



CHE  
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October 7, 2004

**MEMORANDUM**

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

**From:** Dr. Vermelle J. Johnson, Chair, and Members, Committee on Academic affairs and Licensing

**Consideration of Request for Initial License**  
**George Washington University, Washington, DC, at USC-Aiken**  
**M.S. in Project Management**

**Summary**

The George Washington University School of Business (GWSB) <<http://www.business.gwu.edu/>> requests approval of an initial license to offer at USC-Aiken a program leading to the M.S. degree in Project Management to be implemented in Fall 2004. The degree will be conferred by GWU but offered on USC-Aiken's campus.

The Congress of the United States in 1821 chartered The George Washington University (GWU) as an independent, non-profit entity. The charter states that the purposes of the University are "(1) to educate individuals in liberal arts, languages, sciences, learned professions, and other courses and subjects of study, (2) to conduct scholarly research and publish the findings of such research, (3) to operate hospital and medical facilities, and (4) to engage in any activity incidental to the foregoing purposes. Such purposes shall be accomplished without regard to the race, color, creed, sex, or national origin of any individual." The Commission on Higher Education of the Middle States Association of Colleges and Schools (MSA-CHE) accredits the institution. The Association of Advanced Collegiate Schools of Business (AACSB) accredits the business and accounting programs offered by the University.

During the Fall 2003 semester, the GWSB enrolled 3,526 of the total institution student population of 16,828 (excluding the law school, the medical school, certificate students, and non-degree students).

The mission of the project management program is to educate current and future project managers, to advance the cutting edge of research in project management, and to produce project management educators. Students who enroll in the project management program have a variety of backgrounds, reflecting the universal need for project management. The proposed program equips individuals with the various skills to manage projects and keep them within budget and on schedule while meeting specifications and achieving customer satisfaction. GWU began offering this program on its own campus in Fall 1996 and then offered the program by distance education beginning in Spring 1998. In 2000, the University established a Ph.D. program in project management.

Washington Group International provided funding for a research project to identify the training and educational needs for project management programs in the Central Savannah River Area and surrounding locations. The research project included sending a questionnaire to organizations located in the USC-Aiken target area. The process included:

1. Discussed training and education needs and decided to conduct a survey
2. Defined target area as one hour or less of driving distance to USC-Aiken
3. Prepared cover letter and 14 close-response/structured questions for questionnaire
4. Pilot tested questionnaire for wording, meaning, subject coverage
5. Collected 556 e-mail addresses
6. Informed participants by telephone about the purpose of the survey and the approximate date for distribution
7. Distributed questionnaire by e-mail November 2003; followed-up two weeks later; distributed final request December 3, 2003

Officials at 161 organizations submitted responses to the survey. Of those, 72 (45 percent) indicated a high interest in a master's degree program. Ninety-one (57 percent) of the respondents also expressed interest in project management workshops and seminars.

The subjects covered in the curriculum deal with the qualitative as well as the quantitative aspects of managing projects. People issues, a current focus of managing projects, receive an appropriate emphasis in the program. Several courses cover teamwork and team dynamics. In many classes, professors encourage students to form teams and conduct a substantial portion of the coursework in groups. These experiences prove invaluable to graduates when they become project managers.

Students will proceed through the program as a cohort and will graduate after approximately 20 months of coursework. This accelerated model is designed for fully employed individuals who seek an intense graduate education while continuing their full-time work. The course descriptions and course syllabi are available on the web site of the School of Business <<http://www.sbpn.gwu.edu/mspm/index.cfm?pg=curriculum/curriculum.cfmt>>. The 36 semester-credit-hour curriculum includes the following courses:

MGT 231: Introduction to Project and Program Management  
MGT 266: Risk Management  
MGT 267: Planning and Scheduling  
MGT 269: Project Estimation and Cost Management  
MGT 270: Directed Computational Project Management  
MGT 268: Project Management Applications  
MGT 201: Organization, Management, and Leadership  
MGT 202: Mathematics and Statistics for Management  
MGT 215: Conflict Management  
MGT 224: Executive Decision Making  
ACCY 201: Financial Accounting  
FIN 201: Financial Management  
MGT 263: Managing External Projects

The basic program requirements for admission are (1) a bachelor's degree from a regionally accredited college or university; (2) undergraduate academic performance at or above a 3.0 GPA (or GMAT or GRE scores); (3) three letters of recommendation; (4) a one-to-two page statement of career objectives describing how the program fits into the applicant's professional life and career objectives; and (5) a TOEFL score above 250 for non-native English speaking students. Students may transfer a maximum of six credit hours of graduate course work related to management disciplines if the student completed the course work within the two years prior to acceptance into the program. The student must have received a grade of B or better. To remain in good standing, students must maintain a minimum grade-point average of 3.0. If the GPA of a student falls below a 3.0, the student will be placed on probation through the period in which the student next completes 12 credit hours. A student who fails to raise his or her GPA to 3.0 during the probationary period will be dismissed from the program.

Institutional officials expect the enrollment at USC-Aiken to range between 22-40 headcount students. Tuition is \$823 per credit hour.

All instructors for the program offered at USC-Aiken will be full-time faculty or adjunct faculty members from The George Washington University School of Business. GWSB employs 118 full-time faculty members; six are dedicated to the project management program; each holds a doctorate degree.

Students will have access to libraries at USC-Aiken, electronic access to the Gelman Library at GWU (a Research I certified library), as well as access to GWU technology services.

GWSB and USC-Aiken are negotiating an agreement (to be signed after CHE approval) to collaborate on the project. Students will pay tuition and fees to GWU; GWU will pay to USC-Aiken 20 percent of gross revenues. The draft agreement provides that GWSB will recruit, hire,

and compensate faculty; review applicants for acceptance; register students; schedule classes; provide course evaluation forms for students to complete, summarize the results, and discuss evaluations with USC-Aiken. USC-Aiken will market the program; provide classroom space, computers, audio-visual equipment, and breakout rooms; order textbooks; and provide an on-site coordinator.

### **Recommendation**

The Committee on Academic Affairs and Licensing recommends that the Commission approve initial licensure for George Washington University for five years to offer a program leading to the Master of Science degree in Project Management at USC-Aiken, for implementation in Fall 2004.