

9-17-2012

Minutes, Crummer Graduate School of Business Faculty Meeting, Monday, September 17, 2012

Crummer Graduate School of Business Faculty
Rollins College

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**Roy E. Crummer Graduate School of Business
Rollins College
Faculty Meeting Agenda
Room 108 at 1:30pm**

September 17, 2012

Welcome	Craig McAllaster
Approval of Minutes	Craig McAllaster
Update on Global Links	Mary Conway Dato-on
Rollins Change Maker Designation	Mary Conway Dato-on
Blackboard Template	Clay Singleton
New Faculty Librarian	Craig McAllaster
Master of Science in Entrepreneurship Proposal	Mike Bowers
Master of Science in Management Proposal	Jim Johnson
Executive Doctorate in Business Administration	Greg Marshall
Other Business	Craig McAllaster
Adjournment	Craig McAllaster

**Next Faculty Meeting
Tuesday October 16th
1:30pm – 3:00pm
Room 208**

Faculty meeting schedule

Oct 16	1:30 – 3:00	Room 208
Nov 27	1:30 – 3:00	Room 208
Dec 17	10:30 – Noon	Room 108
Jan 15	1:30 – 3:00	Room 108
Feb 18	1:30 – 3:00	Room 108
Mar 19	1:30 – 3:00	Room 108
Apr 15	1:30 – 3:00	Room 108

**Faculty Meeting – Room 108
September 17, 2012**

Crummer Faculty and Staff Present:

Alice Argeros, Jackie Brito, Pam Clark, Cari Coats, Steve Gauthier, Susan Haugen, Vanessa Kannemeyer, Cheryl Mall, Craig McAllaster, Dawn Nagy, Mike Bowers, Sam Certo, Mary Conway Dato-on, Ralph Drtina, Jule Gassenheimer, Jim Gilbert, Bill Grimm, Jim Johnson, Mark Johnston, Allen Kupetz, Kyle Meyer, Ron Piccolo, Bob Prescott, Jane Reimers, Bill Seyfried, Clay Singleton, Keith Whittingham

Welcome.....Craig McAllaster

Review/Approval of Minutes.....Craig McAllaster

Update on Global LinksMary Conway Dato-on
Amel Al-Charaakh will continue to audit classes this term. She will be taking classes with Mike Bowers, Sam Certo, Bob Prescott, Henrique Correa and Susan Bach. Her program will end in January 2012. There will be a closing ceremony and a certificate for classes she has taken. During phase 2 of the program some students will visit from her school. Women for women international will work with Amel to improve business skills from what she has learned this year. Also the dean of Amel’s school in Babylon will visit at the end of October for 10 days. Details on these events will be announced soon.

Rollins Change Maker DesignationMary Conway Dato-on
The SESE initiative has led to the ASHOKA designation as a Change Maker Campus. Sixteen other colleges have been designated as Change Maker Campuses. Crummer has been instrumental in making this designation possible.

Blackboard TemplateClay Singleton
We need a common interface for the students. Chris, along with a faculty committee needs to meet to make this happen for the January start of classes.

Master of Science in Entrepreneurship ProposalMike Bowers
Please see attached PowerPoint for description of proposed program.
After the presentation the Faculty voted to move ahead with the program planning 14 to 1

Master of Science in Management Proposal.....Jim Johnson
Please see attached PowerPoint for description of proposed program.
After the presentation the Faculty voted to move ahead with the program planning 12 to 3

Executive Doctorate in Business AdministrationGreg Marshall
Please see attached PowerPoint for description of proposed program.
After the presentation the Faculty voted to move ahead with the program planning 10 yes, 5 needs more information, and 2 no.

Other BusinessCraig McAllaster

- Faculty Librarian: Jim Johnson volunteered for this position
- Faculty President: Nominations were Clay Singleton and Mark Johnson. Mark deferred to Clay and Clay was voted in as our new president for a two year term
-

Adjournment.....Craig McAllaster

Master of Science in Entrepreneurship

A proposal



mba.rollins.edu/entrepreneurship


ROLLINS MBA
CENTER FOR
ADVANCED ENTREPRENEURSHIP

MS in ENT

- a comprehensive study of the elements and skills required to identify market opportunities, acquire resources, launch and manage growth companies.
- NOT an MBA “lite” .

MS in ENT

- Minimum Viable Product
 - Proposal utilizes existing faculty and (mostly) existing coursework.
 - Complete, specialized curriculum at low cost and low risk.
 - Allows product to be optimized as we learn what the market desires.
 - Supplements MBA elective offerings.

Goals & Objectives

- To increase the business acumen of students from a variety of educational and work backgrounds as they prepare for starting, working with or growing existing entrepreneurial companies.
- To increase the number of companies founded by Rollins College graduates.
- To increase the number of Rollins College graduates who hold senior level management positions in entrepreneurial companies

Meets Need in Central Florida

- Vigorous current efforts to stimulate entrepreneurship in Central Florida by governmental and private forces
- Our promotional efforts for this program will leverage off of these efforts
- Most of the applicants will come from Central Florida

Course	Title	Credit Hours	Faculty	Co/Prerequisite
ENT 601	Entrepreneurship	3	Bowers	None
ENT 602	Entrepreneurial Finance	3	Grimm	ENT 601
ENT 603	Strategic Corporate Entrepreneurship	3	Herbert	ENT 601
ENT 604	Technology Entrepreneurship	3	Kupetz/McAlindon	ENT 601
ENT 605*	Applied Entrepreneurship	6	Coats	ENT 601
ENT 607	Social Entrepreneurship & Sustainability	3	Conway Datoon/Whittingham	ENT 601
MGT 609**	Management of Innovation	3	???	ENT 601
MGT 611	Negotiation	3	Grimm	ENT 601
MBA 611***	ESD - Project	3	Current ENT Faculty	ENT 601
ENT/MKT 999****	Entrepreneurial Marketing	3	Bowers	ENT 601
MKT 601/604/606/607/612/613 One of the above	Current Marketing Electives	3	Current Marketing Faculty	ENT/MKT 999

mba.rollins.edu/entrepreneurship

Length of Course Work

- 30 semester hours.
- MS in ENT program is not cohort based.
 - Students must take ENT 601 in their first semester, in addition to any other available course in the curriculum. After the first semester, students may take any available course(s) in the curriculum, as the course is scheduled and regardless of which day the course is offered.
- It is possible for the degree to be completed in as little as 4 semesters.

Compared to the Competition

- The curriculum
 - Content and specificity
- and length of program
 - 30 hours
- are comparable or better
 - UCF (graduate certificate, 9 hours)
 - UF (MS in ENT, 34 hours).

Admission Requirements

- Those students holding a bachelor of science or a bachelor of arts, or a higher level degree in any field will be eligible for admission.
- No work experience is required to be eligible for admission.
- A GMAT/GRE score suitable for admission to the Rollins MBA should be submitted.
- A GPA minimum suitable for admission to the Rollins MBA should be submitted.
- No preliminary exams are to be required.
- An interview with Admissions office staff is required.

Assessment

- Evaluation tool currently being used in association with the Rollins College Venture Plan Competition will be used as a pre and post-test for students matriculating in the MS in ENT program.
- Each potential graduate of the MS in ENT program, either individually or as substantial member of the founding team, must formally organize a business venture and present said venture to a panel of qualified investors.
- The Center for Advanced Entrepreneurship (to the extent possible) will track the formation and growth of companies lead by graduates of the MS in ENT program.

Outcome Targets

- First Term Admission: 10 students.
- Long-term Admission: 20-215 students per year.

Summary

- MS in ENT
 - Proposal utilizes existing faculty and (mostly) existing coursework.
 - Complete, specialized curriculum at low cost and low risk.
 - Allows product to be optimized as we learn what the market desires.
 - Supplements MBA elective offerings.
 - Allows the possibility of a 3/1+ for Rollins undergraduates.

New Program Proposal

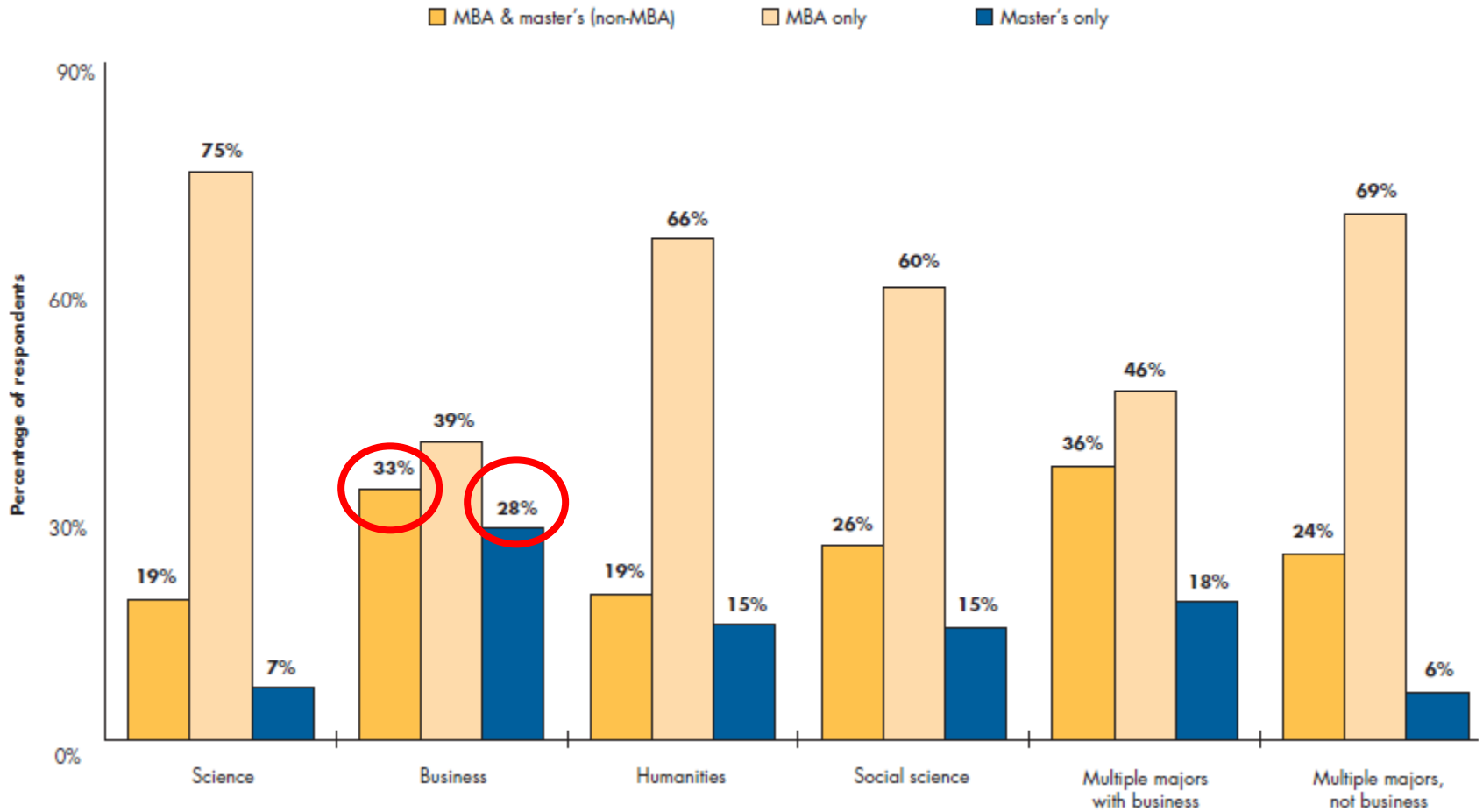
MSc in Management (MSM)

Jim Johnson
Professor of Int'l Business

Rationale

- MSM:
 - a focused graduate degree with 2 tracks:
 - General Management
 - International Management
 - designed for recent college graduates with limited work experience
 - graduate entry programs
 - Similar programs (MM/MIM) offered in Europe, Asia, Australia, and Canada; “International” is sometimes, but not always, include in the title
 - becoming more common in USA
- Shorter than traditional MBA
- Cost effective alternative for foreign students who want to earn a US-based graduate degree
- Large pool of potential applicants:
 - 46% of GMAT applicants consider alternatives to MBA:
 - 28% consider both MBA and other master’s programs
 - 18% consider only other master’s programs

Figure 6.
Interest in Business Programs, by Undergraduate Major



Source: <http://www.gmac.com/~media/Files/gmac/Research/prospective-student-data/2012prospectivestudentssr.pdf>

Trends in Applications (1)

GMAT Candidates	TY2007	TY2008	TY2009	TY2010	TY2011
Total	123,980	132,944	134,380	129,594	119,741
Orlando-Kissimmee, FL	1,072	1,079	1,133	972	885

FT MBA (< 2 yrs)	TY2007	TY2008	TY2009	TY2010	TY2011
US Women	4,905	5,315	5,546	5,300	4,687
Non-US Women	6,804	8,451	9,213	9,091	8,717
MBA, Part Time, Evenings & Weekends	TY2007	TY2008	TY2009	TY2010	TY2011
US Women	18,016	18,421	17,082	15,009	13,756
Non-US Women	4,959	5,184	4,905	4,283	4,029


Trends in Applications (2)

US Citizens - Women					
Program Type	TY2007	TY2008	TY2009	TY2010	TY2011
MA/MS/MSc in International Business	102	115	148	140	127
MA/MS/MSc in Business or Management	1,102	1,125	1,325	1,394	1,247
Non-US Citizens - Women					
Program Type	TY2007	TY2008	TY2009	TY2010	TY2011
MA/MS/MSc in Business or Management	2,888	3,658	5,433	6,624	7,712
MA/MS/MSc in International Business	318	389	808	917	1,050
<u>Source:</u> Market Trends for Rollins, 2012					

Note: MBA.com PROSPECTIVE STUDENTS Survey 2011–2012 indicates that gender breakdown for those considering a MM/MIM is 54% male, 46% female

	Program	School	Length	Target	Tuition	Credit for MBA?
1	MSc Global Mgmt	Thunderbird	15-18 mos (45 credits) f/t day only	Non-Business majors	\$65k	Yes
2	MM	London Business School	1 year f/t day only	Recent graduates	\$35k	No
3	MMS	Duke U.	10 mos.	Recent graduates	\$46k	No
4	MSM	U. of Florida	1 year f/t, with p/t option (32 credits)	Non-Business majors	\$16k FL res. \$39k non-res.	? Must apply separately
5	MAIB	U. of Florida	1 year f/t day only (30 credits)	UG Business maj/min	\$18.5k FL res. \$36.5 non-res.	? Must apply separately
6	MA in MGMT	Wake Forest	10 mos f/t day only	Non-Business majors	\$40k	Yes

Factors Affecting Choice of Graduate School

- Reputation of a country's education system ✓
- Attractiveness of the location ✓
- Better preparation for a career ✓
- Improved chances at an international career 

For MS/MIM students only:

- Percentage of class receiving job offers ✓

Source: <http://www.gmac.com/market-intelligence-and-research/research-library/admissions-and-application-trends/2012-mbacom-prospective-students-survey-report.aspx>

What would the programs look like.....?

Overview of the program (1)

Purpose:

To provide recent college graduates with a strong foundation of management, teamwork, and leadership skills to help them succeed in a complex, dynamic, global business environment

Length:

30 credit hours (plus any necessary prereqs for electives):

- 6 semesters (17 months) part-time; March entry with PMBA
- 3 semesters (9 months) full-time; July entry with PMBA

Overview of the MSM program (2)

Admission requirements

The MSM program is open to candidates who have already been awarded a Bachelor's degree Business Administration within the previous 5 years.

- The **General Mgmt track**
 - all eligible candidates.
- The **Int'l Mgmt track**
 - major/minor in IB.

Minimum one year of work experience preferred, but not required.

- ≥ 550 GMAT, or GRE equivalent
- ≥ 3.0 GPA

In-class versus blended components

Courses will be offered through the revised PMBA program for P/T students, and through a combination of PMBA/EAMBA courses for F/T students. It is anticipated that many of the P/T courses may be offered in a blended format.

Master of Science in Management

General Management Track	Credits	Faculty
MGT XXX Management Analysis	3	TBD
Critical Thinking	1.5	TBD
Communication	1.5	TBD
MGMT 501 Organizational Behavior	3	Prescott/Piccolo
MGMT 502 Intro to Strategy	1.5	Marshall/Piccolo
MGMT 602 Human Resources Mgmt	3	Prescott/Caricatto
Approved elective	3	TBD
MGMT XXX Legal, Ethical, Social Issues	1.5	Johnston
MGMT 610 Leadership	3	Bach/Bommeljee
MGMT 611 Negotiation	3	Grimm
INTL 608 Technology Management	3	Kupetz
Approved Domestic or Global Consulting Project	3	TBD
Total Credits:	30	

Redesignated as
MGMT course

Redesignated as
MGMT course

Master of Science in Management

Redesignated as
MGMT course

International Management Track	Credits	Faculty	Comment
MGT XXX Management Analysis	3	TBD	Intensive Orientation
Critical Thinking	1.5	TBD	
Communication*	1.5	TBD	*Int'l focus
MGMT 501 Organizational Behavior	3	Prescott/Piccolo	
MGMT 502 Intro to Strategy	1.5	Marshall/Piccolo	
INTL 601 International Management	3	Johnson	
MGMT 610 Leadership*	3	Bach/Bommeljee	*Int'l focus
MGT XXX Legal, Ethical, Social Issues	1.5	Johnston	
Approved elective	3	TBD	
INTL 606 Business in Emerging Markets*	3	Johnson/Kupetz/Conway	**Travel Course
INTL 608 Technology Management	3	Kupetz	
Approved Domestic or Global Consulting Project	3	TBD	
Total Credits:	30		

Redesignated as
MGMT course

*Int'l focus: Student is required to write a paper or do a project on an approved int'l topic
 ** Travel course: Student must pay for all travel costs

Cost

- TBD
- The MM/MIM is typically 40%-50% the cost of an MBA program offered at the same school

Examples:

London Business School MM is \$35k,
versus \$90k for the MBA

Duke U. \$46k for MMS, versus \$101k for
full-time (2 yr) MBA

	Program	School	Length	Target	Tuition	Credit for MBA?
1	MSc Global Mgmt	Thunderbird	15-18 mos (45 credits) f/t day only	Non-Business majors	\$65k	Yes
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6	MA in MGMT	Wake Forest	10 mos f/t day only	Non-Business majors	\$40k	Yes

Cost of Rollins MSM

	Program	School	Length	Target	Tuition	Credit for MBA?
	MSM	Rollins	9 mos F/T 17 mos P/T (30 credits)	Business Majors	\$33k - \$36k?	Yes

Estimate of Potential Market

- Target date: March 2013 (P/T); July 2013 (F/T)
- Initial enrolment: 6-12
 - Ongoing enrolment: 12-24 (2 cohorts)
- Target enrolment should be achieved within 2 years
- Target employment markets for graduates
 - » Primarily entry-level in business analysis, consulting, general management
 - » Location of job openings – primarily south-east USA
- Most students (~50%) expected to come from Central FL, with rest from eastern USA (20-30%) and international (20-30%), esp. Asia-Pacific and Europe.

Advantages

- Attract recent graduates currently employed P/T or F/T in sub-optimal positions
- Attract foreign students seeking a shorter/less costly alternative to MBA
- Compete directly with the full-time on-campus program offered by the U. of Florida without cannibalizing our existing MBA programs
- No additional faculty required
- No new courses required
- All required courses in this program cross-listed and open to eligible PMBA/EAMBA students
- Current required and elective courses would have an increased number of students

Disadvantages



Questions?
Comments?

Revisiting Post-MBA Opportunities



Crummer Faculty Meeting
September 17, 2012



EDBA

Executive Doctorate in Business (E-DBA) as an offering recently has carved out a defined positioning and branding. AACSB has accredited several of these and there is a Council of EDBAs that is becoming more aggressive in assuring quality.

E-DBA versus Ph.D.

	Executive Doctorate in Business	Ph.D. in Business
<i>Candidate profile</i>	<p>Senior executives who:</p> <ul style="list-style-type: none"> Hold a relevant post-baccalaureate degree Work full-time Will use the knowledge acquired to address problems and issues in contemporary business 	<p>Students with limited work experience who:</p> <ul style="list-style-type: none"> May hold an MBA or M.S. degree Typically enroll as full-time students Seek to position themselves for careers in academia
<i>Structure</i>	Three-year program based on multiple residencies per semester	Four- to five-year program based on full-time participation
<i>Curriculum</i>	<p>Interdisciplinary, focusing on business and social issues, globalization, and leadership</p> <p>Apply quantitative and qualitative research methods to contemporary business problems</p>	<p>Specialized studies, generally within a single, specific discipline</p> <p>Heavy emphasis on research methodology and its application to develop new theories</p>



Common Elements of EDBAs Reviewed

- Cohort groups tend to be about 20 in-house at a time
- The focus is on accomplished managers with master's level training already under their belt, who want to “take their professional development to the next level”
- Some desire to do some teaching
- Covered largely by in-house faculty members
- Includes smart use of blended learning approaches
- Strong regional pull



Potential Positioning Advantages

- No EDDBA in Florida at present
- Research is managerial and applied – forge connections with the business community – plays to Crummer’s strengths
- The 2 summer projects result in publications for Crummer faculty
- The proposed model at the recommended scale appears manageable with Crummer faculty, without outsourcing
- Enhances enrollment in existing advanced electives
- Takes advantage of our blended learning capabilities
- New revenue stream that does not cannibalize MBA
- Good market of Crummer alums and especially current and recent KEMBAAs, EMBAAs, CMBAAAs, and SMBAAAs
- Would appear to be brand-enhancing for Crummer



Key Issues

- Commitment of sufficient number of Crummer faculty needed to deploy
- Asset deployment decision here versus other “options”
- Sustainability over time (always an issue these days in graduate business education)
- Potential for market entry by a better-known brand (note that a few purely distance versions of this concept are beginning to emerge)

Proposed Crummer EDBA Model

3 year program

- 5 core content seminars @ 3 hours each = 15 hours
- 2 methods seminars @ 3 hours each = 6 hours
- 2 summer publishing projects @ 6 hours each = 12 hours
 - These are “summer papers” – one-on-one with a faculty member to gain a publication and/or presentation. Aimed at sparking the eventual dissertation focus.
- 3 advanced concentration electives @ 3 hours each = 9 hours
 - These are our current electives/advanced courses that would be shared with MBAs
- Dissertation – 12 hours

TOTAL HOURS = 54 hours

Rollins College - Crummer Graduate School of Business
Executive Doctorate in Business Administration
Tentative Course Schedule

Term	EDBA Class 1	EDBA Class 2	EDBA Class 3	EDBA Class 4	EDBA Class 5	EDBA Class 6
Fall 2013	CORE 1					
	RM 1					
Spring 2014	CORE 2					
	RM 2					
Summer 2014	PROJECT 1					
Fall 2014	CORE 3	CORE 3				
	ADV CONC 1	RM 1				
Spring 2015	CORE 4	CORE 4				
	ADV CONC 2	RM 2				
Summer 2015	PROJECT 2	PROJECT 1				
Fall 2015	CORE 5	CORE 1	CORE 1			
	ADV CONC 3	ADV CONC 1	RM 1			
Spring 2016	DISSERTATION	CORE 2	CORE 2			
		ADV CONC 2	RM 2			
Summer 2016	DISSERTATION	PROJECT 2	PROJECT 1			
Fall 2016		CORE 5	CORE 3	CORE 3		
		ADV CONC 3	ADV CONC 1	RM 1		
Spring 2017		DISSERTATION	CORE 4	CORE 4		
			ADV CONC 2	RM 2		
Summer 2017		DISSERTATION	PROJECT 2	PROJECT 1		
Fall 2017			CORE 5	CORE 1	CORE 1	
			ADV CONC 3	ADV CONC 1	RM 1	
Spring 2018			DISSERTATION	CORE 2	CORE 2	
				ADV CONC 2	RM 2	
Summer 2018			DISSERTATION	PROJECT 2	PROJECT 1	
Fall 2018				CORE 5	CORE 3	CORE 3

				ADV CONC 3	ADV CONC 1	RM 1
Spring 2019				DISSERTATION	CORE 4	CORE 4
					ADV CONC 2	RM 2
Summer 2019				DISSERTATION	PROJECT 2	PROJECT 1
Fall 2019					CORE 5	CORE 1
					ADV CONC 3	ADV CONC 1
Spring 2020					DISSERTATION	CORE 2
						ADV CONC 2
Summer 2020					DISSERTATION	PROJECT 2
Fall 2020						CORE 5
						ADV CONC 3
Spring 2021						DISSERTATION
Summer 2021						DISSERTATION

CORE 1	CORE 1	Denotes classes shared between two EDDBA cohorts
CORE 3	CORE 3	Denotes classes shared between two EDDBA classes
ADV CONC 1		Advanced elective courses taken with MBA students

Rollins College ~ Crummer Graduate School of Business
Executive Doctorate in Business Administration
Draft of Tentative Course Outline

TERM #	TERM	CORE COURSES	METHOD COURSES	OTHER COURSES	CREDIT HRS
1	FA 13	CORE 1	RM 1*		6
2	SP 14	CORE 2	RM 2*		6
3	SU 14			PROJECT 1**	6
4	FA 14	CORE 3		ADV CONC 1***	6
5	SP 15	CORE 4		ADV CONC 2***	6
6	SU 15			PROJECT 2**	6
7	FA 15	CORE 5		ADV CONC 3***	6
8	SP 16	DISSERTATION			6
9	SU 16	DISSERTATION			6

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* Research Methods

** Cross-Disciplinary Research Project

*** Advance Concentration