NEW PROGRAM PROPOSAL FORM

Sponsoring Institution(s): Columbia College

Program Title: Bachelor of Arts in Business Administration with major in Healthcare Management

Degree/Certificate: Bachelor of Arts

Options:

Delivery Site(s): 5040

CIP Classification: 51.0701 (Please provide a CIP Code)

Implementation Date: 08/2012

Cooperative Partners:

Expected Date of First Graduation: 2015

AUTHORIZATION

Terry B. Smith 3.15.12

Terry B. Smith, Executive Vice President and Dean for Academic Affairs — Date

Mara Roberts, Assistant Dean for Academic Affairs — 573-875-7525

Person to contact for more information — Telephone

Form SE

Student Enrollment Projections

Degree: Bachelor of Arts in Business Administration with Major in Healthcare Management (51.0701)– 5040 (Columbia College in Columbia, MO)

Year	**1**	**2**	**3**	**4**	**5**
Full Time	12	25	26	27	27
Part Time	25	50	52	53	55
Total	**37**	**75**	**77**	**80**	**82**

Market Demand

Bachelor of Arts in Business Administration Major in Healthcare Management

The Bachelor of Business Administration with a major in Healthcare Management can help prepare students for careers in the healthcare field by combining real-world healthcare application with a strong foundation in business.

The objective of the program is to provide a conceptual and practical understanding of the healthcare field, with specific attention to the development of analytical and problem-solving skills. The program prepares students for careers in the healthcare industry by providing a breadth and depth of knowledge about healthcare organizations and systems, legal and ethical aspects of healthcare, the economics of healthcare, healthcare strategic management, operations and human resource management.

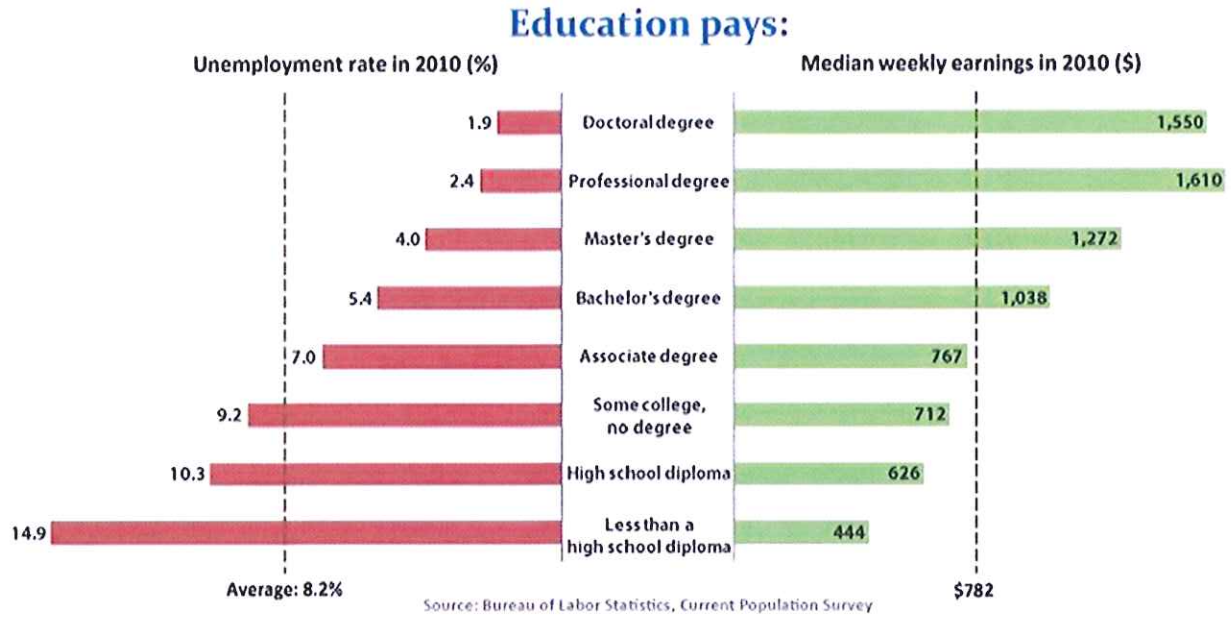
Healthcare Managers are employed by hospitals, clinics, government and regulatory agencies, health maintenance organizations, hospital associations, health insurance companies, and hospital equipment and supplies firms.

In the clinical sector, healthcare managers work on improving quality and efficiency, controlling costs, implementing new technology, recruiting and retaining healthcare professionals, ensuring compliance with changing regulations, billing and reimbursement, and implementing programs to improve the health of communities.

Managers in non-clinical settings work in a variety of areas such as health insurance benefits and enrollment, health information technology, healthcare marketing, medical device, and biomedical consulting.

The major is particularly suitable for those who may already have a background in health-related fields through education and/or work experience. The major also provides excellent preparation for graduate studies in healthcare management.

Students planning careers in the health professions such as medicine, nursing, or dentistry will find the major very useful in understanding the context in which they will be working.



Note: Data are 2010 median weekly earnings for persons age 25 and over. Earnings are for full-time wage and salary workers.

Societal Need

Bachelor of Arts in Business Administration Major in Healthcare Management

Students will provide back to their community and gain personal satisfaction, potential increase of income. Students earning the degree are providing a long-term investment for society. Education will allow for improvements, advancements, and sustainability, which will result in a return of investment for society as whole.

Form PG

PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS

Institution Name Columbia College

Program Name Bachelor of Arts in Business Administration Major in Healthcare Management

Date 3/15/2012

(Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below. Quantification of performance goals should be included wherever possible.)

Student Preparation

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

Columbia College admission requirements are considered "moderately selective."

Day Program: *The primary factors considered in the admissions process are overall high school or secondary school performance (grades) and performance on standardized tests such as the ACT or SAT I (test scores). Admission is generally granted to students who rank in the top half of their graduating class or who score at the 50th percentile or above on the ACT, SAT I or GED. Students also must also have a cumulative minimum high school grade point average of 2.5.*

Columbia College accepts college credit from these programs:

- *CLEP*
- *Advanced Placement (AP)*
- *International Baccalaureate (IB)*
- *Dual Credit*
- *Proficiency Exams*
- *DANTES*
- *Credit for Prior Learning*

Evening Program: *Columbia College wants to make the admission process as streamlined as possible. If you have a high school diploma, GED or previous college experience, complete the printable application or apply online and send transcripts from high school and all colleges and universities you have attended.*

The Evening Campus admission requirements are considered "moderately selective." The Admissions Office will consider your overall high school performance or GED scores and any

college coursework. Your academic past is important, but so are your life accomplishments, so personal letters of recommendation and resumes are welcome additions to your application file.

- *New freshmen requirements include minimum 50th percentile class rank or test score (ACT, SAT or GED) and 2.0 cumulative grade point average.*
- *Freshman applicants who graduated from high school more than two years ago typically are not required to submit ACT or SAT scores.*
- *Transfer students must have earned a minimum 2.0 cumulative grade point average.*
- *If you have accrued more than 24 college credits, your high school transcript will not likely be required.*
- *There is a $35 application fee, which is nonrefundable.*

Online Campus:

- *Current students enrolled at Columbia College, may take online courses without readmission to the online Columbia College campus.*
- *Students who have never attended the Online Campus, can apply for admission at the campus nearest them..*
- *Remote students not near a Columbia College campus can apply online for admission.*

Students may be admitted upon presentation of any one of the following:

High school diploma
Successful completion of the GED
Evidence of satisfactory college work

Nationwide Campuses:

Students may be admitted upon presentation of any one of the following:

High school diploma
Successful completion of the GED
Evidence of satisfactory college work

Potential students who lack a requirement for admission may be considered on an individual basis. Individuals so considered must give evidence that they can successfully meet the demands of Columbia College.

- Characteristics of a specific population to be served, if applicable.

Columbia College serves traditional students at it Day Campus. Columbia College specializes in adult education and military education. Our top military education and adult continuing education opportunities are available at 34 campuses nationwide. With smaller class sizes and flexible class schedules, we make earning your college degree as convenient as it can possibly be around your other daily business and family obligations.

We serve nearly 25,000 college students each year in 13 states, with 18 campuses being conveniently located on military bases.

Faculty Characteristics

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

Faculty must have a minimum of a master's degree in the appropriate field including at least three courses directly related to the content area; many of the faculty members have doctorates or other terminal degrees. All faculty teaching for Columbia College at off-campus locations are part-time adjuncts. A core of recurring faculty teaches on a regular basis, and almost all teach in at least two of the five sessions per year.

- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

Full time faculty can teach 12 credit hours or less in a give session. Adjunct faculty can teach no more than 9 credit hours in a given session, but no more than 6 in-seat credit hours a session.

- Expectations for professional activities, special student contact, teaching/learning innovation.

Full time faculty members are required to have 5 hours a week of office hours for designated for their students. Full time faculty members are required to participate in professional development. Adjunct faculty members are required to provide their contact information to their students.

Enrollment Projections

- Student FTE majoring in program by the end of five years. *(Please see attached Form SE)*
- Percent of full time and part time enrollment by the end of five years. *(Please see attached Form SE)*

Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.

Associate	*Bachelors*
3 Year Mark – 100%	*3 Year Mark – 10%*
5 Year Mark - 100%	*5 Year Mark – 100%*

*(**NOTE:** The above percentages are estimates because Columbia College does not track how many students graduate with an Associates or Bachelors degree specifically based on the time they begin their coursework. However, it is estimated that 100% of students who begin working on an Associate's degree should have the degree completed at the three year mark and 10% of students should have a Bachelors degree completed at the three year mark. It is estimated that 100% of students who begin working on an Associate's degree should have the degree completed within five years and 100% of students should have a Bachelors degree completed at the five year mark.)*

- Special skills specific to the program. *(Please see attached Market Demand)*

- Proportion of students who will achieve licensing, certification, or registration. *(Please see attached Market Demand)*

- Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.

  Columbia College's goal is to have all students score at least in the 75th percentile on all normed tests.

- Placement rates in related fields, in other fields, unemployed.

  N/A

- Transfer rates, continuous study.

  N/A

Program Accreditation

- Institutional plans for accreditation, if applicable, including accrediting agency and timeline. If there are no plans to seek specialized accreditation, please provide reasons. *The degree program being proposed has been approved by the Higher Learning Commission.*

Alumni and Employer Survey

- Expected satisfaction rates for alumni, including timing and method of surveys *(N/A)*
- Expected satisfaction rates for employers, including timing and method of surveys *(N/A)*

FORM PS

Residency Requirement – Baccalaureate Degrees: at least 24 of the last 36 semester hours must be taken with Columbia College.

Courses Required for the Bachelor of Arts in Business Administration with Major in Healthcare Management:

MGMT 340 Introduction to Healthcare Management	3 hours
ECON 320 The Economics of Healthcare	3 hours
MGMT 353 Legal and Ethical Aspects of Healthcare	3 hours
MGMT 361 Human Resource Management	3 hours
MGMT 360 Organizational Theory	3 hours
PHIL 460 Bioethical Ethics	3 hours

Institutional Characteristics

Columbia College is particularly well equipped and suited to support the proposed program based on its current operations, achievements, stability, and history of successful program implementation.

Founded in 1851, Columbia College has been helping students advance their lives through higher education for more than 150 years. As a private, non-profit, coeducational liberal arts and sciences college, the College takes pride in its small classes, experienced faculty and quality educational programs.

Originally founded as Christian Female College, the College was the first women's college west of the Mississippi River to be chartered by a state legislature. The College changed its name to Columbia College in 1970 when it changed from a two-year women's college to a four-year coeducational college.

Columbia College is a nonsectarian school welcoming students of all religious denominations. However, it has retained a covenant with the Christian Church (Disciples of Christ) since its inception.

Diverse student body. More than 1,200 students attend the Day Campus, and nearly 3,000 working adults attend the Evening Campus both located in Columbia, Mo.

More than 10,000 students attend the 34 nationwide campuses around the country. The Nationwide Campuses serve working adults, including military personnel and their families, through evening and online classes.

Columbia College is proud of its Online Campus, which offers more than 600 classes and 23 online degrees. More than 14,000 students take at least one online class at the College each year.

In addition to offering associate and bachelor's degrees, the College also offers master's degrees at the main campus in Columbia, Mo., and at selected extended campuses, as well as online.

Learn more about Columbia College by browsing our Web site (www.ccis.edu), visiting us at one of our campuses or talking to alumni and current students.

Day Campus

- Located in Columbia, Missouri
- Intentionally small classes
- Student-to-faculty ratio of 14:1
- Experienced faculty, no teaching assistants
- Home to five varsity Cougar sports in the NAIA Division I
    - Men's Basketball
    - Women's Basketball
    - Men's Soccer
    - Women's Softball
    - Women's Volleyball
- Three residence halls
- More than 30 clubs and organizations
- Serving more than 1,200 students from 15 states and 25 countries

Evening Campus

- Located in Columbia, Missouri
- 125 courses offered each session
- Classes taught in eight-week sessions
- Five sessions offered each year
- 25 academic programs
- Serving nearly 3,000 students each year

Nationwide/Extended Campuses

- Over 30 Nationwide Campuses around the country
- 10 of the campuses in Missouri
- 18 of the campuses on military bases, including one in Guantanamo Bay, Cuba
- Classes taught in eight-week sessions primarily in the evening

- Five sessions offered each year (August, October, January, March and June)
- Degrees vary by campus
- Serving more than 10,000 students each session

Online Campus

600 online courses

23 online degrees

Classes taught in eight-week sessions

Five sessions offered each year

Serving more than 17,000 students each year

Graduate Studies

Master of Business Administration

Master of Science in Criminal Justice

Master of Arts in Teaching

Master of Arts in Military Studies

Classes taught in eight-week classes primarily in the evening

Five sessions offered each year

Degrees offered in Columbia, Missouri, and at select nationwide campuses.

Serving more than 600 students each year

Faculty and staff

- 67 full-time faculty (80 percent have the highest academic degree in their field)
- More than 700 Nationwide Campus adjunct faculty
- More than 80 Evening Campus adjunct faculty
- Approximately 250 full-time and 50 part-time staff members

Accreditation

Columbia College is accredited by The Higher Learning Commission and is a member of the North Central Association of Colleges and Schools.

Columbia College Board of Trustees

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Steve Erdel
Columbia, MO

Dr. Sandra Bruce Nichols '80
North Potomac, MD

College Administration

Dr. Gerald T. Brouder	President St. Clair Hall, Room 102 (573) 875-7200
Dr. Terry B. Smith	Executive Vice President and Dean for Academic Affairs St. Clair Hall, Room 119 (573) 875-7500
Mike Randerson	Vice President for Adult Higher Education

	St. Clair Hall, Room 128 (573) 875-7661
Bruce Boyer	Controller and Chief Financial Officer Missouri Hall, Room 310 (573) 875-7251
Faye Burchard	Dean for Campus Life Atkins-Holman Student Commons 221 (573) 875-7400
Bob Burchard	Director of Athletics Southy Building, Room 6 (573) 875-7410
Tery Donelson	Assistant Vice President for Enrollment Management Missouri Hall 226, Room 226 (573) 875-7579
Bob Hutton	Executive Director for Administrative Services St. Clair Hall, Room 112 (573) 875-7300
Michael Kateman	Executive Director for Development, Alumni and Public Relations St. Clair Hall, Room 107 (573) 875-7565
Kevin Palmer	Chief Information Officer Buchanan, Room 100 (573) 875-7329
Lana Poole	Executive Director of Marketing St. Clair Hall, Room 10 (573) 875-7237

Mission Statement

Columbia College improves the lives of diverse undergraduate and graduate learners through exemplary teaching.

The liberal arts and sciences and professional programs of the College embrace and profess the values of:

Student centrism

Lifelong learning

Ethics and citizenship
Flexibility and innovation
Quality and improvement
Civility and respect
Environmental and fiscal stewardship

Our vision is to be a model institution.

Pride Points

For the eighth year in a row, Columbia College has been ranked in the top tier of "America's Best Colleges" by U.S.News & World Report. Columbia College earned the No. 58 spot as one of America's "Best Regional Universities-Midwest" and also ranked No. 2 for "Least Debt Load," a newer category listing schools whose class of 2010 graduated with the least amount of debt. Columbia College's online bachelor's degree programs, the MBA and the Master of Arts in Teaching were recognized in the first-ever edition of Top Online Education Programs by U.S.News & World Report, released January 2012. Recognition was based on teaching practices and student engagement, faculty credentials and training and student services and technology. In order to be considered for the rankings, online degree programs needed to have at least 80 percent of their course content available online.

Military Advanced Education, a publication that focuses on educational services and opportunities for military students, listed Columbia College in its 2012 Guide to Military-Friendly Colleges & Universities. According to MAE, with a record number of submissions, this year's guide is more comprehensive than ever before. Selected schools have met rigorous criteria informed by education services officers across the services and have truly earned the designation of "military-friendly." Institutions such as Columbia College, says MAE, set the gold standard for serving the men, women, spouses and retirees who serve or have served our country.

G.I. Jobs magazine selected Columbia College as a military-friendly school for 2012 due to the College's steadfast commitment to educating military and student veterans. The honor places the College in the top 20 percent of all schools nationwide.The magazine evaluates institutions on such things as being a VA approved institution for the GI Bill and Yellow Ribbon benefits,

military and veteran enrollments, generous transfer credit policies, flexible learning programs and tuition benefits.

GetEducated.com, a respected clearinghouse of accredited online programs, designated Columbia College as a "Best Buy" for several online degrees. The College's online bachelor's degrees in business, criminal justice, human services, psychology, sociology and master's degrees in business and criminal justice all ranked in the top 10 best buys for their respective categories.

Columbia College has been named a 2012 Best Midwestern College by The Princeton Review, a New York City-based education services company. The College is one of only 153 schools in a 12-state region to receive the "Best Midwestern College" designation. Colleges were selected based on academic excellence and surveys of current students.

The Princeton Review calls Columbia College a "small community with great teachers and lasting friendships" and a college that is serious about "educating the whole person," where academics are bolstered by a "full college experience," and general education requirements ensure that "everyone receives a well-rounded education no matter what one's major is."

According to the Princeton Review's website, "Columbia College opens doors for its students to experience new discoveries, relationships and areas of knowledge that can be explored through thought-provoking, honest dialogue — both in and out of the classroom."

"Academics are strong, grounded in the liberal arts and sciences and offered in a learning environment characterized by civility and respect. Students feel at home on the beautiful campus, located in Columbia, Mo., thanks to the private College's close-knit community where opportunities to get involved are plentiful."

Columbia College is one of only 250 higher educational institutions in the U.S. and six in Missouri to be named a "College of Distinction" by Student Horizons, Inc., an organization that

seeks to go beyond commercially driven rankings of admission selection standards to focus on the quality of education students receive.

Colleges are recognized for their commitment and performance of the "Four Distinctions:" engaged students, great teaching, vibrant communities and successful outcomes. The selection process also involves reviewing faculty/student ratios, average class size, the student first-year experience, general education curriculum, experiential elements in the curriculum, residential and extra-curricular activities and the school's strategic plan.

Quality Assurance for Off-Site Programs

A. General Oversight: Describe the manner in which this program will be managed. How does the management of this program fit within the institution's academic administrative structure?

The Director of the campus is responsible for institutional program administration. The Director ensures that the program will be managed at the campus location. Mike Randerson, the Vice President for Adult Higher Education is responsible for all off campus programs. He reports directly to the President and works through the Executive Vice President and Dean for Academic Affairs on all academic issues. The Adult Higher Education office is staffed by one Dean, three Associate Deans, four Assistant Deans, a Director of Budget & Personnel, a Director of Compliance, a Director of Special Projects, a Faculty Coordinator, an Academic Advisor Coordinator & Trainer, a Personnel Coordinator, an Accounts Payable Coordinator, a Compliance Specialist, an Executive Assistant, and three administrative assistants. Attached are copies of the organizational charts for Columbia College Adult Higher Education Division.

(Attachment 1: Organizational Charts)

B. Faculty Qualifications: How do the qualifications of faculty at this site compare with those of faculty for this program at the main campus? Please note the comparable data regarding the proportion of course-section coverage by full-time faculty at each site.

All adjunct faculty teaching at the main campus, online or at one of the nationwide campuses, must meet the same requirements established by the academic departments at the main campus. The minimum requirement for teaching any class is a master's degree in the field with relevant graduate coursework and/or professional or college-level teaching experience related to the subject matter of the course being taught. The campus director is responsible for recruiting, screening and interviewing potential faculty members. If the candidate meets the criteria established by the main campus, the director submits the candidate's academic transcripts, current resume and other appropriate documentation to the main campus with a recommendation that the candidate be approved to teach specific courses. Similarly, the director recommends current instructors to teach additional courses based on the departmental criteria. The Division of Adult Higher Education compares the recommendation against the established standards and forwards the recommendation to the appropriate academic department for review. The department reviews the candidate's credentials and recommends approval or disapproval (of each course requested) to the Executive Vice President and Dean for Academic Affairs, who is the final approving authority. If approved, the director offers teaching assignments to the adjunct faculty member as needed.
NOTE: other than Nursing faculty at one location in Missouri, there are no full-time faculty teaching at nationwide campus locations.

C. Supportive Services: Describe how the institution will ensure that students at this site will be able to access services such as academic support, library, computing, and financial aid, as well as other administrative functions, at a level of quality comparable to that of on-campus programs.

(Attachment 2: General Information About Stafford Library)

Computing:

All Columbia College students are required to take or have earned the equivalent of CISS 170 – "Introduction to Computer Information Systems." In the 2011-2012 AHE Undergraduate Catalog (page 63) this course is described as an "Overview of computer hardware, software, programming, and information systems as applied in the modern business environment. Hands-on applications of word processing, spreadsheets and data management software are used to explore use of microcomputers in business."

Library Resources:

All students have access to extensive Stafford Library electronic resources provided by the College. Students may access the online library via the Internet using their Columbia College eServices login and password. In addition, Missouri campus students have access to physical resources via MOBIUS.

Faculty are instructed to guide students to appropriate Columbia College resource databases for their disciplines. Faculty often request use of computer labs for a hands-on guide to their classes. The staff is also able to direct students to the College's research library databases in a one-on-one tutorial.

The College program of writing across the curriculum means that many courses, at both the upper and lower level, require research papers or assignments requiring database research. Students become more competent in using library technologies through practice.

Academic Support:

There are academic advisors at each Nationwide campus that rely on official evaluations from the main campus. All academic advisors must meet certain minimum qualifications for the position, including a Baccalaureate degree from a regionally accredited institution with proven academic success (normally defined by a minimum GPA of 3.0). In addition, more focus is being placed on attracting and selecting candidates who have earned or are in the process of earning a Master's degree.

Academic Advisor conferences are held at the main campus at least every two years to provide refresher and extra training to advisors. Additional training is provided by the Academic Advisor Coordinator and Trainer from the main campus, online and through visits to nationwide campuses.

The College begins assisting students with degree completion at the time of admission. Students are required to list and submit transcripts from all colleges previously attended. College staff encourage all servicemembers and, prior servicemembers, to submit an SMARTS or equivalent document as soon as possible. Servicemembers are also informed of the requirements to have an

official SOC degree plan completed by the time the student has completed five classes in order to continue to receive tuition assistance.

The main campus Evaluations Department completes a degree checklist and SOC degree plan for each eligible student as soon as all materials are provided. Turn-around time for completion of a degree plan is normally two weeks after the receipt of all documents. Academic advisement is an integral part of the degree completion process. Students are advised at regular intervals: upon admission into the College (newly admitted students are required to meet with an academic advisor prior to registering for courses); upon completion of the official evaluation; after a 90-Hour Degree Audit and; at any other time a student desires during his/her college experience. Beginning with the 2008 early fall session, students have been able to access their degree plans at any time through the eServices feature on the Columbia College website. This allows the student to view his/her degree plan and experiment with "what if" scenarios.

Degree checklists and SOC plans are kept in each student's record and are regularly updated. A final Degree Clearance Evaluation is conducted by the main campus Evaluations Department upon receipt of the student's declaration for graduation, normally two sessions prior to the anticipated graduation date.

A new academic advising Website has been established exclusively for training and distribution of knowledge/informational publications for all Columbia College campuses. A number of publications have been designed to ensure academic advisors have access to the knowledge needed to correctly advise students, including documents designed to inform advisors of possible future changes to the academic curriculum, and publications to provide additional detail and explanation on key academic policies. Additionally, an annual State of Advising report highlights the current state of advising and provides a look at future training and development activities. An academic advisor newsletter is used to illustrate various advising techniques and discuss current trends and literature.

Financial Aid:

The campus has trained staff members who address the issues of various forms of financial aid available to students. Students are able to contact the main campus Registration and Financial Call Center for information via email or an 800 number. Information regarding federal aid and military educational benefits is available in the AHE Course Catalog and online at the College Web site http://www.ccis.edu/offices/financialaid/.

Other Functions:

The College has contracted with Missouri Book Service (MBS Direct) to provide all textbooks and instructional materials to students. Students are able to order their textbooks via telephone or from the MBS Direct website however, students may purchase textbooks from any source they choose.

Students have multiple opportunities to attend graduation. The Columbia College main campus has two traditional graduations each year, in December and May. Graduates from any campus

are invited to attend either of these graduations. Additionally, Columbia College accomplishes over 20 other commencement ceremonies annually across the nation. Students are able to participate in any of these ceremonies. These opportunities are coordinated at the local level by the directors. All students can petition to participate in a commencement ceremony once they are within 12 credit hours of completing their degree; this allows students completing their degree requirements within the next two sessions to participate in a commencement ceremony close to the time of their actual graduation. All graduates are invited to attend the reception that follows the graduation ceremony.

Each campus holds its own commencement ceremony or participates in a combined commencement ceremony with another location. Each year, a senior representative from the main campus attends the event to confer degrees.

Columbia College students participate in full cap and gown, are presented with a graduation certificate, Columbia College lapel pin and a Latin Honors cord (if appropriate). Graduate students are presented with academic regalia (hoods) during the ceremony.

A reception is held immediately following graduation. Generally, at the reception, College personnel have the opportunity to mingle with the graduates, their families and guests. This also provides an opportunity for photos with graduates and College officials.