New England College
School of Graduate and Professional Studies

Master of Science in Management Healthcare Administration Online

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President of New England College
Michele Perkins, Ed.D.
Message from the Dean

I am pleased to welcome you to the Master of Science in Management - Healthcare Administration (MSHA) online program at New England College.

New England College’s Master of Science in Management - Healthcare Administration (MSHA) online program offers students proven leadership skills to meet the real challenges facing the dynamic healthcare industry. The comprehensive curriculum offers both quantitative and qualitative courses, all taught by faculty who have roots in management education and the healthcare industry.

As a New England College MSHA student, you will have this opportunity to acquire knowledge of how all the various sectors of the healthcare industry work together to form service organizations. In turn, that information can be used to critically analyze current practices and formulate plans of action for improvement.

Our MSHA students enjoy the level of convenience offered by this program. A manageable time commitment of 15 of 20 hours per week makes balancing home, work, and school schedules a realistic endeavor. Our technical support system is available to you 24/7, allowing you to focus on your studies, not technical issues.

The MSHA program is designed for those students desiring advanced work in healthcare administration. If you are searching for a robust program that allows you to not only continue working in your current position but also immediately apply what you are learning to your work, the New England College MSHA program is worthy of your consideration.

Please feel free to call our Enrollment Advisors for more information on the program, tuition, and financial aid.

I look forward to welcoming you to New England College.

Sincerely,

Nelly Lejter, Ph.D.
Dean of Graduate and Professional Studies
New England College
School of Graduate and Professional Studies
Make a difference in your community. Stay competitive in your career. Learn from healthcare leaders at New England College.

The Master of Science in Management - Healthcare Administration (MSHA) online program offers you a well-rounded management degree in healthcare administration that can help prepare you for future opportunities in various healthcare institutions, hospitals, and long-term care facilities. You will be able to interact with students from a variety of healthcare backgrounds: nurses, physicians, technicians, and administrators (CFOs and CIOs). You will examine topics such as managerial economics in healthcare, marketing management in healthcare, and organizational communication, conflict resolution, and negotiation.

— An excellent way for an adult learner to pursue an advanced degree. The 24/7 access made it the perfect solution for someone with a demanding job and changing schedule.

Nancy Fiamingo,
MSHA Online Student

Online, Convenient, Flexible

The MSHA online program consists of nine courses for a total of 36 credit hours. To complete the program in less than two years you will take two online, seven-week courses per semester, focusing on one course at a time. This course delivery method is specifically designed for working professionals like you to make the most efficient use of your time and to optimize your learning experience.

You can start the program six times per year in spring, summer, or fall.
Find out for yourself how New England College’s quality curriculum can enrich your career.

New England College’s Master of Science in Management - Healthcare Administration online program is a specialized degree for healthcare professionals who want to advance to more senior management roles. The curriculum will challenge students to identify and overcome obstacles to strategic thinking, develop a framework for creating strategic solutions, and acquire the leadership skills that contribute to managing change and uncertainty in healthcare organizations and their environments.

You will have the opportunity to acquire knowledge and skills in leadership and managerial approaches to marketing, economics, project management, and finance that can help you successfully lead a healthcare organization. In addition to exploring the business aspects of healthcare administration, strategies for taking account of human aspects such as ethics, cultural diversity, negotiation and conflict resolution, and leadership styles are also examined. New England College’s goal is to provide the healthcare industry with graduates who understand the “big picture” in this growing sector.

“A great institution to consider if you want to get an online advanced degree. Every class touched on something that was helpful to me in at least some way. It helped to open my eyes to better management ideas and skills and provided me with information to make me a better person, manager, and help my staff improve themselves as well.

The structure of this program kept me interested and wanting to work, and I enjoyed working with all of the students and NEC faculty and staff I have come into contact with along the way. My immediate supervisor has told me that he sees improvement in the managing of my staff.”

Michael Miller, MSHA Online Student
NEC’s curriculum provides a way for students to achieve their cherished lifelong learning goals.

The Master of Science in Management - Healthcare Administration online program New England College (NEC) consists of nine courses for a total of 36 credit hours. You will begin the program with core courses and then progress into concentration courses that focus on your area of interest. At the end of the program, you will use the skills learned within the program in a practical problem-solving capstone project.

Below is a list of the core courses, concentration courses, and the capstone project.

Organizational Leadership and Change – 4 credits
This course combines theory and practice by encouraging students to learn traditional and contemporary leadership theories and apply them in analyzing the behavior of leaders, colleagues, and subordinates. Through a variety of readings, cases, and exercises, students will examine effective leadership models. Topics include the evolution of leadership; the roles of strategy and vision in transformational change; the development of leaders; the leadership responsibilities of creating effective teams, organizations, and cultures; the exploration of different leadership styles; and current popular approaches to leadership theory.

Project Management – 4 credits
This course presents an overview of managing a project from start to finish. Students will examine project organizational structure, work breakdown, scheduling, budgeting, costing, resource allocation, and human resource considerations throughout the project process. Topics include the management of human resources and team building; planning and control; scope management; time and cost management; quality and risk management; and technical tools, including GANTT and PERT charting.

Legal Issues in Healthcare – 4 credits
This course explores and analyzes the interrelationships among stakeholders in the healthcare industry. The moral implications of the healthcare organization and its decisions are explored with respect to their social effects, and to the tension that exists between achieving desirable outcomes and attending to the means by which they are achieved. Topics include theories of morality; analysis of ethical decision making; interaction and conflict among personal, professional, and organizational values; the effect of cultural diversity on individual and group values; current issues; and the impact of ethical considerations on healthcare organizations. The roles of individual and collective choice in the management of competitive environments and organizational positions on contemporary moral issues are also examined.

Comparative Healthcare Systems – 4 credits
This course focuses on how to more effectively and ethically lead and influence in situations where financial issues play a key role, with particular attention to public fiscal management. It introduces the concepts and principles of financial management and managerial accounting, discussing, developing, and using budgets for planning and control, demonstrating accountability, and establishing priorities within an organization. Students will explore the tools and techniques available to maximize the use of scarce resources, as well as the implications of public funding and cost accounting for programs and initiatives within the organization.

Strategic Planning and Policy for Healthcare – 4 credits
The primary focus of this course is strategic planning in a business unit, which is the foundational level for competitive analysis, and analysis of the issues central to a firm’s short-term and long-term competitive success. Using a combination of case studies and industry field research, students will assume the roles of key decision-makers and/or advisors in analyzing these issues and offering recommendations for strategic change. In conjunction with these assignments, students will also be challenged to critically examine revolutionary changes now occurring in some healthcare organizations, such as vertical integration, horizontal consolidation, strategic alliances and joint ventures, entrepreneurial startups, and the development of niche networks.
Managerial Economics for Healthcare – 4 credits
This course helps develop the student’s capacity to analyze the economic environment in which a healthcare organization operates. The focus is on understanding the constraints the environment places on goals and how these constraints may change with time. Students learn how to apply economic reasoning to internal decision making and public policy issues affecting the healthcare sector. Students will examine a variety of skills required in managing healthcare organizations in light of economic realities, including activity-based costing, cost estimation, relevant costs, and pricing policies.

Marketing Management in Healthcare and Service Sectors – 4 credits
This course introduces fundamental marketing principles and differentiates issues specific to service industries, health organizations, and fundraising structures. Students will develop a foundational knowledge of marketing concepts and practices, marketing decision-making and techniques, and sources of financial support and strategies for their development. Focus is on practical application of marketing knowledge and skills in healthcare and service environments.

Organizational Communication, Negotiations and Conflict – 4 credits
This course explores the psychological aspects of communication among individuals and groups from a relationship management perspective, as well as the intricacies of coaching, mentoring, and conflict resolution. The impact of organizational behavior on leadership effectiveness is explored. Organizational communication, including formal and informal communication, is analyzed to determine the relationship between communication and organizational satisfaction and effectiveness. Topics include preparing for a negotiation, understanding individual preferences, identifying ethical and cross-cultural issues, and determining when and how to utilize available outside resources. Students assess the importance of coaching and open communication when inspiring individuals to overcome barriers to peak performance.

Research Methods – 2 credits
This course will provide an overview of graduate level research for the capstone project in both the Master of Science in Management and the Master of Arts in Public Policy. Students will learn about the various methods of research in the discipline, research design, and proper formatting and writing of formal papers. Specific focus will be placed on topic development, developing a research outline, conducting a literature review, constructing an annotated bibliography, and proper citation styles that make use of the Chicago Manual of Style (for MAPP students) and the APA style (for MSM students). This course will provide all students the tools to do research and, in addition, will prepare them for the final capstone project to be developed in the subsequent Strategic Capstone course.

Strategic Capstone – 2 credits
The Strategic Capstone has two main components: a research phase and a final project report and presentation phase. Students draft their problem statements and research ideas during a research methods course, and then produce research, arguments and solutions that will approach solving the problem.

Each student will undertake a major investigation of a real and substantial challenge that exists either in the workplace or as a matter of public policy. The project may be related to the student’s own experience or in a field in which the student hopes to secure employment. Developed in a problem-and-solution format, the student is expected to use extensive research into best practices and associated methodologies. The product of this work is a comprehensive written plan for implementing the solution. The report is also submitted as a PowerPoint presentation with accompanying notes, demonstrating the student’s ability to convey the significance and the results of research and planning to key stakeholders in the problem-solution set that the student has investigated.
Students have an opportunity to excel academically.

New England College (NEC) has a rich tradition of academic excellence. Our online programs are designed for professionals who have already achieved success in their careers and who want to enrich their knowledge with advanced study.

We understand how important it is to be able to pursue a graduate degree without disrupting your career or uprooting your family. NEC’s online programs satisfy those needs, while delivering a highly respected online degree that is as demanding and rewarding as our traditional on-campus programs.

The Convenience of Learning Online

Online learning can be even more satisfying than traditional classroom learning because it focuses on you. You learn from the convenience of your home or office, at the time of day that suits you, while maintaining communication with faculty and fellow students. Here are some examples of the many benefits of e-learning.

Flexible scheduling

E-learning is designed for busy professionals like you. You plan your study time around your schedule and work at your own pace. The program is based on an innovative, asynchronous model, so there is no need to disrupt your work and family life. Your instructor lays out the course in a detailed schedule, so you know what to expect and how to prepare.

Accessible resources

All printed materials and textbooks are conveniently delivered to you before the start of each seminar. Our extensive online library and resource center is available 24 hours a day, 7 days a week, all year long. Many students report that using the online library is easier and more convenient than visiting a traditional “brick-and-mortar” library.

Immediate responses

With just a click, you can send questions or requests to professors, fellow students, and student services advisors. Our faculty and staff will respond within 24 hours.

Intimate classes

You will progress through the program with a small group of 12 to 15 fellow students. This cohort system ensures that you are part of a community of your peers, a community that provides support, challenges your abilities, and encourages discussion.

Individual attention

Because the virtual class size is so small, you will receive individual attention from your professors. They are experienced professionals who are also highly trained in online instruction. Your instructor also serves as a group instructor who encourages you and your classmates to develop into a learning community eager to engage in discussions of current issues and realistic scenarios.

“...the course organization was superb. I also enjoyed the incredibly skilled instructors who kept peer interaction always at a professional level...”

Jean DeSueza, MD
MSHA Online Student
The NEC community is committed to offering personal support and attention to each student.

Helping our master’s degree candidates is the goal of each member of the New England College online learning team. We are here to help you every step of the way by providing you with:

1. Your own personal Enrollment Advisor
2. Your own personal Student Services Advisor
3. Your own personal Instructor
4. The College’s most highly regarded Faculty
5. Helpful live technical support. You will be able to talk with a highly qualified professional technician whose goal is to provide you with helpful, friendly advice for resolving your hardware and software issues.

This program has been structured for those seeking both challenging graduate studies and the tools needed by healthcare professionals. Integral to this degree is the online collaboration among you, your small group and instructor, and the outstanding New England College faculty members, all in the privacy and convenience of your home or office.
Admission Requirements

New England College gives you the opportunity to fulfill your goals.

- **Domestic Students**
  - Applicants should have a bachelor’s degree from a college or university in the United States, accredited by one of the six regional accrediting bodies.

- **International Students**
  - Applicants should have the equivalent of a U.S. bachelor’s degree.
  - Students are required to use a credentialing organization such as WES.org, ECE, or ACCRO.
  - Students for whom English is not their first language may require a TOEFL score of 550 (pbt), 213 (cbt), 80 (ibt) or IELTS 6.5.

- **All Students**
  - Depending on your undergraduate course of study, prerequisite courses may be required.
  - Applicants should have an undergraduate GPA of 2.75 or higher based on a 4.0 grading scale; applicants with a score lower than 2.75 will be considered for admission on a case-by-case basis depending on professional accomplishments and work experience.

“I am in a better position to compete for administrative positions in the healthcare field. I also have a greater understanding of budgeting, capital investments, and other HR functions.”

Anne Ricketts, MSHA Online Student
New England College gives you the opportunity to advance with relevant, practical, and affordable education.

The tuition fee includes:

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<tr>
<th>Description</th>
<th>Cost</th>
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<tbody>
<tr>
<td>Application Fee</td>
<td>$90</td>
</tr>
<tr>
<td>Total Tuition (36 credit hours)</td>
<td>$24,480</td>
</tr>
<tr>
<td>Graduation Application Fee</td>
<td>$150</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>$24,720</strong></td>
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Cost per credit hour = $680  Course Tuition = $2,720  Estimated textbook cost per course = $125

Course tuition is due on a course by course basis and must be paid at the start of each class. Students using financial aid should have all requirements complete prior to the start of class.

*Approximate book cost. This is based on the purchase of new copies from the NEC Bookstore.

All prices are subject to change without prior notice. The prices provided by the Admissions Department are for the current academic year and may be changed for future academic years.

Financial Aid

The ability to pay for your education is an important consideration. Our Admissions Office can assist you in exploring alternative financing options. If you are a resident of the United States and want to apply for financial aid, please complete a Free Application for Federal Student Aid (FAFSA), which can be obtained from the FAFSA website at www.fafsa.ed.gov. Students may be eligible for a range of loans available specifically for graduate study and are encouraged to apply. Financial aid eligibility is renewed each year, and revisions or adjustments are made to ensure that aid is proportionate with each family’s financial circumstances.

Employer Tuition Assistance

Many organizations offer employee tuition assistance and, in some cases, cover 100 percent of tuition costs. Programs and policies vary among employers. Consult your human resources department to learn more about employer tuition assistance at your organization.
We are here to **support** you and answer your questions from enrollment to graduation.

**How is New England College (NEC) accredited?**
NEC is accredited by the New England Association of Schools and Colleges. For more information, visit [www.neasc.org](http://www.neasc.org).

**Is the online graduate degree any different from degrees earned on campus?**
No, you will receive the same degree and your diploma is the same as the on-campus student diploma.

**How many credits and courses do I take each term?**
There are six terms per year with one course offered per term. Each course is worth four credit hours. In total, you must complete nine terms to earn your degree.

**How much does the online graduate program cost?**
The online graduate program is competitively priced. See tuition and fees on page 9. For more information, please contact our Enrollment Advisors.

**How much time is required for the online graduate programs?**
The online graduate programs are designed for working professionals with demands of work and home. Most students study 15 to 20 hours per week. Your instructor will help keep you on track, and your cohort will be a tremendous source of support.

**Do I need to take the GRE, GMAT, or other standardized tests?**
No, standardized tests are not required for entry into the online graduate programs. Admission is based on your experience and professional accomplishments.

**Do you accept transfer credits?**
We will assess transfer credits that may reduce the total number of credits required to complete the program, up to six credits. This will be done on a case-by-case basis. NEC does not grant credit for work experience.
Since 1946, New England College has been providing learners with the opportunity for a quality and rigorous education.

New England College (NEC) was created in 1946 to serve the educational needs of servicemen and women after the Second World War. It pioneered the three-year baccalaureate degree that combined critical thinking skills from the arts and sciences with practical and professional education in business and engineering.

NEC has retained its mission to be a pragmatic liberal arts and professional college, committed to understanding the needs of all humanity in an interconnected world. It seeks to develop self-confident, informed individuals able to find their way to a rewarding life with professional success and personal service. Students drawn from a range of social and cultural backgrounds choose among academic and professional disciplines, and enhance their learning through a broad range of internships.

In the coming decade, NEC will build on its strengths and the values of its founders while embracing the social, technological, and ethical challenges of contemporary civilization. NEC will provide a liberal arts education for the twenty-first century. Human rights and social responsibility will remain crucial to our learning and living community, where students will make reasoned academic choices and explore imaginative career options, with a maximum use of alumni connections. Recently the College has grown from 700 to 1,000 undergraduates and from 75 to 1,100 graduate students, while adhering to the philosophy of our founders by providing curricular and co-curricular programs for integrated learning with respect for diversity of thought and expression.

Accreditation

NEC is accredited by the New England Association of Schools and Colleges through its Commission on Institutions of Higher Education.

Statement of Fair Practices

NEC prohibits discrimination on the basis of race, color, creed or religion, national origin, sex, sexual orientation, age, marital status, pregnancy, veteran's status, or disability in regard to treatment, access to, or employment in its programs and activities, in accordance with federal and state laws and regulations. In compliance with the Americans with Disabilities Act (ADA), individuals with disabilities needing accommodation should contact the ADA compliance officer.

“Classes were very informative and the staff was extremely supportive. Besides helping me excel within my organization, the program has provided me an expanded knowledge in the operations of my hospital.”

Beverly Jo Schrickel, MSHA Online Student

Community  Quality  Empowerment  Opportunity
Master of Science in Management
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Online

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