

New Program Proposal

**Massage Therapy Program  
Strategic Plan**

Program Name: Massage Therapy  
Submitted to: Chancellor's Council  
Submitted by: Vicki Kloosterhouse - Janine McKay  
Date: August 19, 1997

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## Management Summary / Issue Statement

The issue at hand is whether to implement a certification program in massage therapy at O.C.C.

As established in the recent millage decision, O.C.C. has promised its voters to institute new programs. The implementation of this program would help to satisfy this promise. Also, O.C.C. is obligated to the community at large to provide programs and curriculum relevant to contemporary trends and needs. National trends are currently moving toward the promotion of wellness and prevention forms of health care. Massage therapy is one of the complimentary treatments which the health care industry is beginning to recognize as an important modality of noninvasive treatment.

Implementation of this program will help to meet national health trends. It will increase revenue with added enrollment in the core major areas as well as expand enrollment in existing courses such as anatomy and physiology and general education requirements. Massage therapy students also will be introduced to adjunctive health-related programs in which they may wish to dual enroll or take additional course work which will enhance their professional future (e.g. course in business, gerontology, exercise science, etc...) Revenue also can be raised via on-site clinical lab and student lab fees. Kirtland Community College estimated that the expense for initiating a program in massage therapy was approximately \$15,000. A proposed budget anticipated by the originator of this issue is estimated at approximately \$23,500. These costs include supplies, equipment, accreditation fees, and structural renovations to accommodate this program. Implementation of this program is anticipated to begin the Fall of 1998.

Internal people who will influence this issue are the supportive faculty associated with the Nursing, Exercise Science, Science, and the Psychology departments at O.C.C.

External influences are the community at large that have indicated, per the Needs Assessment survey, a desire for the implementation of this program. Also the student body has shown an interest in this issue. As the trends move toward preventive programs in health care, the field of massage therapy has grown to keep up with the demands of the public in offering non-invasive, non-medicinal modalities to maintain good health.

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## Potential Solutions

Three potential solutions to this issue are as follows:

1. Implement a massage therapy program with full ownership and control by O.C.C.
2. Out-source this program to one of the licensed trade schools.
3. Decide not to implement a massage therapy program.

### Solution 1

Implementation of a massage therapy program through O.C.C. has a number of advantages over the other solutions stated. First is the cost to the student in tuition and fees. Compared with the trade schools and even Lansing Community College's program, O.C.C. can offer a certification program in massage therapy for approximately \$2000 based on current tuition costs. This compares with tuition costs at Health Enrichment Center, Ann Arbor Institute of Massage Therapy, and Irene's Myomassology Institute at \$3,400, \$5,500, and \$3,000 respectively.

Second, O.C.C. has a built in clientele based on student body in the Nursing and Exercise Science programs. According to the Needs Assessment, a survey of 155 O.C.C. students showed that 56% of those interviewed were interested in learning about massage therapy or in developing massage therapy skills.

Third, the implementation of this program at O.C.C. allows students an opportunity to acquire an Associate's Degree with transferable credits to four-year colleges. This compares to the non-transferable, non-degree curriculum offered at most trade schools.

Fourth, other community colleges such as Lansing Community College and Kirtland Community College have demonstrated successes in massage therapy programs.

Fifth, the cost of implementing this program is relatively minor. Many of the expenses can be recovered from student tuition, lab fees, and clinical charges.

Sixth, O.C.C. provides a legitimacy factor when comparing curriculum and location of a massage therapy program. A community college setting establishes a credible and professional affiliation to enhance the graduate's qualifications.

Seventh, a program in massage therapy at O.C.C. will guarantee curriculum and access for students with special needs.



Finally, O.C.C. will provide a more clinical and scientific approach to this health care modality. With current trends in health care leading toward preventive measures, massage therapy, in the proper setting is possibly a reimbursable service issued by insurance companies. The program at O.C.C. will focus on the clinical and professional aspects of massage therapy which are reimbursable in hospital, physical therapy, and other medical settings.

## Solution 2

Engage in a partnership between O.C.C. and a massage therapy trade school is another possible solution. There are two or three major trade schools capable of taking on this program. One example of this already in place is the association between Health Enrichment Center and Siena Heights College. The obvious advantage to this approach is that much of the curriculum would be in place and we would not need space or funds for a lab setting.

A disadvantage to this solution is the possibility of questionable curriculum offered by these schools. Many of the massage therapy trade schools enlist curriculum based on unscientific and unreliable modalities. O.C.C. will be endorsing this information by allowing an outside source to instruct the program. This endorsement has the potential to harm O.C.C.'s reputation and the standards expected of our graduates.

Another disadvantage to this solution is not only the lack of control O.C.C. would have regarding course curriculum, but also the credibility and professionalism of instructors. Many of the instructors at the trade schools are former graduates of the school. Even though they may be qualified to teach massage therapy modalities, most of the instructors have received little formal training in anatomy, physiology, and kinesiology. This becomes a problem because these courses need to be taught either at the beginning of a program or simultaneously with the massage therapy courses. Often the training in anatomy, physiology, and kinesiology is not from in-depth classroom lectures and labs, but from filling in workbooks and watching films.

## Solution 3

The third solution to this issue is not to implement the massage therapy program. O.C.C. would certainly be remiss if they choose to ignore the current trends in innovative, preventive, and up-to-date programs related to the health care field.

Through telephone surveys and/or meetings, we have interviewed over a hundred massage therapists. Most responses have been extremely positive in regards to O.C.C. starting a massage therapy program. A focus group of massage therapists will be hosted on August 18 to discuss issues regarding this business plan and curriculum which should be included in the program. A number of potential students have called inquiring about the program.

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## Cost - Benefit Analysis of Potential Solutions

Cost Benefit Analysis for Massage Therapy Program Houses at O.C.C.

### PROPOSED BUDGET FOR STARTING UP PROGRAM

Development Fund (host a focus group, travel to community colleges, etc...)	\$ 500.00
*Consultant to help write massage therapy portion of course (\$35-50 for ? Hours)	???
**Release time for faculty - 4 hours per week (45 weeks x 4 x \$31.65)	5,697.00
Converting a large classroom for lecture and lab (includes lighting and room dividers)	\$ 10,000.00
Massage Tables (\$250.00 x 12)	3,000.00
Massage Chair (\$150.00 x 2)	300.00
36 Sheets (\$120.65 per dozen x 3)	361.95
Towels (\$20.00 per dozen x 6)	120.00
Stereo system for lab	2,000.00
Books, A.V. Materials, Tapes	3,000.00
Skeleton	1,799.00
Muscle Skeleton	3,795.00
Anatomical Charts	600.00
Miscellaneous Modality appliances	<u>1,000.00</u>
	\$ 32,172.95
	Plus consultant cost

Replacement goods over 3-5 year period would include: sheets, towels

Vendor service: Laundry

Accreditation: \$500

\*Perhaps it would be less expensive to hire clinical instructor and set a ceiling on hours which could be used, until actually begin program.



\*\*Faculty would be helping to develop and write program  
Hire and supervise clinical instructor and adjunct faculty  
Take program proposal through curriculum process  
Responsible for budget  
Meet with interested students

Cost based on non-teaching overload hourly rate and four hours based on hours given to program coordinator for other Allied Health programs at Highland Lakes campus.

### Cost for Solution #2

Cost would be minimal because no clinical instructor or lab would be needed.

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## **Recommended Solution**

We are recommending the implementation of a massage therapy program at O.C.C. with the program being taught in-house.

Along with previously cited reasons (see page 2, solution 1,) implementing this program at O.C.C. will offer an academic setting which affords us the opportunity to promote the acceptance of massage therapy as a health care modality. The nursing as well as the exercise science programs are already interested in this concept. Because O.C.C. is known for its allied health programs, it is critical that we stay on the cutting edge of offering new and innovative programs. In the past, we have missed such opportunities.

As a college, O.C.C. also has the capability of expanding externships for students into a wider variety of venues such as hospitals, physical therapy clinics, nursing homes, chiropractic clinics, corporate settings, and other professional settings.

It is also recommended that the massage therapy program be placed on the Highland Lakes campus. The proposal was generated from this campus because exercise science and nursing faculty saw the potential of enhancing the education and marketability of their students by offering a massage therapy program. As indicated in the needs assessment, the Highland Lakes campus already has a built-in student body who would be interested in taking courses. Of all the campuses, Highland Lakes is located farthest away from any of the other well-established trade schools that offer massage therapy. Highland Lakes also services Livingston County, which has no massage therapy schools.

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## Institutional Impact

The impact of this program on the student body at O.C.C. is indeed positive. This program will offer students the ability to achieve a certification and potential career in massage therapy in one year. It also allows students the opportunity to further their education by obtaining an Associate's Degree and transferable credits for continuing education.

Creative scheduling, modular and semester, will offer innovative course layouts that will enable the student to acquire the necessary education for certification in the shortest amount of time.

This program will be developed using an interdisciplinary approach which will enhance the student's educational experience. Students will also be introduced to other aspects of allied health and how massage therapy can be integrated into the field. A massage therapy program at O.C.C. will cost the student far less than at a trade school. This point alone may bring students into this program as opposed to the trade schools.

An on-campus lab, ran by a clinical instructor, will better prepare the students by giving them more direct supervision. A nice by-product of the lab will be the opportunity to decrease stress of students, faculty, and staff by offering an opportunity to experience massage therapy at a discounted cost.

This program also has the opportunity to educate students, faculty, staff, and potential externship sites about the positive therapeutic benefits of massage therapy. The negative connotations associated with this legitimate practice need to be eliminated in order for this field to achieve its true potential in health care. The academic setting at O.C.C. will offer a credibility factor that trade schools may not be able to achieve.

A concern which has been raised is a selection of one-campus site. As demonstrated by O.C.C.'s other allied health programs, massage therapy will need to begin at one base campus. This may limit the accessibility of the students to the program. Hopefully, the program will become successful enough to offer courses at additional sites.

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## Implementation Plan

- August 1997: Develop course curriculum
- Meet with massage therapy focus group consisting of massage therapists and including interdisciplinary staff in Nursing, Science, Psychology, Exercise Science, and Intern to discuss curriculum.
- September: Go to campus curriculum committee and present New Program Development Form
- Find out who to ballot
- October: Write course objectives
- November: Ballot faculty
- December: Present New Program and Course Description to Campus Curriculum Committee
- January 1998: College Campus Curriculum Committee
- February: College Campus Curriculum Committee - second reading  
Academic Senate  
\*Needs to be completed by February to get into 98-99 Catalogue
- March: Hire clinical coordinator and adjunct faculty  
O.C.C. begins to promote program for the fall
- June: Ready facility and get in needed supplies
- Fall 1998: Start Program
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## Operational Plans

Cost (based on 24 students for first year program) \*

Personnel:

- clinical instructor would supervise lab courses and externships + have additional responsibilities (45 weeks x 20 hrs x \$25)	* \$ 22,500.
- faculty coordinator (current faculty)	5,697.
- adjunct faculty (18 hours x \$365) (It is projected that a minimum of 37 hours would be needed to become certified. At least 10 hours would be in courses already being taught, such as anatomy & physiology; 9 hours would be part of the clinical instructor's work, and an additional 18 hours by adjunct faculty)	6,570.
Operational funds per year (includes laundry at \$50/week x 45, software, upgrades, training, supplies)	<u>4,000.</u> \$ 38,767.

\*Based on what Allied Health programs at Southfield Campus paid clinical instructors and also on consideration that a massage therapist can make between \$45-55 per hour.

### Revenue

Revenue based on 24 college-district students per year earning a 37 credit-hour certificate. This does not include other college fees or lab fees.  
(37 credits x \$46 x 24 students)

\* \$ 40,848.

Each student additionally seeking an associate degree based on 62 credit hours will be required to take an additional 25 credit hours of courses already being offered  
(25 credit hours x \$46)

1,150.

\*After the first year, we hope to enroll a total of 48 students per year. Otherwise, we would be taking two groups through per year, increasing the revenue to a little over \$80,000. for SCHs for the certificate program. This projection seems feasible based on other programs. For example:

Lansing Community College starts 24 students both fall and winter semester Health Enrichment graduated a total of 96 students last year in the Greater Detroit area

Irene's School of Massage offers 3 sessions per year with the capability of enrolling 28 students in each session

Ann Arbor School of Massage enrolls 16-18 students per session, but did not indicate how many sessions they offer per year.

The additional cost required to run two sessions would be adjunct faculty salary and perhaps extra hours for the clinical instructor. It should be noted because of the lab experience required for most courses, it would be difficult to increase the class size beyond 24.

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## **Important Risks, Assumptions and Problems**

In recommending the implementation of this program, O.C.C. will take on minimal risk. Costs and one-time start up expenses are able to be recovered with tuition and lab/clinical fees. Interest by the student body and growing trends in alternative health care modalities help to assure participation in this program. Current staff is qualified to instruct portions of the curriculum so minimal additions to staff are required.

Assumptions that lead to a recommendation to implement this program are in the market/trends for this type of personnel. Massage therapy has grown into a practice whereby professionals and professional settings are utilizing this service. Massage therapists are now found in physical therapy clinics, chiropractor clinics, nursing homes, large corporations, pain clinics, dental offices (TMJ work,) hospital delivery rooms, and on professional athletic teams. They assist and facilitate their client in the relief of stress, muscular pain and tension, joint immobility, headaches, reduced circulation, loss of productivity, and other chronic conditions.

The assumption is that we will be able to make a success of this program. Between the needs assessment and talking directly to massage therapists in the field, we have received overwhelming support for what we are trying to do. Vicki Kloosterhouse has already received a number of calls from interested students wanting to know when the program will begin. The counseling office also receives a number of calls on a regular basis to see if O.C.C. offers a massage therapy program.

As mentioned earlier, one of the problems is the single campus versus the multiple campus implementation option. The single campus option may limit access to potential students, but seems to be the logical option when first offering the program.

The development of this program for Fall 1998 is on a tight time frame if it is going to appear in the 98-99 college catalogue. To meet this deadline, we need approval by the first of September to begin preparation for the program.

Another problem may be some objections from trade schools, though we have not received any negative feedback as of yet. However, if students want to learn additional techniques which we are uncomfortable teaching in our setting because the techniques have neither shown scientific reliability or validity, we would refer students to the trade schools where they could take the additional course work.

A positive risk that we are taking in developing this program is the use of an interdisciplinary approach. Not only are we using massage therapists in the development of the curriculum, but we also have asked faculty from the nursing, exercise science, science, psychology, and counseling departments to participate in the planning. We also hope to incorporate creative course scheduling.



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## Concurrence Sign-offs