

ACAP
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Name of Institution
University of South Carolina Aiken

Name of Program (include concentrations, options, and tracks)
Master of Business Administration (MBA) – General/STEM
MBA with Specialization in Accounting
MBA with Specialization in Finance
MBA with Specialization in Healthcare Leadership
MBA with Specialization in Human Resources Leadership
MBA with Specialization in Project Management

Program Designation

- Associate's Degree X Master's Degree
 Bachelor's Degree: 4 Year Specialist
 Bachelor's Degree: 5 Year Doctoral Degree: Research/Scholarship (e.g., Ph.D. and DMA)
 Doctoral Degree: Professional Practice (e.g., Ed.D., D.N.P., J.D., Pharm.D., and M.D.)

Does the program qualify for supplemental Palmetto Fellows and LIFE Scholarship awards?

- Yes
X No

Proposed Date of Implementation
August 16, 2017

CIP Code
52.0201

Delivery Site(s)
USC Aiken - Online

Delivery Mode

- Traditional/face-to-face* X Distance Education
*select if less than 50% online X 100% online
 Blended (more than 50% online)
 Other distance education

Program Contact Information (name, title, telephone number, and email address)

Michael J. Fekula
Dean, School of Business Administration
803-641-3340
mickf@usca.edu

Institutional Approvals and Dates of Approval

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USC Aiken School of Business: November 2, 2017
USC Aiken Graduate Advisory Council: November 18, 2017
USC Aiken Faculty Assembly: November 30, 2017
USC Aiken Cabinet: March 20, 2017
USC Chancellor: April 18, 2017
USC Board of Trustees: June 23, 2017

Background Information

Provide a detailed description of the proposed modification, including its nature and purpose and centrality to institutional mission. (1500 characters)

USC Aiken proposes changes in the delivery mode for the MBA and adding 5 additional areas of specialization: Accounting, Finance, Health Care Leadership, Human Resources, and Project Management. The proposed new delivery mode is to move all classes to online delivery.

Students take courses in the current MBA and with six additional hours, they will earn a specialization. The modification adds four hours of prerequisite courses in accounting, finance, marketing, and/or management, as well as two non-credit modules covering economics and statistics for students with no prior courses in those areas.

The nature of the change opens the MBA to students with any undergraduate degree in any geographic location. The modified degree is central to the USC Aiken mission to actively seek student enrollment from all parts of South Carolina, as well as from other states and countries. The modification comes at the request of the system and based on inquiries into our current MBA.

We examined the following 30 MBA programs with both traditional and online delivery modes to determine that our program modification is both commensurate and competitive with schools similar to USC Aiken: Augusta University, Berry College, The Citadel, Clemson University, Coastal Carolina University, The College of Charleston, Fayetteville State University, Florida International University, Francis Marion University, Louisiana State University Shreveport, McNeese State, Mercer, Nicholls State, Queens University-Charlotte, Salisbury University, North Carolina A&T, Sam Houston State, Southeastern Louisiana University, the University of Georgia System WebMBA, University of Houston-Clear Lake, University of Louisiana at Lafayette, University of Louisiana at Monroe, UNC Charlotte, UNC Fayetteville, UNC Pembroke, University of South Carolina, University of West Florida, Valdosta State, Winthrop University.

List the objectives of the modified program. (1500 characters)

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The program objectives for the modified MBA remain the same with additional objectives for the specializations. Graduates from the MBA program can attain:

1. An understanding of modern business theories and practices.
2. Enhanced written and oral business communication skills.
3. Critical and analytical skills helpful in solving business problems.
4. An appreciation of diversity in the workplace.
5. An understanding of the global aspect of the business environment.
6. An understanding of the principles of ethical leadership.
7. An understanding of both the operational and strategic aspects of business.
8. Through the pursuit of a specialization:
 - a. An understanding of advanced accounting and the role of information technology in business information systems to enhance decision making.
 - b. An understanding of advanced corporate finance and the role of information technology in business information systems to enhance decision making.
 - c. An understanding of the healthcare management environment and organizational leadership concepts applicable to various organizational environments.
 - d. An understanding of the human resources function and organizational leadership concepts applicable to various organizational environments.
 - e. An understanding of program and project management concepts, to include supply chain management.

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Assessment of Need

Provide an assessment of the need for the program modification for the institution, the state, the region, and beyond, if applicable. (1500 characters)

Based on input from our current MBA students and through inquiries made from potential students, this program modification better serves the educational and employment needs of the region and state. The proposed online MBA grants student access across the state, is competitive in the market, and accompanied by elective specializations.

NCES IPEDS data shows that 110,000 general MBA degrees were conferred in 2013-14. Our modification serves this large population and is accompanied by five in-demand specializations pursued by over 38,600 students in 2013-14.

The key findings of the Graduate Management Admission Council (GMAC)* state that “Even as business school portfolios of master’s programs continue to diversify, the MBA continues to be the degree most often considered by prospective students” (p. 5). “Demand for online MBA programs in the United States grew this year, with 50 percent of programs reporting increases in applications . . . class sizes increased substantially, from a median of 61 seats in the 2014–2015 class to 85 seats in the 2015–2016 class” (p. 13).

A Carnegie Communications analysis shows 335,000 annual business management jobs open over the next decade, with 3,964 of those being in South Carolina and the Richmond-Burke WIA. The demand for business managers is higher than that projected for any other sector, and does not include the potential demand for MBA’s from new entrepreneurs.

“By far, the US job market is the most ‘bullish’ for business school graduates. More than 9 in 10 US companies (92%) plan to hire MBA graduates in 2015—up from 80 percent that hired MBAs in 2014. The proportion of US companies with plans to hire specialized business master’s candidates in 2015 is 12 to 16 percentage points higher than the share of companies that hired them in 2014” (p. 17)*.

*(2015 GMAC Research: Market Intelligence for Every Step in the Student Lifecycle report, www.gmac.com).

Will the proposed modification impact any existing programs and services at the institution?

Yes

No

If yes, explain. (1000 characters)

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Most of the students inquiring about our MBA want the scheduling flexibility of an online program, accompanied by no geographic constraints.

Due to the projected online MBA enrollment growth, we expect that the services provided by Admissions, Financial Aid, and Academic Advising units will be in greater demand. Those units will eventually need additional staffing.

List of Similar Programs in South Carolina (Note: All AACSB Accredited Schools in South Carolina are listed)

Program Name	Institution	Similarities	Differences
MBA	Coastal Carolina University	<ul style="list-style-type: none"> • 30 Hours for the MBA • Waiverable GMAT Requirement • Foundation (Prerequisite) course topics 	<ul style="list-style-type: none"> • 6 hours of electives • Not delivered online
MBA	College of Charleston	<ul style="list-style-type: none"> • Similar Core Course hours 	<ul style="list-style-type: none"> • Fulltime Day MBA – not online, 36 credit hours. • 9 hours in emphasis areas: Marketing, Finance, or Hospitality • 3 non-credit online proficiency courses • Foreign study travel experience • Pre-term session • Engagement with non-credit organized events
MBA	Francis Marion University	<ul style="list-style-type: none"> • 30 Hours for the MBA • Waiverable GMAT Requirement • Business Tools Prerequisite Course 	<ul style="list-style-type: none"> • Combined online and on campus requirements • The MBA in Healthcare Executive Management is 18 hours of business subject and 12 hours of healthcare courses
MBA	South Carolina State University	<ul style="list-style-type: none"> • General MBA is 30 hours • MBA with Concentrations are 36 hours 	<ul style="list-style-type: none"> • 24 hours of core courses; 6 hours of electives, GMAT required • Concentrations in Agribusiness, Entrepreneurship, Healthcare Management • Traditional, hybrid, and online classes

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MBA	The Citadel	<ul style="list-style-type: none"> • 27 Similar Core Course hours • Online 	<ul style="list-style-type: none"> • 9 hours of electives • Traditional and online classes, to include entire program online. • Up to 18 hours of prerequisite courses • GMAT/GRE with waiver options
MBA	Winthrop University	<ul style="list-style-type: none"> • 27 Similar Core Course hours • Up to 4 hours of prerequisites 	<ul style="list-style-type: none"> • Traditional and hybrid classes • 9 hours of electives toward specialization in Accounting, Finance, Human Resources, International Business, Marketing, or Strategic Leadership • GMAT/GRE required
MBA	USC Columbia	Some MBA courses have similar content.	<ul style="list-style-type: none"> • One Year MBA is a traditional program, not online. • The curriculum consists of 10 Core Courses (30 credit hours) and 6 Elective Courses (18 credit hours) for a total of 48 course credit hours. • The International MBA is dissimilar. • The Professional MBA is taught in remote, distance learning format, but is not online. • Traditional full-time and evening program, not online.
MBA	Clemson University	Some MBA courses have similar content.	<ul style="list-style-type: none"> • The curriculum consists of 5 Foundation Courses (13 credit hours), 11 Core Courses (27 credit hours), and 3 Elective Courses (9 credit hours), for a total of 49 course credit hours. • Students with fewer than 2 years of post-graduate, career-relevant experience must complete a pre-approved, supervised, for-credit internship (6 credit hours).

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AACSB accredited but no MBA	USC Upstate		<ul style="list-style-type: none">• No MBA
AACSB accredited, but no MBA	Lander University		<ul style="list-style-type: none">• No MBA

Description of the Program

Projected New Enrollment						
Year	Spring		Summer		Fall	
	Headcount	Credit Hours	Headcount	Credit Hours	Headcount	Credit Hours
2018	40	360	140	840	220	1320
2019	240	1440	240	1440	240	1440
2020	240	1440	240	1440	240	1440
2021	240	1440	240	1440	240	1440
2022	240	1440	240	1440	240	1440

Number projection provided by Academic Partnerships. Each semester is broken down into two 8-week sessions. Each 8 week session has a new admission of students. Assumptions for enrollment numbers are 20 new students each enrollment session; for each 8 week session each student takes 6 credit hours of classes. The assumption is also that there is no attrition and everyone graduates in 12 months.

Curriculum

Attach a curriculum sheet identifying the courses required for the program.

MBA and MBA with Specialization curriculum

CORE: 15 Credit Hours

Course Title	Credit Hours
Management and Organizational Behavior	3
Marketing Management	3
Accounting for Decision Making	3
Financial Analysis for Decision Making	3
Economics for Decision Making	3

ADVANCED: 12 Credit Hours

Legal and Ethical Environment of Business	3
Globalization and Business	3
Quantitative Methods and Business Analytics	3
Operations Management	3

CAPSTONE: 3 Credit Hours

Business Vision, Innovation and Strategy	3
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TOTAL HOURS: 30

MBA with Specialization: an additional 6 credit hours *

Accounting Specialization: Two Courses (6 Credit Hours)

Course Title	Credit Hours
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Advanced Accounting Topics	3
Information Systems, Analytics and Strategy	3
Finance Specialization: Two Courses (6 Credit Hours)	
Advanced Corporate Finance	3
Information Systems, Analytics and Strategy	3
Healthcare Leadership Specialization: Two Courses (6 Credit Hours)	
Healthcare Management	3
Leadership in Organizations	3
Human Resources Leadership Specialization: Two Courses (6 Credit Hours)	
Human Resources Management	3
Leadership in Organizations	3
Project Management Specialization: Two Courses (6 Credit Hours)	
Supply Chain Management	3
Program and Project Management	3
*TOTAL HOURS: 36	
STEM Prerequisites: 0-4 Credit Hours	
Course Title	Credit Hours
Business Foundations I	0
Business Foundations II	1-4

Curriculum Changes

Note: Complete this table only if there are changes to the curriculum.

Courses Eliminated from Program	Courses Added to Program
No courses are eliminated	Advanced Accounting Topics
	Advanced Corporate Finance
	Healthcare Management
	Leadership in Organizations
	Business Foundations I
	Business Foundations II

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Faculty

Provide a brief explanation of any additional institutional changes in faculty and/or administrative assignment that may result from implementing the proposed program modification. (1000 characters)

With the addition of the specializations and anticipated enrollment, an MBA Director must be appointed with one course release each semester and an 11-month contract to administer this program. It is expected that the Director will come from the current faculty on staff. The Dean of the School of Business assumed the role of MBA Director when the original MBA was launched. No other personnel resources were allotted to the MBA Director role at that time.

When total annual program enrollment exceeds 120 students, an additional faculty member will be required. With each subsequent 120-student increase in enrollment an additional faculty member will be required. Two new faculty members are projected in the budget.

An additional faculty member with a Healthcare Management background will be required to deliver the Healthcare Management specialization.

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Resources

Identify any new library/learning resources, new instructional equipment, and new facilities or modifications to existing facilities needed to support the modified program. (2000 characters)

No new library resources or instructional equipment are necessary.

If and when new faculty are added (anticipated in years 2, 3, and 4), resources will be used to renovate a current reception area and a large workroom into office space.

Additionally, if an additional advisor is hired, another reception area will need to be renovated to house this additional staff member.

Reallocated resources will also be used to purchase new faculty and staff computers and printers.

Financial Support

Estimated New Costs by Year						
Category	1st	2nd	3rd	4th	5th	Total
Program Administration	\$567,000	\$972,000	\$972,000	\$972,000	\$972,000	\$4,455,000
Faculty and Staff Salaries	\$28,600	\$310,750	\$457,900	\$511,900	\$511,900	\$1,821,050
Teaching Assistants	\$38,640	\$66,240	\$66,240	\$66,240	\$66,240	\$303,600
Equipment	\$0	\$6,000	\$6,000	\$3,000	\$3,000	\$18,000
Facilities	\$0	\$40,000	\$40,000	\$40,000	\$0	\$120,000
Supplies and Materials	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000
Library Resources	\$0	\$0	\$0	\$0	\$0	\$0
Other*	\$90,000	\$40,000	\$40,000	\$40,000	\$40,000	\$250,000
Total	\$729,240	\$1,439,990	\$1,587,140	\$1,638,140	\$1,598,140	\$6,992,650
Sources of Financing						
Category	1st	2nd	3rd	4th	5th	Total
Tuition Funding	\$1,134,000	\$1,944,000	\$1,944,000	\$1,944,000	\$1,944,000	\$8,910,000
Program-Specific Fees	\$0	\$0	\$0	\$0	\$0	\$0
State Funding (i.e., Special State Appropriation)*	\$0	\$0	\$0	\$0	\$0	\$0
Reallocation of Existing Funds*	\$0	\$0	\$0	\$0	\$0	\$0
Federal Funding*	\$0	\$0	\$0	\$0	\$0	\$0
Other Funding*	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$1,134,000	\$1,944,000	\$1,944,000	\$1,944,000	\$1,944,000	\$8,910,000
Net Total (i.e., Sources of Financing Minus Estimated New Costs)	\$404,760	\$504,010	\$356,860	\$305,860	\$345,860	\$1,917,350

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*Provide an explanation for these costs and sources of financing in the budget justification. Tuition is based on \$450/credit hour.

Budget Justification

Provide a brief explanation for the other new costs and any special sources of financing (state funding, reallocation of existing funds, federal funding, or other funding) identified in the Financial Support table. (1000 characters)

Note: Institutions need to complete this budget justification *only* if any other new costs, state funding, reallocation of existing funds, federal funding, or other funding are included in the Financial Support table.

There are no special sources of funding.

USC Aiken has contracted with Academic Partnerships to help expand and launch the program. **Academic Partnerships' mission is to help public and private not-for-profit universities increase enrollment and revenue through online delivery of high-quality instruction. AP helps faculty members convert their on-campus courses and programs into an online format, recruits qualified students for those programs and helps retain enrolled students through graduation. AP also provides the upfront capital required to launch and market an institution's online portfolio.**

Projected numbers of students in the program were provided by Academic Partnerships. There must be some reallocation of existing funds to pay for course development stipends because courses must be developed before delivery and collection of tuition revenues.

- **Program Administration:** Fifty percent (50%) tuition/student is paid to Academic Partnerships each year.
- **Faculty and Staff Salaries:** Starting in year one, \$28,600 of reallocated funds will go to a newly appointed MBA director. It is anticipated a current 9 month faculty member will be named MBA director and will go on an 11 month contract to oversee the program. Based on numbers in the program, beginning in year two, two additional staff may be needed in financial aid and admissions to handle additional students. Beginning in year two, assuming 120 new students enroll in the program, an additional Faculty will need to be hired for the program. A second faculty will be added in year three. If numbers are not met, faculty will not be hired. In year two and year four, it is anticipated that an additional staff advisor will need to be hired to handle the number of new students in the program. It is anticipated that an advisor can handle 120-150 students. Hires won't occur if numbers don't justify.
- **Teaching Assistants:** The hiring of academically qualified assistants provided by Instructional Connections to serve large course enrollments. Instructional Connections charges a fee/student. Currently the fee is \$46/student for Masters level courses. Expense was calculated at \$46/Student/Course/Session.
- **Equipment:** New PCs, printers, phones, and furniture for new faculty and staff
- **Facilities:** If new faculty and staff are hired, renovations of current spaces will need to be made to accommodate.
- **Supplies and Materials:** Maintenance of new faculty and staff to include office supplies, software, data sources, books not supplied as review copies, and digital equipment related to online teaching, such as webcams, e-book readers, and Web 2.0 Tools.
- **Other:** Course development stipends and faculty development and/or travel related to online course delivery. Course development maintenance and cost of hiring searches.

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Evaluation and Assessment

Will any the proposed modification impact the way the program is evaluated and assessed?

Yes

No

If yes, explain. (1000 characters)

Will the proposed modification affect or result in program-specific accreditation?

Yes

No

If yes, explain; if the modification will result in the program seeking program-specific accreditation, provide the institution's plans to seek accreditation, including the expected timeline for accreditation. (500 characters)

Will the proposed modification affect or lead to licensure or certification?

Yes

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X No

If yes, explain how the program will prepare students for licensure or certification. (500 characters)

Teacher or School Professional Preparation Programs

Is the proposed modified program a teacher or school professional preparation program?

Yes

X No

If yes, complete the following components.

Area of Certification

Attach a document addressing the South Carolina Department of Education Requirements and SPA or Other National Specialized and/or Professional Association Standards.