics recently noted that “*occupations and industries related to healthcare are projected to add the most new jobs between 2012 and 2022... Total employment is projected to increase 10.8 percent, or 15.6 million, during the decade*”. SSU expects that healthcare and social assistance jobs will account for nearly one-third of the projected increase with a projected annual rate increase of 2.6%. Data from the North Shore Workforce Investment Board using the Massachusetts Occupational Projections for 2012-2022 show continued growth in healthcare services. Projections show a 24% increase for Health Educators, 22% for Community Health Workers, 21% for Medical and Health Service Managers, 19% for Medical Records and Health Information Technicians as well as Patient Advocates, 15% for Public Relations and Fundraising Managers, Public Relations Specialists, and 12% for Sales Representatives for Wholesale and Manufacturing and Technical and Scientific Products.<sup>1</sup>

#### *Student Demand*

It is expected that the proposed BHS program will prepare students to work in the healthcare industry. The SSU Director of Admissions and the Vice President of Enrollment Management report receiving many student inquiries about healthcare options, which has led them to identify additional areas of healthcare study within the College of Health and Human Services. Additionally, several North Shore area community colleges offer Associate Degrees or certificates to students in healthcare related fields. It is planned that the BHS program would provide an opportunity to develop articulation agreements in order that students may continue at SSU to obtain bachelor's degrees. Student demand at SSU has been based on information from Admissions, Enrollment Management and Continuing and Professional Education information. Other institutions have reported rapid growth in healthcare studies programs, and several faculty identified the need for a minor in healthcare studies to begin to quantify student interest. In addition, the School of Nursing receives over 800 applications each year for a limited number of freshman slots. The BHS provides an alternate pathway for students who may not be admitted to nursing.

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<sup>1</sup> (Retrieved August 11, 2014, <http://www.bls.gov/news.release/ecopro.htm>)

## **OVERVIEW OF PROPOSED PROGRAM**

The proposed BHS degree program is planned to include a foundation for the knowledge and skills needed to function in the healthcare industry workforce. It is planned that the proposed BHS courses will focus on technology, leadership and management, cultural competence and diversity, health and disability, and healthcare research. It is also expected that students will complete a minor in marketing, public relations, business administration, social support, policy, computer and information studies, or health and consumer science.

SSU plans that students will take prerequisite courses in computer science, ethics, psychology and introduction to medical humanities. Students will be expected to complete the core of healthcare studies courses before taking minor courses in their chosen concentration (Business Administration, Computer and Information Studies, Health and Consumer Science, Management, Marketing, Policy, Public Relations, or Social Support). There is also a completion option to finish a bachelor's degree for Allied Healthcare providers with an associate degree or certificate.

### *Duplication*

UMass Dartmouth offers a bachelor completion program for students who have an AS in Allied Health. Similar programs at independent institutions in the region include a BS in Health Science at Boston University, Massachusetts University of Pharmacy and Health Science, Merrimack College and Northeastern University.

## **ACADEMIC AND RELATED MATTERS**

### *Admission*

It is planned that students will be able to gain admission to the proposed BHS program at several points. High school graduates and transfer students will be required to meet the standard criteria for admission to SSU. Students already enrolled at SSU will be eligible to apply for a change of major consistent with SSU guidelines. The proposed BHS program is planned to function as a bachelor's completion program for students who have earned an AS in programs such as respiratory care, radiology technician, physical therapist assistant, medical administrative assistant, biotechnology technician, dental assisting or hygiene, business administration or human services. It is anticipated that students will complete the core healthcare studies courses and may use their previous coursework to satisfy the requirements for the minor, core electives, and/or general education requirements. Students must complete a minimum of 30 credits SSU and meet the 120 credit and course requirements for graduation. A maximum of 68 credits may be transferred from two-year institutions. Community College students are eligible to complete the MassTransfer Program before matriculation at Salem State University. It is planned that agreements with North Shore and other community colleges will be developed once the program has been approved.

## Program Enrollment Projection

	# of Students Year 1	# of Students Year 2	# of Students Year 3	# of Students Year 4
New Full Time Freshmen Transfer	30	30 30	30 30	30 45
Continuing Full Time	0	0	54	78
New Part Time				
Continuing Part Time				
Totals	30	60	114	153

### *Curriculum (Attachment A)*

### *Internships or Field Studies*

There are no internships or clinical placements required in the proposed BHS program. Students may choose a service learning project as part of their capstone project. The service learning project will be developed with the course faculty using the university guidelines for civic engagement and service learning.

## **RESOURCES AND BUDGET**

The proposed BHS has been designed as an interdisciplinary course of study. Full-time faculty from across the campus will be utilized on a part-time basis to teach core courses. It is expected that by year 3 there will be capacity for one full-time BHS faculty member to advise students, teach some core classes, and provide administrative and program management duties. It is further anticipated that an additional full-time faculty member will be added in year 4 to teach BHS core and elective classes, to mentor capstone students, and to assist with the increased number of students for advising. The ongoing need for part-time faculty from other departments to teach additional classes is expected to maintain the interdisciplinary nature of the program.

SSU anticipates that the first cohort of students in fall 2015 will be from those who are currently enrolled. It is planned that the first full freshman class in the program will be admitted in the fall 2016. Initial enrollment projections are based on cohorts of 30 students. The budget reflects transfer students (students with Associate Degrees or Certificates) starting in the second year of the program. Transfer students are expected to have likely completed the required courses for a minor and many will have their general education requirements completed. These students will take an increased number of BHS courses each year as compared to the native students. All students must take the 32 credits of required courses and an additional 12 credits of BHS electives. Transfer students might have credits that transfer in as equivalents for some of the BHS electives in which case they would be used to fulfill that requirement. Transfer students with an allied health degree will be able to transfer those credits in as the mandatory minor where native students will have to choose a course of study from the minors offered at Salem State University.

Program revenues are based on the Schedule of Student Charges for 2014-2015. The tuition and fees are calculated by credit rather than by full-time enrollments making for a conservative estimate. Enrollment estimates include a 10% attrition rate for each year enrolled in the program, based on attrition numbers

derived from other SSU programs. It is thought that this will provide the BHS program flexibility while working to keep attrition below 10%.

#### *Fiscal (Attachment B)*

#### *Faculty and Administration (Attachment C)*

SSU anticipates that the need for full-time faculty will be minimal as courses are designed to be taught in an interdisciplinary manner. A Director will be provided with Alternative Professional Responsibilities (APR) credits for advising and program management. The Director will work with other departments to identify faculty to teach the required courses each semester. As the program grows it is expected there will be opportunities for full-time faculty members to increase advising, and capstone mentoring. The program will continue to use part-time faculty from across the university to teach BHS core courses and electives to maintain the interdisciplinary nature of the program. The use of faculty from other departments will be coordinated with the program and departmental chairs and the department will be compensated for the faculty time. The cost of part-time faculty for the program was calculated using a base salary of \$80,016 plus fringe (salary levels will vary by rank, department and time in service) which translates to \$4285 per credit based on a full-time load of 24 credits per year. It is planned that university departments will be reimbursed for credits using their faculty to teach a BHS course. The salary request for part-time faculty includes a 3 credit APR each semester for the planned BHS Director position during the first two years. Staff support will be a 0.5 FTE for the first two years and is based on a 10 month contract at \$23,500 plus fringe. It is expected that by year 3 the staff assistant position will become full-time.

#### *Facilities, Library and Information Technologies*

The Frederick E. Berry Library at SSU includes a variety of online and print resources. The institution subscribes to many databases to support healthcare sciences, social sciences, statistics, humanities, and business. Databases such as Alt Health Watch, HAPI, Health Business Full Text Elite, Health Policy Research Center, and LGBT Life with Full Text have been recommended for the proposed BHS program and will be acquired once the program has been approved and started. The SSU library is part of the NOBLE network and there is an inter-library loan program throughout Massachusetts. The reference librarian suggested that additional books be purchased in an electronic format through the R2 Digital Library/Rittenhouse to allow maximum access for students.

The university has a dedicated Information Technology department. Throughout the campus there are computer labs available for student use. IT supports student and faculty laptops and provides software needed for specific programs. Media Services supports the classroom technology for projectors, screens, smart boards and such.

Facilities include classroom space which is assigned centrally through the Registrar's office. General classrooms or a seminar room will be assigned as appropriate. The Director of the program will be assigned an office as will the staff assistant starting year 1 and the additional full-time faculty in year 4.

#### *Affiliations and Partnerships*

SSU plans that an Advisory Council will be made up of faculty, administrators, community members, and regional employers. The Advisory Council will be developed for the purpose of annual program review to ensure the BHS program is meeting student needs and is responsive to the community and workforce.

## PROGRAM EFFECTIVENESS

Goal	Measurable Objective	Strategy for Achievement	Timetable
Academic Success	<p>Completion rates for the program</p> <p>Number of matriculated students and average time to completion</p>	<p>Keep track of data on applicants, matriculated students (generic, change of major and transfer), course progression, graduation rates</p>	<p>From beginning of program and ongoing</p>
Self-Assessment for program improvement	<p>Course and program completion rates, student satisfaction, course and program evaluations</p> <p>BHS Advisory Board</p> <p>Completed annual report</p>	<p>Director and assigned faculty will develop a Program Evaluation outline to include regularly scheduled course review, End of Program Student Surveys, course surveys, policy handbook, completion rates</p> <p>Develop program evaluation plan. Develop strategic plan.</p> <p>Annual or semi-annual Advisory Board meetings to include BHS faculty, administration, and community partners</p> <p>Written annual report to the Dean of CHHS</p>	<p>From beginning of program and ongoing</p> <p>Annual or semi-annual</p> <p>End of each academic year</p>
Personnel	<p>BHS Program Chair or Director</p> <p>Staff Assistant support</p> <p>Dedicated faculty</p>	<p>Work with Dean of CHHS to identify a person and assign APR credits for position and increase as program requires</p> <p>Work with Dean CHHS to identify person and percentage of support. Increase staff support as program requires.</p> <p>Assess need for dedicated BHS faculty as program develops. If needed, follow process for HR for posting and hiring.</p>	<p>Identify by the beginning of the program</p> <p>Ongoing</p>

## EXTERNAL REVIEW AND INSTITUTIONAL RESPONSE

The External Review team included David Prescott Ph.D., Director of Healthcare Studies and Assistant Professor at Husson University in Bangor Maine, and Deborah A. Zelizer Ph.D., Chair of the Health Sciences Department, Director of the Health Science major, and Clinical Assistant Professor at Stony Brook University in New York.

The reviewers found a logical and appropriate program design, with an intelligent sequence of courses. They noted the SSU assertion that growth in healthcare employment and in non-clinical jobs in particular is expected to be above the national average, is aligned with other analyses. The reviewers concurred that the program adequately ensures students will have an introduction to the broad areas of human knowledge through general education requirements in social sciences, mathematics, the natural and physical sciences, arts, humanities, and foreign languages. Particular strengths the review team underscored were SSU's building on the vigor of the existing faculty and the design of an innovative and interdisciplinary program structure. The external review team made 4 recommendations. 1) Strengthen the relationship with regional employers. 2) Make curricular adjustments to emphasize medical terminology and health information technology. 3) Strengthen the program assessment plan with a more robust self-study format. 4) Designate a leader, director or full-time faculty member as soon as possible.

In response, it is SSU's position that the program does not warrant a full-time director at the beginning stage. The plan is to have a faculty member with an Alternative Professional Responsibility status, administer the program for the first two years. The program will be housed in the Department of Occupational Therapy (OT), thus it is planned that oversight will be provided by the OT chairperson. These arrangements will be adjusted as needed and program growth will determine the need for a full-time director. SSU will work more closely with Career Services to forge strong connections with regional employers and develop possibilities for paid internships, service learning and other means of assisting students and meeting workforce needs. SSU is making adjustments to curriculum that will increase course content related to medical terminology and electronic health record. In response to the recommendations to hire a full-time faculty member and to have a more robust self-study format, SSU plans that these elements will be implemented as part of the continued program development and ongoing process of assessment and program improvement.

## STAFF ANALYSIS AND RECOMMENDATION

Staff thoroughly reviewed all documentation submitted by Salem State University and external reviewers. Staff recommendation is for approval of the proposed **Bachelor of Science in Healthcare Studies**

## ATTACHMENT A: CURRICULUM

<b>Required (Core) Courses in the Major (Total # courses required = 11)</b>		
Course Number	Course Title	Credit Hours
BHS 101	Introduction to Healthcare	3
BHS 102	Academic and Professional Writing in Healthcare	3
BHS 203	Healthcare Seminar	2
BHS 247/OCT 247	Statistics for the Health Professional	3
BHS 270/ SWK 270	Understanding Diversity and Cultural Competence in Human Services	3
BHS 301	Introduction to Health Care Research	3
BHS 302/ POL	Health Policy	3
BHS 303	Technology in Healthcare	3
BHS 401	Health and Disability Across the Lifespan	3
BHS 402	Principles of Leadership and Management in Healthcare	3
BHS 495	Capstone Project With and Without Service Learning	3
	<b>Sub Total Required Credits</b>	32
<b>Elective Courses (Total # courses required = 4) (attach list of choices if needed)</b>		
	See attached list	
	<b>Sub Total Elective Credits</b>	12
<b>Distribution of General Education Requirements</b>		# of Gen Ed Credits
Attach List of General Education Offerings (Course Numbers, Titles, and Credits)		
Arts and Humanities, including Literature and Foreign Languages		21
Mathematics and the Natural and Physical Sciences		10-11
Social Sciences		3
<b>Sub Total General Education Credits</b>		34-35
<b>Curriculum Summary</b>		
Total number of courses required for the degree		39-40
Total credit hours required for degree		120
<b>Prerequisite, Concentration or Other Requirements:</b>		
Students have 12 credits of prerequisites: IDS 290 Introduction to Medical Humanities- 3 credits; ITC 100 or ITC 117 Computers- 3 credits; PHL 218 Medical Ethics – 3 credits; and PSY 101 General Psychology- 3 credits. Students have 11-15 free elective credits.		
Students chose a mandatory minor of 15-18 credits. Minors include:		
<ul style="list-style-type: none"> <li>- Business Administration</li> <li>- Management</li> <li>- Marketing</li> <li>- Public Relations</li> <li>- Computer and Information Systems</li> <li>- Health and Consumer Science- Non Teacher Track</li> <li>- Policy</li> <li>- Social Work (non-licensed)</li> </ul>		



**ATTACHMENT B: BUDGET**

<b>One Time/ Start Up Costs</b>	<b>Cost Categories</b>	<b>Annual Expenses</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	Full Time Faculty	0	0	\$110,000	\$226,600
	Part Time/Adjunct Faculty	\$51,420	\$150,060	\$168,201	\$215,388
	Staff	\$ 30,202	\$ 31,108	\$ 64,083	\$ 66,005
	General Administrative Costs				
	Letterhead	\$ 250	\$ 250	\$250	\$ 250
	Second page	150	150	150	150
	Envelopes	200	200	200	200
	Business cards	100	100	100	100
	Boxes of paper	1000	1000	1000	1000
	Printer cartridges	150	150	150	150
	Classroom supplies	50	50	50	50
	Misc. supplies	100	100	100	100
		<b>\$2000</b>	<b>\$2000</b>	<b>\$2000</b>	<b>\$2000</b>
\$6295 for library acquisitions	Instructional Materials, Library Acquisitions R2 Library fee		\$400	\$400	\$400
	Facilities/Space/Equipment			\$7,200	\$5,000
n/a	Field & Clinical Resources	n/a	n/a	n/a	n/a
	Marketing				
	Online advertising	\$10,000	\$6,500	\$6,500	\$6,500
	Social Media advertising	8,000	8,000	7,000	6,000
	Radio advertising	4,000	4,000	4,000	3,000
	Newspaper advertising	4,500	4,500	4,500	4,500
	Purchased email lists	2,000	2,000	1,200	1,200
	Brochure printing	500	500	500	500
	Public relations	Free	Free	Free	Free
	Website announcement	Free	Free	Free	Free
		<b>\$29,000</b>	<b>\$25,500</b>	<b>\$23,700</b>	<b>\$21,700</b>
\$500 faculty retreat	Other – Professional Development, Advisory Council	\$ 500 100	\$ 500 100	\$ 500 100	\$ 500 100
<b>\$6795</b>	<b>TOTALS</b>	<b>\$113,222</b>	<b>\$209,668</b>	<b>\$376,184</b>	<b>\$537,693</b>

<b>One Time/Start-Up Support</b>	<b>Revenue Sources</b>	<b>Annual Income</b>			
		<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>
	Grants				
	Tuition	\$6,826	\$22,752	\$49,372	\$57,563
	Fees	\$58,019	\$193,398	\$419,674	\$489,297
	Departmental				
	Reallocated Funds				
	Other (specify)				
	<b>TOTALS</b>	<b>\$64,845</b>	<b>\$216,150</b>	<b>\$469,045</b>	<b>\$546,859</b>

**ATTACHMENT C: FACULTY**

Summary of Faculty Who Will Teach in Proposed Program							
Name of faculty member (Name, Degree and Field, Title)	Check if Tenured	Courses Taught Put (C) to indicate core course. Put (OL) next to any course currently taught online.	Number of sections	Division of College of Employment	Full- or Part- time in Program	Full- or part-time in other department or program (Please specify)	Sites where individual will teach program courses
Corcoran, Jeanne OTD Occupational Therapy Associate Professor	X	• BHS 495 Capstone (C)	1	Day	Part time	Yes Occupational Therapy	• South Campus
Eaton, Ellen MSN in Nursing Professor	X	• BHS 401 Health and Disability (C)	1	Day	Part time	Yes Nursing	• South Campus
Ebersole, Nancy PhD Nursing Health Policy Professor	X	• BHS 402 Principles of Leadership and Management (C)	1	Day	Part time	Yes Nursing	• South Campus
Jackman, Jennifer PhD in Social Policy Associate Professor	X	• BHS 302 Health Policy (C)	1	Day	Part time	Yes Political Science	• North Campus
Mokoro, Shannon PhD Educational Policy Assistant Professor		• BHS/SWK 270 Understanding Diversity (C, OL)	2	Day	Part time	Yes Social Work	• South Campus
Nowka, Scott PhD in English Associate Professor		• BHS 102 Academic and Professional Writing in Healthcare	1	Day	Part time	Yes English	• North Campus
Parker Kent, Judith EdS in Computing Technology OTD Occupational Therapy		• BHS 101 Intro to Healthcare (C) • BHS/OCT 247 Statistics (C) • BHS 303	1 1	Day	Part time	Yes Occupational Therapy	• South Campus

Associate Professor		Technology (C)	1				
Simmons, C. Douglas PhD in Occupational Therapy Associate Professor		• BHS 203 Healthcare Seminar (C)	1	Day	Part time	Yes Occupational Therapy	• South Campus