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**Commission on
Higher Education**

March 3, 2005

Dr. Conrad D. Festa
Executive Director

MEMORANDUM

To: Mr. Dalton B. Floyd, Jr., Chairman, and Members, Commission on Higher Education

From: Dr. Vermelle J. Johnson, Chairman, and Members, Committee on Academic Affairs and Licensing *[Signature]*

Consideration of Request for Initial License for Branch in South Carolina
University of Phoenix, Phoenix, AZ

Summary

University of Phoenix (UOP) <www.phoenix.edu> requests approval to establish a branch in Columbia to offer programs leading to the B.S. degree in (1) Business, (2) Criminal Justice Administration, (3) Health Administration, (4) Human Services, (5) Information Technology, and (6) Management; as well as programs leading to the Master's degree in (1) Business Administration, (2) Health Administration, and (3) Management; and the Master of Science degree in Computer Information Systems.

The University of Phoenix, Inc., chartered in Arizona, is a wholly-owned subsidiary of Apollo Group, Inc. (Apollo). Management of Apollo holds 100 percent of the voting stock (Class B Common Stock) of Apollo. One class of non-voting stock (Class A Common Stock) is publicly traded on the NASDAQ Stock Exchange under the symbol "APOL."

In 1976 Dr. John Sperling, a Cambridge-educated economist and professor-turned-entrepreneur, founded University of Phoenix. Sperling anticipated the confluence of technological, economic, and demographic forces that would herald the return of large numbers of working adults to higher education. UOP is designed around the learning characteristics and life situations of the working adult population. It offers undergraduate and graduate programs in business and management, nursing and health sciences, counseling and human services, education, and information technology.

The University's Online Learning System (OLS) is a computer- and web-based learning environment that has replaced the traditional classroom for many UOP students. As of the

quarter ending February 29, 2004, UOP had an enrollment of 201,381 students at 142 campuses and learning centers in 29 states and in Puerto Rico and British Columbia. Of the total enrollment of the University, about half attend classes in a face-to-face, classroom environment; the other half attend solely online. The average age of undergraduate students is 34 and of graduate students, 36; 56 percent are female, 44 percent male. More than 30 other states license or approve UOP to operate branches in their states. The Higher Learning Commission of the North Central Association of Colleges and Schools has accredited UOP since 1978.

Members of the UOP faculty possess master's or doctoral degrees earned at regionally accredited or international equivalent institutions of higher education. All candidates for the faculty complete screening, assessment, training, and mentoring. Faculty members typically have a minimum of five years of experience in the discipline in which they teach.

Most classroom-based classes meet four hours each week and are held primarily in the evening and on weekends. Graduate courses at UOP meet for six consecutive weeks and undergraduate courses meet for five weeks. In addition to regular course instructional sessions, classroom-based students meet for approximately five hours each week in groups of three to six students. The group sessions appear on each student's class schedule as regularly scheduled course meetings. When a course ends, the next course usually begins the following week. Students take one course at a time and may earn in a 12-month period a maximum of 39 undergraduate credits or 33 graduate credits.

UOP officials project that approximately 130 students will enroll on a Columbia campus the first year in its undergraduate programs and approximately 80 students will enroll in its graduate programs.

Tuition varies by location, depending on the local market. UOP officials estimate that they will charge tuition of \$310-340 per credit hour for undergraduate courses and \$370-410 per credit hour for graduate courses.

Students at the proposed South Carolina campus will have access privileges to the University's digital library and its online collection. Students may access the same research materials through the assisted services in the Learning Resource Center at the site. Journals and professional publications are available in full-text and full-image form electronically. Resources in the online collection are: EBSCOhost, InfoTrac OneFile, ProQuest, CQ Electronic Library, Facts.com Opposing Viewpoints Resource Center, Policy Central, ProQuest Historic Newspapers, Roll Call, ACM Digital Library, Health and Wellness Resource Center, Mental Measurements Yearbook, NBER Working Papers, Ovid Essential Nursing Collection, ProQuest Digital Dissertations, RDS Business Reference Suite, CINAHL, Cochrane Collection, ERIC, MEDLINE, PsycINFO, American National Biography, Encyclopedia of Life Sciences, Grolier Online, Grove Art, Grove Music, Oxford English Dictionary, Oxford Reference Online, Routledge Encyclopedia of Philosophy, Xreferpluss, Datamonitor Company Profiles, Dun &

Bradstreet Key Business Ratios, Hoovers, Investext Plus, Margent Online, Thomson Research, Reference USA, Ulrich's Periodicals Directory, and What's the Rule.

The University provides user education, research assistance, and library orientation and training. Library resource specialists and librarians are ready to help students. Library services are available seven days a week, 363 days a year.

The University establishes offices and classrooms through long-term leases in local sites that enable a maximum number of students to reach the University within 15 to 20 minutes from their homes or places of employment. Typically a campus consists of a central site (campus) and learning center satellites to provide specific courses or programs not able to be accommodated at the central location. UOP has established criteria for a South Carolina site that include: Class A building location, excellent visibility from public thoroughfares, 10,000 - 30,000 square feet, contiguous space, ten classrooms of 750-900 square feet each, first floor preferable, major tenant preferable, additional administrative and clerical space, close proximity to local corporate headquarters, after hours climate control, after hours building services, and building signage.

PROGRAMS LEADING TO UNDERGRADUATE DEGREES

To enter an undergraduate program, an applicant must have a high school diploma, GED or foreign secondary school equivalent. If the applicant is not employed, he or she must have access to an organizational environment that allows application of the concepts learned in UOP courses. Any applicant entering with fewer than 24 transferable credits must have (1) a high school grade point average of 3.0 for applicants who have graduated from high school within 24 months prior to application to the University of Phoenix and (2) current employment or access to an organizational environment and one year of full-time work experience. Applicants entering the University with fewer than 24 transferable credits must be currently employed, or have the equivalent of one year of full-time work experience and current access to a work environment. These students complete a prescribed sequence of introductory courses. Applicants entering the University with more than 24 transferable credits must be currently employed or have current access to a work environment. Applicants who have graduated from high school less than two years from application to the University may be Provisionally Admitted (PV) if all other requirements have been met. Students admitted provisionally must earn a 2.0 cumulative grade point average by the end of their third completed course or they will be academically disqualified.

Students must have 60 credits to enroll in the major or have completed 24 credits to enroll in a required course. Students may transfer only lower-division courses from two-year institutions. Students may transfer credit for courses in which they have earned a grade of "C" or better from an institution accredited by an organization recognized by the Council for Higher Education Accreditation (CHEA). UOP assesses prior college-level learning with guidelines set forth by the Council for Adult and Experiential Learning (CAEL). The University grants credit for the College Level Examination Program (CLEP) and uses the American Council on

Education (ACE) recommendations for credit for training. Students must fulfill through courses at UOP a minimum of 30 semester credits of the required course of study. The maximum enrollment period for baccalaureate students is seven years.

Bachelor of Science in Business (B.S.B.)

Phoenix offers a program leading to the Bachelor of Science in Business (B.S.B.) degree with majors in accounting, administration, management, marketing, e-business, finance, and information systems. Curricula consist of the following:

Bachelor of Science in Business Curricula					
Major	Accounting	Administration, Management, Marketing	e- Business	Finance	Information Systems
Liberal Arts: communication arts, math, social sciences, humanities, science/technology	33	33	33	33	33
Interdisciplinary: additional general education or courses other than those in the major field	24	33	27	33	27
Total General Education	57	66	60	66	60
Professional Development	3	3	3	3	3
Business entry courses: Organizational Behavior; Management: Theory, Practice, and Application; Critical Thinking: Strategies in Decision Making; Research and Evaluation (except accounting)	9	15	15	15	15
Core	48	33	39	33	39
Integrating Interdisciplinary Capstone	3	3	3	3	3
Total of Required Course of Study	63	54	60	54	60
Total Credit Required	120	120	120	120	120

Bachelor of Science in Criminal Justice Administration

Students enrolled in the Criminal Justice Administration program will examine the criminal justice process and its key components. The curriculum will appeal to student professionals who are employed and seeking advancement within the criminal justice community, or to working adults pursuing a new career in a criminal justice-related field. Graduates of the program may find employment opportunities within public and private policing agencies, corrections, the court system, social services, and in corporate security.

Bachelor of Science in Criminal Justice Administration Curriculum	Semester Credit Hours	Totals
Liberal Arts: communication arts, math, social sciences, humanities, science/technology	33	
Interdisciplinary: additional general education or courses other than those in the major field	24	
Total General Education		57
Skills for Professional Development	3	
Organized Crime	3	
Contemporary Issues in Criminal Justice	3	
Introduction to Criminal Justice	3	
Criminology	3	
Criminal Law	3	
Criminal Procedure	3	
Interpersonal Communication	3	
Introduction to Policing	3	
Criminal Court Systems	3	
Introduction to Corrections	3	
Juvenile Justice	3	
Ethics in Criminal Justice	3	
Cultural Diversity in Criminal Justice	3	
Research Methods in Criminal Justice	3	
Organizational Behavior and Management	3	
Criminal Justice Administration	3	
Criminal Justice Policy Analysis	3	
Managing Criminal Justice Personnel	3	
Futures of Criminal Justice	3	
Interdisciplinary Capstone Course		63
Total Major Courses		120
Total Curriculum		

Bachelor of Science in Health Administration

The program leading to a Bachelor of Science in Health Administration degree addresses the basic body of knowledge, understanding, and skills identified as relevant to health care services.

Bachelor of Science in Health Administration Curriculum	Semester Credit Hours	Totals
Liberal Arts: communication arts, math, social sciences, humanities, science/technology	33	
Interdisciplinary: additional general education or courses other than those in the major field	33	
Total General Education		66
Skills for Professional Development	3	
To enroll in the following courses the student must have earned 24 credits and completed the mathematics, English, and critical thinking proficiencies		
Organizational Behavior	3	
Statistical Applications	3	
Public Relations	3	
To enroll in the following courses the student must have a minimum of 60 credits, or have 45 credits of which 21 were earned at the University		
Introduction to Health Care in the United States	3	
Health Care Financial Accounting	3	
Introduction to Health Care Information Systems	3	
The Health Care of Populations	3	
Operations Management in Health Care	3	
Human Resources Principles and Practices in Health Care	3	
Legal Issues in Health Care: Regulation and Compliance	3	
Ethics: Health Care and Social Responsibility	3	
Economics: The Financing of Health Care	3	
Populations Requiring Long Term Care	3	
Health Care Quality Management and Outcomes Analysis	3	
Health Care Policy: The Past and The Future	3	
Application of Health Care Management Principles	3	
Professional Ethics and Social Responsibility		54
Total Major Courses		120
Total Curriculum		

Bachelor of Science in Human Services

The program leading to the Bachelor of Science in Human Services degree is designed for those who want a degree in human service work and preparation for advanced degrees in counseling, psychology, social work, and marriage and family therapy.

The program leading to the Bachelor of Science in Human Services/Management degree is designed for those who want careers in management in the field of human services.

Bachelor of Science in Human Services Curricula	B.S.H.S.		B.S.H.S./M	
	Semester Credit Hours	Totals	Semester Credit Hours	Totals
Liberal Arts: communication arts, math, social sciences, humanities, science/technology	33		33	
Interdisciplinary: additional general education or courses other than those in the major field	24		24	
Total General Education		57		57
Introduction to Human Services	3		3	
Management: Theory, Practice, Application			3	
Models of Effective Helping	3			
Communication Skills for the Human Services Professional	3		3	
Professional, Ethical, and Legal Issues in Human Services	3		3	
Field Experience I, II, III	9		6	
Marketing			3	
Technology in Human Services	3		3	
Child Development	3		3	
Critical Thinking: Strategies in Decision Making			3	
Financial Analysis for Managers			3	
Organizational Behavior			3	
Adult and Family Development	3		3	
Research and Statistics for the Social Sciences	3			
Lifelong Learning and Professional Development	3			
Case Management	3		3	
Cultural Diversity and Special Populations	3			
Dependency and Addictions	3		3	
Advocacy and Mediation	3		3	
Program Design and Proposal Writing	3		3	
Building Community in Organizations	3			
Mental Health and Crisis Intervention Practices	3		3	
Working with Groups	3			
Interdisciplinary Capstone Course	3		3	
Total Major Courses		63		
Total Curriculum		120		

Bachelor of Science in Information Technology

The program leading to the Bachelor of Science degree in Information Technology is focused on the acquisition of theory and technical competencies associated with the information technology profession. The courses provide fundamental knowledge and application in the information systems function and in system development.

Bachelor of Science in Information Technology Curriculum	Semester Credit Hours	Totals
Liberal Arts: communication arts, math, social sciences, humanities, science/technology	33	
Interdisciplinary: additional general education or courses other than those in the major field	30	
Total General Education		63
General Studies	3	
Computers and Information Processing	3	
Critical Thinking and Computer Logic	3	
Project Planning and Implementation	3	
Fundamentals of Business Systems Development	3	
Programming Concepts	6	
Computer Programming I, II	3	
Database Concepts	3	
SQL for Business	6	
Networking and Telecommunications Concepts I, II	3	
Introduction to UNIX	3	
Windows Networking	6	
Web Programming I, II	6	
IT elective credit	3	
Interdisciplinary Capstone		57
Total Major Courses		120
Total Curriculum		

Bachelor of Science in Management

The program leading to the Bachelor of Science degree in Management is designed to develop professional knowledge and skills of general managers in their organization or professional industry for improving organizational effectiveness. An associate's degree is required for admission. Students will be required to demonstrate proficiency in English, mathematics, and critical thinking.

Bachelor of Science in Management Curriculum	Semester Credit Hours	Totals
Liberal Arts: communication arts, math, social sciences, humanities, science/technology	33	
Interdisciplinary: additional general education or courses other than those in the major field	24	
	24	
Total General Education		81
Skills for Professional Development	3	
Management: Theory, Practice, & Application	3	
Cultural Diversity	3	
Ethics in Management	3	
Fundamentals of Research	3	
Critical Thinking: Strategies in Decision Making	3	
Organizational Psychology	3	
Communicating in the Virtual Workplace	3	
Human Motivation	3	
Team Dynamics for Managers	3	
Human Factors in Technology	3	
Financial Analysis for Managers	3	
Interdisciplinary Capstone	3	
Total Major Courses		39
Total Curriculum		120

PROGRAMS LEADING TO GRADUATE DEGREES

Members of the UOP core faculty who will teach graduate-level courses in South Carolina possess terminal or doctoral degrees earned at regionally accredited or international equivalent institutions of higher education. All candidates for the faculty complete screening, assessment, training, and mentoring. The University has established other specific prerequisites for each course. For example, faculty members typically have a minimum of five years of experience in the discipline in which they teach.

For admission into programs leading to the master's degrees, applicants must hold a baccalaureate degree from an institution accredited by an accrediting agency recognized by the Council on Higher Education Accreditation (CHEA). Applicants must have obtained a minimum grade point average (G.P.A.) of 2.5 on a 4.0 scale. The maximum number of credits accepted for transfer to a master's program is six to nine semester credit hours, depending on the program. Students must graduate with a minimum G.P.A. of 3.0.

Master of Business Administration

The purpose of the MBA program is to enhance the management skills students need to function effectively within an organization. The programs emphasize quantitative analysis of business information to improve business decision making. Thirty-six semester credit hours constitute the core curriculum and nine additional semester credit hours complete the MBA. The curricula consist of the following:

M.B.A. Curricula	Semester Credit Hours
Management Communication and Ethics	3
Human Relations and Organizational Behavior	3
Legal Environment of Business	3
Economics of Managerial Decisions	3
Accounting for Managerial Decision Making	3
Managerial Accounting and Finance Foundations	3
Finance for Managerial Decision Making	3
Statistics and Research Methods for Managerial Decisions	3
Operations Management	3
Project Management	3
Marketing Management	3
Strategy Foundations and Implementation	3
M.B.A. CORE	36
M.B.A. general: Information Management in Business, Organizational Leadership and Change Management, Seminar in Management OR Specialization in e-Business, Global Management, Health Care Management, Human Resources Management, Marketing, or Technology Management	9
Specialization in Accounting	15
Total semester credit hours	45 or 51

Master of Health Administration (M.H.A.)

The purpose of the M.H.A. program is to prepare students to respond effectively to the ever-changing health care industry. The curriculum is tailored to the needs of the industry by providing content in finance, policy, research, technology, quality improvement, economics, marketing, and strategic planning. The curriculum content is as follows:

M.H.A. Curriculum	Semester credit hours
Management Communication	1
Health Care Organizations	3
Health Care Infrastructure	3
Impact of e-Health	3
Quality and Data Based Management	3
Health Care Finance	3
Change, Negotiation, and Conflict Resolution	3
Leadership and Organizational Management	3
Concepts of Population Health	3
Current Issues in Health Law and Ethics	3
Marketing for Health Care	3
Evaluation Methodology	3
Health Care Economics	3
Health Care Strategic Management	3
Total semester credit hours	40

Master of Management (M.M.)

The purpose of the Master of Management program is to enhance the students' management skills so they can function effectively within an organization. Students focus on leadership and management—the human side of an organization. The M.M. program develops management skills in defining business problems, assessing information, considering alternatives, and choosing the best solutions. The curricula content are as follows:

M.M. Curricula	Semester Credit Hours	
	M.M.	M.M./H.R.M.
Management Communication and Ethics	3	3
Foundations of Management	3	3
Legal Environment of Business	3	3
Regulation and Conflict Management in the Workplace	3	3
Accounting and Finance for Managerial Decision Making	3	3
Systems Thinking and Performance Measurement	3	3
Contemporary Issues in Leadership and Management	3	3
Project Management in the Business Environment	3	3
Marketing Management	3	3
Strategy Formulation and Implementation	3	3
Information Management in Business	3	
Organizational Leadership and Change Management	3	
Seminar in Management	3	
Human Resources Management		3
Employee Motivation and Compensation		3
Seminar in Human Resources Management		3
Total semester credit hours	39	39

Master of Science (M.S.) in Computer Information Systems

The purpose of the program leading to the M.S. degree in Computer Information Systems is to teach the acquisition of information technology theory and the application of theory and practice to real- world business opportunities and challenges. The curriculum content is as follows:

M.S./C.I.S. Curriculum	Semester credit hours
Management Communication	1
Human Relation and Organizational Behavior	3
Legal Environment of Business	3
Accounting for Managerial Decision Making	3
Programming Concepts	3
Systems Analysis and Development	3
CIS Project Management	3
Programming Management	3
Data Base Concepts I and II	6
Networks/DataCom I and II	6
CIS Risk Management & Strategic Planning	3
Total semester credit hours	37

Recommendation

The Committee on Academic Affairs and Licensing recommends that the Commission approve initial licensure to University of Phoenix for five years to establish a branch in Columbia to offer programs leading to the B.S. degree in (1) Business, (2) Criminal Justice Administration, (3) Health Administration, (4) Human Services, (5) Information Technology, and (6) Management; programs leading to the Master's degree in (1) Business Administration, (2) Health Administration, and (3) Management; and the Master of Science degree program in Computer Information Systems; the Committee also recommends that the Commission delegate to the staff authorization to license a site in Columbia when the facility is developed.