UNIVERSITY OF NORTH CAROLINA
REQUEST TO DELIVER
EXISTING DEGREE PROGRAM – NEW DELIVERY MODE OR SITE

Date: __________________________

Constituent Institution: NC State University

Is the program a joint degree program? Yes ___ No ___ X

Joint Partner campus _______________________________________________________

Title of Authorized Program: Master of Management  Degree Abbreviation: MM

CIP Code (6-digit):  52.0201  Level: B ___ M ___ X ___ D ___

CIP Code Title: Management

Proposed term to enroll students in alternate delivery method: term F ___ year 2020

Provide a brief statement from the university SACSCOC liaison regarding whether the new delivery mode does or does not constitute a substantive change.

Identify the objective of this request (select one or more of the following)

☐ Add on campus delivery
☒ Add online delivery; Maximum percent offered online ______100%_____
☒ Program will be listed in UNC Online
☐ One or more online courses in the program will be listed in UNC Online
☐ Add site-based delivery (list new sites below; add lines as needed)
☐ Instructor present (off-campus delivery)
☐ Instructor remote (site-based distance education)

Site #1

(address, city, county, state)

Site #2

(address, city, county, state)

Site #3

(address, city, county, state)
Supply basic program information needed for UNC Academic Program Inventory (API), UNC Online
Minimum credit hours required ___30___
Expected number of full-time terms to completion ___2___

I. Justification for New Delivery Mode

1. Description and Purpose.
   a. Provide a 250-word or less description of the proposed program, including target audience, delivery method, hours required, program core and concentrations (if applicable), opportunities for which graduates will be prepared, and other special features. For online programs, describe whether the delivery is synchronous with an on-campus course, partially synchronous, asynchronous, other, and using what platform(s).

   Demand for master’s degrees in management is shifting away from the MBA toward specialized master’s degrees in management. NC State offers two such degrees: the Master of Accounting and the Master of Management with a concentration in Global Luxury Management. A proposal to offer the Master of Accounting degree online is under review; this proposal asks to create an online option for the Master of Management.

   The proposed online Master of Management degree would target working professionals with little to no work experience who seek to advance their careers. These are individuals who either lack the business background for the MBA or prefer to take a more targeted degree that requires fewer credit hours.

   The proposed online degree would require 30 credit hours built around existing and to-be-developed certificate programs in the Poole College of Management. Currently there are certificates in entrepreneurship, finance, marketing and supply chain management. We anticipate adding certificates in business analytics and leadership by fall 2020. Students will be able to design an academic program that meets their needs, using the certificates as building blocks.

   This modular curriculum provides the opportunity to concentrate in areas such as business analytics, entrepreneurship and innovation, and supply chain management. This would prepare the graduates for positions such as business analysts, consultants, and purchasing managers.

   The program would be delivered entirely online with most of the instruction provided in an asynchronous manner. This model has been used very successfully in the NC State Online MBA program, ranked in the top 20 online programs globally by the Financial Times in 2018. Lectures would be taped to be watched asynchronously, accompanied by discussion boards and online office hours.
b. How does the proposed delivery mode align with system, institutional and unit missions and strategic plans?

The program aligns with NC State’s five strategic goals:

*Enhance student success:* The online format will provide greater access to personal and professional development opportunities.

*Invest in faculty:* Expanded opportunities to engage with graduate students will allow us to attract and retain research-oriented faculty and expand existing skills.

*Support interdisciplinary scholarship:* N/A

*Pursue organizational excellence:* The online courses will provide students flexibility to complete either online and/or campus course format. Most of the courses are already being offered online for the MBA program. Our plan is to offer more sections each year to accommodate the online Master of Management students.

*Engage locally and globally:* An online program will allow access to working professionals in the Research Triangle, national and global community who are looking to advance their education while continuing employment, which should be valuable to many regional, national and global companies.

It also aligns with UNC System goals:

*Access:* The online program would greatly improve access by making NC State’s Master of Management available throughout the state.

*Affordability and efficiency:* NC State’s online MBA program is among the nation’s most affordable ranked online programs, with the lowest tuition of any of the top ten programs in the US as ranked by Princeton Review. The online Master of Management degree would leverage course development investments already made for the MBA.

*Economic impact and community engagement:* The new online degree will help prepare the next generation of civic leaders and shape the state’s future workforce. It will bring affordable and excellent management training to all corners of the state.

*Excellent and diverse institutions:* NC State and UNC Charlotte are the only institutions in the UNC System offering a Master in Management degree. The UNC Charlotte degree is a full-time, one-year program. This proposal will provide differentiated graduate programs in management to the state.

*Student success:* see above

2. **Student demand.** Provide documentation of student demand for the new delivery mode. Directly address the extent to which students will be drawn from a pool of students not previously served by the existing program.
The Graduate Management Admissions Council tracks applications to graduate management programs around the world. Applications to one-year graduate management degrees has been growing rapidly over the last ten years, whereas applications have declined for traditional two-year full-time MBA programs. According to the GMAC’s annual Application Trends Survey Report, demand for one-year Masters of Management degrees has been growing because such degrees require a shorter period out of the labor force and do not require as much additional borrowing for a generation already carrying heavy student debt loads.

NC State’s Poole College of Management lags behind its business school peers in terms of its offerings of one-year management degrees. NC State has two such programs (Master of Accounting and Master of Management), whereas 12 of the 19 schools (i.e., give a few examples) examined had five or more one-year management programs. The following concentration options have been especially popular at peer schools: business analytics, finance, management information systems, marketing and supply chain management.

A benchmarking study conducted for the Poole College of Management by Hanover Research in spring 2018 showed that there was growing interest in programs offering the opportunity to concentrate in business analytics (24% enrollment increase nationwide between 2012-16), supply chain management (9%) and sustainability (19%).

This proposed program will not draw any students from the existing concentration area in the Master of Management degree. The Global Luxury and Management concentration students take a 10-month full-time, face-to-face course of study, spending one semester at NC State and one semester at Skema Business School in Paris. This concentration will not be made available online.

3. **Unnecessary duplication**. List similar programs offered by other North Carolina institutions (public or private), including enrollments and delivery method. In cases where other UNC institutions provide similar online, site-based distance education, or off-campus programs, include evidence regarding how the proposed program meets unmet need. Discuss collaborative opportunities with these programs.

The Master of Management degree is not offered online by any other school in the state. Here is a list of comparable programs at other North Carolina institutions:

<table>
<thead>
<tr>
<th>University</th>
<th>Degree program</th>
<th>Delivery mode</th>
<th>Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Duke University</td>
<td>Master of Management Studies</td>
<td>Face-to-face</td>
<td>131</td>
</tr>
<tr>
<td>Elon University</td>
<td>MS in Management</td>
<td>Face-to-face</td>
<td>25</td>
</tr>
<tr>
<td>UNC Charlotte</td>
<td>Master in Management</td>
<td>Face-to-face</td>
<td>New program</td>
</tr>
<tr>
<td>Wake Forest</td>
<td>Masters in Management</td>
<td>Face-to-face</td>
<td>113</td>
</tr>
</tbody>
</table>

4. **Enrollment**. Estimate the total number of students that would be enrolled in the program during the first year of operation and in each delivery mode (campus, online, site - add lines as needed):
Estimate the total number of students that would be enrolled in the program during the fourth year of operation and in each delivery mode (campus, online, site - add lines as needed):

<table>
<thead>
<tr>
<th>Delivery Mode: campus</th>
<th>Full-Time</th>
<th>50</th>
<th>Part-Time</th>
<th>0</th>
</tr>
</thead>
<tbody>
<tr>
<td>Delivery Mode: online</td>
<td>Full-Time</td>
<td>0</td>
<td>Part-Time</td>
<td>20</td>
</tr>
</tbody>
</table>

5. Resources.

a. Are new faculty, staff, library, facility/equipment, or other resources required to deliver the program? If so, explain the need and, using the template provided, estimate the costs and sources of funds to provide resources needed.

The online Master of Management degree would leverage existing online courses offered to MBA and graduate certificate students. In the initial year the anticipation is that the 20 new students would fill seats in existing sections. No new faculty would be needed. Graders and section managers would be hired to support larger class sizes.

There would be a need for admissions staff and marketing support to grow enrollment. Graduate management education in this region is highly competitive. Duke, Elon, and Wake Forest already have Master of Management programs. MBA advising staff would be able to manage the additional Master of Management enrollment in year one.

By year four enrollment growth would dictate a need for faculty and additional EHRA staff in career resources and academic advising.

Enrollment growth funding and premium tuition would provide the resources needed for the Master of Management online degree. In-state masters II students generate $533.82 per credit hour in state funding and would pay $692.00 in premium tuition, for a total of $1225.82 per credit hour.

With 20 students enrolled in fall 2020 and spring 2021 and each taking nine credit hours per academic year, the Master of Management program would generate $172,604 ($124,560 from premium tuition and $48,044 from enrollment growth funding). In fall 2023 and spring 2024, the program would generate $551,619 in resources.

The table below lays out the revenue and program costs by year:

<table>
<thead>
<tr>
<th></th>
<th>2020-2021</th>
<th>2021-2022</th>
<th>2022-2023</th>
<th>2023-2024</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment</td>
<td>20</td>
<td>30</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>Credit hours per student</td>
<td>9</td>
<td>9</td>
<td>9</td>
<td>9</td>
</tr>
<tr>
<td>Revenue</td>
<td>$172,604</td>
<td>$285,906</td>
<td>$345,208</td>
<td>$431,510</td>
</tr>
</tbody>
</table>
b. Discuss how the new delivery mode will impact the workload of existing faculty.

Faculty workloads will not be adversely impacted. In year one the additional enrollment will be absorbed into existing sections. Graders and section managers will be used to manage the extra enrollment. In later years, there would be the financial resources to add faculty, both tenure-track and teaching professors.

c. (site-based distance education and off-campus delivery only) If the institution has not previously delivered a degree program at this site, briefly describe the facilities, infrastructure, and arrangements and how they meet the needs of the program.

Not applicable.

6. Delivery Considerations. Provide assurances of the following (not to exceed 250 words per lettered item):

   a) Access (all programs). Students have access to academic support services comparable to services provided to on-campus students and appropriate to support the program, including admissions, financial aid, academic advising, delivery of course materials, and placement and counseling.

       Similar to the campus program the online program will charge a premium tuition to support admissions, financial aid, academic advising, delivery of course materials, and career services. Services will be provided through multiple mediums – online, email, phone calls, in-person and virtual technology (e.g., Google Hangout). The existing infrastructure will be used as a platform to provide the services.

   b) Curriculum delivery (online and site-based distance education only). The distance education technology to be used is appropriate to the nature and objectives of the program. The content, methods and technology for each online course provide for adequate interaction between instructor and students and among students.

       The department and college have invested over $300,000 in building a new classroom capture room to use for online courses offered in the campus and online MBA and MAC programs. In addition to state-of-the-art technology, the program plans to leverage existing course and faculty experiences with the online MBA program. Faculty will engage with students using the features of the technology – discussion forums,
synchronous help sessions and virtual communication methods. Additionally, faculty will be available for in-person meetings, phone calls and email exchange.

c) Faculty development (online and site-based distance education only). Faculty engaged in program delivery receive training appropriate to the distance education technologies and techniques used.

The Poole College of Management currently provides instructional design support to faculty developing and offering online courses for the MAC and MBA programs. This would continue for the online Master of Management. The college now has a policy that requires online faculty to periodically update their technology-based teaching skills. A number of faculty also have experience with delivering online courses through the MBA program. The funds from the premium tuition will be allocated to support course and faculty development.

d) Security (online and site-based distance education only). The institution authenticates and verifies the identity of students and their work to assure academic honesty/integrity. The institution assures the security of personal/private information of students enrolled in online courses.

NC State University’s information technology provides state-of-the-art infrastructure to protect the privacy and confidentiality of faculty and student information. Secure web-based Duo authentication is mandatory to access NC State’s internet services available to students and faculty. All students and faculty are required to use their campus user name and password to log into Moodle to verify their identities. A wide range of tools and approaches will be adopted to ensure the integrity of the online course offerings including:

- Using proctoring services to ensure integrity of class assignments.
- Using software tools such as Proctorio to limit students’ access to supporting materials and extra resources during exams.
- Educating students about the academic integrity and the consequences if academic integrity is violated.

7. Contact. Provide the name, title, email address, and phone number of the person(s) responsible for planning this proposed program.

Steve Allen, Associate Dean for Graduate Programs, sghall@ncsu.edu, 919.515.6941

This request to establish a new distance education degree program (or program site) has been reviewed and approved by the appropriate institutional committees and authorities.

Chief Academic Officer: ________________________________ 6/1/16

Chief Academic Officer (Joint Partner Campus): ________________________________
Master of Management
North Carolina State University

This request has been reviewed and approved by the appropriate campus committees and authorities.

Endorsed By:

Sebastian Heese
Head, Department/Director of Graduate Program (Printed Name and Signature) Date

Recommended By:

Jon C. Carroll
Chair, College Graduate Studies Committee (Printed Name and Signature) Date

Endorsed By:

Steven Allen
College Dean (Printed Name and Signature) Date

Recommended By:

Thomas K. McCray
Vice Provost, DELTA (if DE degree) (Printed Name and Signature) Date

Approved By:

Peter J. Harrington
Dean of the Graduate School (Printed Name and Signature) Date

Recommended By:

Dean's Council (Printed Name and Signature) Date

Approved By:

Executive Vice Chancellor and Provost (Printed Name and Signature) Date

Approved By:

Chancellor (Printed Name and Signature) Date

(revised August 2015)