

Executive Summary

WSU MBA Program's Five-Year Graduate Program Review

- **Mission Statement**

The mission of the MBA Program in the Goddard School of Business & Economics is to prepare working professionals and full-time students for leadership positions and decision-making roles in a wide variety of organizational settings.

- **Curriculum - types of degrees, number of courses**

The MBA Program does not force students into strict cohort groups based on admission dates. Instead, students are allowed the flexibility to determine the pace to graduation that best fits their needs, based on professional and personal obligations. Students are able to move from full-time to part-time as desired. All required classes are offered twice annually with nearly all electives and foundation courses being offered once annually. The MBA Program utilizes the hybrid model of instruction. Each academic semester is divided into two blocks. MBA classes are held once each week for 8 weeks from 5:30 pm to 8:30 pm. To enhance contact hours and to provide additional learning activities, classes utilize an online element delivered through Canvas (a course management system) and other publisher-provided tools. Examples of online learning activities include online discussions, case studies, simulations, projects, and online homework problems (Aplia, McGraw-Hill's Connect, etc).

Master Degree in Business Administration (MBA)

MBA (for undergraduate business majors): Twelve courses (36 credit hours) comprised of eight required courses and four elective courses.

MBA (for undergraduate non-business majors): Eighteen courses (54 credit hours) comprised of five foundation courses, nine required courses, and four elective courses.

The MBA can also be combined with the Master of Health Administration Degree

Graduate Certificate in Aerospace Management: Four courses (12 credit hours).

Graduate Certificate in Contract Management: Four courses (12 credit hours).

Graduate Certificate in Information Systems & Technologies/Information Assurance: Five courses (13 credit hours).

- **Student learning outcomes and assessment**

Learning Outcomes & Objectives (August 2016)

Goddard School MBA Graduates will be:

1. *Effective business analysts.*
 - a. MBA students will analyze and interpret financial data for decision making.
 - b. MBA students will evaluate business systems and make recommendations for improvement.
2. *Strategic thinkers.*
 - a. MBA students will demonstrate their ability to conduct and integrate functional analysis by scoring in the 80% percentile or higher on each component of the ETS MBA exam.
 - b. MBA students will use the appropriate tools to identify, analyze and make suggestions to improve a company's competitive strategy.
3. *Globally informed.*
 - a. MBA students will research and analyze current trends occurring in the global economy.
4. *Stakeholder-focused leaders.*
 - a. MBA students will understand how to utilize the psychological science of trust through a focus on capability, character, and compassion.
 - b. MBA students will be able to compare/contrast prominent leadership theories and to utilize these theories, along with their own introspection, to develop their own "theory of ethical leadership."

The MBA Program assesses the above learning outcomes by measuring MBA student learning using course-embedded assessment. The learning activities that are used to collect data vary from exams to projects to assignments to the standardized MBA Major Field Test. Students are measured individually in at least five different required courses.

The assessment cycle begins with learning outcomes and objectives. Data are collected based on the outcomes. Faculty discuss the findings and determine how to improve learning activities and the corresponding achievement by students. The process is repeated annually, though data collection occurs at least twice annually.

- **Academic Advising**

The goal of advising in the WSU MBA program is to create a connection and a sense of belonging for each individual student as early as possible. Some students will need more advising than others, but knowing that an advisor is available at any time during a student's studies is paramount.

Advising MBA students in an accurate and timely manner is the key to an effective start. Some students have an unrealistic idea regarding how much time it will take to complete the MBA program; honesty about program rigor from the advisor helps students register for the right amount of credit hours in relationship to other obligations in their lives and can save much time and money for the student.

The Advising Process

1. Notify the student regarding admission in a timely manner (usually same day as admission or next), by telephone if possible.
2. Set up an advising appointment with each student individually to cover all questions, concerns, and develop that student's Program of Study

3. Meet with each student before registration to gauge study pace, potential registration issues, and other practices and policies in reference to WSU's MBA program.
4. Listen closely to students' concerns and possible challenges they might have upon entry into the MBA program.
5. Be clear regarding expectations in the MBA program and offer to meet with students whenever they might need assistance.
6. Make sure each student is feeling comfortable and confident as they begin the MBA program.
7. Personally invite each student (along with an email) to new MBA student orientation for that admissions cycle. All incoming students are required to attend a mandatory orientation. The MBA curriculum is reviewed, as well as expectations for graduate study. Key program support personnel also make presentations, including the Goddard School Career Services Director, Business Librarian, Canvas representative and Campus IT Support staff.

- **Faculty**

The MBA Program utilizes faculty from the four undergraduate departments in the Goddard School of Business & Economics and from the professional community. Faculty who are assigned to teach courses in the MBA Program are considered qualified under the following guidelines that are in alignment with AACSB. All MBA faculty are categorized as Scholarly Academics or Instructional Practitioners.

Scholarly Academics (SA) – In order to qualify for SA, a faculty member will normally have a PhD (or ABD with prospect of timely completion) or terminal degree related to their area of teaching (e.g., JD for business law or ethics; LLM in Taxation). Within the most recent five-year period, the SA faculty member must also have two peer-reviewed journal (PRJ) articles, law review journal articles (LRJ), scholarly books (SB), or other intellectual contributions (OIC) with a positive impact rating, plus one other OIC.

Instructional Practitioners (IP) – In order to qualify for IP, a faculty member will normally have a master's degree related to their area of teaching. Within the most recent five-year period, the IP faculty member will demonstrate currency in their field as evidenced by any three different professional activities.

During the five year period leading up to this review, the MBA Program has deployed faculty such that "over-load teaching" has been significantly reduced. In 2012-13, less than 20% of MBA courses were taught in load, while nearly 60% were taught as overload by full-time faculty. In 2016-17, nearly 60% of courses were taught in load and less than 15% were taught as overload (with most of those occurring in the summer semester).

- **Program Support**

The MBA Program directly supports students and faculty with four staff members: A Program Director, A Graduate Enrollment Director, an Administrative Specialist, and an Admissions Clerk. Given that there are four MBA admission cycles each year and six 8-week course blocks (two per academic semester), the staff are essential in maintaining incoming application files and ensuring that admitted students are moving efficiently through their programs of study via pre-requisite checks, course over-rides, and face-to-face advising.

The MBA Program relies on budget support from the dean's office, application fees, and course fees. Application fees are used to keep the MBA Computer Lab and "Classroom Capture" technology up-to-

date. The course fees are used to provide tutoring services, instructional materials, and to pay for the MBA Major Field Test. The MBA Program relies on its website, word-of-mouth, and select recruiting events to promote the program. A significant increase in budget would be needed to promote the program more widely with print, radio, and social media marketing (as the program's competitors do).

Thanks to the dean's office in the Goddard School of Business & Economics and a few generous donors, there are scholarship funds available to assist some qualified students with tuition support. During economic downturns, employers tend to cut back on tuition-assistance which leaves many MBA students needing more help to pay tuition and fees. Adding more scholarship money is needed during these downturns.

- **Relationships with the External Community**

The MBA Program utilizes a variety of methods to interact with and build relationships with the external community. One of the most important external relationships that the MBA Program has is with Hill Air Force Base (HAFB), Utah's largest employer. Though many MBA students over the years have worked at HAFB and in other aerospace entities, it was in 2014 that HAFB and WSU's MBA Program established an agreement to provide Hill employees with MBA and Aerospace Management education. Since 2014, the MBA Program has admitted 47 HAFB "maintenance" and "supply chain" employees as part of this program, with 27 having graduated as of December 2017.

The MBA Program set a goal to increase the percentage of women admitted to the program to 30%. In 2010, as a baseline, the percentage of women enrolled in the program was only 16%. Since 2016, attendance at events from Salt Lake City to Ogden have been very successful in building relationships with powerful women in numerous industries for the purpose of recruiting more women into the WSU MBA program. Specifically, the MBA Program has presented at the Davis County Women in Business Conference, Weber Basin Water Conservancy Annual Employees Benefits Meeting, BAE Systems and has attended and recruited at the Salt Lake County Women in Business Athena Awards Luncheon and the Utah Hispanic Chamber of Commerce Women's Conference. These outreach efforts into the external community have led to the achievement of having an MBA student population that is 30% female.

Other relationship building efforts include study abroad, inviting guest speakers from area organizations, and providing students with opportunities to complete mentored graduate consulting projects. Five years ago, a group of three MBA students successfully provided consulting services to Ogden City. As a result, in 2015, Ogden City reached out to the MBA Program to enlist the help of four more MBA students in providing consulting services to Kord Defence, an Australian business looking to establish manufacturing and support services in Northern Utah. The decision model that students developed helped Kord determine which entities could best provide manufacturing and support for its soldier system.

- **Student, Faculty, Contract/Adjunct Faculty and Staff statistical summaries** (Data supplied by the Office of Institutional Research)

	2012-13	2013-14	2014-15	2015-16	2016-17
Student Credit Hours Total	3,214	2,515	2,397	3,136	3,647
Student FTE Total	161	126	120	157	182.35
Students in the Program	176	147	140	159	183
Other (certificate majors)	14	13	5	12	10
Program Graduates (MBA)	81	63	45	66	57
Graduate Certificates	8	16	12	23	24
Student Demographic Profile					
Female	33	26	33	31	43
Male	143	121	107	128	140
Faculty FTE Total	7.88	6.53	7.55	7.15	n/a
Adjunct FTE	7.63	6.53	7.24	6.84	n/a
Contract FTE	0.25	0	0.31	0.31	n/a
Student/Faculty Ratio	20.43	19.30	15.89	21.96	n/a

- **Information of review team members**

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