



MEMORANDUM

To: Jeffery Gold, Executive Vice President and Provost

From: Jo Li, Chancellor, University of Nebraska at Omaha

Date: May 14, 2024

RE: Program Proposal—Healthcare Logistics and Supply Chain Management

The University of Nebraska at Omaha committees have reviewed and endorsed the creation of a new graduate program.

The Department of Management requests the creation of a Master of Science in Healthcare Logistics and Supply Chain Management (HLSCM). The recent COVID-19 pandemic revealed the need for efficient and effective healthcare supply chains. As the health system continues to advance in value-based care, advances in supply chain management to address rising costs require skillsets to leverage evidence-based protocols and data analytics to reduce variation in pricing, product use, and clinical outcomes. The HLSCM program will help prepare students and professionals to meet the demands and challenges of a rapidly changing industry and recognize opportunities to improve the efficiency, effectiveness, and resiliency of healthcare supply chains. The curriculum is designed to develop the skills necessary to create and lead high-performance networks of healthcare organizations while operating within the ethical and legal standards of the industry.

Cc: David Jackson, Vice Provost
Phil He, Senior Vice Chancellor for Academic Affairs, Office of Academic Affairs
Michelle Trawick, Dean, College of Business Administration
Angela Iwan, Executive Assistant to the Provost, Office of the Provost
Keristiena Dodge, Chief of Staff, Office of the Chancellor
Angie Sargus, Executive Associate, Academic Affairs



April 9, 2024

Graduate Program Reviewers,

The College of Business Administration leadership fully supports the proposed MS in Healthcare Logistics and Supply Chain Management (HLSCM) degree. The Department of Management recently won the University of Nebraska's Departmental Teaching Award, and creating innovative and timely programs like this is one of the many reasons they rose to such a high level of recognition.

The complexity of healthcare logistics requires specialized knowledge and skills distinct from those needed in other industries. Therefore, a dedicated Master's program focusing specifically on healthcare logistics and supply chain management is both timely and essential. By offering in-depth coursework, hands-on experience, and exposure to real-world challenges, this program will equip students with the expertise needed to excel in this critical field. I am particularly proud of the interdisciplinary nature of this program, which will provide students with a comprehensive understanding of the complexities involved in managing healthcare supply chains.

I am confident that graduates of this program will emerge as leaders and innovators in the field. Their expertise will be instrumental in improving efficiency, cost-effectiveness, and resilience within healthcare supply chains, ultimately benefiting all of us. The CBA has the capacity to staff this degree in existing courses and is merely repackaging them to address a highly marketable and unique credential. CBA will reevaluate enrollment for 2-3 years post-launch to determine if additional faculty are needed.

Please let me know if you have any questions regarding resources or college support. I appreciate your consideration of the new MS in Healthcare Logistics and Supply Chain Management.

Sincerely,

Michelle W. Trawick
John Becker Dean
Professor of Economics

New Degree and Major Proposal Form

Descriptive Information

- Name of institution proposing the program: The University of Nebraska at Omaha,
- Name of the program proposed: Healthcare Logistics and Supply Chain Management
- Degrees/credentials to be graduates of the program: (e.g., diploma, BA, MA, etc.) Master of Science
- Other programs offered in this field by this institution: MBA Concentration in Logistics and Supply Chain Management; non-degree Graduate Certificate in Logistics and Supply Chain Management
- CIP code: proposed CIP 52.0203 Logistics, Materials, and Supply Chain Management.
- List the administrative units for the program (e.g., college, division, department, etc.) College of Business Administration, Department of Management
- Proposed delivery site(s) and type(s) of delivery, if applicable (Note: If including online delivery, please contact Online Learning for additional information.): online delivery.
- Date approved by governing board: TBD
- Proposed date (term/year) the program will be initiated: TBD Because no additional resources are required; the program will be initiated as soon as it is approved: Spring 2025/Fall 2025.

1. Description and Purpose of the Proposed Program

UNO's College of Business Administration (CBA) Department of Management proposes developing an MS degree program in Healthcare Logistics and Supply Chain Management (HLSCM). The recent COVID-19 pandemic revealed the need for efficient and effective healthcare supply chains. Healthcare providers and facilities rely on effective supply chains to improve patient outcomes, enhance access to health care, and ultimately save lives.

Additionally, healthcare supply chain management represents 30 percent of all hospital spending in the US, which equals \$25.4 billion each year. Supply chain spending is second only to labor costs and the healthcare supply chain impacts every department. As the health system continues to advance in value-based care, supply chain management improvements can improve clinical outcomes and reduce variations in pricing through leveraging evidence-based protocols and data analytics. (Health Catalyst)

From a global perspective, the healthcare supply chain management market size is projected to grow from \$2.99 billion in 2023 to \$7.96 billion by 2030, at a CAGR of 15.0% (Fortune Business Insights:101051).¹

A recent article in *Fortune* magazine indicated that domestic revenue growth of healthcare supply chains will increase by 14% annually through 2029. Healthcare supply chain reliability and resilience will be necessary for short and long-term success.¹ Indeed, a report on healthcare systems by McKinsey notes that healthcare systems are shifting the focus from supply chain shortages created by the pandemic to the development of resilient and efficient procurement.²

¹ The global healthcare supply chain management market size is projected to grow from \$2.99 billion in 2023 to \$7.96 billion by 2030, at a CAGR of 15.0%. 10/23/2023. <https://www.fortunebusinessinsights.com/industry-reports/healthcare-supply-chain-management-market-101051>

² Bolstering health system supply chain resilience to reduce risk, July 11, 2023. <https://www.mckinsey.com/industries/healthcare/our-insights/bolstering-health-system-supply-chain-resilience-to-reduce-risk/>

The HLSCM degree will provide healthcare administrators and clinicians with the knowledge and skills to meet the demands and challenges of a rapidly changing industry and recognize opportunities to improve the efficiency, effectiveness, and resiliency of healthcare supply chains. The curriculum is designed to develop the skills necessary to create and lead high-performance networks of healthcare organizations while operating within the ethical and legal standards of the industry.

2. Program of Study

Admission requirements – Application Deadlines (Spring and Fall)

Spring: November 1

Fall: July 1 (June 1 for international students)

Other Requirements

- **English Language Proficiency:** Applicants are required to have a command of oral and written English. Those who do not hold a baccalaureate or other advanced degree from the United States, OR a baccalaureate or other advanced degree from a predetermined country on the waiver list, must meet the minimum language proficiency score requirement in order to be considered for admission.
- **Internet-based TOEFL:** 80, **IELTS:** 6.5, **PTE:** 53, **Duolingo:** 110
- **Resume** (employment and educational history)

Unconditional Admission: may be granted to an applicant whose record includes the following: 2.85 undergraduate junior/senior GPA or cumulative graduate GPA. Applicants qualifying for unconditional admission, based on the standards outlined above, but lacking some foundation courses, will be granted provisional status until all foundation courses are completed with grades of "B" (3.0/4.0) or above.

Provisional Admission: Applicants who do not meet the conditions for unconditional admission may be considered for provisional admission status. These applicants will be notified that the Management Department Graduate Program Council (MGMT GPC) will evaluate the files of all applicants being considered for provisional admission. Candidates being considered for admission on this basis will receive notification from the UNO Office of Graduate Studies. If granted provisional admission, the student must earn minimum "B" (3.0/4.0) grades in each of the HLSCM courses completed in the first 12 hours of the program. Students not meeting this standard are subject to dismissal.

Foundation Courses

Students must have the following foundation courses completed for unconditional admission.

- 3 hours of undergraduate-level business management or public administration
- 3 hours of undergraduate-level math or statistics.

Major topics

Healthcare Operations, Healthcare Supply Chain Management, Logistics, Healthcare Analytics, and Healthcare Supply Chain Automation are some of the primary topics covered in the proposed program of study.

Proposed program structure:

The following program structure is proposed to ensure both a strong foundation of healthcare supply chain knowledge and the ability for students to focus on electives courses that align with their specific career needs. All courses will be scheduled in an asynchronous online format to ensure broad access to working professionals and students from outside the Omaha area. All courses listed below are part of existing programs and have capacity, thus mitigating the need for new resources at the startup of this proposed program.

Core Required Courses		Credit Hours
BSAD 8710*	Supply Chain Management	3
BSAD 8066**	Healthcare Analytics for Business	3
HSRA 873	Health Services Administration	3
HSRA 872	Healthcare Finance	3
BSAD 8680**	Supply Chain Integration (Capstone Course)	3
Total Core Required Credit Hours		15

Elective Courses – Choose 5		Credit Hours
BSAD 8076**	International Logistics Management	3
BSAD 8376*	Supply Chain Analytics	3
BSAD 8176**	Emerging Trends in Supply Chain Management	3
BSAD 8336*	Project Management	3
BSAD 8456**	Managerial Negotiation Strategies	3
BSAD 8356*	Global Sourcing and Innovation	3
BSAD 8386*	Industrial Purchasing and Logistics Management	3
HSRA 853	Strategic Planning and Management in Public Health Administration	3
HSRA 874	Health Policy	3
HSRA 868	Global Health Systems	3
CPH 569	Health Administration Leadership	3
HSRA 830	Health Care Organizational Theory and Behavior	3
Total Elective Credit Hours		15

Total Degree Hours 30

* Required or elective for MBA Concentration and Graduate Certificate in Logistics and Supply Chain Management (LSCM)

** Elective for MBA Concentration in LSCM

- BSAD courses will be revised with SCMT prefixes and titles modified to highlight healthcare logistics and supply chain management.
- A new cooperative education course will be developed and offered as an elective to provide students with opportunities to gain credit toward degree completion for real-world experience.
- UNMC and UNO will collaborate on course sequencing to ensure that students can complete the program in two semesters if they choose to do so.
- Courses in the proposal will be used to design several potential pathways to completion including procurement and sourcing, inventory management, distribution and logistics, or supply chain optimization.

Example Plan of Study or Pathway

<u>Semester One – suggested courses</u>	<u>Semester Two – suggested courses</u>
BSAD 8710 – Supply Chain Management	BSAD 8680 – Supply Chain Integration
HSRA 873– Health Services Administration	HSRA 872 Healthcare Finance
BSAD 8066 – Healthcare Analytics	Elective
Elective	Elective
Elective	Elective

3. Faculty, Staff, and other Resources

- What resources are required to implement and maintain the proposed program for the first five years and long term? Specifically address:
 - Number of faculty and staff required to implement the proposed program
 - Additional physical facilities needed
 - Instructional equipment and informational resources
- Differentiate between currently available resources, and additional resources needed.
- Provide any necessary explanations to complement the CCPE-approved budget table submitted.
- Please ensure consistency between the CCPE-approved budget tables, the footnotes in the budget tables, and the narrative in the proposal.

Faculty Resources

- The program will be administered in UNO's Department of Management, in the College of Business Administration (CBA).
- The department currently has four full-time tenure-track faculty and one full-time instructor who teach in the undergraduate and graduate concentrations and certificates in Logistics and Supply Chain Management. CBA and the Management Department hired an instructor in the fall of 2024 to replace a resignation. This person possesses extensive classroom teaching experience, as well as 15 years of industry experience in procurement and related supply chain management areas.
- Upon program approval, a program director will be appointed. CBA Dean Trawick supports the development of the director position and will allocate existing marketing, promotion, and some advising resources to this program. The Management Department will establish a Graduate Program Committee to manage student admissions, advising, quality of work, and matriculation processes.
- Since the proposed degree exclusively uses existing courses that have available enrollment (seat) capacity, the department will not need any additional full-time faculty resources to deliver the program.
- As the program grows to the point of needing additional course sections to meet enrollment demand, the department will utilize adjunct faculty to expand teaching capacity by leveraging existing strong Supply Chain Advisory Board relationships as well as UNMC connections with healthcare administrators in the region.
- No additional physical facilities will be needed.
- No additional instructional equipment and informational resources are required as part of this proposal.

Additional administrative support needed

The Management Department will manage student admissions, advising, and matriculation processes with existing faculty by establishing a Management Graduate Program Committee. The Management Department has requested that the MS in HLSCM Graduate Program Director's faculty workload assignment be set to match other program directors in CBA. Duties include assistance with recruiting, placement, training, and research collaboration activities with healthcare community stakeholders and to coordinate new student admissions and on-going student advising. The director's workload reassignment will be offset by reallocation of workload assignments for existing available faculty such that no additional resources (costs) are needed in the first five years of program operation.

4. Evidence of Need and Demand

- Why is the proposed program needed?

- Address community, state, regional, national, and/or international needs for graduates of the proposed program.
- Provide documentation and data to support arguments with appropriate references.
- What are employment and educational advancement opportunities for graduates of the proposed program?
 - If possible, provide documentation and data to support arguments with appropriate references.
- What are the enrollment projections:
 - Number of students expected to enroll in the program in each of the first five years of operation and basis for the estimate.
 - Minimum number of students required to make the program viable.

Need and Demand

The COVID-19 pandemic revealed the need for efficient and effective healthcare supply chains. Healthcare providers and facilities rely on supply chains to improve patient outcomes and save lives. Patients will have greater access to health care. According to Zion Market Research, the global healthcare supply chain management market is projected to reach a value of USD 8.3 billion by 2032—it is worth around 2.9 billion in 2023.²

Current and past enrollments in the MBA Logistics and Supply Chain Management (LSCMT) Certificate and Concentration indicate potential student demand for a Master of Science in Healthcare Logistics & Supply Chain Management degree program. The LSCMT Concentration and Certificate were both implemented in 2018. Through academic year 2022-2023, 15 students earned the graduate certificate. During each semester in academic year 2023-2024 over 50 students were enrolled in the Concentration, and 8 to 10 were enrolled in the Certificate. (Data source: UNO Systems Intelligence and Data Analytics) Additionally, CBA offers a course in Healthcare Analytics for Business (BSAD 8066), and 11 and 13 graduate students completed this course in Fall 2022 and Fall 2023, respectively. This level of student interest demonstrates demand for an MS in Logistics and Healthcare Supply Chain Management.

With regard to the competitive landscape, this program would be one of the first to market. Few university programs offer a focus on healthcare supply chains (e.g., Penn State offers a graduate certificate program; the University of Denver offers an MA in Healthcare Management with a concentration in Supply Chain Management; Liberty University offers an MS in Healthcare Administration –Supply Chain Management & Logistics). Perhaps due to the lack of programs in this space, the Mayo Clinic is now offering Healthcare Supply Chain Executive Education programming. According to the United Nations Institute for Training and Research (UNITAR)³:

“Over the last ten years, there have been massive changes in the field of public health. The funding levels available for various diseases have also increased. The net result has been the emergence of a much greater need for specific skill sets in areas such as Global Health, Procurement and Supply Chain Management (PSM), Leadership Management, and many other spheres, which are critical to operating effectively from a global perspective. Healthcare programs typically spend between 40 – 50% of the

² Zion Market Research: Healthcare Supply Chain Management Market By Component (Hardware, Software And Services), By Deployment (On-Premise And Cloud-Based) And By End Users (Manufacturers, Distributors, Healthcare Providers And Others), And By Region - Global And Regional Industry Overview, Market Intelligence, Comprehensive Analysis, Historical Data, And Forecasts 2024–2032. <https://www.zionmarketresearch.com/report/healthcare-supply-chain-management-market-report>

³ UNITAR. Master of Science in Global Health Procurement and Supply Chain Management. <https://unitar.org/courses-learning-events/individual-learners/master-degree-related-qualifications/master-science-global-health-procurement-and-supply-chain-management>

overall budget on public health commodities. Therefore, efficient management of the health commodities that are being distributed is of paramount importance.”

There is limited availability (mainly due to affordability) for professional skill development programs that address the needs of the public sector. According to a 2020 Nebraska workforce report, the Greater Omaha area has a 15.4% employment rate in health care, and the US Department of Labor reported “that 2,620 medical and health services managers were employed throughout the state in 2020. By 2028, the Nebraska Office of Labor Market Information projects this will increase to 3,750, with an average of 330 job openings in the field each year over the preceding decade.”⁴ This job growth projection in Nebraska alone points to an increasing number of opportunities for both experienced administrators as well as recent graduates. The HealthcareAdministrationEDU.org notes the importance of a Masters degree in this field for advancement.

Two key trends will likely influence the need for healthcare in the future. Factors in the macro environment include advances in technology, a growing population, pandemics, government policies, and an aging population. At a micro level, there will likely be changes in patient expectations, lifestyle factors, health literacy, and access to services. Demand for healthcare administrators overall will be up 31% by 2030 (Source: U.S. Bureau of Labor Statistics⁵).

HLSCM advanced education and expertise are needed in two fundamental areas:

1. Facility-based supply chain management emphasizing collaboration and cost management and
2. Complex national and global supply chain issues.

To date, Logistics and Supply Chain Management graduates of the undergraduate concentration and graduate concentration and certificate programs have been placed at a 100% rate upon graduation. Area employers currently offer undergraduate scholarships for undergraduate students, and while this topic is under current discussion with local employers, we expect that they will also provide scholarships to graduate students.

Based on enrollments in the graduate certificate and concentrations and graduate certificates previously conferred, our proposal budget tables reflect projections of 5 new enrollees in each of Years 1 and 2, 10 in Years 3 and 4, and 15 in Year 5 for the program. Assuming these enrollees complete the program in two years (15 credit hours per semester), we anticipate 30 students graduating within the first five years. The revenue projections and use of existing teaching capacity to meet expected demand make the proposed HLSCM degree program viable upon initiation.

5. Partnerships with Business

- List the relevant partnerships with businesses
- Discuss potential business collaborations anticipated

Partnerships. The UNO CBA founded and leads the Logistics and Supply Chain Management Industry Advisory Board. This large advisory board has over 80 members and currently includes members from:

- Nebraska Medicine
- UNMC
- Live On Nebraska
- Nebraska Methodist Health Systems-Shared Service System
- Cardinal Health

⁴ HealthcareAdministrationEDU.org. Bachelor's and Master's in Health Management and Administration in Nebraska. <https://www.healthcareadministrationedu.org/nebraska/>

⁵ Medical and Health Services Managers: <https://www.bls.gov/ooh/management/medical-and-health-services-managers.htm>.

- University of Nebraska at Kearney

Potential Collaborations. A specialized subgroup of industry partners within our current advisory board will be created to focus specifically on health care (current industry partners will be utilized to identify potential members of this industry partner subgroup). Our goal will be to add at least ten new members focused on healthcare within the first two years of the program.

Local and regional hospital associations would be contacted to partner with UNO CBA. Examples of these include:

- Nebraska Hospital Association
- Nebraska Health Care Association
- Nebraska Rural Health Association
- Nebraska Association of Behavioral Health Organizations
- Healthcare Financial Management Association
- Nebraska Nurses Association
- Nebraska Association of Nurse Leaders
- Licensed Practical Nurse Association of Nebraska
- Nebraska Board of Nursing
- Nebraska School Nurses Associations
- Nebraska Health Network
- Nebraska Department of Health and Human Services
- Association of University Programs in Health Administration
- American College of Healthcare Executives
- Medical Group Management Association
- Public Health Association of Nebraska

6. Collaborations within the University of Nebraska

- Discuss collaborations with other UNO colleges and departments with the principal department offering the program
- Discuss collaborations with other University of Nebraska campuses (UNL, UNK, and UNMC)

UNO Collaboration. All departments in the CBA are potential partners to support the startup and long-term development of the program. In the future, support from the UNO CBA Economics Department and the UNO College of Information Science & Technology could be used to add elective courses in the proposed program, especially in AI and robotics.

System Collaboration. With the current collaboration established with UNMC's College of Public, course offerings, and strategic alignment, both statewide and nationally, UNMC will be our initial NU System partner. The College of Public Health (CoPH) will provide both required and elective courses in our program. Additionally, several of our program courses are designated as electives within existing CoPH programs.

We propose to align closely with UNMC's College of Public Health and the Masters of Healthcare Administration (MHA) programs. We have engaged in discussions with Ronnie Horner, Ph.D., Chair of Health Services Research and Administration, and we intend to offer classes in this proposal to students in the MHA program. We plan to develop a list of MHA courses that could serve as electives for the proposed degree program, and they have requested to source electives from CBA.

With the announcement of the NU System focus on expanding UNK's health education programs and the construction of the Rural Health Education Building, multiple UNK collaboration pathways are possible.

7. Collaborations with Higher Education Institutions and Agencies External to the University

- List partnerships with other colleges, universities, and agencies, and describe the nature of the partnerships.

At this time, we do not foresee an immediate need to collaborate beyond the NU System in terms of collaboration with Higher Education Institutions. However, we firmly believe that academic-industry partnerships can drive success and have already begun conversations with potential industry partners. We plan to be actively involved with professional associations to engage thought leaders in this field, including the Health Industry Distributors Association and the Association of University Programs in Health Administration.

8. Centrality to Role and Mission of the Institution

- To what extent does the proposed program support UNO's Mission Statement and Strategic Plan? [Click here](#) for more information.

The University of Nebraska at Omaha exists to provide appropriate educational opportunities to citizens of the state, particularly Omaha metropolitan area residents. The proposed program builds on expertise and curricula in two colleges (UNO's CBA and UNMC's College of Public Health) to offer stakeholders advanced, experiential learning in a field that has a high workforce demand. Furthermore, it is aligned with UNO's strategic plan.

UNO's Mission: As both a Metropolitan University of distinction and a Carnegie Doctoral Research institution, the University of Nebraska at Omaha (UNO) transforms and improves the quality of life locally, nationally, and globally.

The proposed program addresses the UNO mission, its Core, and its Values with its focus on reach, excellence, workforce development, inclusion, engagement, innovation, and discovery by:

- Expanding the educational achievement, intellectual aspirations, and horizons of our students with local, state, national, and global communities. [Mission reach: locally, nationally, and globally].
- Offering comprehensive educational programs and services of the highest quality. [Values: excellence].
- Leveraging ongoing efforts to provide a solid academic foundation related to workforce development and preparing students for careers and professional responsibilities in an increasingly complex world. [Core: workforce development].
- Offering an inclusive curriculum that allows students the flexibility to focus their program of study on their primary interest via a robust number of elective courses [Values: inclusion].
- Advancing interdisciplinary collaboration across the NU System that may act as a catalyst for collaborative academic ventures that maximize existing resources while extending progressive programs [Values: engagement; Core: innovation].
- Establishing a national program that advances professionals with specialized skills who will foster innovation, address complex issues, and help guide emerging approaches in healthcare administration [Mission: transformative; Values: discovery; Core: workforce development].

9. Consistency with the University of Nebraska's Five-Year Strategy

- To what extent does the proposed program support the University of Nebraska's Five-Year Strategy? [Click here](#) for more information.

Alignment to Strategy. The proposed degree strongly addresses the overarching goals of the University of Nebraska Strategic Planning Framework, especially those emphasizing quality academic programs, workforce and economic development, and engagement with the state.

Our goal is to transform the lives of all Nebraskans by improving health care access and quality in Nebraska. We can accomplish this goal by providing affordable education to a broad and diverse student population based on a collaborative system of academic and industry partnerships.

This program supports NU's goal of becoming a premier partner in Nebraska, across the nation, and around the globe.

10. Avoidance of Unnecessary Duplication

- Discuss similar programs offered in Nebraska and the Midwest region by public or private institutions.
- What are the differences between the proposed program and the currently available programs?

Uniqueness. While UNL offers an MS in Supply Chain Management with a specialization in Business Analytics, no courses in healthcare analytics or healthcare management are available, thus limiting opportunities for professionals seeking career opportunities in healthcare supply chain management.

While UNMC and others offer a Master of Health Administration (MHA) degree, those programs focus on system-wide and organization-wide management perspectives, with limited focus on the complexity of the healthcare supply chain. Because the specific field of healthcare supply chain management is advancing rapidly, this focused degree program will provide healthcare supply chain knowledge that is currently unavailable in Nebraska.

Programs, certificates, and Executive Education opportunities that are available outside of our region are limited in number and scope. A summary of programs at other institutions is included below:

- **UNITAR:** Master of Science In Global Health Procurement and Supply Chain Management, Link: <https://unitar.org/courses-learning-events/individual-learners/master-degree-related-qualifications/master-science-global-health-procurement-and-supply-chain-management>
- **Penn State:** Healthcare Supply Chain and Operations Management Graduate Credit Certificate Program, Link: <https://bulletins.psu.edu/graduate/programs/certificates/healthcare-supply-chain-operations-management-graduate-credit-certificate-program/>
- **University of Denver:** Curriculum. Master of Arts in Healthcare Management with a concentration in Supply Chain Management, Link: <https://universitycollege.du.edu/hc/supply-chain-managment-masters-concentration/>
- **Liberty University:** Master of Science in Healthcare Administration – Supply Chain Management and Logistics, Link: <https://www.libertyuniversityonline.com/master-of-science-in-healthcare-administration-supply-chain-management/>
- **Mayo Clinic College of Medicine and Science:** Healthcare Supply Chain - A Mayo Clinic Perspective, Link: <https://executiveeducation.mayo.edu/products/supplychainmanagement>

While clear evidence attests to the complexity of the healthcare supply chain and to the clear need to identify innovative solutions to healthcare supply chain management and cost challenges, there is no program regionally that addresses this need. This program will provide a unique educational opportunity within the Nebraska University System that will impact the entire region. As the industry evolves, this program will too.

11. Consistency with the Comprehensive Statewide Plan for Postsecondary Education

- How does the proposed program support relevant statewide goals for education? [Click here](#) to read the Comprehensive Statewide Plan for Postsecondary Education.

Note that chapters 3, 4, 8, 9, and 10 are responsive to CCPE guidelines consistent with statutory provisions in LB816 (1999) which states (excerpted):

"The commission shall establish criteria for the review, monitoring, and approval or disapproval of programs. The governing boards of the public institutions shall be responsible for assuring the quality and effectiveness of programs offered by their institutions. The commission's criteria shall be designed to (a) meet educational needs and (b) assure efficiency and avoid unnecessary duplication."

Criteria shall include:

- (i) Centrality to the role and mission of the public institution;
- (ii) Consistency with the comprehensive statewide plan;
- (iii) Evidence of need and demand; and
- (iv) Adequacy of resources to support proposed new programs.

The criteria shall not infringe on the prerogative of the governing boards to make decisions on the quality of staff and the design of the curriculum.

Statewide Alignment. The proposed program is consistent with the Comprehensive Statewide Plan for Postsecondary Education. The program meets the needs of the students. The program will include a robust set of core courses and a set of elective courses that will allow students to meet their professional development goals.

Further, the proposed program meets the needs of the state. While managing supply chains has been a long-time critical need for business, the COVID-19 pandemic demonstrated that better management of healthcare supply chains is necessary. The strain that healthcare supply chain systems have experienced as a result of the pandemic have led to increased demand for healthcare supply chain management expertise. This proposed program will help address that demand through expanding the number of professionals who possess such expertise.

**TABLE 1: PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM
Healthcare Logistics & Supply Chain Management - Online Pathway
based on existing capacity**

**MS in
None expected**

	(FY 2025-26) Year 1	(FY2026-27) Year 2	(FY 2027-28) Year 3	(FY2028-29) Year 4	(FY 2029-30) Year 5	
Personnel						Cost
Faculty ¹				\$102,400	\$102,400	\$204,800
Professional ²						\$0
Graduate assistants						\$0
Support staff (Advising)	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
Subtotal	\$20,000	\$20,000	\$20,000	\$122,400	\$122,400	\$304,800
Operating						
General Operating ³						
Equipment ⁴						
New or renovated space ⁵						
Library/Information Resources ⁶						
Other ⁷ (Marketing)	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	
Subtotal	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$5,000
Total Expenses	\$21,000.00	\$21,000.00	\$21,000.00	\$123,400.00	\$123,400.00	\$309,800.00

CCPE; 11/19/08

**TABLE 2: REVENUE SOURCES FOR PROJECTED EXPENSES - NEW INSTRUCTIONAL PROGRAM
MS in Healthcare Logistics & Supply Chain Management**

	(FY 2025-26) Year 1	(FY2026-27) Year 2	(FY 2027-28) Year 3	(FY2028-29) Year 4	(FY 2029-30) Year 5	Total
Reallocation of Existing Funds ¹						\$0
Required New Public Funds ²						\$0
1. State Funds						\$0
2. Local Tax Funds (community colleges)						\$0
Tuition and Fees ³	\$41,054	\$82,108	\$123,161	\$164,215	\$205,269	\$615,806
Other Funding ⁴						\$0
1						\$0
2						\$0
3						\$0
Total Revenue ⁵	\$41,054	\$82,108	\$123,161	\$164,215	\$205,269	\$615,806

Estimated headcount each AY	5	10	15	20	25	
Estimated Tuition Revenue per student per academic year based on assumptions below	\$ 7,425	\$ 7,425	\$ 7,425	\$ 7,425	\$ 7,425	
Estimated Tuition Revenue per year (UNO and UNMC combined)	\$ 37,125	\$ 74,250	\$ 111,375	\$ 148,500	\$ 185,625	\$ 556,875
Estimated UNO Fees per year (\$785.75/student) - See details below.	\$ 3,929	\$ 7,858	\$ 11,786	\$ 15,715	\$ 19,644	\$ 58,931
Estimated degrees conferred		5	5	10	10	

Estimated Tuition Revenue Per Student for the degree - 30 SCH completed over 4 consecutive semesters						
	Rate per SCH	# SCH per campus	Revenue per degree per campus	Revenue per student per AY (50% of total degree revenue)	Total Revenue per campus for the 30 degrees conferred through Year 5	Year 5 Revenue for 15 remaining 1st year students who will complete the degree in Year 6
UNO CBA Graduate Tuition rate = \$407/SCH (https://www.unomaha.edu/accounting-services/cashiering-and-student-accounts/tuition-fees-and-refunds/tuition-rates.php#grad)	\$ 407	18	\$ 7,326		\$ 219,780	
UNMC Graduate Online Tuition rate = \$627/SCH (https://catalog.unmc.edu/general-information/tuition/)	\$ 627	12	\$ 7,524		\$ 225,720	
Totals		30	\$ 14,850	\$ 7,425	\$ 445,500	\$ 111,375

UNO Fees - <https://www.unomaha.edu/accounting-services/cashiering-and-student-accounts/tuition-fees-and-refunds/student-fees.php>

UNO Fees that apply for online delivery modality:

- MavCARD Services - \$7.75/semester
- Cultural Enrichment - \$7.50/semester
- Student Access and Success - \$120/semester
- Technology Fee - \$11.00/SCH
- Library Services - \$8.25/SCH
- Student Research Fee = \$3.00/SCH
- Distance Education Fee = \$35.00/SCH

UNO Fees Per Student Per Year - 9SCH over 2 semesters - On-Campus Pathway

= [2*(\$7.75+\$7.50+\$120)] + [9*(\$11.00+\$8.25+\$3.00+\$35.00)] \$ 785.75



April 18, 2024

Steve Schulz, Ph.D.
Associate Professor of Management
Lucas Diamond Professor
[Department of Management \[unomaha.edu\]](mailto:unomaha.edu)
College of Business Administration
The University of Nebraska at Omaha
6708 Pine Street, MH 228V
Omaha, NE 68182

Dear Dr. Schultz,

I am pleased and enthusiastic to write in support of the proposed **Master's Degree in Healthcare Logistics and Supply Chain Management at the University of Nebraska at Omaha**. The degree presents a meaningful collaborative opportunity between your department and the Department of Health Services Research and Administration, College of Public Health, University of Nebraska Medical Center. The inclusion of our Master of Health Administration courses – as both core and electives- within the proposed MS program is forward thinking and strategic, leveraging strengths of both departments to meet the training needs of those seeking an administrative career within the evolving health care environment, and those who are currently in such roles. As you are aware, the healthcare industry is undergoing rapid transformation, marked by evolving patient needs, resources limitations, and technological advancements. Now, more than ever, there is a pressing need for professionals equipped with the knowledge and skills to navigate these complexities efficiently and effectively. A Master's Degree in healthcare Logistics and Supply Chain Management at the University of Nebraska Omaha is poised to meet this demand, locally and nationally.

The strategic importance of a specialized program in healthcare supply chain management cannot be overstated. Effective supply chain management, especially, post-COVID, is essential for ensuring the availability of critical medical supplies and equipment, optimizing resource utilization, and enhancing patient care outcomes. As such, graduates of this program will play a pivotal role in shaping the future of healthcare delivery, both in Nebraska and beyond.

Moreover, the program's focus on technological innovation is particularly timely and relevant. The advent of cutting-edge technologies, such as artificial intelligence, blockchain, and predictive analytics and RFID have the potential to revolutionize healthcare supply chain management practices.

I am confident that the University of Nebraska Omaha's Master's Degree in Healthcare Logistics and Supply Chain Management will not only advance the careers of individual professionals but also contribute significantly to addressing critical workforce shortages. By equipping students with the knowledge, skills, and practical experience needed to excel in this rapidly evolving domain, can serve as a catalyst for positive change within the healthcare industry.

This degree initiative exemplifies the university system to be a catalyst for change, excellence, and innovation. We look forward to participating in the program that will undoubtedly have a positive on healthcare supply chain management practices.

My best regards.

Sincerely,

A handwritten signature in blue ink, appearing to read "Steven D. Horner".

Professor and Chair
College of Public Health | Department of Health Services Research & Administration
University of Nebraska Medical Center



February 22, 2024

Dear Review Committee,

I would like to express my enthusiastic support for the creation of a **Master's Degree in Healthcare Logistics and Supply Chain Management at the University of Nebraska at Omaha**. As someone deeply invested in advancing healthcare systems and logistics, I believe this program is essential for addressing critical challenges in the field. Why is this program needed:

- **Growing Demand**: The healthcare industry faces increasing complexity in logistics and supply chain management. An advanced degree will provide professionals with the necessary skills needed to manage intricate procurement, logistics, and materials management processes.
- **Strategic Importance**: A dedicated program will empower graduates to become leaders within healthcare institutions. Effective supply chain management directly impacts patient care, cost efficiency, and safety.
- **Resilience and Innovation**: Healthcare supply chains must adapt to technological advancements, disruptions of supply chains, and the dynamic expectations of patients.
- **Ethical Considerations**: Developing a curriculum with ethical principles ensures that graduates prioritize effective patient care, safety, equity, and sustainability.

By establishing this Master's Degree in Healthcare Logistics and Supply Chain Management, the University of Nebraska at Omaha can become a leader in the advancement of healthcare logistics and supply chain management.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Andy Hale". The signature is fluid and cursive, with a large initial "A" and "H".

Andy Hale,
Vice President of Advocacy and Member Engagement

Dear Review Committee,

I would like to provide a formal endorsement for the creation of a **Master's Degree in Healthcare Logistics and Supply Chain Management at the University of Nebraska at Omaha.**

As someone who has worked with healthcare providers throughout my 30+ year career in marketing research I have been able to get a sense of the evolving opportunities and challenges in the industry, including the importance of administration, logistics, and supply chain management.

As the country's population continues to age and face new healthcare challenges such as Covid-19, it has never been more crucial that institutions including UNO educate and train leaders to help ensure that our hospitals and healthcare system can deliver timely, quality care while being as affordable as possible.

The healthcare field is also on the forefront of technological advancements and continually in need of talented professionals who can manage these advancements and have the foresight to see what is on the horizon.

With the reputation of UNO in providing an excellent education along with a strong emphasis on ethics, I am confident the MS HLSCM program will be perfect fit for the university and allow it to quickly become a leader in research and training in the field.

Thank you for your consideration.

Sincerely,

Mike Humphrey

Mike Humphrey
Vice President



98 Cutter Mill Road, Suite 359
Great Neck, NY 11021

Dear Review Committee,

I would like to express my support for the creation of a **Master's Degree in Healthcare Logistics and Supply Chain Management at the University of Nebraska at Omaha**. As a practicing participant in one of the nation's largest healthcare supply chains, I believe this program is essential for addressing critical challenges in the field. The recent pandemic exposed many of our nation's manufacturing and distribution shortfalls. A program like this could not only provide a career path for students, but it could lead to improved product availability for all caretakers.

Why is this program needed:

- **Increasing Demand:** The industry faces an increasing number of challenges in logistics and supply chain management. An advanced degree will provide professionals with the necessary skills necessary to prioritize, manage and solve the intricate problems that come with procurement, logistics, and materials management processes.
- **Strategic Relevance:** A dedicated program will empower graduates to become leaders within healthcare institutions. Not only hospitals and clinics, but also with the nation's multiple distributors and manufacturers. Supply chain management directly impacts patient care, cost efficiency, and safety. Simply said, an efficient supply chain helps doctors and nurses save lives.
- **Resilience and Innovation:** The pandemic highlighted the need for healthcare supply chains to adapt to technological advancements, disruptions, sudden demand shifts and sudden supply shortages.

By establishing this Master's degree program, the University of Nebraska at Omaha can become a beacon for the advancement of healthcare logistics and supply chain management.

Thank you for your consideration.

Sincerely,



CardinalHealth

Robert St. Onge

Director of Clinical Operations

402.552.2760 office

robert.stonge@cardinalhealth.com

02-21-2024



Dear Review Committee,

The Greater Omaha Chamber would like to express its support for the creation of a **Master's Degree in Healthcare Logistics and Supply Chain Management at the University of Nebraska at Omaha**. This industry is extremely important to the Greater Omaha area and the state of Nebraska as a whole. It is a fast-growing industry that is of great strategic importance. Omaha is home to the headquarters of some of the nation's largest logistics and manufacturing companies and has the presence of significant healthcare systems. Top companies choose our region because of Nebraska's central location and deep industry know-how.

As a community board member of a local hospital and a member of a regional eight-county economic development program with logistics as a targeted industry; I believe this program is essential for addressing critical challenges in the field. It is additionally important for Nebraska to both educate and retain talent within the state. This advanced degree program in logistics and supply chain management is one such tool that will be a huge step forward in accomplishing both goals.

A dedicated program will have a powerful dual benefit. It will empower graduates to become leaders within regional healthcare institutions. Additionally, the expertise provided to graduates of the program will translate into more effective supply chain management practices. This directly impacts patient care, cost efficiency, and safety; which greatly impacts the quality of life in Nebraska.

By establishing this Master's Degree in Healthcare Logistics and Supply Chain Management, the University of Nebraska at Omaha can become a leader in the advancement of healthcare logistics and supply chain management, as well as a major contributor to Nebraska achieving and maintaining a competitive advantage in this industry segment.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Winsley Durand III".

Winsley Durand III
Vice President – Economic Development
Greater Omaha Chamber