The University of Georgia

University Council
Athens, Georgia 30602

August 21, 2013

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Dear Colleagues:

The attached proposal to offer the existing major in General Business (B.B.A.) as an online program will be an agenda item for the August 28, 2013, Full University Curriculum Committee meeting.

Sincerely,

David E. Shipley, Chair
University Curriculum Committee

cc: Interim Provost Libby V. Morris
Dr. Laura D. Jolly

Proposal for an External Degree
Terry College of Business

Institution: ___The University of Georgia_____Date: __August 14, 2013____

College/School/Division: _____Terry College of Business_____

Department: _____

Degree (please indicate whether this is a stand-alone degree): ___BBA; stand-alone degree_____

Major: ___General Business_____

CIP Code: _____

Proposed Start Date: ___Fall 2014_____

Narrative

The Terry College of Business requests approval to offer a fully-online version of the existing BBA-General Business degree program. The BBA-General Business degree program is currently offered to Terry students who are enrolled at UGA's Griffin campus. Both the existing program and the online version are degree completion programs; students complete all of General Education Areas I-V at another institution. Area VI can be completed at UGA or elsewhere. The following narrative provides further information to support our request.

1. Assessment

The Terry College's online version of the BBA-General Business program is designed to serve working professionals who are unable to attend a traditional, on-campus program. The typical student will complete 6 hours of coursework each semester, while maintaining full-time employment. Prospective students include:

- Lower-to-mid-level managers employed at large Georgia-based firms, including Home Depot, Delta, UPS, Coca-Cola and Newell Rubbermaid;
- military personnel stationed in or near Georgia; and
- stay-at-home parents who are transitioning back into the workforce.

We will particularly target students who are eligible for tuition reimbursement through their employer or the G.I. Bill.

According to a 2012 study, one-third of online students study in the field of business, making business the most popular area of study at both the undergraduate and graduate levels. Additionally, the same study found that 80 percent of online students live within 100 miles of the institution they attend, and 80 percent of undergraduate online students had transfer credit from a previously-attended institution (Aslanian and Clinefelter, 2012). All of these findings provide strong support for offering Terry's BBA-General Business as an online, degree-completion program. Only three USG institutions currently offer online BBA programs:

Kennesaw State University, Georgia Perimeter College, and Columbus State University. There is currently no nationally-ranked institution in Georgia—public or private—that offers an online BBA program.

In the fall of 2012, the Terry College conducted a survey of major Georgia employers to gauge their interest in a Terry online BBA program. Twenty-one firms responded to the survey, and of these, 11 respondents considered the program "extremely valuable." Of these 11 companies, nine offer tuition assistance programs. For these nine firms, we also learned that:

- between 7,000 and 11,000 employees use the company's tuition assistance program to pursue an undergraduate degree in business;
- only one of the nine companies said that employee needs were met through available online business degree programs;
- the average annual tuition reimbursement is about $5000; and
- the most appealing feature of a Terry online BBA program was "university/business school reputation."

Our target for the initial cohort is 40 students, but courses will be designed for scalability to allow for cohort size to reach a maximum of 60 students. We project total enrollment to reach roughly 500 students in AY 2018.

2. Admission Requirements

The admissions requirements for the online BBA-General Business program will be the same as the admissions requirement for the BBA-General Business program at Griffin. Both programs are degree-completion programs, and transfer students must meet the standard UGA entrance requirements (60 transferrable credit hours with a 2.80 or higher GPA; 30-59 transferrable credit hours with a 3.20 or higher GPA). Students must complete General Education Areas I-V prior to entering the program; Area VI can be completed at UGA (preferred) or at another accredited institution. Students must also complete MATH 1113 (Precalculus) and MSIT 3000 (Statistical Analysis for Business I) prior to entry in the program.

3. Program Content

Curriculum requirements for the online BBA-General Business degree program mirror the requirements for the BBA-General Business degree offered at the Griffin campus. Students must complete a total of 60 hours: 12 hours of upper-division business core classes, 30 hours of major required courses, 3 hours of an upper-division general elective classes, and 15 hours of Arts and Sciences elective classes. The complete BBA-General Business curriculum is included as Appendix A of this document.

While the curriculum requirements for both the online and traditional BBA-General Business degree programs are the same, online courses will be scheduled in 8-week blocks rather than in the usual 15-week semester format. This will allow the online BBA students to complete two *consecutive* 8-week courses each semester. There are several benefits associated with offering shorter courses that students complete one-by-one (instead of concurrently). First, online student retention tends to be higher when students are able to quickly complete courses. Secondly, working students are likely to better manage coursework when they are able to

focus on one course at a time. Finally, scheduling courses in shorter blocks is increasingly common in other online programs, including Penn State's World Campus.

4. Student Advising

A designated Program Coordinator will provide individual advising each semester to online BBA-General Business students. Students will be advised via phone or email to avoid the need for travel to Athens. The Program Coordinator will also provide assistance to prospective students who need advice on the appropriate courses to complete prior to applying to the program.

5. Resident Requirements

In order to graduate, students completing the online BBA-General Business program must meet the standard UGA and Terry College residency requirements:

- 45 of last 60 semester hours earned at UGA (15 of last 20 three-hour courses are to be satisfied at UGA)
- 30 hours of Terry coursework earned

6. Program Management

The online BBA-General Business degree program will be administered through the Terry College Undergraduate Programs Office. The Director of Undergraduate Programs, under the supervision of the Associate Dean for Academic Programs, will be responsible for overseeing admissions, advising, course scheduling and student progress towards degree completion. A Program Coordinator will be hired to assist the Director with carrying out these responsibilities. Instructional technology will be coordinated by the Manager of Instructional Technology, Terry College Office of Information Technology, and one or more course designers will assist faculty with developing high-quality, interactive online courses. The Terry College will also collaborate with UGA's Office of Online Learning in designing and delivering courses and marketing the online degree program. Additional information on course development, faculty and teaching assistants, program duration and scheduling follows.

<u>Course Development and Delivery</u>

1. Development of online courses began in January 2013. Four upper-division core courses (FINA 3000E, MARK 3000E, MGMT 3000E, and MSIT 3000E) were delivered in summer 2013. Additionally, the six courses in General Education Area VI were offered in summer 2013. Three major required courses (ECON 4040E, REAL 4000E, and MARK 4100E) are being developed in AY 2014 for delivery in summer 2014. The remaining major required courses that will initially be made available are: FINA 4000E, FINA 4810E, LEGL 4300E, MGMT 4000E, MGMT 5400E, MGMT 5820E, and RMIN 4000E. (See Appendix B for a sample program of study based on these courses.)
2. Online courses are being designed to ensure scalability and to allow for changes in instructors-of-record without significant revisions of course content.
3. Course materials are developed and presented on approved Terry templates.
4. Courses are designed for an eight (8)-week period.
5. Within an online course, each week's module consists of materials (lectures, readings, activities, and assignments) developed by Terry faculty. Each module begins with a set of learning objectives and ends with a summary statement of the main points.

6. Staff in the Terry College of Business Office of Information Technology, along with staff from the UGA Office of Online Learning, assist faculty in the development and delivery of their courses. Instructional designers work directly with each faculty member teaching an online course to migrate existing course materials to an online format, to ensure accessibility of materials to students, and to use accepted UGA and Terry rubrics.
7. The enrollment for each online course is initially capped at 40.
8. All courses will be evaluated by students using the standard Terry College course evaluation instrument. In addition, students will receive the online course evaluation instrument distributed by the Office of Online Learning.

Faculty and Teaching Assistants

1. Online instructors are drawn from the existing pool of full- and part-time Terry faculty. Selection of online instructors is done in coordination with the relevant department head. With the approval of the appropriate department head, additional part-time faculty may be hired to design or deliver some online courses.
2. Faculty members are allowed to teach online courses from their assigned campus or from a remote location as long as the instructor has adequate Internet connectivity at the remote site.
3. Courses will be delivered on an overload basis and will be considered for normal teaching load as the program continues.
4. Faculty who are approved to develop online courses are expected to:
    a. Participate in required training sessions conducted by the UGA Office of Online Learning or the Terry College.
    b. Participate in regularly-scheduled status meetings with an assigned instructional designer. Instructional designers, educated in current adult learner and distance learning best practices, consult with faculty to ensure courses are designed to online education industry standards, support technical needs during the course development process, and guide faculty in the completion of development tasks by agreed upon deadlines.
    c. Design courses that adhere to UGA and Terry templates and guidelines for online courses.
    d. Complete all aspects of course development during the semester prior to delivery.
    e. Serve as instructor-of-record and deliver the course in the semester following development.
    f. Faculty who design and deliver online courses will be expected to provide the entire content of their courses to the Terry College of Business so that subsequent instructors of the same course can deliver similar material across semesters.
5. Faculty teaching courses for the online BBA-General Business program will be supported by teaching assistants (TAs). TAs will be trained to assist faculty with various aspects of online course delivery and management, including:
    - answering student questions about course content, assignments and expectations;
    - managing online discussion boards; and
    - assisting with grading assignments, quizzes and exams.

Schedule of Courses and Duration of Program

The online BBA-General Business will follow a cohort model that requires students to take course offerings in a structured sequence. New cohorts will be accepted in the fall, spring, and summer semesters. As noted earlier, students will be expected to complete two, consecutively-offered, 8-week courses in the fall and spring semesters. Students will take one 8-week course in the summer. This schedule allows students to complete the online BBA-General Business program in eight semesters. Appendix B provides more detailed information on the course schedule from fall 2014 through spring 2018.

7. Library and Laboratory Resources

Students in the online BBA-General Business program will have access to all UGA library resources, including books, articles, e-reserves, interlibrary loan requests, and UGA licensed databases. Students will be provided with information about UGA Libraries' Distance Learning Service (http://www.libs.uga.edu/ref/dl/index.html), which provides library resources for distance learners.

Laboratory resources are not used within the General Business curriculum.

8. Budget

Appendix C provides cost estimates for the online BBA-General Business degree program. Costs are projected over a five-year period that runs from the entrance of the initial student cohort in AY 2015 through AY 2019, when the steady-state enrollment is reached.

9. Program Costs Assessed to Students

If the online BBA-General Business degree program is approved, the Terry College plans to submit a request for a tuition e-rate to the Office for the Vice President of Instruction. Based on program costs, the tuition for other competing online programs, and the target market, the College anticipates requesting an e-rate of $510 per credit hour. As described in the program budget (Appendix C), developing and delivering an online degree program involves both start-up and recurring costs, including:

- hiring a Program Coordinator and an additional Instructional Designer;
- faculty compensation for design and delivery of courses;
- funding for teaching assistants; and
- developing marketing tools and strategies to promote the program.

A tuition e-rate will provide the additional resources needed to ensure a high-quality online program that complements Terry College's other undergraduate programs and maintains its reputation in the academic and professional communities. Furthermore, we expect that for most students the burden of the additional cost will be largely offset by employer tuition assistance plans.

Other costs associated with the online BBA-General Business degree program—including textbooks and other materials—will not differ from the costs of the existing program.

10. Accreditation

The Association for the Advancement of Collegiate Schools of Business (AACSB) will be notified of Terry College's intent to deliver an online BBA program. Appropriate procedures will be followed to ensure maintenance of both SACS and AACSB accreditation following the start of the program, including student learning assessment and review of faculty qualifications.

Appendix A: Bachelor of Business Administration in General Business (BBA)

University of Georgia General Education (GenEd) Core Curriculum Requirements

See UGA Bulletin for course options in each General Education Area at bulletin.uga.edu

GenEd I - Foundation Courses (9 hours)

ENGL 1101 English Composition I (Grade of C or better is required) _____

ENGL 1102 English Composition II (Average of 2.0 or better is required for both ENGL 1101/1102) _____

MATH (See UGA Bulletin) _____

GenEd II - Sciences (7-8 hours) At least one of the Physical Science or Life Science courses must include a laboratory.

Physical Sciences (3-4 hours) _____

Life Sciences (3-4 hours) _____

GenEd III - Quantitative Reasoning (3-4 hours)

MATH 1113 _____

GenEd IV - World Languages and Culture, Humanities and the Arts (12 hours)

World Languages and Culture (9 hours) _____ _____ _____

Humanities and the Arts (3 hours) _____

BBA degree requirement course COMM 1100 (Introduction to Public Speaking) or COMM 1500 (Introduction to .Interpersonal Communication) is preferred in GenEd Core IV for the Terry College. It must be taken as an Arts and Sciences Elective or excess credit, if not satisfied as part of GenEd Core IV.

GenEd V - Social Sciences (9 hours)

Social Science Elective _____

Social Science Elective _____

Social Science Elective _____

BBA degree requirement course ECON 2200 (Economic Development of the United States) or ECON 2100 (Economics of Environmental Quality) is preferred in GenEd Core V for the Terry College. It must be taken as an Arts and Sciences Elective or excess credit, if not satisfied as part of GenEd Core V. ECON 2105 and ECON 2106 are prerequisites to ECON 2200 and ECON 2100.

GenEd VI - Related to the Major (18 hours)

ACCT 2101 Principles of Accounting I _____

ACCT 2102 Principles of Accounting II (prerequisite: ACCT 2101) _____

ECON 2105 Principles of Macroeconomics _____

ECON 2106 Principles of Microeconomics _____

LEGL 2700 Legal and Regulatory Environment of Business _____

MIST 2090 Introduction to Information Systems in Business _____ (CSCI 1100-1100L substitutes for MIST 2090)

If you are transferring from another University System of Georgia (USG) institution (i.e., another 2-year or 4-year Georgia public college or university) and you completed the Core requirements at your previous school/college, your General Education/Core will be considered to be satisfied at UGA. If you are from a private college or university or a public institution in another state, your academic advisor will review your transfer courses and provide guidance as to where each will be placed in the UGA degree requirements.

Terry College Upper Division and Major Requirements

Upper Division Business Core (12 hours)

FINA 3000 Financial Management
MSIT 3000 Statistical Analysis for Business I (must be completed prior to admission)
MGMT 3000 Principles of Management
MARK 3000 Principles of Marketing

Upper Division General Elective (3 hours)*

One (3-hour) course required. Choose from 3000-level or above course(s) other than Terry College prefixes. Any 3000-level or above transfer course may be used to satisfy Upper Division General Electives.

Major Required Courses (30 hours)*

Choose ten business courses 4000-level or above from the following, with no more than three courses from any one business prefix: ACCT, ECON, FINA, LEGL, MARK, MGMT, MIST, MSIT, REAL, RMIN. All major courses must be completed with a grade of C (2.00) or better.

*No more than 5 courses (4000-level or above) from any one business prefix are allowed to count in the General Business Major and General Electives areas: ACCT, ECON, FINA, LEGL, MARK, MGMT, MIST, MSIT, REAL, RMIN.

Arts and Sciences Electives (15 hours)

Terry College majors are required to satisfy 15 hours (1000 – 5000 level) of Arts and Sciences Electives. Transfer coursework is accepted. Choose from the following prefixes:

AFAM, AFST, AMHA, ANTH, ARAB , ARED, ARGD, ARHI, ARID, ARST, ARTI, ARTS, ASTR, BCMB, BENG, BINF, BIOL, CBIO, CHEM, CHNS, CLAS, CMLT, COMM, CSCI, DRAM, DANC, ECON, ECOL, EMUS, ENGL, ENTO, FANR, FCID, FILM, FREN, FRES, FYOS, GENE, GEOG, GEOL, GPST, GREK, GRMN, HEBR, HIST, HNDI, HONS, INDO, INTS, ISCI, ITAL, INTL, JPNS, KREN, LACS, LATN, LING, MAND, MARS, MATH, MIBO, MUSI, NAMS, PASH, PBIO, PERS, PHIL, PHYS, POLS, PORT, PSYC , PTSP, RELI, ROML, RUSS, SEMI, SCAN, SLAV, SOCI, SPAN, SPCM, STAT, SWAH, THEA , TURK, URDU, VIET, WMST, YORB, ZULU and several AIRS and MILS courses - see UGA Bulletin for full list.

Required for a BBA Degree

Lower Division General Education Core Curriculum Courses (minimum 58-60 hours)
Upper Division and Major Courses (minimum 60 hours)
Physical Education (1 hour)
Total required for a BBA Degree – 120 semester hours plus one PE credit

Terry College Graduation Requirements

____ Terry College Residency: 30 hours of Terry coursework
____ COMM 1100 or COMM 1500 or COMM 2300 (formerly SPCM)
____ ECON 2100 or ECON 2200
____ 2.00 Terry College grade point average (Terry prefix courses taken at UGA that are being applied towards the completion of the BBA degree.

University-wide Requirements

____ United States and Georgia History Exam
____ United States Constitution Exam
____ Georgia Constitution Exam
____ Environmental Literacy Requirement
____ Cultural Diversity Requirement
____ Physical Education - one hour
____ UGA Residency: 45 of last 60 semester hours earned (15 of last 20 three-hour courses are to be satisfied at UGA)
____ 2.00 University of Georgia cumulative average for graduation certification

Appendix B: Sample Program of Study (Cohort Entering Fall 2014)

Fall 2014
MARK 3000E, Principles of Marketing (3 hours)
FINA 3000E, Financial Management (3 hours)

Spring 2015
MGMT 3000E, Principles of Management (3 hours)
FINA 4000E**, Financial Institutions and Markets (3 hours)

Summer 2015
Thru Term: REAL 4000E*, Real Estate (3 hours)
Arts and Sciences Elective, such as PSYC 3260E (3 hours)

Fall 2015
MGMT 4000E**, Operations Management (3 hours)
MARK 4100E, Consumer Buyer Behavior (3 hours)

Spring 2016
ECON 4040E*, The International Business Environment (3 hours)
FINA 4810E**, International Finance (3 hours)

Summer 2015
Thru Term: RMIN 4000E**, Risk Management and Insurance (3 hours)
Arts and Sciences Elective, such as COMM 1500E (3 hours)

Fall 2015
LEGL 4300E**, Law of Business Organizations (3 hours)
MGMT 5820E**, Human Resource Management (3 hours)

Spring 2017
MGMT 5400E**, Strategic Management (capstone; 3 hours)
Regular semester: Arts and Sciences Elective, such as ECON 2200E (3 hours)

Summer 2017
Thru Term: Upper Division General Elective, such as HACE 3250E (3 hours)
Arts and Sciences Elective, such as SPAN 1110E (4 hours)

*New course applications awaiting approval in CAPA
**Courses to be submitted for approval in CAPA

NOTE: Most entering students will have completed some or all of the required 15 credit hours of Arts and Sciences electives. The above program of study assumes prior completion of 3 credit hours.

Appendix C: Schedule of Course Offerings

Below is a schedule of course offerings based on admitting students three times per year.

Teaching double and triple sections minimizes instructional and support costs. There will be a maximum of eight (8) unique courses offered within a single semester at **full capacity (Spring 2018)**.

Cohort	1: Fa14–Sp17	2: Sp15–Su17	3: Su15–Fa17	4: Fa15–Sp18	5: Sp16–Su18	6: Su16–Fa18	7: Fa16–Sp19	8: Sp17–Su19	9: Su17–Fa19	10: Fa17–Sp20	11: Sp18–Su20
Fa14 (2)	MARK 3000										
	FINA 3000										
Sp15 (3)	MGMT 3000	MGMT 3000									
	Major1	FINA 3000									
Su15 (2)	Major2	MARK 3000	MARK 3000								
Fa15 (4)	Major3	Major3	MGMT 3000	MGMT 3000							
	Major4	Major4	FINA 3000	FINA 3000							
Sp16 (5)	Major5	Major5	Major5	MARK 3000	MARK 3000						
	Major6	Major1	Major1	Major1	FINA 3000						
Su16 (3)	Major7	Major2	Major2	Major2	MGMT 3000	MGMT 3000					
Fa16 (6)	Major8	Major8	Major3	Major3	Major3	MARK 3000	MARK 3000				
	Major9	Major9	Major4	Major4	Major4	FINA 3000	FINA 3000				
Sp17 (7)	Capstone	Major7	Major7	Major5	Major5	Major5	MGMT 3000	MGMT 3000			
		Major6	Major6	Major6	Major1	Major1	Major1	FINA 3000			
Su17 (4)		Capstone	Major8	Major8	Major2	Major2	Major2	MARK 3000	MARK 3000		
Fa17 (7)			Major9	Major9	Major9	Major3	Major3	Major3	MGMT 3000	MGMT 3000	
			Capstone	Major7	Major7	Major4	Major4	Major4	FINA 3000	FINA 3000	
Sp18 (8)				Capstone	Major8	Major7	Major5	Major5	Major5	MGMT 3000	MGMT 3000
					Major6	Major6	Major6	Major1	Major1	Major1	FINA 3000

"Major 1 - Major 9" and "Capstone" indicate major required courses.

Appendix D: Budget—Projected Costs of Online BBA-General Business Program

COHORTS	2014-15*	2015-16	2016-2017	2017-2018	2018-2019
Degree/Certificate Program Departmental Budget					
Program Expenses	**5 unique courses**	**11 courses**	**16 courses**	**19 courses**	**19 courses**
Direct Instructor Support Costs (overload @ $9k/course)	$45,000	$99,000	$144,000	$171,000	$171,000
Teaching Assistants (@ $40/student)	$9,600	$42,400	$76,800	$92,800	$93,600
Course Development @ $9k/new course	$27,000	$36,000	$27,000	$19,500	$19,500
Instructional Designer/Developer (OIT)	$40,000	$40,000	$40,000	$40,000	$40,000
Admissions, Advising, Student Services Support (UPO)	$40,000	$40,000	$40,000	$40,000	$40,000
Additional Marketing	$15,000	$15,000	$12,000	$10,000	$10,000
Faculty Training	**Provided by University**				
Marketing					
Student Support					
Total Program Expenses	**$176,600**	**$272,400**	**$339,800**	**$373,300**	**$374,100**

***** NOTE: 2014-2015 (Fall/Spring) only includes 2 admit cohorts of 40 each; each subsequent AY includes 3 admit cohorts of 60 each (Summer/Fall/Spring)