



DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

Date Submitted:

04/30/2021

Institution

University of Missouri-Columbia

Site Information

Implementation Date:

8/15/2021 12:00:00 AM

Added Site(s):

Selected Site(s):

University of Missouri-Columbia, 105 Jesse Hall, Columbia, MO, 65211

CIP Information

CIP Code:

520201

CIP Description:

A program that generally prepares individuals to plan, organize, direct, and control the functions and processes of a firm or organization. Includes instruction in management theory, human resources management and behavior, accounting and other quantitative methods, purchasing and logistics, organization and production, marketing, and business decision-making.

CIP Program Title:

Business Administration and Management, General

Institution Program Title:

Business Administration

Degree Level/Type

Degree Level:

Master Degree

Degree Type:

Master of Business Administration

Options Added:

Collaborative Program:

N

Mode of Delivery

Current Mode of Delivery

Online

Student Preparation

Special Admissions Procedure or Student Qualifications required:

Personal interview, GMAT



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Specific Population Characteristics to be served:

n/a

Faculty Characteristics

Special Requirements for Assignment of Teaching for this Degree/Certificate:

MU is AACSB accredited, which requires a substantial proportion of courses to be taught by faculty with a PhD. At MU, over 90% of courses are taught by doctorally qualified faculty

Estimate Percentage of Credit Hours that will be assigned to full time faculty:

90% or more of courses will be taught by full time faculty

Expectations for professional activities, special student contact, teaching/learning innovation:

The program naming gift provides funding to support activities such as company site visits, case competitions, guest speakers, orientation, and other professional development opportunities

Student Enrollment Projections Year One-Five

Year	Full Time	Part Time	Number of Graduates
Year 1	15	15	
Year 2	20	20	
Year 3	25	25	35
Year 4	30	30	
Year 5	35	35	55

Percentage Statement:

n/a

Program Accreditation

Institutional Plans for Accreditation:

MU's Trulaske College of Business is accredited by the AACSB. Accreditation is on a 5 year cycle, with our next assessment in 2022.

Program Structure

Total Credits:

45

Residency Requirements:

n/a

General Education Total Credits:

0

Major Requirements Total Credits:

45

Course(s) Added

COURSE NUMBER	CREDITS	COURSE TITLE
BUS_AD 7050 1.5 Credits	0	MBA Communication Practice
MRKTNG 8720 1.5 Credits	0	Global Business Environment



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1.5 Credits	0	Economics for Managers
1.5 Credits	0	Intro to Strategic Management
BUS_AD 8500	3	Business Problem Analysis: Field Project
1.5 Credits	0	Organizational Behavior and Management
JRNL 7242	3	Strategic Communication Leadership (Or other leadership course)
BUS_AD 8010 1.5 Credits	0	MBA Seminar (Professional Development)
1.5 Credits	0	Advanced Marketing Management
MNGMT 7450	3	Business Analytics
	3	Accounting for Managers
BUS_AD 7340 1.5 Credits	0	Ethics and Leadership
1.5 Credits	0	Managerial Finance
1.5 Credits	0	Managerial Marketing

Free Elective Credits:

0

Internship or other Capstone Experience:

In addition to the 12 hour core and 15 hours of professional skills and competencies courses (above), students will complete 18 hours of specialized courses leading to the earning of a certificate offered by the College of Business. The MBA program is a college-wide program, supported by all four departments in the Trulaske College of Business (Marketing, Management, Finance, Accounting)

Assurances

I certify that the program is clearly within the institution's CBHE-approved mission. The proposed new program must be consistent with the institutional mission, as well as the principal planning priorities of the public institution, as set forth in the public institution's approved plan or plan update.

I certify that the program will be offered within the proposing institution's main campus, CBHE-approved service region or CBHE-approved off-site location.

I certify that the program will not unnecessarily duplicate an existing program within the geographically applicable area.

I certify that the program will build upon existing programs and faculty expertise.

I certify that the program can be launched with minimal expense and falls within the institution's current operating budget.

I certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful. Institutions' decision to implement a program shall be based upon demand and/or need for the program in terms of meeting present and future needs of the locale, state, and nation based upon societal needs, and/or student needs.

Contact Information



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First and Last Name: STEVEN
CHAFFIN

Email: schaffin@umsystem.edu

Phone: 573-884-3360

Program Change Request: Crosby MBA Program, Trulaske College of Business

I. Summary:

After careful consideration, the Trulaske College of Business (TCoB) is requesting changes to the Crosby MBA program. The current Crosby MBA program is a two-year, residential, 57 credit hour program. Although interest in graduate-level business programs is stable or increasing nationally, student interest in full-time, campus-based MBA programs has decreased over time, generally in favor of online programs, specialized master's programs, and programs that allow for part- or full-time attendance. Enrollments in the current Crosby MBA program have been decreasing over time, and recruiting students to the program has required considerable financial incentives, including scholarships, tuition waivers, and assistantships. The small student body, combined with high cost per student and limited faculty resources to staff courses, has made continuation of the Crosby MBA program untenable in its current format. We paused new enrollments into the Crosby MBA program for the Fall of 2020 in anticipation of redesign efforts, though we are fulfilling all commitments to supporting existing students through graduation.

A. We are requesting three changes to the Crosby MBA program:

- Switch from on-campus to online delivery
- Switch from 57 credit hour minimum to 45 credit hour minimum
- Change in curriculum (which will leverage existing courses and resources)

B. The program will retain its title, the Crosby MBA program, named in honor of a generous gift from the Crosby family to support the MBA program. We also do not need to request a change in CIP Code (51.0101 "Business/Commerce, General").

C. We request that the change be effective for a Fall 2021 entering class. We seek approval as soon as possible so that we can more effectively advertise, recruit new students, and advise prospective students on the program.

II. Rationale and Change Process

A. Overview: The MBA program was founded at the University of Missouri in 1964, and was named after Mr. and Mrs. Gordon Crosby in 2002 in honor of their generous gift to the program. The program has a long history and thousands of successful alums. We do not take the prospect of major changes to the program lightly. In fact, our desire to change the program to accommodate changes in the landscape of graduate business education represents our wish to keep the Crosby MBA program viable well into the future. The simple fact is that on-campus programs are becoming less popular in light of advances in technology that allow for high-quality online educational experiences, a proliferation of more specialized MS programs, and more programs that are offering flexible arrangements such as accelerated, evening, and part-time. This has been

reflected in application and enrollment trends across the country (see Forbes: <https://www.forbes.com/sites/poetsandquants/2019/08/20/its-official-the-mba-degree-is-in-crisis/#1c75a88952df>) as well as in our student numbers. For example, we had 193 students in the program as recently as 2010, and roughly half that in recent years. This trend has occurred despite the fact that our program rankings have remained steady or increased, and we have provided extremely generous financial packages (e.g., scholarships and assistantships that include a stipend and tuition waivers) to a very high percentage of admitted applicants in order to attract high-quality students. These decreased numbers, and high levels of financial support, have made it untenable to continue the Crosby MBA program as-is.

B. Change Process and Feedback: After pausing new enrollments into the Crosby MBA program for Fall 2020, the TCoB's Masters Degrees Policy Committee (MDPC) put into place a process for soliciting feedback from program alums, supporters, and faculty. We sent an e-mail to all Crosby MBA alums and members of our college advisory boards to inform them of the pause, and of our desire to re-design the program going forward. We asked them to provide feedback via survey and to indicate whether they were willing to participate in townhall-style information sessions to discuss the pause and/or plans for a future re-design. We held four such meetings during the early summer 2020 (via Zoom), and fielded dozens of phone calls and e-mails. We then formed a special committee of select college supporters, alums, current students, and MDPC members to continue that conversation and to provide additional insights. That group also met four times over the summer of 2020. Based on their feedback and multiple MDPC meetings, in early fall 2020 the MDPC drafted some sample proposals for discussion, and hosted four townhall style meetings (through Zoom) for our current TCoB faculty to discuss possible program changes. Based on feedback obtained in those sessions, the MDPC drafted a single new program proposal, disseminated it to faculty, and held three additional meetings to discuss. After changes were made, this was followed by a vote for approval by TCoB faculty on 12/4/2020.

C. Re-Design Logic: Our proposed changes integrate a number of important principles identified by the MDPC, TCoB faculty, and other stakeholders through our change process.

a.) The program **can no longer rely on a full-time on-campus model**, as this significantly limits the number of students we can attract.

b.) The re-designed program should **leverage existing strengths and existing coursework** to the extent possible, to meet both our educational goals for students and to maximize efficiency of use of faculty resources.

c.) The program should be **shortened**, as the current credit hour minimum (57 credit hours) is long relative to our peers, and also limits enrollment by extending time-to-degree and increasing student costs.

d.) Course and program content should include **opportunities for student engagement**. These should include both curricular and co-curricular activities. The MDPC has noted that certain engagement opportunities can be offered to students on an optional basis.

e.) The program should also include content on **leadership, professional development, the global business environment, and analytics**.

III. Proposed New Curriculum

A. The proposed new curriculum (see summary tables below) incorporates the major themes identified above through our change process. The redesigned program will be an **online program**, and will allow for **both part-time and full-time enrollment**. An important goal of this redesign was to create a program that is broadly available, and can attract students who are at different stages in their lives. An online format will allow students who want to continue into a graduate program immediately following their undergraduate degree, and will also allow part-time students who are currently employed.

B. The new program **will make considerable use of existing resources**, especially resources currently associated with our MS in Business (MSB) program. In particular, we propose that the new program will include the same **12 CH core** of fundamental business classes that we currently require for our MSB degree (i.e., the "Core"). The 12 CH Core was chosen by the TCoB faculty, and represents the most fundamental master's-level coursework across the college's four major disciplines (i.e., accountancy, finance, management, and marketing). In addition, students will be required to complete **one of the graduate certificates (12-15CH)** offered by the TCoB (or one of the certificates offered jointly by the TCoB with another college at MU). Currently, approved certificates include Tax, Assurance, Investments, Financial Management, Global Supply Chain Management, Life Science Engineering and Entrepreneurship, Construction Management, and Marketing Analytics. These certificates are currently available to our Crosby MBA students, our MSB students, as well as graduate students in other colleges at MU or students taking the certificate as a stand-alone credential. This format will also allow for the Crosby MBA program to evolve over time, and to strategically partner with other colleges. Specifically, as the business world evolves, the TCoB can add or delete certificates that meet student demand and leverage existing faculty expertise and resources. Students will also be able to choose from any of the graduate-level courses offered in our certificate programs as electives. **Under this proposed plan, the TCoB will**

only need to teach **12 CH of courses that are unique to the Crosby MBA program**, all of which are in the professional skills and competencies category.

C. Our **redesigned program will be shorter (45 CH)** than the current program (57 CH minimum). This will be more in line with our competitors, and will decrease both cost of attendance and time to completion of degree—all of which will make our program more attractive to students. The 45 CH will consist of 3 major components: 1) the **12 CH Core**, 2) a **15 CH group of required courses** covering professional skills and competencies (i.e., communications, leadership, analytics, global awareness), and 3) **18 CH of specialized courses**, which must include one certificate (12-15 CH) offered by the TCoB.

D. Although it can be more challenging to engage students in online environments, we believe that our redesigned program will support **engagement and experiential learning** in multiple ways. First, some of our courses are designed to engage students in real-world problem solving. For example, our required consulting course (Bus_Ad 8500) will require students to complete a real-world consulting project for a company. Similarly, the Strategic Communication and Leadership course taught by Journalism will incorporate substantial engagement and experiential learning components. In addition, our Graduate Programs Office (GPO) will sponsor **multiple required (through Bus_Ad 8010, professional development) or voluntary co-curricular activities**. See Appendix A for a description of those possible activities. Importantly, these activities will be provided free or subsidized by the TCoB through use of funds associated with the Crosby gift.

E. The required courses in the professional skills and competencies group will provide students with exposure to many of the areas identified as important by faculty and other stakeholders. Specifically, we will offer courses on **consulting, communications, business analytics, ethics and leadership, and the global business environment**, consistent with the curriculum in our current Crosby MBA program, and with typical MBA programs nationwide. In addition, we plan to partner with the **Novak Leadership Institute associated with the School of Journalism to offer a 3 CH course on leadership**. We believe that partnering with Novak and Journalism on this course will provide substantial value for our students, particularly given that the course will include considerable engagement and experiential learning opportunities for the students.

F. The table below outlines the proposed curriculum for the redesigned Crosby MBA program.

Proposed New Curriculum for Crosby MBA Program

Business Core (*Course numbers changes are currently under consideration)

Subjects	Course Number*	Course Title	Credit Hours
Accountancy Core	Acct 7310	Accounting for Managers	3
Finance Core	Fin 7220	Economics for Managers	1.5
	Fin 7410	Managerial Finance I	1.5
Management Core	Mangmt 7390	Organizational Behavior and Management	1.5
	Mangmt 7970	Intro to Strategic Management	1.5
Marketing Core	Mrktng 7460	Managerial Marketing	1.5
	Mrktng 7470	Adv. Marketing Management	1.5

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Professional Skills and Competencies

Skills	Course Number	Course Title	Credit Hours
Problem Analysis	Bus_Ad 8500	Business Problem Analysis: Field Project (consulting)	3.0
Communication	Bus_Ad 7050	MBA Communication Practice	1.5
Leadership	Jrnl 7242 (or other leadership courses)	Strategic Communication Leadership (or other leadership course)	3.0
Ethics	Bus_Ad 7340	Ethics and Leadership	1.5
Analytics Basics	Mangmt 7450	Business Analytics	3.0
Global Awareness	Mrktng 8720	Global Business Environment	1.5
Professional Development	Bus_Ad 8010	MBA Seminar (Professional Development)	1.5

15

Specialty Content Courses

Course Title	Credit Hours
One graduate certificate offered by the TCoB (currently Tax, Assurance, Financial Management, Investments, Construction Management, Global Supply Chain Management, Life Sciences Engineering and Entrepreneurship, Marketing Analytics)	12-15
Elective courses at the graduate level from TCoB	3-6

18

Total Minimum Credits: 45

Appendix A: Engagement and experiential learning activities

Along with the new curriculum for the reimagined Crosby MBA program, we also have the opportunity to develop co-curricular activities which enhance and build upon the set curriculum. Furthermore, the Crosby endowment will allow the GPO to present these co-curricular activities at a reduced cost or free of charge.

1. Orientation Boot Camp (Potentially in-person)

- Breakout Sessions catering to both “straight through” and “experienced” students:
 - Utilizing your graduate degree to begin your career (straight throughs)
 - Utilizing your graduate degree to secure promotion (experienced/part-time)
 - Resume Boot Camp (Bringing all resumes up to the Trulaske College of Business standard)
 - Elevator Speech Networking Event (all participants introduce themselves to staff and fellow students)
 - LinkedIn and Graduate School: Building Your Network One Day at a Time
 - Corporate Partner/Alumni Sessions with both recent and seasoned alumni
 - Team Building Activities: If in person, ropes course
 - Evening Networking event with Faculty, Staff and Alumni

2. Career & Professional Development

- 1-on-1 sessions covering: Resume review, cover letter review, mock interviews, professional dress assessment, job search assessment, StrengthsQuest assessment, salary negotiation, etc. (Personal attention to each career related question or process)
 - Aligns with BusAd 8010 Course
- Both in-person and virtual career fairs
- Graduate Programs Student Only Mix and Mingle Virtual Event each semester
 - Allows students to interact with companies interested in hiring those with a graduate degree and presents an opportunity for more in-depth discussion and networking with potential candidates.
- Company Sponsored Case Competitions
 - GPO Students Only
 - Undergraduate Students with 1 GPO student per team (pipeline development)

3. Networking Summits

- Domestic visits to key cities including: St. Louis, Kansas City, Chicago, Dallas, Denver
- Site visits with corporate partners, ex: AT&T, Plante Moran, Denver Nuggets, Ackerman McQueen, Caterpillar, True Manufacturing, Build A Bear, etc.
- Networking events sponsored by corporate partners. (Potential for involvement with Development Office, Faculty and Dean Visit)
- Mini-Case Competitions and Company Challenges at each visit (Allows companies to really interact and make connections with students and future hires).
- Allows student from ALL of our graduate programs to interact and network with each other

4. Speaker Series

- Diverse speakers on a variety of subjects both in person and virtual
- Corporate partners, “In The News”, Alumni Members, Key Faculty/Staff

Appendix B: Current Crosby MBA Curriculum

Dept and Course Number	Course Title	Credit Hours
Quantitative Analysis (Excel Proficiency Needed)		
Mangmt 7410	Management Information Systems	1.5
Mangmt 7420	Managerial Statistics	1.5
Mangmt 7430	Operations Strategy	1.5
Mangmt 7470	Data Analysis for Manag	1.5
Mangmt 7480	Managerial Analytics	1.5
Finance		7.5
Acctcy 7310	Accounting for Managers	3
Financ 7210	Microeconomics for Business	1.5
Financ 7440	Managerial Finance	3
Financ 8350	Financial Stat Analysis I	1.5
Financ 7000/8000	Finance Elective	3
Management		12
Bus_Ad 7340	Ethics & Leadership	1.5
Mangmt 7380	Org Behavior & Mgmt: T	1.5
Mangmt 7390	Org Behavior & Mgmt: N	1.5
Mangmt 7970	Intro to Strategic Management	1.5
Mangmt 8970	Strategy & Global Competiveness	1.5
Marketing		7.5
Mrktng 7460	Managerial Marketing	1.5
Mrktng 7470	Advanced Marketing Ma	1.5
Mrktng 7000/8000	Marketing Elective	3
Professional Development & Experiential		6
Bus_Ad 7050	MBA Communications Practice	3
Bus_Ad 8010	MBA Seminar/CPD (pre-internship)	1.5
Bus_Ad 8030	MBA Seminar/CPD (post-internship)	1.5
Bus_Ad 8500	Business Problem Analysis: Field Project	3
Certificate and/or Electives		9
Open Elective Courses		15
TOTAL PROGRAM HOURS		57