

BOARD OF HIGHER EDUCATION
REQUEST FOR COMMITTEE AND BOARD ACTION

COMMITTEE: Assessment and Accountability

NO.: AAC 09-09

COMMITTEE DATE: January 30, 2009

BOARD DATE: February 5, 2009

SPRINGFIELD COLLEGE
MASTER OF BUSINESS ADMINISTRATION

MOVED: The Board of Higher Education hereby approves the Articles of Amendment of **Springfield College** to award the **Master of Business Administration**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Dr. Francesca Purcell, Associate Commissioner for Academic and P-16 Policy

BOARD OF HIGHER EDUCATION

February 2009

Springfield College

Master of Business Administration

INTENT

In February 2008, Springfield College filed a petition with the Department of Higher Education to seek approval to award the Master of Business Administration degree (M.B.A.). By offering a combination of traditional M.B.A. core courses and the opportunity to choose between a general management and a nonprofit management concentration, the proposed program intends to prepare students seeking leadership positions in a variety of people-oriented management positions and in careers in the not-for-profit sector. The proposed program intends to build on the College's undergraduate management majors and includes a five-year dual B.S./M.B.A. option for qualified undergraduate students. The focus for the proposed program aligns with both the College's mission and its history as a YMCA "training school," as the original graduates of the College served as YMCA directors and chief executive officers across the country and around the world. Springfield College intends for students in the proposed M.B.A. program to develop management skills in an environment where compassion for others and the ideal of community service are valued.

INSTITUTIONAL OVERVIEW

Springfield College is a private, four-year coeducational institution, accredited by the New England Association of Schools and Colleges, Inc. Founded in 1885 to train leaders for the YMCA, the College offers programs in allied health sciences, sports and movement activities, business and management, human and social services, and the arts and sciences. The College's mission is to educate students in service to humanity by building upon its foundation of Humanics—the education of the whole person in spirit, mind, and body for leadership in service to humanity—and academic excellence. The College enrolls more than 3,000 undergraduate and graduate students at its main campus in Springfield, Massachusetts. Another 1,900 students are enrolled in weekend or evening programs in its School of Human Services at nine satellite campuses around the country. Springfield College received authority to award the Bachelor of Science, Bachelor of Physical Education, Master of Education, Master of Humanities, Master of Physical Education, Master of Science, Bachelor of Physical Education; and Doctor of Physical Education in the 1950s. The College was authorized to offer the Bachelor of Arts degree in 1963, the Master of Social Work in 1993, and the Doctor of Physical Therapy in 2005. In 2006, the Doctor of Physical Education was re-titled the Doctor of Philosophy in Physical Education, and the Board approved the Certificate in Advanced Graduate Study in Art Therapy, Athletic Counseling, Educational Administration, Health Education, Industrial/Organizational Psychology, Marriage and Family Therapy, Mental Health Counseling, Occupational Therapy, Physical Education, School Guidance Counseling, Special Education, and Student Personnel Administration.

ACADEMIC AND RELATED MATTERS

The proposed M.B.A. program is designed to meet the needs of Springfield College students who wish to remain at, or return to, Springfield College to pursue an M.B.A. degree. The proposed M.B.A. program will initially be marketed to Springfield College graduates and to qualified undergraduates in the College's business administration and sport management departments.

Projected Enrollments

	Number of Students Year 1	Number of Students Year 2	Number of Students Year 3	Number of Students Year 4
New full-time	10	13	16	20
Cont' full-time	0	0	0	0
New part-time	5	7	8	10
Cont' part-time	0	3	5	5
Totals	15	23	29	35

Curriculum (Attachment A)

The proposed program will require the completion of seven core courses (21 credit hours) and three concentration courses (9 credit hours) in general management or nonprofit management. The core will include a global strategic management capstone course that will allow students to integrate and apply their coursework to real-world problems, ensuring that students have actual business experience, although many will also be working and/or completing a professional internship prior to beginning their graduate program of study.

Admission Requirements

Students who have already earned an undergraduate degree from a regionally accredited institution must present evidence of:

1. A minimum of a 3.0 cumulative undergraduate grade point average;
2. A score of a minimum of 500 on both the verbal and quantitative sections of the G.M.A.T. entrance examination;
3. Three letters of recommendation;
4. A completed Springfield College Graduate Program application, including an essay describing their rationale for applying to the M.B.A. program; and
5. A current résumé that includes a description of their professional experience.

Springfield College dual degree students will apply for admission to the M.B.A. program in the spring semester of their senior year of study and must meet the following criteria:

1. Students must present evidence of a 3.0 minimum cumulative grade point average for all their undergraduate courses and show progress towards completion of the business management, health services administration, sport management, or recreation management major or the M.B.A. prerequisites.
2. Students must complete the Springfield College Graduate Program application, including an essay describing their rationale for applying to the M.B.A. program.
3. Students must provide three letters of recommendation: one from a faculty member from their undergraduate program of study, not in the Department of Management and Economics, and two from the community.
4. Students must score a minimum of 500 on both verbal and quantitative sections of the G.M.A.T. entrance examination prior to their enrollment in graduate courses.

5. Students must submit a current résumé to the M.B.A. Director that includes a description of their professional internship experiences.

RESOURCES

Human Resources

An M.B.A. Program Director was hired and receives release time to address the responsibilities associated with developing this program. This individual reports to the Chair of the Business Administration Department and has worked closely with the faculty of the Department to design the program. Current full-time faculty members from the Department will teach the majority of the proposed M.B.A. courses, particularly in the core functional areas of finance, accounting, economics, and management. These faculty members will form the core faculty for the program, with qualified faculty members from several other departments, and qualified adjuncts teaching a limited number of courses within the program. In addition, the Department will hire a tenure-track faculty member with a background in marketing and prior experience in graduate-level teaching for the first year of the program and one new full-time faculty member in the second year of the program who has expertise in the area of research methods/quantitative analysis.

Fiscal Resources

The proposed M.B.A. program revenue and expense projections show a first-year deficit of \$10,980 and a second year deficit of \$24,813, which will be offset by modest budget surpluses in years three and four of the program. Based on the College's financial position, these deficits reflect program investments that the College can afford to make to start this program. By year four of the program, with a stable enrollment of 35 students, the program will be self-sustaining, with the projected budget indicating a modest surplus in each year of operation.

Library

Babson Library, the physical library for the Springfield College campus, houses books, bound periodicals, microfiche, and other non-print resources. The Library subscribes to more than 700 journals and offers access to thousands more through online aggregators. Springfield College students may also access information at several area libraries. A reference librarian serves as a dedicated liaison for the business administration students and faculty. She is available to answer questions and provide direction for students, and monitors the adequacy of the periodicals and electronic resources in business administration.

All academic departments at Springfield College are supported by Babson Library, depending upon their needs as evidenced by the degrees offered. The business plan for the proposed M.B.A. program includes a separate line item for library resources. The Library staff has worked closely with faculty members within the department to assess the current collection of texts, periodicals, and full text access databases. The College will provide budget support for the acquisition of additional texts and to add *Business Source Premier* to the online database collection. Annual funding for this database, (\$17,500), plus additional funds for acquisitions in other areas have been included in the \$27,500 annual library allocation.

Facilities and Equipment

Springfield College is in the final stages of a \$40 million comprehensive fund-raising campaign of which the major focus has been the renovation and enhancement of campus facilities. Over the past five years, the College has engaged in a program to renovate expand, and redesign nearly every classroom building on campus.

EVALUATION

Visiting Committee

The proposed program was evaluated August 24–27, 2008, by an external visiting committee comprising Dorothy J. Mulcahy, Ph.D., Professor, Management Department, Bridgewater State College (Chair); Sue Newell, Ph.D., Cammarata Professor of Management, Bentley College; and Clara Munson, Ph.D., Associate Professor, Business, Albertus Magnus College.

The visiting committee reviewed all materials, met with members of the administration, faculty, adjunct faculty, staff, and students; and visited the department and campus facilities.

The visiting committee stated that the proposed M.B.A. clearly fits into the growth and development of the Business Administration Department at Springfield College, as well as into the strategic planning of the institution as a whole. The visiting committee also noted that faculty experience is a strong asset for the proposed program. Visiting committee recommendations included that the Department create an external business advisory council, consider a more flexible course schedule, re-work syllabi to include student learning outcomes, submit a faculty hiring strategic plan, and develop a more detailed budget and marketing plan.

Institutional Response

In response to the visiting committee's recommendations, Springfield College immediately established a new Business Advisory Council comprising five members of the local business community to provide feedback on and guidance to the proposed program. The College redesigned the class schedule for the proposed program, submitted revised course syllabi following the adoption of a new M.B.A. Program Outcomes and Competencies document, developed a strategic plan for diversifying the faculty within the Department, and revised the budget with the addition of a marketing plan.

PUBLIC HEARING

The required public hearing was held on January 15, 2009, at the Department of Higher Education office. No comments were offered in opposition to the proposed program.

STAFF ANALYSIS AND RECOMMENDATION

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposed Master of Business Administration at Springfield College meets the criteria set forth in 610 CMR 2.08(3) in the Degree-Granting Regulations for Independent Institutions of Higher Education, accredited by the New England Association of Schools and Colleges. Recommendation is for approval.

ATTACHMENT A

M.B.A. Program Curriculum Outline

Major Required (Core) Courses (Total # of courses required = 7)		
Course Number	Course Title	Credit Hours
ECON 601	Economics of the Firm in the Contemporary Economy	3
MGTE 642	Financial Management	3
MGTE 617	Research Methods and Statistics for Business and Nonprofits	3
MGTE 680	Corporate Social Responsibility and Ethics	3
MGTE 625	Marketing Management	3
MGTE 675	Entrepreneurship	3
MGTE 690	Global Strategic Management (Capstone course)	3
	Subtotal # Core Credits Required	21
<i>Nonprofit Management Concentration (Total # of courses required = 3)</i>		
MGTE 650	Leadership and Governance	3
MGTE 655	Fund Development and Philanthropy	3
MGTE 652	Accounting for Nonprofits	3
<i>Management Concentration (Total # of courses required = 3)</i>		
MGTE 611	Managerial Accounting	3
MGTE 651	Organizational Behavior and Leadership	3
MGTE 635	Project and Information Systems Management	3
	Subtotal # Concentration Credits Required	9
Total number of courses required for the degree		10
Total credit hours required for degree		30