



University Council

August 19, 2022

UNIVERSITY CURRICULUM COMMITTEE – 2022-2023

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Dear Colleagues:

The attached proposal from the Terry College of Business to offer the existing Master of Business Administration (Professional M.B.A.) as an online program will be an agenda item for the August 26, 2022, Full University Curriculum Committee meeting.

Sincerely,

Susan Sanchez, Chair

University Curriculum Committee

cc: Provost S. Jack Hu
Dr. Marisa Pagnattaro

PROPOSAL FOR AN ONLINE PROGRAM

Date: March 6, 2022

College/School: Terry College of Business

Department/Division: Terry College of Business

Program (Major and Degree): Master of Business Administration (Professional M.B.A.)

Will any approved areas of emphasis be offered under this major? No

Proposed Effective Date: Fall 2023

1. Assessment

A needs assessment demonstrating a sufficient pool of qualified applicants.

This document presents a proposal for a fully online version of the extant Master of Business Administration (MBA) program offered through the Terry College of Business Professional MBA (PMBA) Program. The department is applying for this program to pay a flat program charge at the same charge as the existing PMBA program, including mandatory fees.

Student Demand Assessment

While the market for MBAs is mostly flat (with a -0.7% national growth rate over the past five years with a similar trend apparent in Georgia), where conferrals grew minimally at 0.4% per year between 2016 and 2020, during the same period MBA completions across the Southeast increased at an annualized rate of 2.4%. An online program at UGA provides an opportunity to attract students from across the state of Georgia and neighboring states with potentially unmet demand. Degree completion trends are strong in Alabama (5% Compound Annual Growth Rate), Mississippi (12%), and Louisiana (31.6%).

Growth rates for institutions with MBA programs that include an online option have been much faster across all geographic areas (4 % nationally, 10.7% regionally, and 1.1% within the state of Georgia). The online MBA is also proving viable based on application trends, experiencing 75% growth in domestic applications in 2020 and 86% growth in applications from female and underrepresented students during the 2016-2020 period.

Since the onset of COVID-19 closures in early 2020, many industries are moving their workforce into remote environments. Over 5 million U.S. employees (4%) worked remotely at least half-time in 2019, and that number has increased over the last two years. Certain large online learning providers, including Northeastern University, have begun to utilize the concept that an online degree program can prepare graduates with the technology and leadership skills needed to succeed in a remote environment.

Labor Market Assessment

Employment projections for MBA graduates typically anticipate faster than average employment growth when compared to the overall labor market. This trend is true nationwide, in the Southeast region, and within Georgia. Over the last six months, in the Southeast region there have been a total of 4,415 postings for MBA-related jobs at the master's degree level.

Between 2021 and 2031, there is an 11.6% projected increase in the Southeast region and a 14% projected increase in Georgia for MBA-related employment opportunities, both well above average. The increase is driven by retirements in the aging baby-boomer generation and new growth in finance and risk management,

with many services, such as the banking industry, maintaining minimal physical locations. Technology is also expected to be a key sector for future MBA graduate employment, with 96% of recruiters from the technology sector projecting to hire MBA graduates in 2021.

Competitive Assessment

Distance MBA programs are common and increasingly prevalent in UGA’s region, with 261 colleges and universities in the Southeast region (including Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia) conferring at least one master’s degree in the business administration field in 2020. Roughly two-thirds of these institutions offer an online program option, and the number of them conferring MBAs through distance programs grew from 148 in 2016 to 174 in 2020, a 17.5% increase.

In Fall 2021, the Terry College of Business commissioned an Academic Program Assessment, which determined that an online PMBA program would be "highly feasible." The following table reflects the online MBA offering of programs in UGA’s competitor set, aspirant universities, and programs based in Atlanta:

Institution	Online MBA?
University of Florida	Yes
Auburn University	Yes
University of Kentucky	Yes
Texas A&M University	Yes
University of Michigan	Yes
Ohio State University	Yes
Pennsylvania State University	Yes
University of North Carolina	Yes
University of Maryland	Yes
Arizona State University	Yes
Georgia Tech	No
Georgia State University	No
Emory University	Yes

In Atlanta, the only peer university offering an online MBA option is Emory University, which is launching an online option for their Executive MBA in Fall 2022. The Emory EMBA program often accepts students who resemble those in UGA’s PMBA, and UGA loses these students to Emory. Without an online PMBA offering, UGA will likely lose more students to the Emory online EMBA.

2. Admission Requirements

All requirements for admission to an Online Academic Degree Program will be the same as those for the same degree at an authorized unit.

Requirements for admission to the online PMBA will be the same as those for the in-person Professional MBA. Prospective students for the online PMBA must hold a baccalaureate degree from an accredited college or university and have a minimum of two (2) years’ work experience (post-bachelor’s degree) by the time classes begin. Admissions requirements include:

- Completion of online PMBA application
- Submission of resume detailing career growth
- Official copy of transcripts from institution(s) where a degree was earned
- Two letters of recommendation
- For international students, official TOEFL or IELTS scores (unless waived due to applicant living and working in the U.S. for two consecutive years by the time classes begin)

- Completion of a personal essay describing the applicant's immediate and long-term professional objectives
- Completion of an interview assessing the applicant's suitability for the program

Admissions are competitive, thus meeting the minimum requirements does not ensure admission. All completed files are evaluated by the MBA Admissions team and are evaluated holistically, and recommendations for admissions are based on a composite of the above-mentioned admission requirements.

3. Program Content

The basic curriculum of the program will be equivalent to the authorized unit's approved program. The criteria for electives or substitutions for specific requirements will be equivalent online.

The academic standards for the proposed online PMBA are the same as those for the existing PMBA. Students are expected to engage fully with the curriculum and to complete the program of study as outlined below. Online versions of the courses will be developed with the guidance of a dedicated instructional designer from the Office of Online Learning.

Technological resources such as Zoom and eLC will be leveraged. Students will be admitted in a pilot fall 2023 cohort of 30 students. The overall target number of online cohorts will be determined over time based on ongoing evaluation related to capacity, resources, and continuous curricular assessment.

The online PMBA will model the existing PMBA, which is a year-round program completed in 23 months based on modules that exist within semesters. Fall semester has one module, summer semester has one module, and spring semester has two modules. Modules don't align precisely within semesters (e.g., the fall module starts in mid-late September and ends early December, the second spring module ends in June, etc.).

Students who successfully complete the degree will do so in eight consecutive modules across six semesters (including two summer semesters), beginning in the fall and finishing in the summer of the second academic year. The curriculum is fixed, with two elective modules (7 and 8 in the table below) plus optional 3 credit hour international (spring) and domestic (fall) residencies, which are included in the module tuition with students paying all travel costs. If a student elects to do one or both residencies and/or extra electives to graduate a module early, the student still pays the same tuition overall but with an accelerated last module payment.

A residency is a trip (internationally or domestically) where students visit companies in the destination location, hear guest speakers, tour businesses and/or factories, work on real-world projects in a business strategy challenge, and go on cultural excursions. These residencies, particularly the international ones, give students valuable perspectives on how international economic, cultural, and regulatory environments influence business processes

Below is an outline of the 23-month, 48 credit hour online program of study. This is a sample curriculum based on the 2022 PMBA curriculum.

Semester	Module	Course	Credits
Fall	1	EMBA 7010E, Economic Analysis for Business Leaders	3
		EMBA 7410E, Organizational Behavior and Leadership	3

Spring	2	EMBA 7100E, Analytical Tools for Decision Making	3
		EMBA 7150E, Financial Accounting and Reporting	3
Spring	3	EMBA 7200E, Managerial Finance	3
		EMBA 7250E, Marketing Management	3
Summer	4	EMBA 7450E, Information Technology and Strategy	3
		EMBA 7310E, Operations Management	3
Fall	5	EMBA 7710E, Legal and Regulatory Environment of Business	3
		MGMT 7570E, Global Strategic Management	3
Spring	6	EMBA 7400E, Bargaining and Negotiations	3
		EMBA 7550E, Strategic Management	3
Spring (choose 2 electives)	7	MGMT 7990E, Directed Study (when taught as Human Resources Management)	3
		MGMT 7260E, Service Operations Management	3
		ACCT 7600E, Financial Statement Analysis	3
Summer (choose 2 electives)	8	MGMT 7011E, Leading Evolving Organizations	3
		MGMT 7160E, Lean Six Sigma (culminates in Green Belt certification)	3
		ENTR 7515E, Entrepreneurship	3

The following PMBA concentrations allow students to delve deep into subjects that match their career interests:

Finance/Accounting

Required Core:

EMBA 7150E, Financial Accounting and Reporting (3 hours)

EMBA 7200E, Managerial Finance (3 hours)

Choose the following elective:
ACCT 7600E, Financial Statement Analysis (3 hours)

Leadership

Required Core:
EMBA 7410E, Organizational Behavior and Leadership (3 hours)

Choose the following electives:
MGMT 7011E, Leading Evolving Organizations (3 hours)
MGMT 7990E, Directed Study (when taught as Human Resources Management) (3 hours)

Operations

Required Core:
EMBA 7310E, Operations Management (3 hours)

Choose the following electives:
MGMT 7160E, Lean Six Sigma (3 hours) (culminates in Green Belt certification)
MGMT 7260E, Service Operations Management (3 hours)

These are representative electives and concentration curricula which follows the existing PMBA curriculum. In the existing PMBA and the proposed online PMBA, faculty will continue to monitor market and student demand as well as electives in the existing full-time PMBA and will evolve course options as needed.

4. Student Support Services

Each proposal must describe how students will have access to appropriate learning and student support services to ensure full participation in the learning experience. Services to be considered include academic advising or an advisory committee, technology support, financial aid advising, career planning, and disability services. Any special accommodations made for distance education students must be described.

Students enrolled in the online program will work with an academic advisor and career advisor in the Professional MBA program. The academic advisor will be responsible for the following: advising students about the program of study and courses to be taken each semester; responding to students' needs regarding courses, how to register via Athena, and how to work in eLC; and addressing any registration flags. The career advisor will be responsible for the following: advising students about career development and placement; assisting students with career tools, assessments, and resume profiles. Academic and career advising will happen virtually in the following mediums: email, Zoom, or telephone.

All students will be required to have functioning computers with the latest version of a compatible web browser, a web cam, a microphone, and a high-speed internet connection. These requirements are essential because all of the academic content and a majority of the advising will occur in a virtual format.

5. Resident Requirements

Residence requirements will be identical to those established for the authorized degree program with residence at the approved location serving to meet that requirement.

As this will be an online program, all students will pay the same tuition rate in- or out-of-state.

All enrolled students pursuing graduate degrees at the University of Georgia must maintain continuous enrollment from matriculation until the completion of all degree requirements.

6. Program Management

Each proposal must contain a specified plan for program maintenance and program quality. This plan will provide contact persons at cooperating units, a detailed timetable, and complete plans for application and matriculation of students. In addition, specific plans should be provided concerning the schedule of courses, the duration of the program, program review, and possible duplication with other programs in the immediate area.

The Terry College Dean's Office will oversee the administration of the program. The Associate Dean for Research and Executive Programs will have direct oversight over the administration of the program. The Executive and Professional MBA Programs Director, who reports to the Associate Dean for Research and Executive Programs, will serve as the Director for this program, and will be responsible for the administration and assessment of the program. The Director will provide an annual report on program quality to the senior administration of the Terry College and ensure that the program meets all the Association to Advance Collegiate Schools of Business (AACSB) requirements for accreditation. A program coordinator will be recruited and hired to assist the Director with program marketing, admissions, faculty selection and evaluation, course scheduling, student advising, and employment/career advising.

The online program will be administered from the Buckhead campus as an additional cohort of the existing PMBA program. The overall coordination of the online PMBA will be the responsibility of an online PMBA Program Coordinator who will function as a member of the existing PMBA Operations team. Program recruiting and admissions will be the responsibility of an admissions coordinator who will function as a member of the existing PMBA Admissions team. Career services will be the responsibility of the existing PMBA Career Services team.

All courses will be taught by full-time and part-time faculty in the Terry College of Business or by faculty from other programs wherein equivalent electives are offered in an online medium. The PMBA Program Director, Associate Dean for Research and Executive Programs, and the MBA faculty will continuously evaluate the quality and feasibility of the online program.

7. Library and Laboratory Resources

The proposal must include a review of existing library and laboratory resources (or other specialized resources) at the host location. If deficiencies exist, the proposal must include a plan, including timetable and budget, for alleviating the deficiencies.

There are no laboratory requirements for the online PMBA.

As it pertains to library access, students will have access to all electronic resources available through the UGA library system.

8. Budget

The budget must provide a realistic estimate of the costs of developing and implementing a quality program. Consequently, each program budget must contain detailed estimates—specified separately for authorized and cooperating units—concerning faculty and staff positions, library, laboratory, and other specialized facility resource requirements, travel and other significant operating expenses. If the support for the program is the result of an internal reallocation of resources, explicit details should be included in the proposal. The budget must reflect the start-up costs of the program, projected costs for completion of the first cycle of students, and additional costs associated with any future cycles of students.

The budget is built around a starting cohort of 30 students, increasing to 40 students in year two and 50 students in year three. With this anticipated enrollment, there is an expected annual net positive revenue in the third operating year of the program. Funds from the Terry Excellence Fund will be used to cover initial program deficits. Any net surplus generated from the program will be redirected towards faculty support and development and student services within the Terry College of Business. Any future net revenue will be reinvested into programs that directly benefit students.

Below is a summary version of the budget:

Revenue	Prep Year FY2023 Year 0	Operating Year 1 FY2024 Year 1	Operating Year 2 FY2025 Year 2	Operating Year 3 FY2026 Year 3
Total projected tuition revenue (less fees)		\$792,270	\$1,848,630	\$2,376,810
Expenses				
Personnel				
Faculty (including fringe)		\$549,872	\$1,246,401	\$1,557,266
Support Staff (including fringe)	\$128,750	\$289,170	\$294,953	\$300,852
Total Personnel Costs	\$128,750	\$854,042	\$1,556,354	\$1,873,118
Start-up Costs (one-time expenses)				
Course prep/set up by faculty	\$90,000	\$70,000		
Total Start-up Costs	\$90,000	\$70,000		
Ongoing Operating Costs				
Career Coaching Services		\$62,500	\$125,000	\$150,000
Marketing	\$150,000	\$150,000	\$150,000	\$150,000
Events		\$25,000	\$50,000	\$50,000
Equipment & technology	\$12,500	\$25,000	\$25,000	\$25,000
Travel for staff/faculty	\$12,500	\$25,000	\$25,000	\$25,000
Total Ongoing Operating Costs	\$175,000	\$287,500	\$375,000	\$400,000
Net revenue w one-time set up costs	-\$393,750	-\$419,272	-\$82,724	\$103,692
Net revenue w/o one-time set up costs	-\$303,750	-\$349,272	-\$82,724	\$103,692

9. Program Costs Assessed to Students

Any costs beyond those normally associated with the program on campus must be spelled out and justified.

This program is proposing a flat program fee of \$53,700, including mandatory fees, which is the same program charge for the PMBA. Otherwise, there are no other costs beyond those normally associated with the program.

10. E-Rate

If an e-rate will be charged, an approved e-rate form must be submitted to the Office of Instruction with the proposal form.

N/A

Appendix A

The following table reflects the **program duration** of online MBA offerings of programs in UGA's competitor set, aspirant universities, and programs based in Atlanta:

Institution	Credit Hours	Price	Duration
University of Florida	32 or 48	\$58,000	16 month and 24 month options
Auburn University	39	\$35,100*	31 month average completion with a 6-year window
University of Kentucky	36	\$34,248	24 months or 36 months
Texas A& M University	30	\$10,991 R \$30,900 NR	15 months minimum
University of Michigan	57	\$115,000 R \$125,000 NR	24-42 months
Ohio State University	48	\$76,536*	24-60 months, most students finish in 36 months (8 semesters)
Pennsylvania State University	48	\$59,328*	24-30 months
University of North Carolina	62	\$125,589	18-36 months with most completing in 24 months
University of Maryland	54	\$90,828	24 months
Arizona State University	49	\$61,677 (includes fees)	No duration listed
Emory University	57	\$120,496 (includes fees)	18 months

Note: *number of credits multiplied by \$ per credit

Documentation of Approval and Notification

Proposal: Offer the Master of Business Administration (P.M.B.A.) Online

College: Terry College of Business

Department: Terry College of Business

Proposed Effective Term: Fall 2023

Approvals:

- Terry College of Business Dean, Dr. Ben Ayers, 3/23/2022
- Graduate School Associate Dean, Dr. Anne Shaffer, 4/6/2022