

COMPREHENSIVE PROGRAM REVIEW 2002-2003
UNIVERSITY PROGRAM REVIEW COUNCIL'S EVALUATION
for the

WEBMBA
GRADUATE PROGRAM

I. COUNCIL'S GENERAL OBSERVATIONS ABOUT THE PROGRAM

Unique and successful on-line program that provides alternative delivery of MBA through a multi-institutional approach.

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
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QUALITY INDICATORS

II. Summary of Program's Overall Quality	Very Strong	Very Strong
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Council's Observations:

Curriculum adheres to AACSB's learning standards. Faculty are very qualified, most are tenured, and all are actively in professional and scholarship activities. Advanced technology support is strong from collaborative institutions (5) and BOR. Good financial support from institutions. High student satisfaction reported with quality of curriculum, student services and enrollment processes. Highly selective; GMAT and GRE scores exceed other KSU graduate programs.

IIA. Curricular Adherence to Quality/Accreditation Standards	Very strong	Very strong
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Council's Observations:

Among 400 business schools accredited by AACSB-International and curriculum adheres to their standards and learning objectives. Courses are adapted from best courses in the consortium. Capstone is modeled on KSU's Career Growth MBA capstone course. SACS Substantive Change Review for Distance Education (Fall 2001) had no recommendations for curriculum revision. Program is working on refining the intersection of courses with the 5 learning objectives.

IIB. Quality of Faculty Supporting the Program	Very Strong	Very Strong
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Council's Observations:

Two faculty members from each of the 5 institutions teach in the Program. Each must be approved for graduate faculty status at EACH institution to be able to teach. No part-time or adjunct faculty currently teach. All have doctorates and average 7 years of corporate or professional business/military experience. All have been trained to design and deliver web-based courses. The faculty routinely collaborate on professional articles, papers, and presentations.

IIC. Quality of Facilities, Equipment, Learning Resources, And Placements	Very Strong	Very Strong
Council's Observations:		

Program uses USG WebCT platform and state licensure. Faculty equipment and facilities are provided by respective Business Colleges. Learning support resources are on-line library and learning/research sites and traditional learning resources at the admitting institutions. Expect strong support in next 5 years from USG and collaborating institutions in facilities, equipment and learning support resources.

IID. Quality of KSU's Annual Financial Investment	Strong	Strong
Council's Observations:		

Annual investment from each institution is strong. Each collects premium credit-hour tuition from students admitted through that school, keeping part and putting part in the WebMBA Agency Account where common expenses are paid out of net income and any remainder is distributed back to the 5 schools equally at the end of each cohort to defray start-up and faculty costs. Teaching faculty are funded within their respective schools. Program net income has covered operational expenses and is expected to continue to do so. Additional funding for faculty to accommodate growth needs to be addressed. Need back-up faculty for each course.

<u>Self-Study Eval</u>	<u>Council's Eval</u>
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IIE. Use of Advanced Technology for Program Delivery and Support	Very Strong	Strong
Council's Observations:		

Program is built on use of technology. USG's WebCT Group supports course technical delivery and administration. The BOR supports on-line marketing and faculty development, course design and development and consulting services and funded revision of 6 courses for compliance with ADA. Funding is not earmarked by BOR for course revision in 2003; two courses need to be revised in Spring 2003 to meet ADA requirements. WebCT will also convert to Vista format which will require course revisions. These costs will have to be supported by the WebMBA, by the participating institutions or by grant/corporate funds. Inquiry tracking, response services, marketing assistance and enrollment management services provided by GLOBE, which is now defunct, will have to be picked up by the Program.

Students rank quality of course delivery and student support as strong on two instruments. Good student resources and orientation are available on-line.

IIF. Quality of Program Advising, Enrollment Management & Student Services	Strong	Strong
Council's Observations:		

Program is lock-step with 10 courses per Cohort and students should complete by end of 5 semesters. Little individual advising is needed. Program Director will have to work with each institution to do enrollment management rosters and reports since demise of GLOBE. Student responses to surveys show satisfaction with quality in these areas. Need to improve financial aid advising services at each institution.

IIG. Program Graduates' Competitive Advantages Council's Observations:	Very Strong	Very Strong
The WebMBA student profile is very strong upon entry into program. The program provides significant opportunities for enhancement of skills in technology, project management, research, team building, collaborative learning, tele-conferencing, case analysis, and application of management principles. KSU Capstone course was adapted from model residential offering for the Career Growth MBA. Special foundation was established to support research opportunities for students.		
IIH. Faculty's & Program's Diversity & Global Perspective Council's Observations:	Satisfactory	Strong
One course is entirely global focused and two others have specific components which address cultural and global issues. More diversity is needed in program faculty, both race and gender. Study abroad opportunities are being sought for students and faculty projects and research.		
III. Endowments, Scholarships, Gifts, Grants, and Fees Council's Observations:	Satisfactory	Satisfactory
As BOR and GLOBE services are decreased, it was indicated that additional funding must be secured by increased tuition fees, expanded recruiting nationwide and worldwide, establishing partnerships with companies, and securing state/federal grants. No indication was given on what is currently done in this area except to increase premium pricing.		
IIJ. Program's Honors, Awards & Recognition Council's Observations:	Strong	Strong
National recognition given in multiple publications. One of 41 accredited schools with on-line MBA programs. Strengthen by giving list of presentations/papers delivered by faculty.		
IIK. Honors of Program's Students, Graduates & Faculty Council's Observations:	Very Strong	Very Strong
Good documentation of faculty achievements. Would be strengthened by giving numbers of students inducted into honorary societies and specific examples of promotions and career changes resulting from program.		

III.	Success of Program's Graduates Council's Observations:	Strong	Satisfactory
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First cohort graduated in Summer 2002 so data is limited. Give specific examples of antedotal data until hard data is available.

IIII.	Stakeholder Satisfaction with Program Council's Observations:	Very Strong	Very Strong
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Retention rate of students who attend orientation averages 90%. Course evaluations and exit surveys include items on satisfaction and results are strong. Efforts have been made to have consistent communication across institutions when dealing with students.

IIII.	Selectivity & Achievement of Students Council's Observations:	Very Strong	Very Strong
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Each institution has its own admission standards, in keeping with its published MBA requirements. Each requires a minimum of 2 years professional business experience, a bachelor's degree, and completion of all prerequisites. Initial data (from 2 cohorts) show 3.3-3.5 entering GPAs and 550 GMAT scores. Overall grades align with other graduate programs. Additional time is needed for concrete data.

IIIO.	Program's Responsiveness to Assessment, Change & Improvement Council's Observations:	Very Strong	Very Strong
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Reference is made to the "single SACS Change Review recommendation" being address—what was this recommendation and how was it addressed? What are the SACS suggestions and how are they being addressed? Good listing of changes/improvements is given.

PRODUCTIVITY INDICATORS

IIII.	Summary of Program's Overall Productivity Council's Observations:	Very Strong	Very Strong
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Good growth reported in course enrollments, utilization of actual to potential seating capacity, and retention. Program completion rate of 85 % for Cohort I is very strong. Requirements are clear and concise with courses sequenced for progressive development of knowledge, skills and application leading to the Capstone course. Method of funding seems to be fair and equitable among institutions. Program brings an important alternative delivery method for obtaining MBA to state employers and employees. Diversity of both students and faculty needs to be improved.

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
<p>IIIA. Enrollment of Graduate Students in Program Council's Observations:</p>	Very Strong	Very Strong
<p>Headcount increased from 29-34, or 17% from Cohorts 1-3. Average enrollment per course per Cohort has increased from 23-32, or 39%. Overall retention rate for all 3 cohorts is 90%.</p>		
<p>IIIB. Program's Annual Degree Completions Council's Observations:</p>	Very Strong	Very Strong
<p>Cohort 1 had an 85 % ratio of graduate students to degrees awarded (23 of 27 students finished on-cycle and 2 more will finish 1 semester late). KSU's overall ratio of graduate students to degrees awarded is 40%.</p>		
<p>IIIC. Graduation Rate & Program Completion Efficiency Council's Observations:</p>	Very Strong	Very Strong
<p>Graduate Rate is very strong: 25 of 27 students in Cohort 1 graduated. Program is required by BOR to be solvent.</p>		
<p>IIID. Efficiency & Clarity of Curricular Design Council's Observations:</p>	Very Strong	Very Strong
<p>The program is composed of 10 lock-step courses, the WebMBA orientation course and a follow-up session. Requirements are in the catalog, on the web-site, explained in orientation and during advisement and inquiry.</p>		
<p>IIIE. Scheduling Frequency & Sequencing of Required Courses Council's Observations:</p>	Very Strong	Very Strong
<p>Courses are scheduled to meet needs of each Cohort and to provide foundational sequencing for advanced courses.</p>		
<p>IIIF. Enrollment Levels in Required Courses Council's Observations:</p>	Very Strong	Very Strong
<p>No electives or concentrations are offered. There have been few withdrawals from the lock-step courses. No courses have been dropped due to low enrollment.</p>		

<u>Focus of Evaluation</u>	<u>Self-Study Eval</u>	<u>Council's Eval</u>
<p>IIIG. Diversity of Program's Majors & Graduates Council's Observations: Need to develop concrete plans to recruit a more diverse student population in gender and ethnicity.</p>	<p>Weak</p>	<p>Weak</p>
<p>IIIH. Faculty's Instructional Productivity Council's Observations: It is difficult to make comparisons among all 5 participating institutions of weighted credit hour productivity per FTE faculty. In the program itself, weighted credit hours have increased per course from Cohort 1 to 3.</p>	<p>Strong</p>	<p>Strong</p>
<p>IIII. Cost-Effectiveness of Program Instruction Council's Observations: Given limited data and taking into consideration the unique funding arrangements for this Program, indicators such as increases by cohort and by fiscal year in weighted credit hours generated, weighted credit hours per faculty, and average headcount per course suggest high cost effectiveness.</p>	<p>Strong</p>	<p>Strong</p>
<p>IIIJ. Responsiveness to State Needs & Demand for Graduates Council's Observations: Students are employed by wide variety of companies and more than 50% receive some level of tuition reimbursement. Studies show shortages in Georgia of trained business professionals for whom the MBA would be valuable. On-line delivery is responsive to both employers and employees and to geographical access.</p>	<p>Very Strong</p>	<p>Very Strong</p>
<p>IIIK. Program's Ranking in the University System Council's Observations: Ranks 10th in IPEDS FY 2001 Masters Degrees Awarded in Business other than Accounting. Suggest increasing funding to support an additional cohort per year.</p>	<p>Strong</p>	<p>Strong</p>
<p>IIIL. Program's Contribution to Achieving KSU Mission Council's Observations: Collaborative approach with other System institutions. Shares resources and enhances programs and services to citizens of Georgia.</p>	<p>Very Strong</p>	<p>Very Strong</p>

IV. PROGRAM'S VIABILITY AT KSU

Council's Observations:

Section was not answered. In the Executive summary, states that program is viable for all colloquium institutions. Continuation funding needs to be carefully considered.

V. MODEL PROGRAM POTENTIAL

Council's Observations:

Program is unique and has potential for model program. Good collaborative model. Given recognition in press. Self-funds administrative costs; institutions provide faculty funding. Being used as model for design of BOR's Bachelor's of Science in Instructional Technology.

VI. COUNCIL'S OBSERVATIONS ABOUT THE PLANS FOR IMPROVING QUALITY & PRODUCTIVITY

Need specific objectives/activities to achieve each goal set.

VII. EXPAND, MAINTAIN, CONSOLIDATE, OR DISCONTINUE

Council's Observations:

The program should be maintained at current cohort levels until funding issues can be resolved and then it should be expanded. Student demand is evident for increasing number of cohorts per year.

COUNCIL'S RECOMMENDED FOLLOW-UP

No follow-up recommended at this time.