

**BOARD OF HIGHER EDUCATION  
REQUEST FOR BOARD ACTION**

**NO:** BHE 25-18

**BOARD DATE:** October 22, 2024

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**APPROVAL OF LETTER OF INTENT OF UMASS AMHERST TO AWARD THE MASTER OF SCIENCE  
IN MANAGEMENT AND AUTHORIZATION FOR FAST TRACK REVIEW**

**MOVED:** The Board of Higher Education (BHE) has evaluated the Letter of Intent of **UMASS Amherst** to award the **Master of Science in Management** and has determined that the proposal aligns with BHE criteria. Accordingly, the BHE authorizes the Commissioner to review the program and to make a final determination on degree granting authority pursuant to the Fast-Track review protocol.

**VOTED:**

Authority: Massachusetts General Laws Chapter 15A, Section 9(b); AAC 18-40

Contact: Richard Riccardi, Sc.D., Deputy Commissioner for Academic Affairs and Student Success

**BOARD OF HIGHER EDUCATION**  
**October 22, 2024**  
**UMASS Amherst**  
**Letter of Intent**  
**Master of Science in Management**

**DEGREE TITLE ABSTRACT ON INTENT AND MISSION OF PROGRAM**

UMASS Amherst proposes a new Master of Science in Management (MSM) that will be offered by the Isenberg School of Management (Isenberg), an AACSB-accredited business school. The primary mission of the MSM is to expand the portfolio of professional, specialized master's programs in management, by offering an innovative and accessible curriculum that serves a broad range of undergraduate students interested in pursuing careers in business through a 4+1, accelerated master's degree, or young working adults seeking to advance their careers through an online program. The three existing Isenberg specialized master's programs, MS in Accounting (MSA), MS in Business Analytics (MSBA), and Master of Finance (MF), have a more quantitative curriculum, while the MSM would emphasize a managerially focused curriculum that includes a range of career-focused concentration areas (e.g., project management, human resources, arts administration). The MSM would be referred to as the MSM-concentration name (e.g., MSM-Project Management) and would also facilitate collaborations between Isenberg and other schools and colleges at UMass Amherst, as concentration areas (9 credits) could be sourced from other colleges. The MSM would build on Isenberg's recognized strength in graduate business programs (Online MBA ranked 12 and online MSA/MSBA ranked 6 in 2024 by U.S. News) and is a key element of the strategic plan for Isenberg.

The existing Isenberg MBA degree does not serve undergraduate 4+1 students, as the program has minimum professional work experience requirements of 3 years and additional coursework requirements. Current on-campus MBA students have on average, 6 years of work experience and take 2 years to complete the degree, while online MBA students have on average, 11 years of work experience and take 3.2 years to complete the degree. The proposed degree program would provide a managerially focused curriculum for younger students with minimal business experience, enabling them to embark on a business career after 1 year of full-time coursework or approximately 2 years of part-time coursework.

The proposed Master of Science in Management program was approved by UMASS Amherst's Board of Trustees on May 19, 2024. The LOI was circulated on June 18, 2024. No comments were received.

#### **A. ALIGNMENT WITH MASSACHUSETTS GOALS FOR HIGHER EDUCATION**

##### *Address Gaps in Opportunity and Achievement in Alignment with Campus-Wide Goals*

The proposed degree program would provide undergraduate students in Massachusetts access to a degree from a highly ranked AACSB-accredited business school, at a time when Isenberg School of Management undergraduate acceptance rates are at record lows. An undergraduate degree from a Massachusetts higher-education institution across a range of majors, coupled with an Isenberg master's degree offers graduates an affordable, high-quality education with strong career opportunities.

In UMass Amherst's 2018-2023 strategic planning document, one goal is to "establish UMass Amherst as a partner of choice in advancing and applying knowledge and innovation to the betterment of society." Action steps toward achieving this goal include "expand curricular and cocurricular programming to enhance the professional knowledge and skills necessary for graduate students to thrive in academia, industry, public policy, and the nonprofit sector," and "increase graduate online and continuing professional education opportunities for nontraditional students and working professionals." Further, an overarching principle of the strategic plan is to "mobilize all our resources to achieve a sustainable financial strategy."

The proposed degree program addresses these action steps and principles by enhancing the University's graduate offerings, fostering graduate education, and equipping students with the requisite professional knowledge and skills to succeed in the 21st century workforce. The MSM can serve new graduates and young working adults by providing full-time and part-time, online and in-person program offerings. Moreover, the Isenberg Strategic plan, Roadmap 2027, includes the following goals: "to be a leader in offering state-of-the-art programs and career preparation, accessible to all learners, and supported by high-quality teaching, instructional innovations, and effective use of digital technologies..." "...to generate new and sustainable revenue streams via a portfolio of innovative degree and non-degree programs." The

proposed degree program would contribute to these goals, while contributing to the financial stability of the campus.

As listed in Trustee Document T05-024, the key aspects of the University's mission are "...to provide an affordable and accessible education of high quality ... that advances knowledge and improves the lives of the people of the Commonwealth, the nation, and the world." The proposed degree program satisfies these directives through its expansion of graduate education opportunities which are highly accessible to undergraduate students who wish to pursue a 4+1 master's program and to young working professionals who wish to expand their career opportunities. As a result, the proposed degree program would also support several strategic priorities identified by the Board of Trustees, including: (1) maintain and improve affordability and access; (2) enhance the student learning experience; and (3) position the University effectively in the higher education marketplace. The proposed degree program provides a management curriculum with career-focused concentration areas (MSM+) that efficiently address a need in the higher education marketplace that is currently not met by UMass Amherst or the other UMass system campuses.

The goals of the proposed degree program are well aligned with the Massachusetts Department of Higher Education's Equity Agenda, namely to "ensure that public higher education opens doors of opportunity and fulfillment for traditionally underserved populations" and to "significantly raise the enrollment, attainment and long-term success outcomes among under-represented student populations". The percentage of URM students in Isenberg's specialized masters programs has increased from 8.8% to 12.2% in the last five years, with around 48% of students identifying as female. Isenberg will strive to improve in serving these populations with an intentional focus on recruiting BIPOC students (as described below).

In pursuing these goals, Isenberg will pursue an early education and recruitment strategy with 3 areas of emphasis. First, the Isenberg expanded office of Diversity, Equity, Inclusion and Belonging (DEIB), implemented in Spring 2024, will support new initiatives to reach potential under-represented graduate student populations in Massachusetts high schools and community colleges, and provide a welcoming and supportive environment for these students. Promotional materials on Isenberg 4+1 programs will be utilized in outreach efforts to Massachusetts community colleges and high schools. Isenberg graduate

recruitment and DEIB staff will be available to provide on-site and online information sessions to potential students. Second, Isenberg will continue its efforts to promote Isenberg 4+1 programs to UMass Amherst admitted undergraduate students, providing early outreach and education about the benefits of pursuing a master's degree. The proposed degree program can also be used to improve the admissions yield for non-Isenberg UMass Amherst undergraduate degree programs across campus by promoting streamlined admissions and access to this Isenberg 4+1 program to prospective UMass Amherst students. Isenberg will also provide promotional materials to UMass Amherst undergraduate admissions for use in future participation in the Commonwealth Collegiate Academy (CCA) developed by the UMass system. Third, Isenberg will work closely with the UMass Amherst Graduate School to further the recruitment and retention of students from traditionally underrepresented backgrounds in higher education, using sources such as the National Name Exchange and the National GEM Consortium to proactively get wider representation in our application pool for master's programs.

Further, the search committees for all new faculty hired in Isenberg (who may teach in the MSM) will complete the mandated STRIDE (Strategies and Tactics for Recruiting to Improve Diversity and Excellence) training workshops to reduce the effect of biases in the recruitment process.

#### *Program or Department Supports to Ensure Student Retention and Completion*

The Isenberg School of Management (Isenberg) has a well-trained and dedicated Graduate Programs Advising Staff and Office of Career Success (OCS) Coaches to ensure graduate student success. An expanded Isenberg Diversity, Equity, Inclusion and Belonging (DEIB) Office with four permanent staff and two MBA fellows, will also support the proposed MSM and other degree programs, beginning in AY 24-25. This office will provide programming and student success advising to create an inclusive learning environment and a sense of belonging for these students. Isenberg graduate academic advisors provide cohort course schedules, advising sessions (group and individual) and monitor student success reports to guide students to the successful completion of their program. Isenberg graduate career coaches and business communications faculty work with students in the required career course and in OCS workshops to facilitate student career and professional development, preparing them for internship and full-time employment. Isenberg digital career resources, including the IConnect career platform (<https://iconnect.isenberg.umass.edu/>) and IDAs (Isenberg Digital Assets) support graduate students 24/7

from anywhere in the world. Isenberg panels, networking events, class speakers, employer meet & greets, corporate information sessions, and career fairs will provide MSM students with opportunities to interact with and learn from industry professionals while in the degree program. Collectively, these meaningful opportunities for advising, experiential learning, professional development and belonging, along with Isenberg student success reporting, will help to retain students, and equip them with the necessary skills to succeed in the workforce.

#### *Alliances and Partnerships with PK-12, Other IHE's, Community Employers*

The proposed degree program will work with the Isenberg DEIB office, Isenberg graduate recruiting office and UMass Amherst admissions, to develop and coordinate K-12 outreach activities for students and teachers. The Isenberg graduate recruiting office and DEIB office will establish recruitment opportunities by partnering with institutions such as Greenfield Community College, Holyoke Community College, and UMass Boston that have received Lumina Foundation's Equity Institution grants "aimed at dismantling systemic barriers to student success and degree attainment, particularly for Black and Latinx students." In addition, collaborations with Westfield State University, UMass Dartmouth, the Massachusetts College of Liberal Arts, and Springfield Technical Community College will strengthen opportunities to recruit high-quality students from Massachusetts public institutions.

The Isenberg Office of Career Success (OCS) has extensive programs to support students in engaging with industry and potential employers, both on-campus and online, through company information sessions, panels, and workshops. The Isenberg IConnect online career platform provides a listing of all such career-related events to keep students informed about the many career and professional development opportunities available to students. The Isenberg OCS will work to engage the relevant employer communities for the MSM and enhance opportunities for internships, industry-sponsored independent studies, and post-graduation job placements. According to OCS, several companies have recently hired UMass graduates with interests and expertise in management and the proposed concentration areas (Project Management and Human Resources), including Target, Ford Motor Company, Stanley Black and Decker, Acuity Brands, C&S Wholesale Grocers, Inc., Medline Industries, Siemens. Nationally, management graduates, with expertise in Project Management and Human Resources, work for companies including State Street, Robert Half, Deloitte, Santander Bank, Mass General Brigham, Wayfair, CVS Health, Liberty Mutual, Massachusetts General Hospital, National Grid, Santander Bank, Target, Fidelity Investments, etc. The Isenberg OCS will proactively engage UMass alumni in these companies with invitations to speak in

classes, participate in mock interviews, serve in mentoring programs, and develop enduring relationships to support the career development and success of MSM graduate students.

The proposed degree program will leverage existing department advisory boards within Isenberg, which include alumni and professionals from a range of relevant industries to inform curriculum, student professional development, and to promote the proposed degree program to potential students, employers, governmental agencies, and industry partners. An admissions committee, composed of the graduate faculty director, program director, associate program director and the assistant dean of DEIB, will review recruiting criteria and admissions annually to determine if improvements can be made to the proposed degree program's efforts to recruit and serve historically underrepresented groups.

#### *Relationship to MassHire Regional Blueprints*

The MassHire Regional Blueprints, for the seven regions across the commonwealth, focus on industries, such as healthcare, hospitality tourism management, education, food services, and manufacturing, while the proposed degree program with concentrations in Human Resources (HR), Project Management (PM), and Arts Administration (AA), will produce graduates who are hired across all of these industries. Thus, career opportunities for Isenberg MSM graduates are not directly labor market aligned with the MassHire Regional Blueprints results. Additional resources were consulted to describe the career opportunities for MSM graduates.

The job outlook for post-secondary graduates in general management and organizational leadership is positive, with 10-year employment growth forecast ranging from 5 to 10% compared to overall occupation job growth of 2.8%. Specific job titles include general managers, human resource managers, fund raising managers, management analysts.

The Project Management Institute (PMI) forecasts an increase in job openings for project management-oriented employment of 128,000 per year in North America, with 61% of these openings due to retirements and 39% due to an increase in demand for project management trained professionals. This increase in demand is due to both workforce expansion and an increase in the number of projectized industries. Globally, PMI expects 2.3 million annual job openings, with 12 million driven by expansion and 13 million driven by retirements. This forecast in job openings is further supported by the Bureau of Labor Statistics, which reports that employment of PM specialists (a more specific job description) will

increase by 6% over the next decade, with 68,100 additional job openings in the U.S. each year. The Bureau of Labor Statistics reported 881,300 PM specialist job openings in 2022 and project 936,000 in 2032.

Similar job growth is forecast for job opportunities that require a post-secondary degree in the area of human resources. Data from the Bureau of Labor Statistics reports 874,500 HR specialist positions in the workforce in 2022 and suggests 6% growth in openings over the next 10 years with 925,900 in 2032, with openings of 78,700 forecasted each year. Further, HR specialist is only one position that graduates with a degree in HR can pursue. Human resource managers, and training & development managers also offer similar job opportunities and job opportunity growth over the next 10 years.

The job outlook for graduates of post-secondary arts administration/management programs is positive with titles such as business managers of artists & performers with job growth of 3.4% compared to all occupation growth of 2.8%.

Further, the proposed degree program, through a required course on data management and through project management course offerings provides graduates with two of the top 10 hard skills found in job postings that require a post- secondary degree – Microsoft Excel is the top-ranked hard skill, and agile (a project management methodology) is rated as the fourth-ranked hard skill.

As noted above, students will learn of career options through a variety of means, including Isenberg's OCS, the IConnect career platform, Handshake, co-curricular programming, and MSM faculty and alumni. Isenberg's OCS sponsors employer meet & greet events, employer information sessions and career fairs, which occur throughout the year.

### *Duplication*

In Massachusetts, master's degrees in Management or Organizational Studies, Project Management, and Human Resources are offered by accredited business schools, including Boston University, Brandeis University, Northeastern University, Suffolk University, and Worcester Polytechnic University. In the region, but outside of Massachusetts, accredited business schools offering these degrees include University of Connecticut, University of Hartford, and New York University. Further, institutions offering a master's degree in Arts Administration/Management include Boston University, CUNY Bernard M Baruch College,



Drexel University and Northeastern University. A listing of these existing, similar programs is provided in Table A below, which includes completion data for the last five years and tuition costs. There are currently no MS in Management or Organizational Management, MS in Project Management, MS in Human Resources or MS in Arts Administration/Management degree programs within the UMass system. As a public land-grant institution, UMass Amherst has both a unique responsibility and opportunity to satisfy this unmet need for MSM graduate degrees.

Completions: As shown in Appendix Table A-1, completions at competing programs in Massachusetts and the surrounding Northeast regions, have been consistent or growing for the period 2018-2022, with a couple of exceptions. Completions at Northeastern University showed a marked decline between 2018 and 2019, which reportedly took place amidst changes in marketing strategy and tuition reductions. A steady decline in completions is also shown for New York University, which charges the highest tuition of the programs in Table A-1. Overall national completions by CIP code are shown in Appendix Table A-2. There were 27,102 degrees awarded in the U.S. within the CIP areas of Organizational Management/Leadership, Human Resource Management, Project Management, Arts Administration/Management, as compared to 26,155 completions in 2018. Again, the data suggest a consistent or growing market for these master's degree programs.

Tuition/Fees: A review of the tuition/fees charged in the programs listed in Table A-1 suggests that the proposed degree program would be very competitive in comparison, as the proposed degree program would charge \$925 per credit for 30 credits, totaling \$27,750, for the two concentration areas supported by Iseberg. The per credit fee of \$925 is also used for the MS in Business Analytics, while the MS in Accounting uses \$850 per credit and the Master of Finance uses \$1,400 per credit. For the Arts Administration concentration, the total tuition would be \$25,104 (7 courses at \$925 per credit=19,425 and 3 courses at \$631 per credit=5,679). The proposed degree program would also be offered as a Flex program, with the same per credit fees for both in-person and online courses. Students would be able to select from online and in-person offerings, with all classes available fully online, and around 65% of classes available in-person, in Amherst.

Time to Completion and Format: The credit requirements of the masters degrees listed in Table A-1 range from 30 to 45 credits, with the majority in the low 30s. The proposed degree program would require 30 credits and thus would be highly competitive from a time to completion perspective. Further, the

proposed degree program would allow students to select from in-person and online course options, which provides students with the same or greater flexibility as the programs listed in Table A-1.

Curriculum: The proposed degree program would also be highly competitive in its flexible curriculum, as students would choose from a set of core business classes and electives, and then would choose a concentration in a highly marketable area. Further, while the Arts Administration concentration provides some industry specialization, the concentration areas in Project Management and Human Resources have broad marketability as all organizations have projects and human resources to be managed, regardless of industry area. Based on a review of the programs offered in Table A-1, only two other programs, Northeastern University and University of Hartford, offer concentration areas within an MS in Management degree. The proposed degree program with its flexible curriculum and concentration areas enables the program to compete with MS programs in general management, organizational management, human resources, project management, and arts administration.

As described in Section C and shown in Form A, further below, the efficient, MSM curriculum would utilize a set of core business courses, which are already offered as part of other Isenberg specialized master's degrees, providing a multi-disciplinary community of students, while also providing specialized concentration coursework with strong ties to industry. The courses in two MSM concentration areas (Project Management and Human Resources) are already being offered as electives in other Isenberg graduate degree programs or as 500-level courses in undergraduate degree programs, and the courses in the third concentration area, Arts Administration, are already being offered at the 500 level through the Arts Extension Service in the College of Humanities and Fine Arts (HFA) at UMass Amherst. In summary, all of courses in the three concentration areas are already being offered at UMass Amherst and can be offered efficiently, without requiring additional resources.

#### *Innovative Approaches to Teaching and Learning*

Experiential learning is an integral part of the existing Isenberg specialized master's programs and the proposed degree program. Case studies, case competitions, alumni and industry speakers, technology lab-based coursework, networking events, and the Isenberg technology sandbox, are just some of the experiential learning opportunities that will be integrated into the proposed student curriculum. Further, outside of the classroom activities, such as career fairs, career workshops and bootcamps, cocurricular

upskilling, employer meet & greets, employer information sessions, and internships – virtual and in-person, are available in all Isenberg specialized masters programs.

The entire proposed curriculum will be offered fully online, and around 65% of the curriculum will also be offered in-person. A U+, per credit fee model will be utilized. UMass Amherst students who live on-campus will have the opportunity to choose whether to take classes in-person or online.

## **B. ALIGNMENT WITH CAMPUS STRATEGIC PLAN AND MISSION**

The proposed degree program expands Isenberg's 4+1 offerings, providing a specialized masters program that is less quantitatively focused than the existing specialized masters program, which include the MSA, the MF and the MSBA. The expanded portfolio of 4+1 specialized masters programs should appeal to a variety of majors across campus, and provides a curriculum that can easily accommodate concentrations from other graduate programs on campus. For example, the concentration in Arts Administration could serve as a model for future collaborations with other schools and colleges at UMass Amherst. Further the MSM with the proposed concentrations in Human Resources (HR), Project Management (PM), and Arts Administration (AA) leverages existing faculty expertise in Isenberg and AES. Isenberg has offered an undergraduate degree in Management with a focus area in HR for over a decade. The undergraduate HR offerings (500 level courses) have capacity to accommodate graduate students, and the faculty expertise can be utilized to offer additional course sections as the program grows. In Isenberg, faculty expertise in PM has grown along with enrollments in the MS in Business Analytics degree, where there is also demand for PM coursework. The PM course offerings in the MSBA have the capacity to support students in the MSM. In the AES program, graduate level courses have been offered as part of certificate programs for 10+ years and have the capacity to serve additional students. The proposed degree program aligns with the strategic plan of UMass Amherst and Isenberg as described above.

### *Goals and Objectives (Form B)*

The overall Isenberg MSM program goals and objectives are presented in LOI Form B. Based on the AACSB Assurance of Learning Goals established for Isenberg's degree programs, the proposed degree program would pursue these learning goals:

- Inclusive Leadership: Isenberg will enable students to hear from a variety of diverse voices,

and take these differences and behaviors to fully engage with and promote team dynamics and development.

- Practical Competency: Isenberg will enable students to apply their knowledge of core & concentration functional areas to synthesize an integrative view and approach to solving strategic problems.
- Transformative Learning: Isenberg will enable students to mature in their individual understanding of their ethical and social responsibilities as future business leaders, and to effectively utilize the framework and terminology to apply these responsibilities within a larger business context.
- Technology Integration: Isenberg will enable students to comprehensively analyze and evaluate complex business problems and implement effective solutions utilizing tools and technologies integrated across their business education.

For MSM 4+1 students, the primary mechanism of assessment will be through performance criteria using evaluation tools that capture the above outcomes in core and concentration courses. For each core course, the instructor sets the appropriate evaluation tools (e.g., a specific exam problem, individual assignment or paper) and the expected level of attainment for the performance criteria. This information will be summarized on a course-level assessment form. The effectiveness of this evaluation procedure will be reviewed on an annual basis in order to align it with best practices across Isenberg graduate degree programs.

### **C. ALIGNMENT WITH OPERATIONAL AND FINANCIAL OBJECTIVES OF INSTITUTION**

#### *Enrollment Projections (Form C)*

The proposed degree program is projected to initially enroll 10 full-time and 2 part-time students, with steady growth to a program size of 40 full-time and 10 part-time students by year 5, as shown on Form C. The proposed degree program would offer a fall admissions cycle with full time students starting and finishing in one year, and part-time students finishing in approximately two years. The target size of the proposed degree program would be controlled through admissions to ensure academic quality and sufficient revenue for program needs. This revenue generating program would utilize existing online and

in-person courses with existing faculty expertise, and with year one enrollments of 10 full-time students and 2 part-time students, the proposed degree program would generate revenue in the first year. Investments in new staff and faculty are planned for years 2 and 4, respectively, to minimize risk and ensure a viable program before further investments are made.

The proposed degree program seeks to attract accelerated 4+1 students who have interests outside the current set of 4+1 programs offered at UMass Amherst. There are no current specialized masters degree offerings in management, project management, human resource management or arts administration that are available to students who are just completing their undergraduate degree and have no work experience. The existing Isenberg specialized masters are quantitative in focus and thus appeal to a different subset of undergraduate students on campus, and AES does not currently offer a masters' level degree. Further, the Isenberg on-campus MBA and online MBA are targeted to graduates with a minimum of 3 years of work experience. The MBA curriculum also includes a minimum of 39 credits plus 6 additional credits to obtain a focus area, with coursework that extends beyond what is offered in the Isenberg MSM. The curriculum of the proposed degree program would provide undergraduate students at UMass Amherst with an opportunity to pursue a management master's degree immediately after graduation, with a lifelong learning opportunity to pursue an Isenberg MBA later in their career as they advance into leadership positions. Thus, no adverse impact of the proposed degree program on the enrollment in other programs at UMass Amherst is expected.

*Resources and Financial Statement of Estimated Net Impact on Institution  
(Form D, Appendices)*

This proposed degree program leverages the MSM infrastructure which minimizes expenses and maximizes net revenue, which is expected to grow over the five years of the budget. Because the courses included in the proposed degree program serve another Isenberg degree program or AES certificate, the risk and cost associated with offering a new degree program are minimized. Most of the courses (online and on-campus) have available capacity to support the estimated enrollments of the proposed degree program for the first couple of years, thus the faculty and facility resources required to launch the program are minimal. When enrollments reach the targets for year 3, this revenue generating program will be able to cover the costs of hiring an additional faculty member who will dedicate half of their time to the proposed degree program.

## **STAFF REVIEW AND VALIDATION**

Staff thoroughly reviewed the **LOI** proposing full degree granting authority for the **Master of Science in Management** program submitted by **UMASS Amherst**. Staff validate that the **LOI** includes all data required by the Massachusetts Board of Higher Education. Staff recommendation is for BHE authorization for the Commissioner to review the program pursuant to the Fast-Track review protocol.

## Appendix Tables

**Table A-1: Completions in Regional MS in Management and Concentration-Related Programs**

	Average Tuition	2018	2019	2020	2021	2022	% Change
<b>Management, Org and Non-Profit Management, Project Management, Human Resources, Org Leadership</b> (CIP 52.0101,52.0206, 52.021, 52.0211, 52.0213, 52.1001, 52.1003)							
Boston College - Woods College	\$32,000	0	54	58	--	49	100%
Boston University	\$63,798	7	12	22	32	45	100%
Boston University - Metropolitan	\$38,200	68	64	49	45	50	-26%
Brandeis	\$36,600	87	123	116	124	96	9%
CUNY Bernard M Baruch College	\$48,500	0	0	11	14	14	100%
Fitchburg state	\$13,533	22	88	95	88	103	79%
Harvard University Extension	\$35,200	0	0	13	33	61	100%
New York University	\$76,449	100	114	79	99	66	-20%
Northeastern Professional Programs	\$38,300	529	333	383	298	301	-43%
Northeastern University	\$52,650	191	150	156	141	167	-13%
Suffolk University	\$51,480	10	2	3	9	11	9%
University of Connecticut	\$36,300	44	38	40	29	35	-26%
University of Hartford	\$25,140	41	43	54	61	61	33%
Worcester Polytechnic Institute	\$31,500	23	18	12	38	42	45%
Grand Total w/Northeastern U.		<b>1,122</b>	<b>1,039</b>	<b>1,091</b>	<b>1,011</b>	<b>1,101</b>	<b>-2%</b>
Grand Total w/out Northeastern U.		<b>402</b>	<b>556</b>	<b>552</b>	<b>572</b>	<b>633</b>	<b>57%</b>
<b>Arts Administration/Management (CIP 50.1001, 50.1001, 50.1099)</b>							
Boston University - Metropolitan	\$38,200	40	42	41	28	30	-25%
CUNY Bernard M Baruch College	\$35,000	30	29	18	26	26	-13%
University of Buffalo	\$28,776	7	7	2	6	5	-.28%
Drexel University	\$51,975	30	23	38	38	29	-.03%
Northeastern University	\$56,820	-	-	-	-	11	100%
GRAND TOTAL		107	101	99	98	101	-.06%

**Table A-2: Completions and Total MS Programs in Management and Concentration-Related Areas**

CIP Code	CIP Name	2018		2022	
		Completions	No of Programs	Completions	No of Programs
52.0101	Business/Commerce, General	9,606	127	9,320	134
52.0206	Non-Profit/Public/ Organizational Management	1,862	113	1,604	121
52.021, 52.0211	Project Management	1,413	72	1,705	92
52.0213	Organizational Leadership	5,740	211	6,873	294

52.1001, 52.1003	Human Resources Management, Organizational Behavior Studies	6,411	305	6,718	290
50.1001, 50.1002, 50.1099	Arts, Entertainment & Media Management; General Arts Management; Arts, Entertainment and Media Management, General	1,123	69	882	68
	TOTAL	26,155	897	27,102	999



**Form A: Curriculum Outline**

Article I. <b>Required Core Business Courses – 15 credits</b>			
Article II.	Course Number	Course Title	Credit Hours
	SCH-MGMT 518	Career & Professional Development	1
	SCH-MGMT 601	Data Management for Business Leaders	3
	SCH-MGMT 656	Project Management	3
	SCH-MGMT 660	Marketing Strategy	3
	SCH-MGMT 680	Leadership & Organizational Behavior	3
<i>Choose 2 one-credit courses</i>			
	SCH-MGMT 611	Foundations of Accounting	1
	SCH-MGMT 612	Foundations of Finance	1
	SCH-MGMT 671	Foundations of Diversity, Equity & Inclusion in Bus	1
	SCH-MGMT 690ET	Business Ethics: Leading with Integrity	1
		<b>Required Core Business Credits</b>	<b>15</b>
<b>Elective Business Courses – 6 credits</b> (choose 6 credits from the listings below)			
	SCH-MGMT 636	Negotiation Theory & Practice	3
	SCH-MGMT 638	Facing Dilemmas: Studies in Decision Making	3
	SCH-MGMT 670	Operations Management	3
	SCH-MGMT 690*	Management of Non-Profit Organizations	3
	SCH-MGMT 706	Financial Management of Non-Profit Organizations	3
	SCH-MGMT 770	Human Resources	3
	SCH-MGMT	Other SCH-MGMT electives	3
		<b>Elective Business Credits</b>	<b>6</b>

<b>Concentration Area Credits (see list below)</b>		<b>9</b>
<b>Total Credits</b>		<b>30</b>
<b>Choose one concentration area worth 9 credits</b>		
<b>Project Management – 9 credits</b>		
SCH-MGMT 658	Mastering Agile Scrum (pre-req 656)	3
SCH-MGMT 659	Project Management Tools, Teams & Tech (pre-req 656)	3
SCH-MGMT 636	Negotiation Theory & Practice	3
<b>Human Resources – 9 credits</b>		
SCH-MGMT 634	Compensation Administration (pre-req 770)	3
SCH-MGMT 635	Workforce Planning, Recruiting and Selection (pre-req 770)	3
SCH-MGMT 666	Labor and Employ Law for Human Resources (pre-req 770)	3
<b>Arts Administration – 9 credits chosen from the list below</b>		
ARTS-EXT 500	Introduction to Arts Management (required)	3
ARTS-EXT 501	Fundraising (pre-req 500)	3
ARTS-EXT 503	Arts Programming (pre-req 500)	3
ARTS-EXT 511	Grant-writing (pre-req 500)	3
Note: All are existing courses, except courses denoted with *		

**Form B: LOI Goals and Objectives**

Goal	Measurable Objective	Strategy for Achievement	Timetable
<p>- Create and sustain a high-quality, master's degree program (<i>program assessment</i>)</p>	<p>- Degree completion and job placement rates</p> <p>- Diversity of student body</p> <p>- Faculty satisfaction with quality of graduate students</p>	<p>- Recruit a diverse, high-quality graduate student body</p> <p>- Solicit informal and formal feedback from faculty and students on program operations</p> <p>- Track progress towards goals through Isenberg MSM Annual Report, which will include survey results, student retention/graduation rates, DEIB metrics, and placement rates</p>	<p>Annual, starting Year 1 of program (2024-2025)</p> <p>Periodic multi-year reviews as mandated by the University through the Academic Quality and Assessment Development process</p>
<p>Deliver high quality business knowledge and training (<i>Student Assessment</i>)</p>	<p>Achieve expected level of learning in core courses through Assurance of Learning</p>	<p>- Admit qualified MSM students</p> <p>- Deliver theory-driven and practically relevant course content with qualified faculty</p>	<p>Annual, starting Year 1 of program (2024-2025)</p>
<p>Become a self-sustaining revenue generating program</p>	<p>Reach steady-state enrollment target of 10 paying MSM students</p>	<p>- Market and recruit students domestically and through international partners</p>	<p>Year 2 of program (2025-2026)</p>
<p>Successful career placement for program graduates</p>	<p>Job placement rates</p>	<p>Utilize the Isenberg Office of Career Success to:</p> <p>- Track student placement through surveys</p> <p>- Engage alumni and faculty to promote students to potential employers</p>	<p>Continuous engagement with OCS and MSM faculty starting Year 1 (2024-2025)</p>

Promote diversity and inclusion	Recruitment, retention, and job placements of URM students	<ul style="list-style-type: none"> <li>-Engage Isenberg DEIB Office to work with partner non-UMass organizations to recruit students from local colleges and minority-serving institutions</li> <li>- Provide professional development and support students for academic success and job placement</li> </ul>	Continuous, starting 2025
Collaborate with and support other UMass schools/ colleges with 4+1 offering	<ul style="list-style-type: none"> <li>- Yields on admissions through pre-admit program</li> <li>- Enrollments in MSM</li> <li>- Concentrations offered by other schools/colleges</li> </ul>	<ul style="list-style-type: none"> <li>- Promote MSM to prospective and current undergraduate students in non-Isenberg programs.</li> <li>- Outreach to other schools and colleges about offering new concentrations</li> </ul>	Continuous, starting 2025

**Form C: LOI Program Enrollment**

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Full-Time	10	15	20	30	40
Continuing Full-Time					
New Part-Time	2	3	4	5	5
Continuing Part-Time		2	3	4	5
<b>Totals</b>	<b>12</b>	<b>20</b>	<b>27</b>	<b>39</b>	<b>50</b>

**Form D: LOI Program Budget**

<b>One-time/ Start Up Costs</b>	<b>Cost Categories</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
15,000	Full Time Faculty (Salary & Fringe)	15,000	15,000	15,000	165,000	165,000
15,000	Part Time/ Adjunct Faculty (Salary & Fringe)	20,000	30,000	40,000	50,000	50,000
	Staff	45,000	95,000	95,000	125,000	125,000
	General Administrative Costs	4,000	6,000	9,000	9,000	9,000
5,000	Instructional Materials, Library Acquisitions	0	0	0	0	0
	Facilities/Space/ Equipment	0	0	0	0	0
35,000	Field & Clinical Resource	0	0	0	0	0
	Marketing	35,000	60,000	60,000	60,000	60,000
	Other–Student Assistance	0	0	0	0	0
70,000	Other –travel grants, teaching buyout	0	0	0	0	0
	<b>TOTAL EXPENSES</b>	119,000	206,000	219,000	409,000	409,000
<b>One-time/ Start Up Support</b>			<b>Annual Income</b>			
	<b>Revenue Sources</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
	Grants	0	0	0	0	0
	Tuition	305,250	485,625	652,125	957,375	1,248,750
	Fees	0	0	0	0	0
70,000	College	0	0	0	0	0
	Reallocated Funds (ISOM)	0	0	0	0	0

70,000	Other	0	0	0	0	0
0	<b>Total Revenue</b>	305,250	485,625	652,125	957,375	1,248,750
(70,000)	<b>Less Overhead to Campus</b>	(99,206)	(157,828)	(211,941)	(311,147)	(405,844)
0	<b>Less Expenses</b>	(119,000)	(206,000)	(219,000)	(409,000)	(409,000)
	<b>Net Revenue</b>	87,044	121,797	221,184	237,228	433,906