

BS Health Care Management Degree Completion

Evaluation Summary & Recommendation – December 2017

Proposal and Recommendation

The Growth and Development team recommends to Senior Management that the College continue development of a Bachelor of Science in Health Care Management degree completion program (BSHCM Program), to be offered to students following initial accreditation by WASC Senior. This recommendation follows related course and program development work, and is the result of a detailed evaluation of the proposed BSHCM Program as it relates to College strategy.

Strategic Evaluation

Creation of the proposed BSHCM Program was considered and evaluated through the lens of SJVC's strategic objectives:

Increase Campus & Program Offerings

The proposed program would expand the programs offered by the College, while substantially leveraging its developed core competencies in administrative health care education. This program creation would add a new source of revenue, contributing to financial stability and supporting improvement in College operations across all campuses and programs.

Enroll Capable Applicants

Detailed analysis of current supply and demand for Bachelors level education in health care management indicates an opportunity for the College to build a successful program with a mature census of roughly 60 students, and between 40 and 60 graduates per year. This would place the SJVC BSHCM Program as a mid-sized, and regionally important provider of health care management education.

The number of students completing Bachelors level programs in health care management each year is substantial, and has continued to increase over the last three years (Appendix A). The three-year compounded annual growth rate (CAGR) for national completions in online BSHCM programs is 15%. In 2016, more than 7,000 students completed an online BSHCM program nationally. Two institutions had more than 500 graduates, 15 institutions had between 100 and 500, and another 111 had fewer than 100 graduates.

SJVC graduates from related programs at the AS Degree level (Medical Office Administration, Health Care Administration, Administrative Health Care Management, and Medical Billing and Coding) are one key stakeholder group that would be well served by the proposed BSHCM Program. The College has produced more than 2,000 graduates from these related programs since 2010, and more than 5,600 over the last thirty years (Appendix B). The majority of those AS Degree program graduates have gone on to work in local California markets near an SJVC campus.

Analysis of internet search traffic for BSHCM programs, both in current SJVC markets and nationally, also support the proposed start budgets. Program and credential specific keywords offer more than 2,700 monthly impressions in California, and more than 21,000 nationally, with expected net inquiries of 5 and 30 respectively (Appendix C). The College would plan to fully leverage both the California and national search

demand. The College would also use direct marketing channels to reach past graduates from related programs.

Achieve Course Success

The College expects strong outcomes for course success in the proposed BSHCM Program, given the nature and capability of the student population served. All program students will have successfully completed an AS Degree level program in health care administration or other allied health care field.

The multitude of Online BSHCM Programs also presents the opportunity to recruit faculty with substantial, specific experience in course design and instruction with proven best practices.

Ensure Career Readiness

The College expects most students, given the nature of the proposed degree completion program, will be pursuing further education to advance an existing career in the field.

Achieve Academic Success

As noted, the College reasonably expects strong graduation rates based on the student population served. The College will also leverage its array of services provided for online students. The program will not lead directly to any specific professional licensure exams.

Achieve Professional Success

The majority of students in the proposed program will be currently working in the field. The current standards and definitions for graduate placement under the College's California state approval agency require that graduates gain either a positional promotion or an increase in pay, or that completion of the program was required for continued employment in a current position.

The Bureau of Labor and Statistics (BLS) reports a variety of career and advancement opportunities for Medical and Health Services Managers who have earned a Bachelors degree (<https://www.bls.gov/ooh/Management/Medical-and-health-services-managers.htm>). The substantial value of continuing education in the field of health care management is also self-evident in the substantial and growing number of students who complete such programs each year.

The College expects low Cohort Default Rates (CDR) for program graduates, given the higher level academic credential and established career history for the majority of graduates.

Increase SJVC Presence

Creating the proposed program will likely result in a modest increase of roughly 60 students to the total College census, with approximately \$1M in annual revenue (Appendix D).

Ensure Financial Stability

The proposed BSHCM Program is projected to generate a total of \$1.8M in revenue within the first 24 months. The program will have positive cash flow by month three, will first achieve return on investment in month six (inclusive of all start-up costs), and is projected to have an ongoing net margin of just over 50% before corporate expenses and taxes.

Operational Considerations

Administrative Leadership

The College will leverage the substantial expertise of current administrative leadership in its health care administration programs for the proposed BSHCM Program. The organizational structure of leadership (e.g. new lead faculty positions), division of labor, and number of staff may change as the program grows to scale and in response to continuing improvement for existing programs.

Curriculum Development

The College has worked on curriculum for the proposed program for a number of years, and has devoted substantial resources in recent months to complete the structure and content of the BSHCM Program. The Instructional Design team for online courses is currently working closely with content experts drawn from faculty in the Medical Office Administration and Medical Billing and Coding programs.

Accreditation and Approvals

The College would need to achieve Initial Accreditation status from WASC Senior in order to offer the proposed BSHCM Program, as it is limited to a single Bachelor level offering under current accreditation by WASC Junior. The College would also require approvals from the California BPPE and USDE, which would follow as a matter of course from approval by WASC Senior.

Centralized Enrollment Services

The College would plan to leverage the operational experience of the centralized admissions team serving students in its online programs. Staff would receive professional development and industry specific training for the new Bachelors level program.

BSHCM Execution Proposal

Appendix A

Award Level: Bachelors

Market: National

DE = Distance Education

Row Labels	Program Graduates						3-Year CAGR	
	2014 Total	2015 Total	2016 Total	2014 DE	2015 DE	2016 DE	Total	DE
HCM	9,415	10,320	11,602	4,706	5,884	7,126	7%	15%
Bridgepoint Education	981	900	763	981	900	763		
State University System of Florida	847	997	1,031	-	400	666		
Kaplan Higher Education Corporation	250	298	481	206	241	481		
Career Education Corporation	343	307	414	301	223	409		
Baker College System	303	355	279	303	355	279		
Columbia Southern Education Group, Inc.	153	192	229	153	192	229		
University of Southern Indiana	156	144	162	156	144	162		
Berkeley College / BES (Berkeley Education S	140	110	155	140	111	155		
Saint Leo University	123	148	148	123	148	148		
Colorado State University System	36	97	137	36	97	137		
Rasmussen College Inc	95	106	123	95	106	123		
Pima Medical Institute	22	84	123	22	84	123		
Capella Education Company	58	74	121	58	74	121		
The University of Alabama System	58	97	120	58	-	120		
Concordia University System	93	120	147	46	78	113		
Brigham Young University	48	70	110	48	70	110		
Southern Illinois University	145	141	110	-	141	110		
University System of Maryland	51	99	212	-	-	97		
Franklin University	106	99	96	106	99	96		
Park University	91	76	91	-	76	91		
ECPI Colleges	55	63	85	55	63	85		
DeVry University, Inc.	12	39	87	9	36	85		
Southern New Hampshire University	1	27	84	1	27	84		
Education Management Corporation	154	170	171	49	88	84		
Herzing Inc	54	74	82	54	74	82		
Ottawa University-Online	80	69	80	80	69	80		
South Texas College	-	94	79	-	94	79		
Utah System of Higher Education	45	39	75	45	39	75		
University of North Carolina	183	200	221	58	65	63		
Metropolitan State University of Denver	48	47	63	48	47	63		
University of St Francis	48	60	58	48	60	58		
Laureate Education, Inc.	54	44	53	54	44	53		
Mississippi Institutions of Higher Learning	48	40	55	-	40	52		
DLORAH Inc	49	46	51	49	46	51		
Delta Career Education Corporation	27	46	49	27	46	49		
King College	-	33	47	-	33	47		

BSHCM Execution Proposal

Appendix A

Davenport University	42	50	46	42	50	46
National University System	12	23	45	12	23	45
Norfolk State University	20	30	44	-	-	44
University of Minnesota	73	90	81	20	32	43
Belhaven University	48	37	42	48	37	42
Connecticut State Colleges and Universities	19	30	40	19	30	40
Texas Tech University System	28	43	36	28	43	36
State College of Florida-Manatee-Sarasota	24	24	33	24	24	33
New England College	8	11	33	8	11	33
Educational Management Corporation	55	39	32	55	38	31
Stratford University	20	24	31	-	24	31
Barry University	57	51	31	-	51	31
The College of Westchester	-	3	29	-	3	29
Colorado Christian University	-	17	28	-	17	28
Ohio Christian University	29	35	28	29	35	28
Warner Pacific College Adult Degree Program	42	32	27	-	32	27
Florida Institute of Technology	21	37	26	21	37	26
Midway College	28	32	26	28	32	26
Education Corporation of America	51	38	25	51	38	25
Dallas Baptist University	27	29	25	27	29	25
Northwood University	20	12	25	20	12	25
Ottawa University-Kansas City	13	23	24	13	23	24
Mid-America Christian University	6	24	24	6	24	24
Roberts Wesleyan College	20	27	24	-	27	24
Limestone College	17	20	24	17	20	24
Minnesota School of Business	23	14	25	20	11	23
Saint Joseph's College of Maine	33	12	22	33	12	22
Prospect Education	45	12	22	45	11	22
Mercy	24	29	22	24	29	22
University System of New Hampshire	59	55	64	6	17	21
Campbell University	-	21	20	-	-	20
Columbia College	4	15	19	4	15	19
Concorde Career Colleges, Inc.	-	5	18	-	5	18
State University of New York System	19	20	20	4	20	18
Immaculata University	37	25	17	37	25	17
University of Management and Technology (T)	9	14	17	9	14	17
Malone University	19	14	16	19	14	16
Southwestern College	10	25	16	10	25	16
Central Christian College	1	18	16	1	18	16

Reinhardt University	4	14	16	4	14	16
Platt College Los Angeles LLC	27	46	32	-	-	16
Montana University System	12	8	16	12	8	16
Jefferson College of Health Sciences	7	7	15	7	7	15
Peirce College	5	12	15	5	12	15
Gardner-Webb University	10	12	15	10	12	15
Cleary University	11	10	14	11	10	14
Fisher College	14	15	14	14	-	14
SFC Acquisition	12	14	14	12	14	14
Bryan University	-	9	13	-	9	13
Brookline College, LLC	7	11	13	7	11	13
The University of Louisiana System	-	11	13	-	11	13
Loma Linda University	7	3	13	7	3	13
Daymar Colleges Group	34	37	13	10	37	13
Campbellsville University	3	6	12	3	6	12
Lakeland College	6	10	12	-	-	12
Pfeiffer University	13	16	11	13	16	11
Ottawa University-Milwaukee	20	10	11	20	10	11
Corinthian Colleges Inc	10	13	11	-	-	11
Ottawa University-Phoenix	12	11	11	12	11	11
Minnesota State Colleges and Universities	14	22	31	-	-	9
University of Northwestern Ohio	14	12	9	14	12	9
Tiffin University	3	6	9	3	6	9
Lancaster General College of Nursing & Healthl	11	6	9	11	-	9
Viterbo University	8	9	9	8	9	9
Mary Baldwin College	10	10	9	-	10	9
Regis Corporation	9	8	9	9	8	9
Warner University	6	7	8	6	7	8
Coastal Carolina University	1	2	8	1	2	8
Roger Williams University	2	9	8	2	9	8
Indiana Wesleyan University-National and Glo	-	-	8	-	-	8
Midstate College	11	11	8	11	11	8
National College of Virginia, Inc.	4	3	8	4	3	8
Charleston Southern University	2	6	7	-	-	7
Saint Mary-of-the-Woods College	-	-	6	-	-	6
Ottawa University-Jeffersonville	7	9	6	7	9	6
Globe Education Network	38	24	24	14	14	6
Center for Professional Studies, Inc.	-	-	6	-	-	6
George Washington University	3	7	5	3	7	5
Saint Peter's University	5	5	4	-	-	4
Warner Pacific College	-	3	4	-	3	4

BSHCM Execution Proposal**Appendix A**

Methodist Health System	6	-	4	6	-	4
St. Thomas University	5	7	4	5	7	4
Dlorah Inc.	-	-	3	-	-	3
Rasmussen College Inc.	-	-	2	-	-	2
Trine University-Regional/Non-Traditional Carr	4	1	2	4	1	2
Western Governors University	-	-	2	-	-	2
City University of Seattle	-	1	1	-	1	1
Franklin Pierce University	-	1	1	-	1	1
Broadview Institute Inc	-	1	1	-	-	1
Duluth Business University	-	-	1	-	-	1
Wilberforce University	12	17	1	-	17	1
Bullen and Wilson LLC	-	-	1	-	-	1

SJVC AS Degree Graduates: HCA (combined programs), DH, RN, and RT

Graduates	Column Labels			
Grad Year	HCA	DH	RN	RT
2017	250	78	66	204
2016	305	54	122	187
2015	244	78	82	211
2014	262	63	44	280
2013	257	59	58	212
2012	323	61	104	216
2011	402	84	73	255
2010	295	84	66	253
2000-09	1,525	765	58	992
1990-99	1,326	58		478
1980-89	455			132
Grand Total	5,644	1,384	673	3,420

Keyword Search Research (Google Analytics)

Row Labels	Est. Impressions	Est. Clicks	Est. Leads	Est. Cost	Est. Avg. Cost Per	Est. Cost per Leac	Est. Avg Position
California							
BSRT (Actual)	8,399	195	16	\$ 1,506	\$ 7.72	\$ 97	2.90
BSRT (Estimate)	2,682	100	8	\$ 1,372	\$ 13.76	\$ 172	1.50
BSN							
BSN	50,971	865	69	\$ 13,205	\$ 15.26	\$ 191	2.64
BS Healthcare Management	2,725	54	4	\$ 943	\$ 17.43	\$ 218	2.50
BSDH	6,707	317	25	\$ 4,113	\$ 12.98	\$ 162	1.51
National							
BSRT (Actual)	14,488	384	31	\$ 2,947	\$ 7.67	\$ 96	2.40
BSRT (Estimate)	17,379	620	50	\$ 7,483	\$ 12.07	\$ 151	1.27
BSN							
BSN	534,229	10,709	857	\$ 152,135	\$ 14.21	\$ 178	2.57
BS Healthcare Management	21,198	402	32	\$ 6,493	\$ 16.16	\$ 202	2.93
BSDH	10,954	591	47	\$ 6,272	\$ 10.60	\$ 133	1.33

MMS List Data

Program	Educational Attainment	CA Count	%	Natl Count	%
PA	Associate	-	0%	-	0%
	Bachelor	16,786	25%	74,562	25%
	Master +	50,357	75%	223,685	75%
RN	Associate	95,187	34%	661,756	42%
	Bachelor	72,588	26%	606,225	39%
	Master +	116,157	41%	290,296	19%
DH	Associate	4,157	52%	18,058	59%
	Bachelor	2,856	36%	9,914	32%
	Master +	943	12%	2,728	9%