

BOARD OF TRUSTEES OF THE NEBRASKA STATE COLLEGES
ITEMS FOR DISCUSSION AND ACTION\ACADEMIC AND PERSONNEL

ACTION: **Approve Certificates of Advanced Studies for Peru State College**

Per Policy 4200, which requires all new academic programs to be submitted to the Board for approval, Peru State requests approval of three graduate-level Certificates of Advanced Studies in Economic Development, Strategic Leadership and Communication and Healthcare Administration.

The System Office and Peru State College recommend approval of the Certificates of Advanced Studies for Peru State College.

ATTACHMENTS:

- PSC Economic Development Certificate March 2023 (PDF)
- PSC Strategic Leadership and Communication Certificate March 2023 (PDF)
- PSC Healthcare Administration Certificate March 2023 (PDF)

Peru State College
Proposal to Add Economic Development
Certificate of Advanced Studies

1. Descriptive Information

A. Name of Institution: Peru State College

Name of Program: Certificate of Advanced Studies in Economic Development

B. Degrees/credentials to be awarded to graduates of the program:
Certificate of Advanced Studies in Economic Development

C. Other programs offered in this field by the institution:
Focus Areas: Entrepreneurial and Economic Development, Healthcare Administration, Strategic Leadership and Communication

D. CIP code: 99.9999

E. Administrative units for the program: School of Professional Studies

F. Proposed delivery site(s) and type(s) of delivery, if applicable: Online

G. Proposed date (term/year) the program will be initiated: Fall 2023

H. Description of Program:

The addition of the Certificate of Advanced Studies in Economic Development provides graduate education for students seeking a career, or advancement, in the economic development field. This certificate is designed to enable individuals to acquire training as change agents to facilitate growth in their organizations and communities. The certificate directly supports business growth and economic development. The course structure allows students to explore their own business and community enhancement projects.

The certificate has the following outcomes:

1. The student will be able to plan, design, and assess entrepreneurship, economic development and financing of projects.
2. The student will be able to demonstrate the role of technology in commerce and research.
3. The student will be able to practice effective negotiation and mediation as a mechanism to promote change in organizations and communities.

Economic Development Certificate of Advanced Studies

Economic Development Certificate			Credits
MGMT	660	Theories of Entrepreneurship	3
MGMT	661	New Venture Planning and Financing	3
MGMT	662	E-Commerce and Internet Communication	3
MGMT	663	Economic Development	3
			TOTAL 12 Credits

Existing Course Descriptions:

None of the courses are new

MGMT 660 Theories of Entrepreneurship (3 credits)

Individual and social perspectives regarding entrepreneurs and entrepreneurial activity are considered with an emphasis on understanding factors that facilitate entrepreneurship.

MGMT 661 New Venture Planning and Financing (3 credits)

Various business planning and venture financing models are considered, as are resources available to facilitate these activities. Developing skills to evaluate the decisions made in these areas by others is emphasized.

MGMT 662 E-Commerce and Internet Communication (3 credits)

E-commerce as a business model, particularly for new ventures, is considered. Sourcing support services and software for e-commerce and Internet marketing strategies are emphasized.

MGMT 663 Economic Development

Economic development is considered from the perspective of a practical set of social policies, community strategies, and resources available at the local, state and federal level. Innovative regional and community approaches and planning for economic development are emphasized.

2. Centrality to Role and Mission

The College mission states, Peru State College provides students of all backgrounds access to engaging educational experiences to strengthen and enrich communities, Nebraska, and the world." Rural communities in Nebraska are in need of economic developers who can attract new businesses while at the same time help communities address housing and child care needs. With its online availability, people already working will have access to further their education, which will allow them to stay in their communities while completing the degree program. It is hoped that graduates will remain or return to rural communities in the State of Nebraska to serve in the as economic developers or community leaders. By offering a certificate of advanced studies in economic development, students who may not wish to pursue a graduate degree or already have a graduate degree, can continue to advance their knowledge and pursue advancement in their current careers.

3. Evidence of Need and Demand

A. Need for the program:

Economic developers provide critical assistance and information to companies that create jobs in our economy. They help to connect new-to-market and existing companies with the resources and partners needed to expand. Economic development helps to protect the local economy from economic downturns by attracting and expanding the region's major employers. Inclusive economic development works to support the community's quality of life through initiatives such as supporting the regional transportation network, affordable housing, innovation and entrepreneurship as well as upskilling opportunities for the local workforce. Small towns in rural Nebraska use economic developers to stabilize populations and attract new businesses.

B. Demand for the Program:

This certificate program will be attractive to students who do not wish to complete a full Master's degree or who already have a Master's degree. Demand for the MSOM in Entrepreneurship and Economic Development has been steady in recent years. Additionally, this certificate could be attractive to undergraduate students who wish to complete graduate credit.

4. Adequacy of Resources

A. Faculty and Staff Resources:

The courses required for this certificate are already being offered, and there is capacity to accommodate more students in the existing courses. Current faculty have qualifications to teach these courses and the College has long-serving and experienced adjuncts.

B. Physical Facilities:

This online program does not require physical facilities for instruction.

C. Instructional Equipment and Informational Resources:

No additional instructional equipment or resources will be necessary.

D. Budget Projections for the first five years of program:

Since all coursework is already being offered with capacity for more students, there is no new expense for the program. The estimated revenue for the program is solely attributed to the additional tuition and fees generated by new students completing this certificate. If all four courses are completed in one year, annual tuition revenue is estimated at \$2964 per student.

5. Avoidance of Unnecessary Duplication

Master's degrees in business are a popular curricular offering at other state institutions, with the three institutions within the University systems offering the Master of Business Administration (MBA) and the State Colleges each offering the Master of Science in Organizational Management (MSOM). A number of institutions also offer certificate programs. Midland University offers a graduate certificate in Entrepreneurial Leadership, but at a much higher cost than at Peru State.

The certificate in Economic Development will be offered online at Peru State. The online offering will help to serve students who are place-bound and cannot seek their degree elsewhere as well as those who work full-time and need the flexibility of an online education. The certificate will help provide an academic pathway for students who select the unique fit of Peru State College and its mission of access and affordability.

6. Consistency with the Comprehensive Statewide Plan for Postsecondary Education

The proposal to add an Economic Development certificate at Peru State College is consistent with the Coordinating Commission for Postsecondary Education's Comprehensive Statewide Plan for Postsecondary Education and helps the state advance the goals of meeting the educational needs of students and meeting the needs of the state.

With the demand growing for economic development professionals, this program will meet the needs of students who wish to further their careers in that field.

The program also helps to meet the needs of the state by creating a knowledgeable, trained and skilled workforce. As evidenced by the high demand for positions in the economic development field, this program will prepare students to fill these positions, serving in critical workforce areas.

Peru State College
Proposal to Add Strategic Leadership and Communication
Certificate of Advanced Studies

1. Descriptive Information

A. Name of Institution: Peru State College

Name of Program: Certificate of Advanced Studies in Strategic Leadership and Communication

B. Degrees/credentials to be awarded graduates of the program:
Certificate of Advanced Studies in Strategic Leadership and Communication

C. Other programs offered in this field by the institution:
Focus areas: Entrepreneurial and Economic Development, Strategic Leadership and Communication, Healthcare Administration

D. CIP code: 99.9999

E. Administrative units for the program: School of Professional Studies

F. Proposed delivery site(s) and type(s) of delivery, if applicable: Online

G. Proposed date (term/year) the program will be initiated: Fall 2023

H. Description of Program:

The Certificate of Advanced Studies in Strategic Leadership and Communication will provide a graduate education for students seeking to advance their leadership skills and career. The Certificate of Advanced Studies supports the development of theoretical and practical problem-solving, culture building, and the analytical and mentorship skills necessary for successful strategic leadership and communication within organizations.

The certificate enables individuals to acquire training as change agents to facilitate growth in their organizations and communities. This certificate uses the four courses offered as part of the MSOM focus area in Strategic Leadership and Communication.

Students who complete the Certificate of Advanced Studies in Strategic Leadership and Communication will be able to:

1. Apply leadership theories and skills to successfully lead individuals and teams within organizations.
2. Analyze organizational conditions and leverage strategic communication skills to construct systems and processes to influence and lead people and organizations.
3. Design coaching and mentorship programs that build a strong organizational culture and support the learning, development, performance, and motivation of individuals and teams within organizations.

Strategic Leadership and Communication Certificate of Advanced Studies

Strategic Leadership and Communication			Credits
MGMT	631	Executive Coaching and Mentoring	3
MGMT	634	Strategic Communication in Leadership	3
MGMT	665	Leadership Theory and Practice	3
MGMT	693	Team Design and Performance	3
TOTAL			12 Credits

Existing Course Descriptions:

None of the courses are new.

MGMT 631 – Executive Coaching and Mentoring

This course examines theoretical and practical coaching and mentorship techniques necessary for leaders to build a strong organizational culture and support the learning, development, performance, and motivation of individuals within their organization. Instruction will focus on the process, approaches, and benefits of coaching and mentoring. Various models will be discussed, and application of techniques will be focused upon in relation to adult learning theory.

MGMT 634 – Strategic Communication in Leadership

Students will learn how to communicate strategically, clearly, and persuasively across media in leadership roles. Students will learn about communication strategies and how to recognize stakeholder needs and effectively tailor communication to different audiences within and outside of the organization. Students will also learn how strategic communication impacts organizational culture, how to navigate crises and difficult conversations, and how to understand and use data and information to effectively communicate.

MGMT 665 – Leadership Theory and Practice

This course offers a theoretical view and practical approach to studying leadership. Conceptual-based aspects will include introducing various leadership styles, tactics, and theories. For practical application, students will also have the opportunity to learn more about their own tendencies in leadership scenarios and/or experiences based upon case study work and leadership assessments.

MGMT 693 – Team Design and Performance

This course examines the design and performance of work and decisional teams including team composition, authority, communication, roles, support, and leadership. This course will prepare the student to be a successful team member and leader by exploring team evolution, self-management, and conflict resolution.

2. Centrality to Role and Mission

The College's mission states, "Peru State College provides students of all backgrounds access to engaging educational experiences to strengthen and enrich communities, Nebraska and the world." Communities are strengthened and enriched when they have strong leaders in political, volunteer,

and commercial organizations. This certificate program will help to develop leaders by providing them with theoretical and applied leadership and communication experiences.

With its online availability, working professionals and individuals in rural communities will have access to further their education and bring the leadership skills they learn back to their communities. The program will also serve the State by preparing individuals for productive, fulfilling lives and by developing and nurturing the citizens and future leaders of Nebraska.

3. Evidence of Need and Demand

A. Need for the program:

According to the Occupational Outlook Handbook, the growth rate for jobs in the leadership/management role is projected to be 9% from 2020 to 2030 resulting in approximately 906,800 new employment opportunities (U.S. Bureau of Labor Statistics, 2022). Additionally, the median wage for a management position in May of 2021 was \$102,450 reporting the highest in all occupational groups (U.S. Bureau of Labor and Statistics, 2022). The Nebraska Department of Labor (2022) reports 5,737 management positions and more than 10,000 leadership positions available as of August 31, 2022, in Nebraska.

B. Demand for the Program:

According to the U.S. Department of Education, National Center for Education Statistics, the number of Master's degrees awarded in the areas of Business, Management, Marketing, and Related Support Services has increased steadily over the last eighteen years. Between the 2002-03 to 2020-21 academic years there has been consistent growth in the number of Master's degrees awarded both Nationwide and within the state of Nebraska. For example, in Nebraska, the number of Master's degrees in the business have increased from 688 in 2002-03 to 1,472 in 2020-21. A similar trend is seen nationally. The courses that are part of the Certificate of Advanced Studies can be applied toward the MSOM degree. This program will also serve individuals working outside of traditional business-focused roles, such as in law enforcement and the military.

4. Adequacy of Resources

A. Faculty and Staff Resources:

All of the courses in this certificate are already being offered and there is capacity to accommodate more students in those existing courses. Current faculty have qualifications to teach these courses, and the College has experienced adjuncts with leadership experience in various fields.

B. Physical Facilities:

This online program does not require physical facilities for instruction.

C. Instructional Equipment and Informational Resources:

No additional instructional equipment or information resources will be necessary.

D. Budget Projections for the first five years of program:

Since all coursework is already being offered with capacity for more students, there is no new expense for the program. The estimated revenue for the program is solely attributed to the additional tuition and fees generated by new students completing this certificate. If all four courses are completed in one year, annual tuition revenue is estimated at \$2964 per student.

5. Avoidance of Unnecessary Duplication

Master's degrees in business are a popular curricular offering at other state institutions, with the three institutions within the University systems offering the Master of Business Administration (MBA) and the State Colleges each offering the Master of Science in Organizational Management (MSOM). A number of institutions also offer certificate programs. However, it appears that Peru State College is unique in providing a certificate on Strategic Leadership and Communication. The program is designed to include theoretical and practical skills necessary for successful strategic leadership and communication within organizations.

The certificate in Strategic Leadership and Communication will be offered online at Peru State. The online offering will help to serve students who are place-bound and cannot seek their degree elsewhere as well as those who work full-time and need the flexibility of an online education. The focus area will help provide an academic pathway for students who select the unique fit of Peru State College and its mission of access and affordability.

6. Consistency with the Comprehensive Statewide Plan for Postsecondary Education

The proposal to add a Strategic Leadership and Communication certificate at Peru State College is consistent with the Coordinating Commission for Postsecondary Education's Comprehensive Statewide Plan for Postsecondary Education and helps the state advance the goals of meeting the educational needs of students and meeting the needs of the state.

This program meets the educational needs of students, as this program will offer lifelong learning opportunities that are responsive to students' and workforce needs as well as generate leadership skills with the knowledge and workplace skills needed to be successful employees.

The program also helps to meet the needs of the state by creating a knowledgeable, trained and skilled workforce. As evidenced by the high demand for positions in the management field, this program will prepare students to fill these positions, serving in critical workforce areas.

Peru State College
Proposal to Add Healthcare Administration
Certificate of Advanced Studies

1. Descriptive Information

A. Name of Institution: Peru State College

Name of Program: Certificate of Advanced Studies in Healthcare Administration

B. Degrees/credentials to be awarded to graduates of the program:
Certificate of Advanced Studies in Healthcare Administration

C. Other programs offered in this field by the institution:
Focus Areas: Entrepreneurial and Economic Development, Healthcare Administration, Strategic Leadership and Communication

D. CIP code: 99.9999

E. Administrative units for the program: School of Professional Studies

F. Proposed delivery site(s) and type(s) of delivery, if applicable: Online

G. Proposed date (term/year) the program will be initiated: Fall 2023

H. Description of Program:

The addition of the Certificate of Advanced Studies in Healthcare Administration provides graduate education for students seeking a career, or advancement in a healthcare organization. This certificate option is unique in its emphasis on the development of the knowledge and skills necessary to succeed in various areas of the healthcare industry. The program is also designed to include courses that add to the tool kit of a healthcare administrator, such as understanding the complex and dynamic healthcare delivery systems, application of policies and laws in the workplace, financial and economic considerations, and the important aspects of informatics and use of data.

The certificate has the following outcomes:

1. Analyze the challenges, access, and trends in healthcare and the workforce delivering healthcare.
2. Interpret, analyze, and apply economic and financial models to problems facing healthcare and society.
3. Develop informational tools and strategies as a healthcare administrator to achieve cost-effectiveness and quality improvement.
4. Integrate ethical, professional, and legal standards of conduct within the healthcare environment.

Healthcare Administration Certificate of Advanced Studies

Healthcare Administration			Credits
MGMT	623	Healthcare Law, Policy, and Compliance	3
MGMT	630	Healthcare Delivery and Organizational Systems	3
MGMT	641	Healthcare Economics and Finance	3
MGMT	642	Healthcare Information Systems	3
TOTAL			12 Credits

Existing Course Descriptions:

None of the courses are new.

MGMT 623 Healthcare Law, Policy and Compliance

This course covers the legal aspect of healthcare and regulatory requirements. The security of data and patient information will be reviewed including risks and privacy. External trends and regulations that affect healthcare systems will be discussed.

MGMT 630 Healthcare Delivery and Organizational Systems

This course gives an overview of the American and some foreign health care systems for comparison. It includes the study of the evolution and current state of health care services. Included in the overview of systems are insurance, healthcare organizations, health professionals, health policies, and healthcare financing topics. Current socioeconomic issues impacting health care delivery and services will be discussed.

MGMT 641 Healthcare Economics and Finance

This course will enable learners to apply the tools of economics, finance, and strategy to address challenges faced by healthcare providers. Strategies for payers, manufacturers, and providers will be examined. Topics will include the role of economics, cost-effectiveness, market analysis, and financial projection. Case studies and current events will be integrated throughout to encourage discussions about healthcare economics and finance.

MGMT 642 Healthcare Information Systems

This course will concentrate on the systems and data used in health care organizations. It is important that leaders understand the technologies policy; data and analytics; health informatics; people and processes; and systems management in the healthcare environment. Leaders in healthcare must ensure that privacy and security of information are achieved and maintained. The business objective of the organization must be maintained through the use of healthcare information systems. Current health care trends will influence the planning, selection, and implementation of those systems necessary to support those trends.

2. Centrality to Role and Mission

The College mission states, Peru State College provides students of all backgrounds access to engaging educational experiences to strengthen and enrich communities, Nebraska, and the world." Rural communities, in particular, are facing workforce shortages in healthcare administration. This program will help to address that need by providing access to courses that will complement an incumbent employee's skill set and provide vital healthcare services to the communities we serve.

With its online availability, people already working will have access to further their education, which will allow them to stay in their communities while completing the degree program. It is hoped that graduates will remain or return to rural communities in the State of Nebraska to serve in the healthcare services industry. It will also serve the state by preparing individuals for productive skills and developing and nurturing the citizens and future leaders of Nebraska.

3. Evidence of Need and Demand

A. Need for the program:

According to the U.S. Bureau of Labor Statistics (2022), employment in healthcare occupations is projected to grow 16 percent from 2020 to 2030, much faster than the average for all occupations, adding about 2.6 million new jobs. This projected growth is mainly due to an aging population, leading to greater demand for healthcare services. The median annual wage for healthcare practitioners and technical occupations (such as registered nurses, physicians and surgeons, and dental hygienists) was \$75,040 in May 2021, which was higher than the median annual wage for all occupations in the economy of \$45,760.

According to the Nebraska Department of Labor, healthcare positions in public administration, insurance, and healthcare social assistance services totaled 11,018 in August 2022. These openings were spread throughout the state, with a high concentration in Lincoln and Omaha.

B. Demand for the Program:

By offering a certificate of advanced studies in healthcare administration, students who may not wish to pursue a graduate degree or already have a graduate degree, can continue to advance their knowledge and pursue advancement in their current careers. Peru State has already had students apply for the new MSOM focus area in Healthcare Administration and anticipates strong student interest for the certificate.

4. Adequacy of Resources

A. Faculty and Staff Resources:

The courses required for this certificate are already being offered, and there is capacity to accommodate more students in the existing courses. Current faculty have qualifications to teach these courses and the College has qualified and experienced adjuncts in this area.

B. Physical Facilities:

This online program does not require physical facilities for instruction.

C. Instructional Equipment and Informational Resources:

No additional instructional equipment or resources will be necessary.

D. Budget Projections for the first five years of program:

Since all coursework is already being offered with capacity for more students, there is no new expense for the program. The estimated revenue for the program is solely attributed to the additional tuition and fees generated by new students completing this certificate. If all four courses are completed in one year, annual tuition revenue is estimated at \$2964 per student.

5. Avoidance of Unnecessary Duplication

There are several graduate certificates available in Nebraska in healthcare administration, including at Creighton, which is at a much higher cost, and University of Nebraska Omaha at a slightly higher cost than at Peru State. Chadron State offers a certificate in Healthcare Management. The two programs are slightly different in that Peru State requires courses in finances and information systems and not in communication.

The certificate in Healthcare Administration will be offered online at Peru State. The online offering will help to serve students who are place-bound and cannot seek their degree elsewhere as well as those who work full-time and need the flexibility of an online education. The certificate will help provide an academic pathway for students who select the unique fit of Peru State College and its mission of access and affordability.

6. Consistency with the Comprehensive Statewide Plan for Postsecondary Education

The proposal to add a Healthcare Management certificate at Peru State College is consistent with the Coordinating Commission for Postsecondary Education's Comprehensive Statewide Plan for Postsecondary Education and helps the state advance three major goals: meeting the educational needs of students, meeting the needs of the state, and meeting the needs through exemplary institutions.

With the demand growing for healthcare professionals, this program will meet the needs of students who wish to further their careers in that field.

The program also helps to meet the needs of the state by creating a knowledgeable, trained and skilled workforce. As evidenced by the high demand for positions in the healthcare administration field, this program will prepare students to fill these positions, serving in critical workforce areas.

The program strengthens Peru State College by further extending its graduate program offerings.