

FORM A
Board of Regents, State of Iowa

**REQUEST TO IMPLEMENT A NEW BACCALAUREATE, MASTERS,
DOCTORAL, OR PROFESSIONAL DEGREE PROGRAM**

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for a Regent university to demonstrate need and demand as well as the university's ability to offer a quality program that is not unnecessarily duplicative of other similar programs offered by colleges and universities in Iowa.

Institution: Iowa State University - Ivy College of Business

CIP Discipline Specialty Title: (SVPP) _____

CIP Discipline Specialty Number (six digits) (SVPP) _____

Level: B _____ M X D _____ P _____

Title of Proposed Program: Professional Master of Business Administration

Degree	Abbreviation	(e.g.,	B.S.,	B.A.,	M.A.,	Ph.D.):
_____	PMBA	_____	_____	_____	_____	_____

Mode(s) of Delivery (check all that apply): On-campus (face-to-face) ___ Off-campus (face-to-face) X
Online X Hybrid X Other _____

Approximate date to establish degree: Month August Year 2023

Contact person: (name, telephone, and e-mail): Valentina Salotti, Associate Dean for Academic Affairs and Diversity, 515 294 42 01, vsalotti@iastate.edu

College that will administer new program: Ivy College of Business

Please provide the following information (use additional pages as needed). Do not use acronyms without defining them.

1. Describe the proposed new degree program, including the following:
 - a. A brief description of the program. If this is currently being offered as a track, provide justification for a standalone program.

The Professional Master of Business Administration (PMBA) is a part-time graduate program geared towards working professionals with an interest in furthering their managerial and leadership skills. The program is currently offered as a "track" within our MBA program. Core courses in the part-time program are taught in a hybrid format with weekly in-person class meetings in our Capital Square Des Moines Campus. Electives are offered in Ames, Des Moines, and online. We are seeking approval for the program to be offered as standalone in hybrid and online delivery modality. In addition, we are proposing a reduction of the total credits to completion for this program to 42 credits.

The Ivy MBA program, established in 1985, offers a full-time and concurrent (4+1) track (MBA) delivered in-person in Ames and a hybrid part-time Professional track delivered in Des Moines (PMBA).

The full-time MBA program currently enrolls 98 students of which 84 are concurrent Iowa State undergraduate students from STEM disciplines. Concurrent students start the MBA in their junior/senior year. The part-time PMBA program enrolls 56 students, the average age of students enrolled is 29 years and their work experience is 5-7 years. While full-time concurrent students are

academically strong, they lack the professional expertise that the traditional MBA student brings into the program. Over the years, it has become increasingly evident to our instructors and to the support staff that the part-time and full-time populations have dissimilar needs, and those programs should be formally separated. COVID-19 has also created long-lasting needs and expectations to provide professional students with more flexibility in their path to degree completion and options to take some or all their coursework online.

We are proposing a separate graduate degree (PMBA) that will better serve part-time students by tailoring curriculum, delivery, and path to completion to the needs and preferences of working professionals. The proposed PMBA program differs from our current full-time MBA program as follows:

- Shorter path to completion: The PMBA program features 42 credits of coursework, six credits less than the MBA program which currently requires 48 credits. Coursework consists of 30 credits of required (core) courses in accounting, quantitative methods in business, managerial economics, finance, marketing, information systems, organizational behavior, strategy, business ethics, supply chain management, and 12 credits of elective coursework. Core courses will continue to be the same across full-time and part-time programs, however PMBA students will take 12 credits of electives and full-time students in the MBA will continue to take 18. The PMBA will continue to offer the same specializations we currently offer accounting, business analytics, finance, information systems, marketing, leadership, and supply chain management. PMBA proposed curriculum is included in Appendix A.
- Enhanced flexibility: The PMBA will allow students a flexible path to completion and the choice to take core course in hybrid or online format. The full time MBA program will continue to be cohort-based with admissions occurring in the fall of each year. The PMBA will offer rolling admissions in fall, spring, and summer term. PMBA students will also be able to choose the number of credits to take each term, with the only requirement being that they complete their graduate degree within 7 years from admission into the program per Iowa State Graduate College Handbook Section 4.4.5 Time-to-Degree Limit.
- Admissions requirements: PMBA prospective students are evaluated first based on breadth and depth of their work experience. GMAT/GRE scores may be considered but they are not required for admission. Undgraduate degree and academic performance is also considered, especially for those candidates in the very early stages of their professional career. On the other hand, the full-time program does not require work experience, students are required to submit a GMAT/GRE score, and undergraduate academic performance is a significant consideration in the admissions decision.

b. A statement of academic objectives.

The academic objectives of the Iowa State Ivy Professional MBA program are the following:

1. Ivy MBA students will be effective communicators. Students will:
 - 1.1. communicate through written arguments and presentation of relevant data.
 - 1.2. prepare and deliver an effective business presentation.
2. Ivy MBA students will be effective collaborators. Students will:
 - 2.1. evaluate how leadership traits and behaviors affect key stakeholders.
 - 2.2. evaluate how followership traits and behaviors affect key stakeholders.
 - 2.3. recognize and leverage differences in teamwork settings.
3. Ivy MBA students will be critical thinkers. Students will:
 - 3.1. demonstrate comprehensive and integrated business knowledge.
 - 3.2. diagnose business problems.

- 3.3. utilize data to make informed decisions.
- 4. Ivy MBA students will recognize ethical and global responsibilities to organizations. Students will:
 - 4.1. recognize moral dimensions to decisions and actions.
 - 4.2. analyze how business decisions affect firm performance and stakeholders.

- c. What the need for the program is and how the need for the program was determined;

The Professional MBA program was established as a track to the MBA program in 1999. While enrollment in the program has seen some year-to-year enrollment fluctuations and has capacity to grow, it has been, and continues to be, a viable program for the Ivy College of Business. The program has been voted *Best in Des Moines* from 2018 to 2021 and enjoys excellent visibility among working professionals in the Des Moines area.

From surveys evidence¹ and conversations with current and prospective students, cost and time to completion are a significant factor in the choice of an MBA program. A few competing institutions in Iowa and the bordering states feature programs with 39 to 45 credits to completion: For example, University of Iowa (45), Drake University (39), University of Wisconsin (44), University of Kansas (42). The Ivy MBA program currently features 48 credits of coursework. While the length of the program is appropriate for full-time and concurrent students, we are cognizant that less credits are desirable for the population of working professionals. 42 credits allow us to offer an academically robust program with a more desirable time to completion and a lower overall cost.

- d. The relationship of the proposed new program to the institutional mission and how the program fits into the institution's and college's strategic plan;

The proposed program aligns with the university's mission and vision as outlined in the Strategic Plan for AY 2017-2022. Iowa State University aims to create, share, and apply knowledge, specifically through "learning by doing" in the areas of science and technology. The PMBA is the ideal degree for those working professional willing to further their managerial and leadership skills, and it is of particular interest to candidates coming from a scientific, quantitative, or analytical background in business and non-business disciplines.

Furthermore, the program aligns with the 2021-2026 strategic plan for the Ivy College of Business. Specifically, the program addresses Strategic Priority #1 "Advancing Innovative, high-quality, high-impact academic programs" and subgoal #1 "Develop undergraduate and graduate curriculum and business programs based on fundamental business principles and sensitivity to ongoing industry needs"

- e. The relationship of the proposed new program to other existing programs at the institution; describe how the proposed program will enhance other programs at the university. Will the proposed program duplicate existing programs at the university?

The professional program has been offered as a track in the MBA program since 1999. Students in the Professional MBA program routinely enroll in graduate courses that also serve other graduate business students across several programs at Ivy. The MBA program students contribute to maintaining a healthy enrollment in all our graduate courses and allows us to offer multiple choices of electives each semester.

- f. The relationship of the proposed new program to existing programs at other colleges and universities in Iowa, including how the proposed program is different or has a different emphasis than the existing programs.

¹ Capranos, D., Dyers, L., Magda, A. J. (2021). Voice of the online learner 2021: Amplifying student voices in extraordinary times. Louisville, KY: Wiley Education Services.

Professional MBA programs have been a staple in business education across all three Regents institutions for a long time. As such, it is common to see significant curricular similarities across different programs.

The University of Iowa Tippie College of Business offers a 45 credit Professional MBA, delivered in hybrid and online formats with a residential component in both Des Moines and Cedar Rapids.

University of Northern Iowa College of Business offers a 30 credit in-person Professional MBA with courses in Cedar Rapids and Cedar Falls.

Looking specifically at degrees offered by Regents institutions which attract student with similar characteristics, the following curricular elements make the Ivy MBA program different from programs at UI and UNI.

- Breadth core curriculum. The Ivy PMBA features 30-credits of required coursework, compared to 27 credits for both UI and UNI. Most required coursework is similar across the three institutions, except for two courses (6-credits) that are unique to the Ivy College of Business: MIS 501: Management Information Systems and MGMT 503: Professional Responsibility in Business and Society.
- Specializations The Ivy College of Business has the widest array of MBA specializations among the three institutions. UI has specializations in finance, management, business analytics, marketing, and entrepreneurship. UNI offers no specializations. Ivy offers specializations in accounting, business analytics, finance, information systems, marketing, leadership, and supply chain management.

A detailed comparison of core requirements among the three Regents institutions is included in Appendix B.

Other private institutions in Iowa also offer similar degrees:

- Drake University-hybrid format alternates between online and in-person classes
- Upper Iowa University, online and in-person
- Maharishi University of Management, online and in-person
- St. Ambrose University online and in-person
- University of Dubuque, online and in-person
- Clarke University, online
- Marquette University, online and in-person
- Kaplan University, online
- Waldorf University, online

- g. Special features or conditions that make the institution a desirable, unique, or appropriate place to initiate such a degree program.

The PMBA is an established and viable program for the Ivy College of Business. The shorter curriculum and the opportunity to deliver the content online will allow us to grow our footprint in the state of Iowa and beyond. The program has been voted *Best in Des Moines* four years in a row by the readers of *The Business Record*. With the proposed changes we expect to continue to deliver a high quality program to working professionals in the greater Des Moines area, and to expand our reach to those students wanting to pursue a completely online degree.

- h. Describe the personnel, facilities, and equipment necessary to establish and maintain a high quality program. Include any reallocations from other programs or areas of the university.
- i. We currently offer our PMBA program in hybrid format, meeting one day/ week throughout 5 semesters. To provide the greatest flexibility for students, we will need to offer core classes more frequently and in two modalities: hybrid and online.
 - ii. All ten MBA core classes are currently offered in hybrid format. Six core courses (or equivalents) are also offered online to meet the needs of other majors in which we have partnerships (i.e., Engineering Management). These online courses have capacity to accommodate growth in the PMBA program at least in the short term (year 1 - 3). We will need to develop and offer four more online core courses which we are prepared to do, without hiring additional faculty, within the first two years of the program. Several Ivy faculty are well-qualified and have capacity to take on additional coursework in the PMBA. The Ivy College of Business provides its faculty with overload pay for courses that go above the instructor regular load. In addition, graduate students will be made available to support teaching needs. The part-time nature of the program and its flexibility allows us to ramp up the number of sections offered, gradually, as we continue to monitor program enrollment. We do not anticipate the need to hire new faculty at least until year 3 from the launch of the online program. If enrollment were to increase beyond expectations the college is prepared to invest in additional faculty.
- i. How does student demand for the proposed program justify its development? What are the anticipated sources of students to enroll in this new program?

The Ivy PMBA program has always been a viable program for our college. The shorter curriculum and the opportunity to deliver the content also online will allow Ivy to grow its footprint in the state of Iowa and beyond. In addition, our recruiters routinely receive inquiries from prospective students interested in a fully online MBA. While the current format makes the Ivy MBA viable for working professionals located in the greater Des Moines area, the introduction of an online option will allow us to better serve our current student population but also to expand our reach more broadly to the state of Iowa and to the neighboring states.

A 2021 study conducted by Capranos, Dyers and Magda², show that post COVID-19 online learners, seek education from institutions in close proximity. Two-thirds of all online students are within 100 miles from their institution of choice, however graduate students are more willing to search above the 100 miles radius for better program fit. These students seek a balance between fit and affordability and would NOT enroll in a residential program. This indicates that the online option will attract a new student demographic and not cannibalize the hybrid format. According to a 2021 LinkedIn search, there are currently 92 Iowa State Alumni working on Master's degrees at Tippie, 78 of these are online MBA students (16 live outside Iowa, 6 live in Ames). We are confident that we would be able to capture most of our alumni base interested in an MBA with the addition of an online option to our degree program.

Online MBAs continue to be very popular among the professionally-employed student population with schools in the State of Iowa offering online options alongside a hybrid or in person model (for example, Tippie College of Business) or transitioning out of the in-person market to offer an exclusively online degree (for example, Drake University in 2022). Appendix C reports 2021 and 2022 enrollment for in-state and out-of-state competing schools (appearing in Google searches using "online MBA"). All Iowa-

² Capranos, D., Dyers, L., Magda, A. J. (2021). Voice of the online learner 2021: Amplifying student voices in extraordinary times. Louisville, KY: Wiley Education Services.

based schools have seen significant growth in enrollment from 2021 to 2022. Major national “players” and for-profit schools have generally seen stable to growing enrollment with Arizona State being the notable exception.

The Ivy College of Business has a highly-ranked full-time MBA program and a well-respected part-time hybrid MBA program. Given the growth in enrollment across competing schools in the State of Iowa and the reputation of the Ivy College and Iowa State University we expect that over the next few years the program will attract the enrollment that we project in section 2.

2. Estimate the number of majors and non-majors students that are projected to be enrolled in the program during the first seven years of the program.

a. Undergraduate

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Majors					
Non-Majors					

b. Graduate/Professional

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Majors	60	80	120	160	200	350	500
Non-Majors							

3. Describe the state and/or national workforce need and/or demand for graduates of the proposed program currently and in the foreseeable future (provide the sources of data used to estimate workforce need and demand).

MBA programs have been a staple of business school graduate education for decades. Given the breath of the MBA curriculum, the program is the most versatile and broadly-appealing graduate business degree. The Ivy PMBA has been in existence for many years now and has always been viable with enrollment averaging 60 students. New incoming enrollment for Fall 2022 was 26 students, with total PMBA enrollment of 59.

The U.S. Bureau of Labor statistics projects that “overall employment in management occupations to grow 8 percent from 2021 to 2031, faster than the average for all occupations; this increase is expected to result in about 883,900 new jobs over the decade. In addition to new jobs from growth, opportunities arise from the need to replace workers who leave their occupations permanently. About 1.1 million openings each year, on average, are projected to come from growth and replacement needs.” Given the projected growth in managerial occupations, we expect that part-time MBA programs, especially those with flexible paths to completion (hybrid, online, and self-paced) will continue to be very popular among working professionals.

4. List all other public and private institutions of higher education in Iowa currently operating programs similar to the proposed new degree program. (For comparison purposes, use a broad framework, e.g., such identification should not be limited to programs with the exact same title, the same degree designation, having the same curriculum emphasis, or purporting to meet exactly the same needs as the proposed program.)

If the same or similar program exists at another public or private institution of higher education in Iowa, respond to the following questions:

a. Do other colleges in Iowa offer programs similar to the proposed program? See 1f.

- b. Has there been consultation in developing the program proposal? Provide a summary of the response of each institution consulted.

Letters of support were obtained from Tippie College of Business and University of Iowa College of Business.

- c. Has the possibility of an inter-institutional program or other cooperative effort been explored? What are the results of this study? (Consider not only the possibility of a formally established inter-institutional program, but also how special resources at other institutions might be used on a cooperative basis in implementing the proposed program solely at the requesting institution.)

Transfer of MBA course credits from other academic institutions to the Ivy MBA is limited and requires approval to be included on a student's study plan. The university must have AACSB accreditation for transfer credit to be considered. The length of time since the requested transfer courses were taken is also a factor. Transfer credit usually applies to elective coursework, not the required core courses, within the Ivy MBA program. Per University policy, at least 22 graduate credits must be earned at Iowa State University.

Up to 24 transfer credits from an Iowa Board of Regents Institution are allowed to transfer into the Professional MBA. Up to 9 credits from an AACSB accredited institution may transfer into the fulltime MBA program. Generally, transfer credit applies to elective coursework, not to required core courses. However, all courses are evaluated on a case-by-case basis.

Coursework taken as an undergraduate student are not transferrable to the MBA program. A final course grade of "B" or higher must be received on all transfer coursework. An official graduate transcript from the institution from which transfer credit has been approved must be submitted to the Ivy Graduate Programs Office.

- d. Are letters of support included with the program proposal? Yes .

5. If there are plans to offer the program away from the campus, briefly describe these plans, including potential sites and possible methods of delivery instruction. Will off-campus delivery require additional **HLC accreditation**?

The program is already offered off-campus in our Capital Square campus, Suite 160. We host classes on MBA core classes on Monday and Tuesday evenings from 5:50 p.m.-9:10 p.m. over 6-week sessions for 5 semesters. MBA electives are available online, in-person during intersession, or on-campus in Ames.

6. Will the proposed program apply for programmatic accreditation? When?
The program will not be separately accredited.
7. For undergraduate programs: Will articulation agreements be developed for the proposed program? With whom? No.
8. Describe any opportunities for experiential learning (e.g. internships, clinicals, research, community engagement/service learning).
The program is geared towards working professionals, thus supplemental experiential opportunities will be limited. Students have the ability to participate in study abroad through a specific faculty-lead MBA study tour.

9. From where will the financial resources to cover the costs for the proposed program come (list all that apply, e.g., department reallocation, college reallocation, grants, new to the university)? This is an existing program. No additional resources are necessary.
10. Include any additional information that justifies the development of this program.

Appendix A – PMBA proposed Curriculum

Required Core Courses (30 credits)

- ACCT 501: Financial Accounting (3 credits)
- BUSAD 502: Quantitative Business Analysis and Decision Making (3 credits)
- ECON 532: Managerial Economics for the Global Organization (3 credits)
- FIN 501: Financial Valuation and Corporate Financial Decisions (3 credits)
- MGMT 502: Organizational Behavior (3 credits)
- MGMT 503: Professional Responsibility in Business and Society (3 credits)
- MGMT 504: Strategic Management (3 credits)
- MIS 501: Management Information Systems (3 credits)
- MKT 501: Marketing (3 credits)
- SCM 501: Supply Chain Management (3 credits)

Electives (12 credits)

Students are required to take six elective courses and must select courses from at least two fields of study below. Course choice will be determined by student interest or specialization options. Elective courses are available in the following areas:

- Accounting
- Business Administration
- Business Analytics
- Entrepreneurship
- Finance
- Healthcare Management
- Information Systems
- Marketing
- Supply Chain Management

More information about courses can be found at the university's [course catalog](#).

Appendix B – Core Courses across Regent Institutions

ISU/Ivy College of Business – MBA Core Courses	UI/Tippie MBA –core coursework	UNI MBA –core coursework
MGMT 501 - Organizational Behaviors	MBA 8120 Management in Organizations	MGMT 6260 Strategic Management of Human Resources
BUSAD 502 - Quantitative Business Analysis	MBA 8150 Business Analytics	MGMT 6272 Research and Analysis for Management Decisions
ACCT 501 - Financial Accounting	MBA 8140 Corporate Financial Reporting	ACCT 6030 Managerial Accounting
ECON 532 - Managerial Economics	MBA 8160 Managerial Economics	ECON 6520 Managerial Economics
FIN 501 - Financial Valuation	MBA 8180 Managerial Finance	FIN 6266 Financial Management and Markets
MIS 501 – Management Information Systems	Available as elective	MGMT 6249 Management Information Systems Concepts
MKT 501 - Marketing	MBA 8110 Marketing Management	MKTG 6170 Marketing Management
SCM 501 - Supply Chain Management	MBA 8240 Operations and Supply Chain	Available as elective
MGMT 503 - Professional Responsibility in Business & Society	Available as Elective	Available as elective
MGMT 504 - Strategic Management	MBA 8300 Foundations in Strategy	MGMT 6250 Strategic Planning and Organization Analysis
	MBA 8310 (Business Integration	MGMT 6262 Cross-Functional Operations

Appendix C – Enrollment trends and tuition

Online programs in Iowa and programs that come up in Google searches for MBA programs in Iowa:

University	US News Rank 2022	2021 Enrollment	2022 Enrollment	2022 Tuition per credit 2022
Drake	#62	60	109	\$700
Upper Iowa	#240	290	467	\$625
Iowa (Tippie)	#78	216	592	\$700
Kansas	#16	307	394	\$865
Penn State World Campus	#15	673	899	\$1236
Pepperdine	#52	353	498	\$1820
UNC-Chapel Hill	#1	717	766	\$2025
Regent University	#159	465	425	\$486
Arizona State	#7	450	335	\$1247



University of Northern Iowa
College of Business

Office of the Dean

April 4, 2022

Dean David Spalding
2300 Gerdin Business Building
Iowa State University
Ames, IA 50011

Dear David,

I am pleased to provide a letter of support for your proposal to separate your part-time Professional MBA program from your full-time MBA program offered in Ames. I agree that part-time students have different learning needs and expectations compared to full-time students. We are also starting to look at modality of the MBA classes we offer in our part time program to make sure we are offering the best options to help with degree completion.

Sincerely,

A handwritten signature in blue ink that reads "Leslie K. Wilson". The signature is fluid and cursive.

Leslie K. Wilson



Tippie College of Business

Office of the Dean

University of Iowa

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April 8, 2022

Dean David Spalding
Ivy College of Business
Iowa State University
2200 Gerdin Business Building
2167 Union Drive
Ames, IA 50011

Dear Dean Spalding,

I am writing to offer our support for the Ivy College's proposed addition of an online option for the PMBA program. An online program will certainly provide more flexibility to prospective students. We are supportive of efforts by the Regent's institutions to meet students where they are, and increasingly, that means utilizing online and hybrid delivery models.

The Tippie College of Business wishes you all the best in this important endeavor.

Sincerely,

Amy Kristof-Brown, Ph.D.
Henry B. Tippie Dean

Academic Program Approval Voting Record

This document is to be appended as the last page of the proposal for any new or revised academic program to record the successive votes of approval as the proposal moves through its required review and approval steps. Consult Faculty Handbook Section 10.8 or the Faculty Senate Curriculum Committee website for information regarding Committee review and voting requirements for each action.

Curricular Action: (check appropriate boxes below)

1. New Program Name Change Discontinuation Concurrent Degree for:
2. Undergraduate Major Graduate Major Undergraduate Minor Graduate Minor
 Undergraduate Certificate Graduate Certificate Other: _____
3. Name of Proposed Change: Professional MBA
4. Name of Contact Person: Valentina Salotti e-mail address: vsalotti@iastate.edu
5. Primary College: Ivy College of Business Secondary College: _____
6. Involved Department(s): Ivy College of Business _____

Voting record for this curricular action:

Voting Body	Votes			Date of Vote
	For	Against	Abstain	
College Curriculum Committee	6	0	0	3/28/2022
College Approval Vote	86	3	0	5/5/2022
Graduate Council	4	0	0	10/20/2022
Faculty Senate Curriculum Committee	6	0	0	11/7/2022
Faculty Senate Academic Affairs Council	10	0	0	11/16/22
Faculty Senate				