



**STATE BOARD FOR COMMUNITY AND TECHNICAL COLLEGES**

**INSERT PRESENTATION DATE**

**STATEMENT OF NEED**

**BAS IN HEALTHCARE MANAGEMENT AND LEADERSHIP**

*EVERETT COMMUNITY COLLEGE*

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# Cover Page — Statement of Need

## Program Information

Institution Name: Everett Community

Degree Name: BAS Healthcare Administration

CIP Code: 51.0701

CIP SOS Crosswalk Code: 11-9111.00

Name(s) of existing technical associate degree(s) that will serve as the foundation for this program:

Degree: Medical Billing and Coding ATA

CIP Code: 51.07

Year Began: 2015

Degree: Medical Assisting ATA

CIP Code: 51.0801

Year Began: 1999

Degree: Nursing DTA/MRP

CIP Code: 51.3801

Year Began: 1967

**Proposed Start Implementation Date (i.e. Fall 2014): Winter 2026**

Projected Enrollment (FTE) in Year One: 15

Projected Enrollment (FTE) by Year: 2026-2027

Funding Source: State FTE

## Mode of Delivery

Single Campus Delivery: On campus

Off-site: Click or tap here to enter text.

Distance Learning: Online/Hybrid

## Statement of Need

*Please see criteria and standard sheet. **Page Limit: 20 pages***

## Contact Information (Academic Department Representative)

Name: Dr. Cathy Leaker

Title: VP of Student Services

Address: Everett Community College

Telephone: 425.388.9216

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## Chief Academic Officer signature

The Statement of Need must be signed. To sign, double click on the signature line below.

A handwritten signature in black ink that reads "Cathy Leaker". The script is cursive and fluid, with the first letters of each word being capitalized and prominent.

Click or tap to enter a date.

## Introduction

The introduction of the BAS degree in Healthcare Administration addresses a void in the educational necessities of the community while aligning with the affordability criteria for individuals pursuing a bachelor's degree in this field. Everett Community College intends to supplement its current BAS in Accounting with the BAS in Healthcare Administration, offering affordable, accredited options readily accessible to the targeted demographics. Most importantly, it aligns with current and projected workforce data to provide students and incumbent workers with sub-baccalaureate healthcare credentials or experience with a flexible pathway to career advancement and long term earnings growth.

## Projected Workforce Opportunities and Student Economic Mobility through 2031

The Georgetown Center on Education and the Workforce has long been a critical source of targeted data of national and state workforce needs as these relate to the post-secondary educational credentials. The ongoing relevance of a baccalaureate degree is highlighted in two of CEW's recent reports: *After Everything: Projections of Jobs, Education and Training Requirements through 2031* (November, 2023) and *The Future of Good Jobs: Projections Through 2031* (July 30, 2024). Together, these reports make a compelling case for increasing the supply of baccalaureate degrees in management generally and for baccalaureate degrees in healthcare management specifically.

The first report projects that by 2031, Washington state will rank fifth in the nation with respect to jobs requiring some post-secondary education, with approximately a quarter of Washington state requiring a Bachelor's degree or higher. The report also indicates that of the roughly 929,000 projected 2031

Washington: Jobs forecast for 2031 by education level			
Education level	2031 Jobs	Share of jobs	Rank by share among states
Less than high school	269,000	7%	30
High school diploma	794,000	21%	46
Some college, no degree	819,000	22%	28
Associate's degree	417,000	11%	17
Bachelor's degree	929,000	25%	15
Graduate degree	540,000	14%	14
<b>Total</b>	<b>3,768,000</b>	<b>100%</b>	

Washington State jobs requiring a Bachelor's degree, 183,000 will be either in Management or Business Operations, the most in any sector.

These data are further supported by the Future of Good Jobs report, where good jobs are defined as those that pay at least \$43,000 for workers ages 25–44 (in 2022 dollars) with median earnings of \$74,000 and those that pay at least \$55,000 for workers ages 45–64, with median earnings of \$91,000. Using

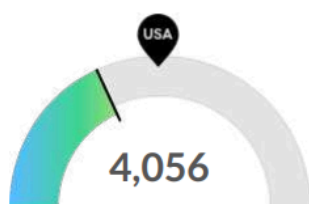
these determinants, the report projects that the baccalaureate will account for the largest share of good jobs at 66% as compared to 19% for the middle skills pathway (associates degree and/or some college) and 15% for the high school pathways. Of the good jobs on the baccalaureate pathway, 26% will be in Management and Professional Office, the most among all occupational clusters. Equally important, the report's projection of a net national increase of 4,889,000 good jobs in Management and Professional Office compares to a net national increase of good jobs in Healthcare Support of just 399,000 (62.5 % of which will also require a Bachelor's) and a net annual increase of 1,044,000 good jobs in Healthcare Professional and Technical fields where 92% of those good jobs will require a Bachelor's. Although these are national data trends, the relative importance of a baccalaureate in Washington state compared to other states strongly suggests that these trends will be exacerbated in Washington.

These projections have implications for Washingtonians working in, or holding sub baccalaureate credentials in either Healthcare Support or Healthcare Professional and Technical fields. Essentially to maximize their potential for moving into a good job, as defined by the CEW report, they would be best served by completing a baccalaureate in a promising occupation like management, with a particular focus on a field—healthcare—that would allow them to apply their credentials and experience to their learning.

Thus, as will be explained in detail further below, the proposed Bachelor of Applied Science in Healthcare Administration is designed to support students who graduate from EvCC's baccalaureate healthcare support programs who are working in the industry but have hit a roadblock to career advancement especially in terms of long term sustainable earnings. The program will also support incumbent workers across all sectors of healthcare who are similarly struggling to move beyond entry-level positions/wages in the industry. Finally, the program will provide an opportunity for students enrolled in the state's pre-Nursing DTA program with aspirations to being admitted into one of the state's selective Nursing programs, but whom, having not been admitted, are either left with a credential unaligned with the job market, or as is more likely, no credential at all.

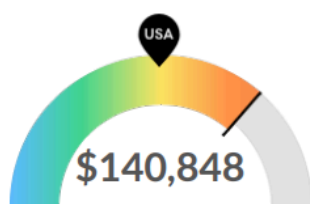
## Current Sector-specific Workforce Needs in Snohomish County

As will be outlined further below, workforce data in Snohomish and King counties aligns with the projections in the CE report. As indicated below, a February 25 Lightcast Occupational Overview for Medical Health Services Managers indicates that both job postings and compensation are high relative to national averages even though the counties are not considered a "hotspot" according to Lightcast terminology.



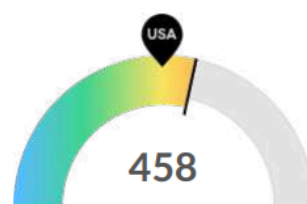
Jobs (2024)

Your area is not a hotspot for this kind of job. The national average for an area this size is 6,265\* employees, while there are 4,056 here.



Compensation

Earnings are high in your area. The national median salary for Medical and Health Services Managers is \$110,677, compared to \$140,848 here.



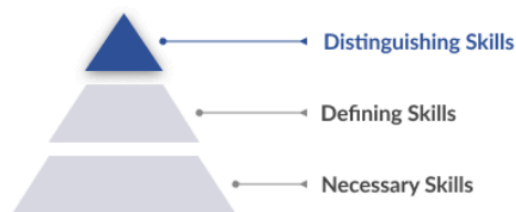
Job Posting Demand

Job posting activity is high in your area. The national average for an area this size is 377\* job postings/mo, while there are 458 here.

Further within this broad occupational category, Healthcare Administration as a specific “top distinguishing skill” is identified as both “growing” relative to the market (at a projected growth rate of 11.8% over the next ten years) and as “salary boosting.”

#### Top Distinguishing Skills by Demand

An occupation's Distinguishing Skills are the advanced skills that are called for occasionally. An employee with these skills is likely more specialized and able to differentiate themselves from others in the same role.



Skill	Salary Boosting	Job Postings Requesting <sup>?</sup>	Projected Growth	Growth Relative to Market <sup>?</sup>
Health Administration	✓	199	+11.8%	Growing
Utilization Management	✓	196	+6.1%	Stable
Clinical Trials	✓	163	+15.9%	Growing
Managed Care	✓	147	+10.4%	Growing
Patient Coordination	✗	134	+14.5%	Growing

Grounded in these data sets reflecting both national and local industry trends, as well as both broad occupational clusters (i.e “management”) and sector-specific demand in healthcare, EvCC’s Bachelor of Applied Science in Health Administration provides students with seamless access to the baccalaureate, incumbent workers with a flexible and meaningful opportunity for career advancement, and local

healthcare providers with a well-trained workforce prepared to meet the administrative challenges of delivering quality healthcare to the citizens of Snohomish County.

## Criteria 1

### Relationship to institutional role, mission, and program priorities.

Annually, Everett Community College serves over 15,000 students across multiple sites within Snohomish County, with the primary campus situated in North Everett, accommodating the majority of students and faculty. Faculty and staff at EvCC collaborate closely with business professionals, community stakeholders, and educational partners to offer students meaningful and rigorous learning opportunities both within and beyond traditional classroom settings.



The BAS in Healthcare Administration is fully aligned with EvCC's mission to "educate, equip, and inspire each student to achieve personal and professional goals, contribute to their diverse communities, and thrive in a global society." Equally important, it is designed to further the specific goals and objectives of Charting a Path Forward to Equity: EvCC Strategic Plan 2022-2027; approved by EvCC's Board of Trustees in December of 2021, the plan's four priorities (Belonging, Student-Readiness, Sustainability, and Career-Connected) outline a framework for operationalizing equity through strategic prioritization, systemic adaptation and responsive recognition of student and community needs.

The BAS In Healthcare Administration addresses each of these priorities, but is especially intended to meet three of the plan's more specific objectives.

2.2.2: Increase accelerated and non-traditional program offerings

4.1.1: Incorporate work-based and experiential learning opportunities into every Pathway at EvCC (e.g. prior learning experience/assessment, pedagogies such as course-based undergraduate research experiences, internships, externships, clinical, practicums, capstones projects, and portfolios.).

4.1.2: Improve program offerings/programs for students to ensure they are reflective of local/regional needs and emerging trends.

Supporting student readiness and career-connectedness respectively, the BAS in Healthcare Administration will support these objectives by:

- intentionally providing opportunities for accelerated completion
- incorporating project-based learning into the core curriculum
- working with local healthcare partners to assess their training programs for potential ACPL credit employees who complete those programs



In addition to preparing students for management positions with regional healthcare partners, and in keeping with its core commitment to supporting ongoing career advancement, the BAS Healthcare Administration Graduates of the program will also create a pipeline for further education at the master's level. An example of this opportunity is with City University of Seattle, where graduates with a BAS in Healthcare Administration from EvCC will be able to apply to CU's Master of Healthcare Administration Program. Dr. Christine Malone, who is working on the BAS in Healthcare Administration at EvCC proposal, authored the curriculum at City U for both their Bachelor's and Master's programs in Healthcare Administration with the design in mind that students graduating from healthcare programs at other colleges and universities would be able to transfer into the CU Healthcare Administration Programs. Dr. Malone, along with EvCC's academic leadership, will work with other institutional partners to ensure that all pathways to further education are transparent and seamless for graduates of the BAS on Healthcare Administration.

In these ways, the BAS program in Healthcare Administration at EvCC upholds the institution's mission, vision, and values while also providing lucrative opportunities in high-demand fields. It is designed in accordance with EvCC's strategic plan to facilitate student progression towards educational and career objectives, including enabling a seamless transition from an associate to a bachelor's degree and beyond. Equally important, the program recognizes the reality of students' lives by establishing well-designed and integrated education-to-work and work-to-education pathways that will allow students to continue earning while pursuing the credentials that support professional advancement.

## Criteria 2

### Support of the statewide strategic plans.

The aim of the SBCTC 2021 Mission Study is to enhance comprehension of the current state and future trajectory of Washington's community and technical college system. The 2010 Mission Study entailed extensive assessments of future requirements in key areas such as economic demand, student success, and innovation. The BAS in Healthcare Administration will support each of these priority areas in the following ways:

**Economic Demand:** As noted in the introduction to this statement of need, the BAS program in Healthcare Administration will contribute to the enhancement of state and local economies by addressing the imbalance between supply and demand with a highly educated and skilled workforce. Data from the federal Bureau of Labor Statistics (BLS) and from the Department of Labor's O\*NET OnLine further supports the growing demand for an educated administrative workforce in healthcare.

O\*NET characterizes both wage trends and employment trends within health care administration in Washington with the designation "Bright Outlook". O\*NET data retrieved in February, 2025 shows a median annual pay for health services managers/administrators/professionals in Washington state field is \$135, 800.00 with higher median earnings in the Seattle/Tacoma/Bellevue metropolitan area. As indicated in the graphic below, employment trends in Washington are equally encouraging for those seeking careers in healthcare administration with a projected 27% job growth through 2030.

## Washington Employment Trends

11-9111.00 - [Medical and Health Services Managers](#) 🌟 **Bright Outlook**

View trends for state: Washington Go

### In Washington:

<b>Employment</b> (2020)	7,190 employees
<b>Projected employment</b> (2030)	9,110 employees
<b>Projected growth</b> (2020-2030)	27%
<b>Projected annual job openings</b> (2020-2030)	1,000

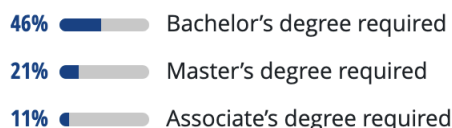
### In the United States:

<b>Employment</b> (2023)	562,700 employees
<b>Projected employment</b> (2033)	723,300 employees
<b>Projected growth</b> (2023-2033)	■ ■ ■ ■ 29% Much faster than average
<b>Projected annual job openings</b> (2023-2033)	61,400

Echoing the projections in the Good Jobs report referenced in the Introduction to this Statement of Need, evidence from O'NET OnLine suggests that a plurality of jobs in healthcare management or administration will require a Bachelor's degree with only 11% of jobs open to those holding only an Associates degree.

## Education

How much education does a new hire need to perform a job in this occupation? Respondents said:



Source: <https://www.onetonline.org/link/summary/11-9111.00>

An example of a job listing currently posted in Arlington, Washington for a Program Director Healthcare Operations Manager is listed with a salary range of \$89k-121K per year. This specific position requires a Bachelor's degree and one year of marketing/community education in the healthcare industry or clinical operations experience. This one year of experience may be gained through a number of pathways including, healthcare marketing internships, administrative support roles, volunteer programs, entry-level roles in healthcare operations, such as medical office coordinator, patient service representative, or operations assistant in a clinic or hospital. It should also be noted that many employers will accept equivalent experience, even if not related to healthcare.

Source:

[https://www.glassdoor.com/job-listing/program-director-healthcare-operations-manager-healogics-JV-I1150438\\_KO0,46\\_KE47,56.htm?jl=1009610038795](https://www.glassdoor.com/job-listing/program-director-healthcare-operations-manager-healogics-JV-I1150438_KO0,46_KE47,56.htm?jl=1009610038795)

The BAS program will directly cater to the significant local demand for roles in Healthcare Administration. EvCC's accessibility is facilitated by its proximity to the I-5 corridor, railway access, a well-established public bus system, and other industrial infrastructures. Through the provision of education in Healthcare

Administration, EvCC aims to fulfill the increasing need for proficient individuals in Healthcare Administrative roles (BLS.gov, 2022, Lightcast, 2024).

Employers in Snohomish County are actively seeking individuals with expertise and qualifications in Healthcare Administration. As of 2022, there were more than 1000 vacant positions available in Healthcare Administration roles within Snohomish County (LinkedIn, 2022).

As part of the process of this Statement of Need, healthcare managers were consulted as to the desired traits they would like to see in applicants for jobs postings in administrative roles. The general consensus is that these employers (all based in Snohomish County) do not require prior medical office experience when hiring for most administrative roles. This is particularly true of *clinical* experience. Roles in healthcare administration are not typically clinical in nature and require business skills instead.

**Student Success:** The BAS in Healthcare Administration will elevate educational achievement not only in Snohomish County but also in adjoining regions such as Skagit County, Whatcom County, and King County. Drawing students from feeder programs throughout the area, the BAS program will bolster educational attainment at the state level. Moreover, by providing training for current and prospective students as well as incumbent workers in sought-after, high-paying positions, the program will enhance overall student success.

**Innovation:** The BAS program in Healthcare Administration will work in partnership with local employers, advisory board members, professional associations, and healthcare allies to formulate curriculum and program objectives.

The BAS program in Healthcare Administration will offer options for students who are limited to a specific location and will facilitate the achievement of degrees connected to well-paid and sought-after positions in the region. Graduates of this program will have the opportunity to secure employment within their local community, which particularly benefits individuals reliant on public transportation, allowing them to earn their degree and secure employment nearby.

The Washington Student Achievement Council 2022 Strategic Action Plan contained the following key takeaways:

**Education and training beyond high school is essential.** The BAS in Healthcare Administration addresses this need by providing education geared toward students finding employment in high-wage high-demand careers.

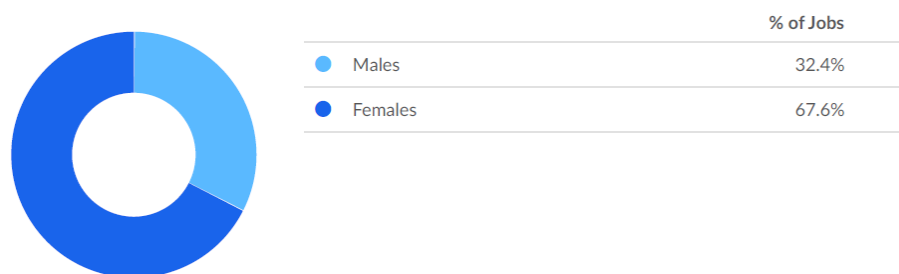
**All sectors of society shape public attitudes on educational pathways.** Washington's high school graduates are less likely to continue their education than students across the country. Part of the marketing efforts for the BAS in Healthcare Administration will be aimed at educating the public on the value of this degree.

**Student success is shaped by factors outside the classroom.** Studies indicate that numerous contemporary job roles necessitate a college education. The introduction to this Statement of Need documents the increasing expectations for a living wage, particularly in Snohomish County and along the I5 corridor but also throughout Washington State, establishing that in lucrative fields like healthcare, the baccalaureate is necessary to secure employment and to foster economic growth within the community. The BAS program in Healthcare Administration will actively seek Open Resources for course materials,

thereby reducing expenses for students even further. As an example, Dr. Christine Malone is currently working with the SBCTC on an open resource (OER) text on Medical Law and Ethics.

**Racial and ethnic disparities appear throughout educational pathways.** EvCC's mission encompasses a commitment to advancing racial equity, aiming to boost postsecondary credential acquisition among

### Occupation Gender Breakdown



historically marginalized groups. In Snohomish County, demographic breakdown indicates 67% white, 12% Asian, 3% Black, 6% multiracial non-Hispanic, 7% Hispanic, and 5% multiracial Hispanic residents (Data USA Snohomish County, WA, 2022). Based on Lightcast data, the racial

breakdown of medical and health services managers in Snohomish/King counties mirrors their representation in Snohomish County overall. However, males are underrepresented in this workforce as just over two thirds of these roles in Snohomish/King counties are held by women. This is a reflection of a larger gender disparity in healthcare in Snohomish county female representation in healthcare jobs stands at 78% (Employment Security Department, Washington State, 2022). Drawing upon EvCC's Perkins-funded Trailblazers campaign, and in collaboration with local industry partners, the BAS in Healthcare Administration will develop a marketing and recruitment strategy targeting males.

## Criteria 3

### Employer/community demand for graduates with baccalaureate level of education proposed in the program.

By 2021, Snohomish County ranked third in population size among Washington's counties. Population growth in Snohomish County has outpaced both state and national averages, with this trend expected to persist. Everett, the largest city in Snohomish County, boasted a population of 112,300 residents in 2021 (Employment Security Department, Washington State, 2022).

#### Population facts

	Snohomish County	Washington state
Population 2021	837,800	7,766,975
Population 2011	718,874	6,781,551
Percent change, 2011 to 2021	16.5%	14.5%

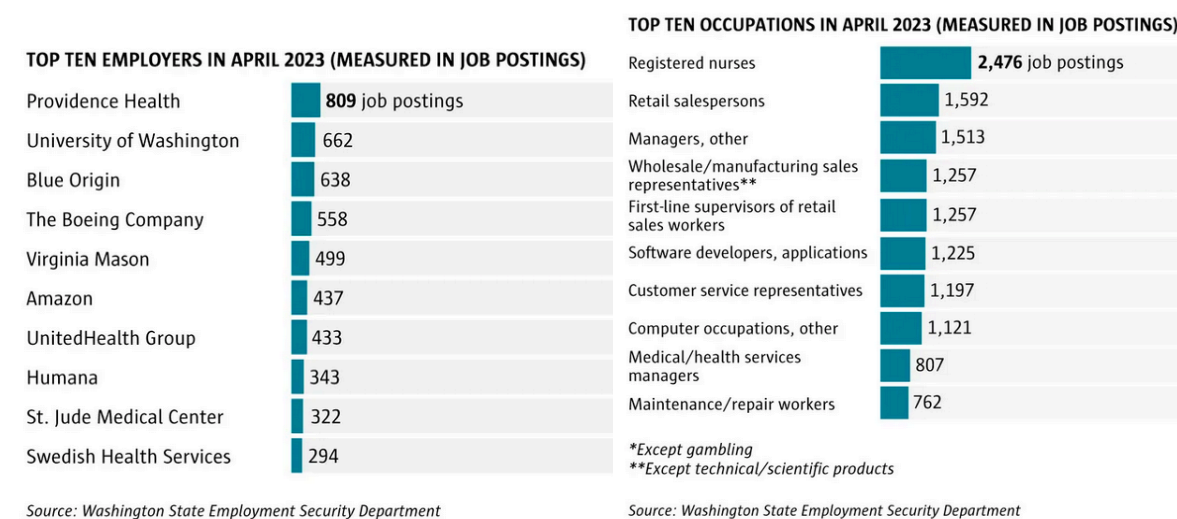
Source: Washington State Office of Financial Management

The roles students with a BAS in Healthcare Administration would be qualified to pursue include clinic managers, medical office administrators, clinic directors, practice administrators, patient care coordinator, medical records manager, and medical operations managers.

Based on the U.S. Census Bureau's 2020 data, Snohomish County had a lower proportion of residents holding a four-year college degree compared to the statewide average. Specifically, only 33 percent of Snohomish County residents aged 25 and older had completed a four-year degree, compared to 37 percent statewide. However, residents of Snohomish County were more inclined to have pursued some college education or attained an associate degree in comparison to the rest of Washington State and the nation (U.S. Census Bureau, 2020).

As the need for individuals holding a four-year degree grows, employers in Snohomish County are encountering challenges in filling numerous positions. Among the most sought-after candidates are those with qualifications suitable for healthcare roles, including clinic managers, medical office administrators, clinic directors, practice administrators, medical operations managers, and similar positions (Employment Security Department, Snohomish County, 2022).

A Seattle Times article from June, 2023 titled, *Health care, not tech, is now the top player in WA's unsettled job market*, found that as of April, 2023, six of Washington's top employers as measured by job openings were healthcare companies. Medical/health service managers were on the list of top ten occupations in April 2023, as measured by job postings.



"There are at least two openings for every healthcare professional in the market," according to Everett's Providence Hospital Keegan Fisher, chief human resources officer (Seattle Times, June 8, 2023). Clearly, the number of individuals qualified for these jobs is far lower than the demand.

A 2023 Health Trends Report found that by 2034, one in five people in the United States will be age 65 or older. This trend will increase the need for jobs in healthcare, including leadership and management, as an aging population places a higher strain on the healthcare system overall (JCI Worldwide, 2023).

The BAS in Healthcare Administration will address this gap by producing skilled individuals to fill these

high demand jobs.

## Criteria 4

### Baccalaureate program builds from existing professional and technical degree programs offered by the institution.

Two of the programs at EvCC that are most likely to be feeders for the BAS in Administration are the Medical Billing and Coding ATA and the Medical Assisting ATA. The Medical Billing and Coding ATA began in 2015. In 2023, 24 students graduated with their ATA degree. The Medical Assisting ATA began in 1999. In 2023, 23 students graduated with their ATA degree. Though most of the Registered Nurses attaining their degrees move on to earn a bachelor's in nursing from other institutions, there is reason to believe some of those students may choose the BAS in Healthcare Administration upon finishing their ATA in nursing at EvCC. This is true of nursing students who begin the nursing program and find that the role of a nurse is not what they thought it would be, and switch to administrative roles.

As mentioned in criteria 2, the pathways into a healthcare administrative role may include healthcare experience or in a related field. Students completing their Medical Billing and Coding, Medical Assisting, or Nursing Associate's degree may work in industry for a year or so before applying for a healthcare administrative position in order to satisfy that requirement.

For historical perspective, program enrollment FTE for the Medical Assisting ATA program was as follows:

2019	2020	2021	2022
90	100	78	44

Program enrollment FTE for the Medical Billing and Coding ATA program was as follows:

2019	2020	2021	2022
20	54	50	55

Other certificate programs are available in both the Medical Assisting and Medical Billing and Coding and Healthcare Management programs. These certificate programs are possible feeders into the BAS in Healthcare Administration in that, if students are aware of the existence of the BAS, they may decide to complete the Medical Assisting ATA or the Medical Billing and Coding ATA in order to apply. Additionally, EvCC is working on a proposal for an AAST in Medical Office Administration. This will also be a feeder into the BAS in Healthcare Administration degree program.

For historical perspective, program enrollment for these certificate programs was as follows:

Credential	2019	2020	2021	2022
Medical Assisting Certificate	45	31	17	13

Credential	2019	2020	2021	2022
Medical Billing Specialist	22	18	15	14
Medical Administration Certificate	14	16	11	7
Medical Front Office Certificate	21	15	4	5
Medical Coding Certificate	189	149	66	39

Finally, the BAS in Healthcare Administration will intentionally build a transparent and accessible pathway to the degree for students enrolled in the Pre-Nursing DTA at EvCC. Although not a technical degree by state standards, the Pre-Nursing DTA attracts students interested in accessing rewarding and high-paying careers. Further, the Pre-Nursing DTA inevitably fails to provide that access to the majority of students who enroll in it. Yet despite this, almost three times as many students enroll in pre-Nursing as in Medical Assisting or Medical Billing and Coding combined.

In 2017, the Washington State Board of Community and Technical Colleges issued a research report, titled *Role of Community and Technical Colleges in Producing Nursing Graduates: Rethinking the Pipeline for Guided Pathways*. Citing statistics tracking 3,300 students across the system, the report concluded, “an aspiring nursing student is ten times more likely to leave college within their first five years with no attainment as they are to be accepted into the nursing program.”

EvCC data comparing annualized enrollment in the pre-Nursing DTA to credentials to acceptances into the Nursing program indicate that the problems outlined in the 2017 report persist.

Program	2021-2022	2022-2023	2023-2024	2024-2025
Pre-Nursing DTA Headcount	657	594	603	700 + (anticipated)
Pre-Nursing DTA Credentials Awarded	9	9	6	
Nursing Program Acceptances	160	120	160	120

## Criteria 5

### Student demand for programs within the region.

A survey of students enrolled in the Medical Billing and Coding ATA program in 2022 found that more than 55 percent were interested in pursuing a BAS in Healthcare Administration, if the program were available at EvCC. Survey of ten healthcare employers in the Snohomish County area found that all of these organizations would be interested in seeing current employees pursue a BAS in Healthcare Administration. With most healthcare organizations providing tuition for employees seeking a college degree, the cost of the BAS in Healthcare Administration is seen as a large factor in encouraging



employees to seek this degree.

The survey of healthcare employers in Snohomish County revealed a common theme. Whereas many of their current employees were hired into jobs at a time when a degree was not needed, most management/supervisor jobs now require a bachelor's degree. These employers often encourage those employees to earn their bachelor's degree in order to be considered for advancement.

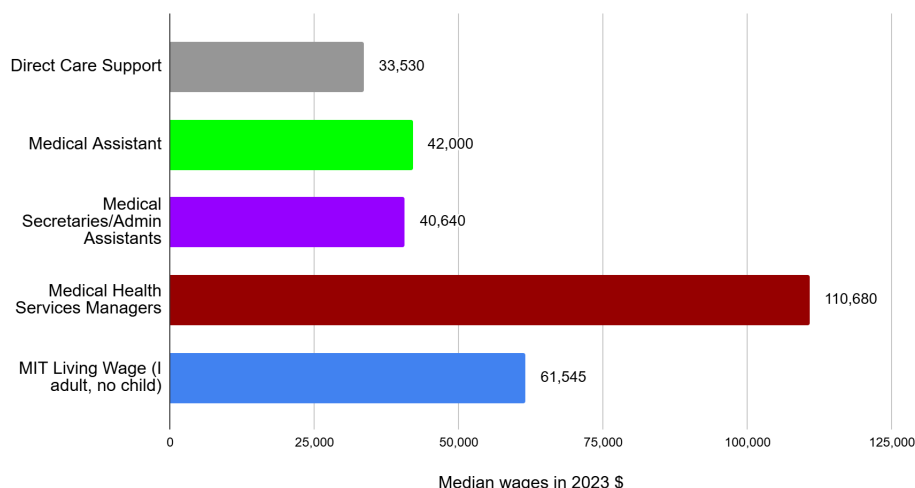
## Criteria 6

### Efforts to maximize state resources to serve place-bound students.

As per an independent socioeconomic analysis of EvCC graduates, students who attend EvCC experience tangible financial benefits due to their education. A significant majority, 80%, opt to remain in the Snohomish County area for employment after completing their degrees (<https://www.everettcc.edu/visitors/overview/>). The BAS will serve place-bound working adults in Healthcare Administration with the non-traditional course schedules to be offered. These include evening classes, where students can attend after their workday.

In particular, the BAS in Healthcare Administration will reach out to incumbent workers in regional health entities to provide them with flexible, local options for career advancement. As indicated in the introduction to this SON, and as is further borne out by O'NET data specific to Snohomish County, the earnings potential for entry-level or even mid-level health support positions is highly limiting over the long term, particularly when measured against the estimated living wage for Snohomish County. As has been well-documented in national literature, entry-level direct care workers are in the most financially vulnerable position, but medical secretaries and medical assistants also fall below a living wage as defined by the MIT Living Wage Calculator. The chart below combines Snohomish County O\*NET data. The female representation in healthcare jobs stands at 78% (Employment Security Department, Washington State, 2022), with estimations from the MIT living wage calculator in Snohomish County.

Snohomish County 2023 Health Professions Median Wages and Snohomish County MIT Living Wage Calculator



These data echo the Good Jobs data from the Georgetown Center on Education and The Workforce (see introduction). Their implication is that EvCC must develop accessible pathways for students to continue their education after earning sub-baccalaureate credentials and



entering the healthcare workforce. Credentialing students for entry-level positions in the Snohomish county healthcare workforce is no longer sufficient for either individual economic mobility or community economic vitality; rather, programs like the BAS in Healthcare Administration will shift the college's focus from terminal career preparation to sequenced and stackable career advancement pathways.

The impact of clearly delineated career advancement pathways for students with sub-baccalaureate credentials and incumbent workers within the burgeoning Snohomish County healthcare industry is large enough to accommodate more than one BAS healthcare-related program in the region.

The Washington State Center of Excellence for Allied Health shows that jobs as Medical and Health Service Managers are in demand.

Medical and Health Services Managers	
In demand Snohomish County, WA	
SOC Code: 11-9111	Updated: 09/05/2024
<b>Job description</b>	<b>Education and training</b>
Plan, direct, or coordinate medical and health services in hospitals, clinics, managed care organizations, public health agencies, or similar organizations.	According to the Federal Bureau of Labor Statistics (BLS), the typical level of education that most workers need to enter this occupation is: <b>Bachelor's degree</b> . Additional training, experience, licenses, or credentials may be required. Learn more at <a href="#">BLS</a> .
<a href="#">CareerOneStop --&gt;</a>	<a href="#">ESD jobs &amp; training --&gt;</a>
<a href="#">O*Net Online --&gt;</a>	<a href="#">Find training opportunities on Career Bridge --&gt;</a>
<b>Employment resources</b>	<b>Snohomish WDA employment estimates</b>
<a href="#">Find Washington employers --&gt;</a>	\$154,022.25 Average annual salary (2023)
<a href="#">Search job openings at WorkSource --&gt;</a>	449 Estimated Employment (2021)
	2.03% Average annual growth rate (2021-2031)
	\$74.05 Average hourly wage (2023)
	163 Average annual total openings (2021-2031)

### *Washington State Employment Security Department*

Dr. Christine Malone, as the person tasked with designed the BAS in Healthcare Administration at EvCC has contacted the following colleges:

Edmonds College, which offers an adjacent program, BAS in Integrated Healthcare Management. The conversation with Edmonds College in October 2024 included a discussion of how credits for applied learning may be used. This presents an opportunity for Edmonds College and Everett Community College programs to work together to form an articulation agreement for students who have taken an equivalent course or earned prior learning credits. .

Bellevue College, which offers an adjacent program, BAS in Healthcare Management and Leadership. The conversation with Bellevue College in October 2024 was about the differences between their program and the proposed one at EvCC. One difference with the Edmonds program is the Edmonds program

institutes a practicum at the end. Another difference with Edmonds is their offering of a specialized concentration in Radiation and Imaging Management, as well as a Healthcare Management and Leadership Certificate. These are two opportunities where students may crossover between Edmonds and EvCC, depending on the degree or certificate they wish to pursue.

Bellevue College also offers a BAS in Healthcare Informatics. In a February 2025 conversation with the Program Chair, an articulation agreement was discussed, under which students in the EvCC BAS in Healthcare Administration program could take courses in Bellevue College's BAS in Healthcare Informatics and earn a certificate in that program, which would count as credits toward the BAS in Healthcare Administration Program at EvCC.

While there are some common elements with adjacent programs, EvCC's proposed BAS in Healthcare Administration is a distinct program as it seeks to serve students specifically in Snohomish County. EvCC's program design will not include a practicum/internship requirement, and no coordination of clinical or field-based learning between programs is required. This program design choice allows students to complete the program without leaving their current job, which is likely to be in the healthcare industry, as our program targets students who have previously earned one of our associate degrees and are working in existing healthcare roles.

Additionally, EvCC will seek articulation agreements with other colleges in the state for students who wish to transfer courses from one college to another or pursue certificates, such as the Healthcare Informatics programs offered at Edmonds College. This is significant because a student in the BAS in Healthcare Administration program at EvCC can earn desired certificates at other schools while using those courses toward their BAS degree.

## Criteria 7

### Promoting equitable opportunities for students, including historically marginalized students.

The BAS in Healthcare Administration is designed to increase baccalaureate degree attainment in Snohomish County across all demographic groups. The 2020 US Census for Snohomish County points to persistent equity gaps in educational attainment at the Bachelors level or higher.

Educational Attainment (Snohomish County)	All	Asian	Black	Hispanic	White
Bachelors' or Higher (in % of population)	32.8	50.7	26.1	20.1	31.9

These disparities in educational attainment ultimately affect the demographic makeup of the Snohomish County workforce, an effect that is particularly stark in the healthcare industry. Based on Lightcast data (reflected in the table below), diversity within Snohomish County medical and health services managers is currently ranked "low"; these data indicate that the demographic representation of specific groups

Health Services Managers in Snohomish County (2025)	Asian	Black	Hispanic	White
	64	33	44	423

among health services managers lags well behind their representation for baccalaureate attainment. This occupational disparity not only has implications for equitable economic mobility, but also creates risk for increased disparities in health outcomes among demographic groups.

EvCC's long standing commitment to meeting the needs of a diverse population positions the college to contribute both to increasing baccalaureate completion among underrepresented groups and to diversifying the pipeline for management roles in the region's healthcare sector. As reported on the SBCTC's enrollment dashboard, the table below shows disaggregated student enrollment over the past three years excluding College in the High School (as reported on the SBCTC's enrollment dashboard):

EvCC enrollments	All	HU Students of Color	Students of Color	White
21-22	11821	3282	4955	6492
22-23	11627	3318	4640	6330
23-24	11605	2811	4479	6076

Based on this data, and using SBCTC's distinction between students of color and historically underrepresented students of color, students of color have accounted for just under 40% of EvCC total enrollment, while historically underrepresented students have accounted for approximately 25% of total enrollment.

The demographic enrollment distribution for students enrolled in EvCC's Healthcare Pathway shows slightly higher representation of students of color and historically underrepresented students of color than for EvCC overall. Even allowing for the fact that EvCC permits students to identify themselves in

EvCC Healthcare Pathway enrollments	All	HU Students of Color	Students of Color	White
22-23	1045	315	510	632
23-24	1083	347	567	607
24-25 (estimated)	1292	419	704	710

more than one racial category, students of color account for roughly half of the total enrollments in the Healthcare Pathway, while historically underrepresented students of color account for approximately 30% of the total enrollment.

The BAS in Healthcare Administration will build on these already diverse demographics to encourage all students in the healthcare pathway to consider pursuing a baccalaureate degree. A series of new initiatives at EvCC support this goal. For example, EvCC's new course, Healthcare Management 101: Introduction to Healthcare Careers provides new students with rich information about the range of career pathways and opportunities available within the healthcare sector, thus helping them to make

informed choices about their own career trajectory. Similarly, in the past year, EvCC has launched a Trailblazers campaign designed to support recruitment and enrollment of underrepresented populations in high wage professional and technical pathways. Activities for the Trailblazers initiative include career discernment workshops, Try a Trade demonstrations, and community engagement events with community partners like the Snohomish Economic Alliance, City of Everett, City of Marysville, Snohomish school district, and Career Connect Washington. The Trailblazers partnerships can also be leveraged and activities adapted to the healthcare sector by, for example, developing Manager for a Day activities with entry level healthcare workers in partner organizations and by offering localized panels that link community health initiatives with the decision-making frameworks within large healthcare organizations.

Beyond these specific initiatives, EvCC's long standing commitment to equitable education outcomes is reflected in the college's 2022-2027 strategic plan, [Charting a Path Forward to Equity](#). As indicated in our response to Criteria 1, the plan is around four key priorities (Belonging, Student-Readiness, Sustainability and Career-connected), the plan outlines a series of goals and objectives relating to inclusive success. The following goals in particular align with EvCC's equity-minded framework for the BAS in Healthcare Administration:

- 1.1.1 Assess and revise pathways and program maps to ensure historically underserved students' goals, values, and experiences are represented.
- 2.1.1 Reexamine policies, practices, and processes to alleviate barriers to student engagement and success.
- 2.1.2 Scale equity-minded support services that center the experiences of students disproportionately impacted by college delivery systems.

Essentially these goals reinforce the more strictly programmatic goals described in Criteria 1. By Linking reforms in structures with innovations curricula and services, EvCC's BAS for the Healthcare Administration activates the premise that equitable outcomes can only be the product of deliberate, intentional and integrated design of curricula, services, and the practices that shape the student experience.

## Conclusion

The proposed Bachelor of Applied Science in Healthcare Administration (BASHA) is in strong alignment with the strategic goals of the Washington State key industry sectors as defined by the State Board for Community and Technical Colleges, as well as with the mission and vision statements of Everett Community College. This program effectively addresses strategic planning objectives, industry demand, and student preferences. Offering an innovative, application-oriented approach, the BAS in Healthcare Administration ensures students acquire contemporary skills essential in the rapidly evolving healthcare sector. With instruction provided by experienced professionals, some of whom actively work in the field, the program ensures students receive up-to-date training relevant to the industry's dynamic landscape.

Graduates of the BAS in Healthcare Administration will engage in solving issues that currently face the field of healthcare, such as caring for an aging population, allocation of scarce resources, and the use of technology.

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