Competitive Analysis: MIT Programs

Prepared for the University of Georgia Terry College of Business

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In the following report, Hanover Research provides an overview of the Terry College of Business's Master of Internet Technology program, as well as those of its local competitors and national peers. By comparing these programs, we identify distinctive elements of Terry's program. This information will aid the Terry College of Business in strategically marketing its master's program.

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EXECUTIVE SUMMARY

INTRODUCTION

In this report, Hanover Research analyzes the Master of Internet Technology (MIT) program at the Terry College of Business, along with similar programs offered by its national peers and local competitors. This information will assist Terry as it works to differentiate its master's program through strategic marketing. The report is comprised of two sections:

- ✓ **Section I** provides an overview of the MIT program at the Terry College of Business, in addition to profiling comparable programs offered by Terry's national peers. Each profile focuses on four program components: value proposition, areas of study/specialization, program tuition, and graduate return on investment (ROI).

- ✓ **Section II** examines the offerings of three local institutions identified by Terry as potentially competitive: Georgia State University, Georgia Institute of Technology, and Kennesaw State University. Again, these profiles present information on each program's value proposition, available areas of study/specialization, tuition, and graduate ROI.

Hanover Research analyzed only those institutions selected for examination by the Terry College of Business. In general, we limited our research to a review of information available on program or departmental websites; where applicable, we broadened our research to include information available at the school or institutional level.

KEY FINDINGS

- **The Terry College of Business offers the only Master of Internet Technology program among its national peers and local competitors.** At the national level, only six of nine peers offer comparable master's programs; three peer institutions—the University of Iowa, Michigan State University, and Ohio State University—do not offer comparable programs through their business schools or other departments. Across all institutions considered, most similar programs are in the broader fields of information systems or management, rather than the more focused field of Internet technology, further suggesting the unique nature of Terry's offering.
- **ROI data vary dramatically between all programs reviewed in this report**, rendering normalized comparison difficult. Some programs provide only salary or placement information, while others simply list popular employers for program graduates. Five of nine total programs reviewed in this report do not offer any employment or salary information on their websites and did not respond to requests for information. One institution – Kennesaw State University – noted that

its MS in IS program does not track such data, as "most … students already have jobs when they enter the program."

- Among both national and local competitors, Georgia State University's method for conveying student ROI is particularly impactful. Georgia State University places its graduates' average starting salaries in context by comparing them to pre-enrollment salaries. For example, its website points out that the average starting salary of its Professional MBA program graduates represents a 29 percent increase over pre-enrollment salaries. Given that many peer and competitor programs are aimed at adults who are already employed, this could serve as an effective model for attracting students wishing to advance their careers.

National Peers

- **Two program elements are most commonly featured as part of the value proposition of peer master's programs**: five of six profiled programs prominently feature their flexible structure (e.g., online/hybrid courses, multiple locations, multiple degree pathways, customizable program length), while four of six programs emphasize the accomplishments and scholarship of their faculty.
  - While many national peers offer flexible delivery formats or program structures, only two national peer institutions—those at the University of Arizona and Arizona State University—offer fully online programs; meanwhile, only Arizona State University offers evening courses.
  - The most uncommon or infrequently mentioned elements of peer programs' value propositions include success securing grants, internship opportunities, and state-of-the-art facilities.

Selected Local Competitors

- **Four aspects of local degree programs are most commonly featured as part of area competitor value propositions**: all profiled programs emphasize their flexible structure (e.g., evening or weekend classes, multiple delivery options) and their national recognition; meanwhile, two of four programs feature relevant research centers, and another two programs highlight the broader business school's accreditation in program-specific marketing materials.
- While the programs at Georgia State University and Kennesaw State University offer online *courses*, none of the programs offered by local competitors are available in a fully online format.

DISCUSSION

TREND ANALYSIS: NATIONAL PEERS

The Terry College of Business's MIT program sets itself apart from its national peers in three key ways. First, Terry's Internet-focused master's program represents the only such program among its national peers. This **focus on Internet technology** allows the MIT program's students to gain a targeted body of knowledge in a niche area. Second, Terry's **incorporation of an internship** places it among just two national peers who emphasize or require the completion of an internship; this enables Terry students to gain from real-world, team-based experience. Consistent with the program area, Terry's internship has an Internet focus, setting it apart from competitors' emphases. Third, **Terry's program structure is especially conducive to adult students**: only Arizona State University also offers evening courses. If Terry were to offer a fully online version of its current program, as proposed, it would be one of just three such online programs among national peers.

A lack of detailed information on graduate ROI across institutions makes cross-program comparison somewhat problematic. However, available data suggest that the Terry College of Business offers students a competitive ROI in comparison to its national peers. Importantly, Terry's tuition and fees are inexpensive: they are the third-least expensive for residents and the second least expensive for non-residents. While only two peer programs publicize detailed employment data on their websites—those at the University of Arizona and Texas A&M University—these data indicate that more graduates from Terry's program (93 percent) are employed within three months compared to those from the University of Arizona's program (90 percent). Only one of Terry's national peers has publicized salary data for its graduates: Texas A&M University. The average starting salary for graduates of Terry's MIT program ($55,874) is lower than that for graduates of Texas A&M's MS in Management Information Systems program ($66,746).

TREND ANALYSIS: SELECTED LOCAL COMPETITORS

The Terry College of Business's MIT program differentiates itself from its identified local competitors in several unique ways. As at the national level, Terry is the only institution among the local competitors identified to offer a master's program focused explicitly on Internet technology. Similarly, Terry is the only one of the institutions examined to require or emphasize the importance of an internship as part of its curriculum. **Terry's MIT program is also the only local program reviewed in this report with multiple corporate and curricular partnerships**; by using materials from the Web Standards Project's InterAct Curriculum and resources from topical businesses, Terry enriches its program curriculum. Finally, if Terry were to offer its MIT program completely online, it would be unique among the local programs identified as competitors.

Limited available data on student ROI suggest that the Terry College of Business offers a competitive ROI among its identified local competitors. Among the program's examined, Terry's MIT tuition and fees are not exceptional, falling as the fourth-least expensive of five programs for residents of Georgia and the third-least expensive for non-residents. Upon

graduation, however, Terry students have a roughly equal chance of being employed as those graduating from the only other program reporting similar data: the Georgia Institute of Technology, which is also the most expensive institution among local competitors. Data from these two institutions' most recent graduating classes indicate that 93 percent of Terry graduates and 94 percent of the Georgia Institute of Technology graduates are employed within three months. However, graduates from the Georgia Institute of Technology (along with Georgia State University) have higher average starting salaries compared to Terry graduates.

SECTION I: NATIONAL PEERS

This section provides an overview of the Terry College of Business's MIT program, along with the comparable program offerings of national peers. Through a comprehensive review of course catalogs, Hanover found that three national peer institutions do *not* offer degrees directly comparable to Terry's MIT program (either within or outside their business schools): the University of Iowa, Michigan State University, and Ohio State University. For the remaining six institutions that do offer comparable programs, Hanover Research presents information on four key program elements: value proposition, areas of study/specialization, program tuition, and graduate ROI.

UNIVERSITY OF GEORGIA, TERRY COLLEGE OF BUSINESS, DEPARTMENT OF MANAGEMENT INFORMATION SYSTEMS

Terry's Master of Internet Technology (MIT) program is offered through the College's Department of Management Information Systems (MIS). While the program is currently offered in a campus-based format, Terry has noted that it may launch an online format in the near future.

The program provides instruction in business and technical skills, with the aim of preparing graduates for careers in the fields of business, e-commerce, and IT development. Some of the key ways in which the program differentiates itself are listed below:

- **National recognition –** *U.S. News & World Report* rated the wider graduate program in management information systems as the 14th best in the United States. The MIT program is composed of courses classified under management information systems' codes.[1]
- **Partnerships:**
  - In 2009, the program became the first master's program to partner with the Web Standards Project's InterAct (WaSP InterAct) Curriculum. Terry's program website notes that "Working in conjunction with the W3C Open Web Education Alliance, [this partnership] allows the program "to couple solid, standards-based instruction with access to the movers and shakers of the Web."[2]
  - The program has also entered into industry partnerships with Sherpa Web Studios and Visual Paradigm.[3]
- **Emphasis on cutting-edge technology** – The MIT program "introduces students to the most current technology" used in the workplace.[4]

[1] "Current Rankings." University of Georgia. http://www.terry.uga.edu/news/rankings/#mis
[2] "Master of Internet Technology." University of Georgia. http://mit.terry.uga.edu/
[3] "Program Partners." University of Georgia. http://mit.terry.uga.edu/program_partners.html
[4] "Program Benefits." University of Georgia. http://mit.terry.uga.edu/program/benefits.html

- The program is offered in the Intellicenter on the Gwinnett campus, which offers "state of the art classroom technology."[5]

- **Project management certification preparation** – The program provides students the educational requirements necessary to apply for Project Management Institute (PMI) Certification, "the world's most recognized professional credential for project management." [6]
  - **Project-based learning** is also directly incorporated into the program's curriculum, through the required team-based internship, in which students work together to develop an Internet-based solution for real-world clients in the business and nonprofit sectors.[7]
- **Small class sizes** – The program limits class sizes to around 35 students, enabling instructors to provide students with individualized attention, along with "coaching and mentoring essential for career development."[8]
- **Faculty credentials** – Terry faculty associated with the MIS department offer focused subject-area expertise and professional experience in MIS-related fields.[9] Terry 'spotlights' Program Director Dr. Craig Piercy, for instance, who has been recognized by the Open Web Education Alliance, as well as MIS Professor Rick Watson, J. Rex Fuqua Distinguished Chair for Internet Strategy.[10]
- **Innovative, Evolving Curriculum –** Terry notes that the MIT program offers an "intensive [,…] dedicated curriculum," with business and technical training courses designed to complement one another and enable coordinated instruction among program faculty. Terry's curriculum is developed in conjunction with the Terry MIS department's Industry Advisory Board, who aid in curricular evaluation and development to ensure that coursework keeps pace with developments in the field.[11]

The MIT is offered as a part-time, two-year program, with classes taught twice a week in the evening. The program consists of five sequential semesters, including one summer semester.[12] Students are required to complete 32 total credit hours of coursework, with 11 credit hours dedicated to project management and the project internship.[13] Terry does not offer specializations or concentrations within the MIT program.

[5] "Gwinnett Campus." University of Georgia. http://gwinnett.uga.edu/facilities.html
[6] "Program Benefits," Op cit.
[7] "Project Internships." University of Georgia. http://mit.terry.uga.edu/students/projects.html
[8] "Program Benefits," Op. cit.
[9] "People – Department of Management Information Systems." University of Georgia. http://www.terry.uga.edu/directory/dept/11/
[10] "Faculty Spotlight – Craig Piercy." University of Georgia. http://www.terry.uga.edu/spotlights/faculty/craig-piercy.html; "Faculty Spotlights – Rick Watson." University of Georgia. http://www.terry.uga.edu/spotlights/faculty/rick-watson.html
[11] Ibid.
[12] "Master of Internet Technology Program." University of Georgia. http://www.terry.uga.edu/courses/program/mit/
[13] "About the Master of Internet Technology." University of Georgia. http://mit.terry.uga.edu/program_overview.html

In-state students pay a total of $9,503 in tuition and fees for every 12 credit hours registered. Non-resident students, by comparison, pay $15,778 for the same number of credit hours.[14]

Terry notes that, aside from businesses that have a large online presence, graduates from the program have found employment as IT consultants, or within the financial services field. The program website more broadly states that "most graduates see a career track that leads to IT management and possible CIO as a goal."[15]

Based on data from the most recent graduating class (2009), roughly 93 percent of students had found employment within three months of graduation. The average salary of the program's graduates is $55,874. Program graduates were largely employed in the southeast United States (77 percent), with roughly 8 percent each employed in the northeast, southwest, and outside the U.S. The most common job function for graduates is "business analyst" (38 percent), followed by "project manager" (23 percent) and "developer" (15 percent). Eight percent of graduates reported being employed in a "webmaster" function.[16]

Beyond the career resources available to Terry students through UGA Career Services, the College enables recruiters to register and post jobs directly through the MIT program website. The College highlights a testimonial from Deloitte promoting the quality of MIT program graduates.[17] The potential for career development (as well as general program quality) is also highlighted through the experience of one 2003 program graduate, in the program website's "Student Perspectives" section.[18]

UNIVERSITY OF ARIZONA, ELLER COLLEGE OF MANAGEMENT

The most directly comparable program offered by the University of Arizona is the Master of Science in Management Information Systems (MIS).[19] This program has the following distinguishing features, some of which are tied to the program's location within the institution's Eller College of Management:

- **National recognition:**[20]
  - The MIS Department is ranked 4th in research publication rakings based on the "*MISQ*, *ISR*, and *JMIS* Journals;"
  - *U.S. News & World Report* ranked Eller the 5th best graduate school for MIS nationwide. The College notes that its "MIS program has been among the top-

[14] Figures are most recent listed, Spring 2012. "Bursar's Office Division." University of Georgia. https://busfin1.busfin.uga.edu/bursar/schedule_fee_list.cfm
[15] "Frequently Asked Questions." University of Georgia. http://mit.terry.uga.edu/program/faq.html
[16] "Job Placement Statistics." University of Georgia. http://mit.terry.uga.edu/recruiters/job_placement.html
[17] "Recruiters." University of Georgia. http://mit.terry.uga.edu/recruiters/perspectives.html
[18] "Student Perspectives." University of Georgia. http://mit.terry.uga.edu/students/student_perspective.html
[19] "Master's in MIS." University of Arizona. http://www.mis.eller.arizona.edu/about/rankings.asp
[20] "Rankings." University of Arizona. http://www.mis.eller.arizona.edu/about/rankings.asp

five MIS programs in the country for over 24 consecutive years, a record only matched by MIT and Carnegie-Mellon."
    - The MIS department is "consistently highly ranked in the … h-index," which measures the productivity and research impact of scholarly work.
    - *The Chronicle of Higher Education* ranked the Department No. 1 in 2007 in its faculty scholarly productivity index (a more recent rank is not listed in program materials).

- **Research and Technology Centers** include the Center for Management of Information and the Artificial Intelligence Lab, which helps the institution to attract research funding. The University notes that "The MIS Department … generates more research dollars annually than any other management school in the country."[21]
- **Curricular collaboration** – The MIS curriculum is developed in collaboration with the Association of Computing Machinery and "other schools" to ensure up-to-date courses and instruction.[22]
- **Multiple program options:**[23]
    - The master's program can be taken as either an **on-campus**, **online,** or **hybrid** degree;
    - The program can be taken concurrently with a Certificate in Entrepreneurship;
    - Students may also opt for a dual MS MIS/MBA, a 69-71 unit, three-year program option which leads to the award of both an MS in MIS and an MBA degree.
- **Grants and research funding** – The MIS program has generated over $85 million in grants to fund research.[24]
- **Faculty members** have been "recognized in leading academic and business journals, publications and electronic media."[25]
- **Project-based experience** –MIS campus-based master's students are required to complete a team-based or independent project to develop solutions for real-world clients.[26]
- **Networking and Career Opportunities** – Students are provided with the opportunity to develop industry connections through student organizations (like the MIS Graduate Association), as well as pursue jobs and internships through the Department's recruiting and placement services. The School employs a dedicated **Career Coordinator** who facilitates networking, coaching, and placement services for MIS students.[27]

[21] Ibid.
[22] Ibid.
[23] "Masters Programs." University of Arizona. http://mis.eller.arizona.edu/masters/programs/
[24] "Rankings." University of Arizona. Op. cit.
[25] "Fast Facts." University of Arizona. http://www.mis.eller.arizona.edu/about/fastfacts.asp
[26] "Gaining Real World Experience." University of Arizona. http://www.mis.eller.arizona.edu/masters/project.asp
[27] See "MIS Careers." University of Arizona. http://www.mis.eller.arizona.edu/careers/; "MIS Career Coordinator." University of Arizona. http://www.mis.eller.arizona.edu/about/career_coordinator.asp

For the online and hybrid options, all students take the same 10, three-hour courses in order to earn a degree. Online options "are delivered using a combination of online voiced-over material supplemented by online labs, assignments, projects, reading materials, quizzes, and exams." Each course is 7.5 weeks in length, and comprised of three hours of instruction, allowing a student to potentially complete the degree in as few as 10 months. Students can apply at any time during the year, and are admitted into the program on a rolling basis.[28] In the hybrid option, students meet face-to-face three times throughout each course.[29] The 10 required courses are as follows:[30]

- Software Design
- Business Foundations of IT
- Information Security in Public and Private Sectors
- Information Security Risk Management
- Systems Security Management
- Enterprise Data Management
- Information Systems Analysis and Design
- Data Mining for Business Intelligence
- Master's Project Report (a research report in which students apply their MIS knowledge to an identified problem in the field)

The on-campus format of the MS in MIS is composed of a core curriculum, combined with electives. The total number of credit hours required for the on-campus degree is listed as between 33 and 38 (depending on the concentration chosen), completed over the course of three semesters; the core curriculum is shown in the figure below.[31] Students can earn the degree with a concentration if they complete two or more courses in a certain concentration area during the course of the degree.[32] There are currently four concentration areas for the on-campus MS in MIS:[33]

- Security and Information Assurance;
- Business Intelligence and Analytics;
- Managing Business Operations; and
- Innovation and Entrepreneurship.

[28] "MIS*online* – Master's in MIS." University of Arizona. http://misonline.eller.arizona.edu/masters/index.asp
[29] "MIS*online* Hybrid Programs in Chandler AZ." University of Arizona. http://misonline.eller.arizona.edu/chandler/index.asp
[30] "MIS*online* – Course Descriptions." University of Arizona. http://misonline.eller.arizona.edu/course_descriptions.asp#688
[31] "Master's in MIS with Concentrations Program." University of Arizona. http://mis.eller.arizona.edu/masters/programs/masterinmis_corecourses.asp
[32] "Master's in MIS Program." University of Arizona. http://mis.eller.arizona.edu/masters/programs/masterinmis.asp
[33] "Master's in MIS with Concentrations Program." University of Arizona. http://mis.eller.arizona.edu/masters/programs/masterinmis_concentrations.asp

Figure 1.1: MIS, Eller College of Management

COURSE	UNITS
Fall I	
Enterprise Data Management	3
Analysis and Design of Systems and Service	3
Business Data Communications and Networking	3
Business Communications	3
Financial Accounting (if needed)	2
Spring	
Web Mining and Analytics	3
Business Foundations for IT	3
Master's Project	3
MIS Elective	3
Summer	
Internship	1
Fall II	
Software Design	3
MIS Electives (2)	6

Source: Eller College of Management

Tuition for the program varies according to whether it is taken on-campus or online/hybrid. For the on-campus program, residents of Arizona pay $10,314.79 in tuition, program fees, and mandatory fees per semester; for non-residents, similar costs amount to $18,020.79 per semester.[34] For students taking the program via hybrid/online delivery, the cost for each three-credit graduate course is $3,669.[35] For the online and hybrid programs, there does not appear to be a distinction between resident and non-resident students.

Based on the December 2010 class, **90 percent of program graduates were employed within three months of graduation, and 100 percent were employed within five to six months**. No data on salaries is provided by the University of Arizona, but the University notes that MIS graduates have gone on to work for many prominent companies, including Deloitte, Microsoft, and Adobe.[36]

ARIZONA STATE UNIVERSITY, W.P. CAREY SCHOOL OF BUSINESS

The most comparable degree offered by Arizona State University is the Master of Science in Information Management (MSIM).[37] Arizona State emphasizes the following elements of MSIM in its marketing efforts:

- **Recognition**:[38]
  - "Consistently ranked among the top 20" information management programs in

[34] "Tuition and Fees Calculator." University of Arizona. http://www.bursar.arizona.edu/students/fees
[35] "MIS*online* – Costs." http://misonline.eller.arizona.edu/costs.asp
[36] "Master's Placement Information." University of Arizona. http://mis.eller.arizona.edu/masters/placement.asp
[37] "Master of Science in Information Management." Arizona State University. http://wpcarey.asu.edu/msim/
[38] "Rankings and Accreditation." Arizona State University. http://wpcarey.asu.edu/online-information-management/rankings.cfm

the nation by *U.S. News & World Report*.
    - The *Association for Information Systems* (AIS) ranked the W.P. Carey Department of Information Systems 5th for research worldwide.
- **Multiple delivery formats** – the program is available in either evening or online formats:
    - The **evening** format is a 12-month, lock-step program, composed of 10 courses that begin in June and end in May;[39]
    - The **online** format of the MSIM is a 16-month, lock-step program also consisting of 10 courses. Five week courses are taken one at a time, and are tailored towards full-time working professionals.[40]
- **Alumni network:**[41]
    - The 60,000 strong alumni network of Arizona State is prominently stated as a reason to enroll in the program;
    - MSIM students receive access to Arizona State's graduate alumni community website, "which offers professional networking" opportunities.
- **Research and Service Centers** – The Business School as a whole houses 11 research and service centers. One of these centers is specifically dedicated to information technology: "CABIT: Center for Advancing Business through Information Technology."[42]
- **Faculty quality** – The School states that the MSIM faculty are "highly regarded and acknowledged globally as influential researchers and consultants."[43]

Owing to the lock-step nature of the program, all students must take the same 10-course, 30-credit schedule to complete the MSIM. This applies whether they take the online or evening version of the program. The 10 courses included in the program are listed below:[44]

- Data & Information Management;
- Strategic Value of Information Technology;
- Business Intelligence;
- Information Security and Controls;
- Business Process and Workflow Analysis;
- Emerging Technologies;

[39] "Master of Information Management: MSIM Evening Program." Arizona State University. http://wpcarey.asu.edu/master-information-management/index.cfm
[40] "Master of Information Management: Online MSIM Program."
[41] "Community Experience." Arizona State University. http://wpcarey.asu.edu/master-information-management/why-wpc/community.cfm
[42] "About the W.P. Carey School." Arizona State University. http://wpcarey.asu.edu/WPCarey.cfm
[43] "Meet the Faculty." Arizona State University. http://wpcarey.asu.edu/online-information-management/faculty.cfm
[44] "MSIM Courses." Arizona State University. http://wpcarey.asu.edu/master-information-management/academics/curriculum.cfm

- Managing Enterprise Systems;
- IT services and Project Management;
- Knowledge Management and Text Analysis; and
- Applied Project.

Arizona State estimates the total program cost for the online MSIM program at $34,152 for students who entered in August 2012. Within the online program, all students pay the same rate regardless of whether they are residents or non-residents of Arizona.[45] The estimated total program costs for the evening MSIM program vary. For Arizona residents, the total program cost is estimated at $29,073, compared to $46,051 for non-residents.[46]

Post-graduation employment data for MSIM students is shown in the figure below. The School notes that graduates have gone on to find employment with a wide range of high-profile firms, including IBM, Verizon, Adobe, and many others.[47]

Figure 1.2: ASU Placement Rates, MSIM

Graduation	At Graduation	3 Months Post-Graduation	5-6 Months Post-graduation
Dec. 2008	55%	85%	100%
Dec. 2009	65%	90%	100%
Dec. 2010	70%	90%	100%

Source: W.P. Carey School of Business

University of Florida, Warrington College of Business Administration

The University of Florida offers a Master of Science with a major in Information Systems & Operations Management (ISOM). The College notes that the degree is multi-disciplinary, and that "graduates typically fill such positions as Decision Support Specialist, Information Systems Specialist and Systems Analyst."[48]

The ISOM is the only degree offered by the institution that appears comparable to the MIT program at Terry. The University's program website is relatively limited in terms of its elaboration of program benefits. The program attempts to distinguish itself in the following ways:

- **Career Services** – Students have direct access to the University of Florida's Career Resource Center and Warrington College's Graduate Business Career Services. The

[45] "Program Costs." Arizona State University. http://wpcarey.asu.edu/online-information-management/tuition/costs.cfm
[46] "Program Costs." Arizona State University. http://wpcarey.asu.edu/master-information-management/tuition/program-costs.cfm
[47] "Master's Placement Information." Arizona State University. http://www.mis.eller.arizona.edu/masters/placement.asp
[48] "Program Overview." University of Florida. http://warrington.ufl.edu/graduate/academics/ms-isom/

latter offers a "full range" of job search services to MS in ISOM students, including the facilitation of internship opportunities. Students can receive up to two credits for relevant internships.[49,50]

- **Relationships with professional organizations** – According to the University, the "student chapter of the Association for Information Systems (AIS) is the official organization of the ISOM graduate program at UF." AIS is further described as a "nationally recognized organization."[51]

The MS in ISOM is a 36 credit hour program. Students can take one of **three tracks** as part of the program: business intelligence and analytics, information technology, and supply chain management.[52] The program is also offered as a combined BS/MS.[53]

Tuition (including fees) for the MS in ISOM is $524.56 per credit hour for Florida residents, or $1,249.28 for non-residents.[54]

The University of Florida has not made a considerable amount of post-graduation employment information available for the MS in ISOM. It merely lists a number of prominent companies – such as Accenture, Citibank, and Lockheed Martin – at which graduates of the program have found employment.[55]

UNIVERSITY OF MARYLAND, ROBERT H. SMITH SCHOOL OF BUSINESS

The Master of Science in Business: Information Systems (BIS) offered by the School of Business at the University of Maryland is the master's program at the institution that most closely resembles UGA's MIT. The University of Maryland attempts to differentiate its MS in BIS program in the following aspects:

- **Quality of faculty** – Instructors are described as "thought leaders in the IS field, with programs and research productivity consistently ranking in the top 10 in the world." They are portrayed as "acknowledged experts" in areas such as "social media and web 2.0 technologies."[56]

[49] "Career Services & Placement." University of Florida. http://warrington.ufl.edu/graduate/academics/ms-isom/career.asp
[50] "Internships." University of Florida. http://warrington.ufl.edu/graduate/academics/ms-isom/internships/
[51] "Program Overview." University of Florida. http://warrington.ufl.edu/graduate/academics/ms-isom/
[52] "Courses & Curriculum." University of Florida. http://warrington.ufl.edu/graduate/academics/ms-isom/courses.asp
[53] "Combined Degree." University of Florida. http://warrington.ufl.edu/graduate/academics/ms-isom/combined/
[54] "Fall 2012 Students for the 2012-2013 Academic Year." University of Florida. http://www.fa.ufl.edu/bursar/current-students/tuition-and-fees-2012-13/fall-2012-students-for-the-2012-13-academic-year/
[55] "Career Services & Placement." University of Florida. http://warrington.ufl.edu/graduate/academics/ms-isom/career.asp
[56] "Brochure: Master of Science in Business: Information Sciences." University of Maryland. http://www.rhsmith.umd.edu/ms/docs/MSInfoSys.pdf

- **Alumni** – The 50,000 alumni of the Smith School of Business are prominently cited in program-specific marketing materials.[57]
- **Flexible program length** – While the program is designed for full-time students, the 30 credits necessary for graduation can be completed in 9-15 months.[58]
- **Location** – At present, the program can only be taken on-campus, at the University of Maryland in College Park. However, this location is used as a selling point, given the College's position within the Washington, D.C. metro area, and the strong economy of this region.[59]
- **Networking opportunities** – The Business School provides networking opportunities for students, including the University of Maryland Entrepreneurship Invitational and the Emerging Markets Forum.[60]
- **Career Services** – The Office of Career Services provides a suite of advising and placement services for students and graduates of the program.[61]

The program consists of 30 credits, 24 of which are core courses and the remainder of which are electives. Core courses are split into three areas: **"Technical Core," "Analytics Core," and "Business Core**" (see Figure 1.3). While students cannot obtain a formal "concentration" within the degree, they can take electives which either strengthen their knowledge in one of the core areas of the degree, or which focus upon other "functional domains, such as Healthcare IS, Operations Management, or Marketing."[62]

Figure 1.3: MIS-BIS, Robert H. Smith School of Business

Technical Core	Analytics Core	Business Core
▪ Database Management ▪ Modeling and Designing IT Systems ▪ Enterprise Networks ▪ IS Security	▪ Data Models and Decisions ▪ Data Analytics ▪ Social Media and Online Analytics ▪ Google Online Challenge	▪ Project Management in Dynamic Environments ▪ Managing Digital Business Markets ▪ Management of IS ▪ Strategic and Transformational IT

Source: Robert H. Smith School of Business

Total tuition for the program is approximately $46,000 for Maryland residents and $54,000 for non-residents.[63]

[57] Ibid.
[58] "Curriculum: Program Format." University of Maryland. http://www.rhsmith.umd.edu/ms/infosys/curriculum.aspx
[59] "Brochure: Master of Science in Business Information Sciences." Op. cit.
[60] Ibid.
[61] Ibid.
[62] "Curriculum: Program Format." Op. cit.
[63] "Frequently Asked Questions." University of Maryland. Op. cit.

The Smith School of Business only provides post-graduation employment statistics for its full-time MBA program. No data are available for the MS in BIS program.[64]

PURDUE UNIVERSITY, COLLEGE OF TECHNOLOGY, DEPARTMENT OF COMPUTER AND INFORMATION TECHNOLOGY

The only potentially comparable program offered by Purdue University is the MS in Technology with a focus in Information Technology Leadership & Project Management.[65] It should be noted that this program is offered within the institution's College of Technology, rather than the Krannert School of Management. Factors by which the program attempts to differentiate itself include the following:

- **Alumni network** – Program materials highlight the fact that 3,500 students have graduated from the Department of Computer and Information Technology since 1978.[66]
- **Accreditation** – Purdue notes that its degree was one of the first IT programs to be accredited by the Computing Accreditation Commission of ABET.[67]
- **Offered in multiple locations within Indiana** – The program can be taken at Purdue campuses in West Lafayette, Columbus, and Kokomo.[68]
- **Laboratory facilities –** The Department has several "world-class laboratories" which enable "distinct research objectives."[69] These include:
  - The Cyber Forensics Laboratory;
  - The High Performance Computing Laboratory;
  - The Bioinformatics and Biotechnology Laboratory;
  - The Mobile and Wireless Computing Laboratory; and
  - The Network Engineering Laboratory.
- **Graduate assistantship opportunities** are available to all students in the MS program.[70]
- **Individualized curriculum** – Purdue notes that each student's "degree plan is unique to the individual student and his/her background, experience, and degree objectives."[71]

The program requires a minimum of 30 credit hours of coursework and 3 credit hours of a direct project. In order to specialize in information technology leadership and project

[64] "Full Time MBA Statistics." University of Maryland. http://www.rhsmith.umd.edu/career/students/grad/stats.aspx
[65] "Graduate Studies in CIT." Purdue University. http://www.tech.purdue.edu/cit/academics/graduate/index.cfm
[66] "Welcome from the Department Head." Purdue University. http://www.tech.purdue.edu/CIT/About-Us/index.cfm
[67] Ibid.
[68] Ibid.
[69] "Graduate Studies in CIT," Op. cit.
[70] "Graduate Assistantships." Purdue University. http://www.tech.purdue.edu/Graduate/assistantships.cfm
[71] Graduate Studies in CIT," Op. cit.

management, students take courses in areas such as mobile computing, software development, and IT project and process management. Within the MS in Technology, students can alternatively choose to focus in two other areas: **cyber forensics** or **discovery systems and cyberinfrastructure**.[72]

Based on the tuition/fee calculator provided by Purdue University, in-state students within the College of Technology pay $419.35 per credit hour for the MS, while out-of-state students pay $1,019.80 per credit hour.[73]

Neither the College of Technology nor the Department of Computer and Information Technology appears to have made any statistics available with regard to the post-graduation employment status of its students.

TEXAS A&M UNIVERSITY, MAYS BUSINESS SCHOOL

Texas A&M's offers a Master of Science in Management Information Systems (MS-MIS). This program is offered within the Department of Information and Operations Management in the Mays Business School. The program attempts to distinguish itself from competitors in the following areas:

- **National recognition**:[74]
  - *BizEd*: ranked 6th best public school in social media performance (Mays Business School overall).
- **Faculty scholarship:**
  - The *Financial Times* rates the faculty scholarship of the Mays Business School as a whole as 16th best among U.S. public institutions.[75]
  - Within the Department of Information and Operations Management, several faculty members serve as editors with "leading journals."[76]
- **Career placement assistance** – Students within the MS-MIS program can receive comprehensive assistance from Graduate Business Career Services at the Mays Business School.[77]
- **Center for the Management of Information Systems** is part of the Department of Information and Operations Management, and provides students and faculty "robust and relevant educational opportunities, research support and corporate access."[78]

[72] "Graduate Studies in CIT." Op. cit.
[73] "Tuition/Fee Calculator for 2012-2013." Purdue University. http://www.purdue.edu/bursar/tuition/calculator/2012-2013.html
[74] "Rankings." Texas A&M University. http://mays.tamu.edu/about-mays/rankings/
[75] Ibid.
[76] "Department of Information and Operations Management." Texas A&M University. http://mays.tamu.edu/info/
[77] "Graduate Business Career Services." Texas A&M University. http://mays.tamu.edu/gbcs/
[78] "Department of Information and Operations Management." Op. Cit.

- **Multiple degree pathways** – Students may earn an MS-MIS via one of two options: the "traditional 3-4 semester" program, or the "4+1 program" (i.e., a 4 year undergraduate program, followed by one year of study for the MS-MIS degree). To be eligible for the 4+1 option, students must be enrolled as an undergraduate student at Texas A&M.[79]

Whether students take the traditional 3-4 semester program, or the 4+1 option, they must complete 12 courses, representing 36 credit hours, and take the same five prerequisites in order to graduate with an MS-MIS degree. Students taking the 4+1 option must, therefore, take at least six hours of graduate coursework before completing their undergraduate degree; they must also participate in a summer internship for credit during the summer *prior* to beginning the MS-MIS degree. Prerequisite courses for the MS-MIS cover statistics, programming, systems analysis and design, business data communications, and databases.[80] Elective courses for the program include the following:[81]

- Customer Relationship Management Technologies;
- Business Process Design;
- E-Services;
- Data Mining;
- Logistics and Distribution management; and
- Professional Internship.

At Texas A&M University, graduate in-state students pay $4,077.90 per semester plus $1,604.59 in fees.[82] Non-resident graduate students pay $10,395.90 per semester plus $1,604.59 in fees.[83] All students taking non-MBA master's programs at the Mays Business School must pay an additional $700 in tuition per semester.

Ninety-four percent of Students from the MS-MIS class of 2012 were employed within 90 days of graduation. The average salary of graduates from the class of 2012 was $66,746, with an average bonus/relocation payment of $4,410.[84]

[79] "MS-MIS Courses and Curriculum." Texas A&M University. http://mays.tamu.edu/info/prospective/msmis/courses/
[80] Ibid.
[81] Ibid.
[82] "Graduate Resident Tuition and Fees." Texas A&M University. http://sbs.tamu.edu/media/22447/GR%20Resident%20FY12-13_2.pdf
[83] "Graduate Non-Resident Tuition and Fees." Texas A&M University. http://sbs.tamu.edu/media/22444/GR%20NonResident%20FY12-13.pdf
[84] "MIS Masters (MS-MIS) Degree." Texas A&M University. http://mays.tamu.edu/info/prospective/msmis/

SECTION II: SELECTED LOCAL COMPETITORS

This section provides an overview of programs offered by three local institutions identified by the Terry College of Business as potential competitors of the MIT. Hanover Research profiles each identified program, focusing on four areas: value proposition, areas of study, program tuition, and graduate ROI.

GEORGIA STATE UNIVERSITY, J. MACK ROBINSON COLLEGE OF BUSINESS, DEPARTMENT OF COMPUTER INFORMATION SYSTEMS

Two relevant programs are offered within the Department of Computer Information Systems, which is part of the J. Mack Robinson College of Business at Georgia State University: the **Executive Master of Science in Managing Information Technology**, and the **Master of Business Administration in CIS**. Before examining these programs individually, we consider ways in which the overall College of Business seeks to differentiate itself. Several of these areas overlap with those cited in Hanover's previous report on undergraduate BBA programs, so we focus on the most prominent of these below:

- **Large size** of the university.[85]
- **Alumni Network** – Nearly 75,000 members.[86]
- **Location** – The College is located in downtown Atlanta, close to several major companies, such as Coca-Cola, Turner Broadcasting, Georgia-Pacific, BellSouth, UPS, and The Home Depot.[87]
- **National recognition:**[88]
  - In *U.S. News & World Report's* 2013 survey of business schools that offer part-time master's (MBA, MS) programs, Robinson College of Business was ranked 32nd of 295 schools;
  - The 2013 edition also ranked the Department of Computer Information Systems 9th in the nation among graduate CIS programs;
  - *Bloomberg Businessweek* ranked the College's Part-Time MBA as the number one program in Georgia, 8th among U.S. public universities, and 22nd overall.
- **Business-focused career resources** provided by the Robinson Career Management Center.[89]

The *Department of Computer Information Systems* specifically seeks to differentiate itself in the following ways:[90]

[85] "Welcome from the Dean." Georgia State University. http://robinson.gsu.edu/about/index.html
[86] "Points of Pride." Georgia State University. http://robinson.gsu.edu/about/pride.html
[87] Ibid.
[88] Ibid.
[89] Ibid.
[90] All the following points are taken from: "About Us: Department of Computer Information Systems." http://robinson.gsu.edu/cis/about.html

- **National and international recognition:**
  - *Communications of the AIS:* Ranked 1st in the world in IS Research publications; ranked 1st in the world in the number of IS scholars; 2nd in the world in IS research citations;
  - *Communications of the ACM*: Ranked 2nd in the world in information systems research publications;
  - *Chronicle of Higher Education*: Ranked 5th on the Faculty Scholarly Productivity Index among research universities in the United States;
  - *U.S. News & World Report*: Ranked 9th best Graduate MIS/CIS degree program;
  - *Network World*: Ranked 10th Best "Tech-Centric" MBA program;
  - *Computerworld*: Named a "Top 10 IT school to watch."
- **Quality of faculty** – The department employs 18 full-time faculty with doctorates from Ivy League institutions and other prominent universities.
- **Three research centers** – The Department operates three distinct research facilities: the Center for Health Information Technology, the Center for Research in Information Systems, and the Korean-American Business Center.
- **CIS Research Colloquium** – An "ongoing series of lecture by experts in the field," allowing individuals in Atlanta to hear about latest trends in CIS technology and application.
- **Ties to local industry** – The department hosts two prominent, annual executive summits – the CIO Executive Summit and the CISO Executive Summit. The department also notes that it is "the official administrative home of both the Association for Information Systems (AIS) and the International Conference on Information Systems (ICIS)."

Tuition for both the MBA in CIS and MS in MIT programs is the same. Residents of Georgia pay $437 per semester hour, or $5,244 for 12 or more hours in program tuition. Non-residents pay $1,249 per semester hour, or $14,998 for 12 or more hours. Total additional fees per semester are estimated at $1,064 for six or more hours.[91]

The College does not provide a breakdown of post-graduation employment information by graduate degree, except in the case of graduate salaries (See MBA in CIS subsection, below). As a whole, the College states that 84 percent of graduate students were employed after graduation (within an unspecified time-period). Fifty percent of graduate students obtained new full-time employment upon graduation.[92]

[91] "Department of Computer Information Systems." Georgia State University. http://robinson.gsu.edu/cis/index.html; "About Us – Recognition and Rankings." Georgia State University. http://robinson.gsu.edu/cis/about.html
[92] "Career Management Center." Georgia State University. http://robinson.gsu.edu/career/statistics.html

Executive Master of Science in Managing Information Technology

The Executive MS MIT program at Georgia State University is now in its fourth year. It is a **hybrid online/on-campus program** designed to be completed over a 12 months period. Students meet on alternating Saturdays at the Business College's Alpharetta Center, and take online distance-learning modules at their convenience in the period between on-campus classes. This is a change from the program's previous two-year, wholly on-campus format.[93] There are no specializations or concentrations; all students take the same program of 10 three-hour courses and one six-hour capstone project.[94]

Some of the program's differentiating features include the following:

- The **"Mentor of Excellence Program"** – An experienced IT business leader serves as a mentor to each program participant.
- **Regional and national recognition** – Ranked number one in the Southeast and within the top ten nationally by *U.S. News & World Report*.

The College does not provide salary information for this program and did not respond to an inquiry for data.

Master of Business Administration in CIS

The College of Business offers an MBA with either a concentration (12 hours) or a major (18 hours) in CIS. Students can elect to pursue a managerial focus or technical focus within the degree program. MBA students majoring in information systems can choose between five concentrations:[95]

- Information Systems Management;
- Information Systems Development and Project Management;
- Health Informatics;
- The Wireless Organization; and
- Information Systems Business Process Innovation.

The concentration or major in information systems can be taken as part of either the "Professional MBA" program or the "Flexible MBA" program. As aforementioned, both were ranked as the best part-time MBA program in Georgia by *Bloomberg Businessweek* in November 2011. The key distinguishing aspects of these two programs are listed in Figure 2.1, on the next page.

[93] "Letter to the Executive." Georgia State University. http://robinson.gsu.edu/cis/execms/letter.html
[94] "Curriculum." Georgia State University. http://robinson.gsu.edu/cis/execms/curriculum.html
[95] "Master of Business Administration." Georgia State University. http://robinson.gsu.edu/cis/mba.html

The average starting salary for Professional MBA students is listed as $89,000; this represents, on average, **a 29 percent increase over students' pre-MBA salaries**. For the Flexible MBA, statistics are grouped with the Dual MBA/JD/MHA degrees. For these programs, the average starting salary is $64,500; this represents, on average, a 26.8 percent increase over students' pre-degree salaries.[96]

Figure 2.1: Key Features of Georgia State University's Professional and Flexible MBA Programs

PROFESSIONAL MBA	FLEXIBLE MBA
▪ Four years of work experience required ▪ 24-month duration ▪ Multiple campus locations in the Atlanta Metro area: Alpharetta, Buckhead, and Peachtree-Dunwoody. ▪ Evening and Saturday classes	▪ One year of work experience required ▪ Individuals can take up to five years to complete the degree ▪ Most classes held in downtown Atlanta, but some held in Alpharetta and Brookhaven ▪ Classes held in the evenings, Monday through Thursday

Source: Georgia State University[97]

GEORGIA INSTITUTE OF TECHNOLOGY, ERNEST SCHELLER JR. COLLEGE OF BUSINESS

The Scheller College of Business at the Georgia Institute of Technology offers an MBA program with elective courses in Information Technology Management. It does not appear that Information Technology Management can be designated as a formal "concentration," though students can take up to 21 credit hours' worth of electives in this area as part of the 54 credit hours required for the MBA.[98] The MBA can be completed as either an evening or full-time program.

The MBA program largely markets itself through factors that are common to the College of Business and/or to the University, as a whole. These include:

- **Location** – The College notes "The business school's new state-of-the-art facility is within Technology Square, a vibrant community at the heart of Midtown Atlanta's high-tech business district."[99]
- **National recognition –** The College of Business is located within Georgia Tech, the "#7 ranked public university in the country."[100]

[96] "Career Management Center." Georgia State University. Op. cit.
[97] "MBA Programs," Georgia State University. http://robinson.gsu.edu/mba/index.html
[98] "Full-time MBA Curriculum." Georgia Institute of Technology. http://scheller.gatech.edu/mba/fulltime/curriculum/index.html ; "Evening MBA Program Curriculum." Georgia Institute of Technology. http://scheller.gatech.edu/mba/evening/curriculum/index.html
[99] "Exceptional Location and Facilities." Georgia Institute of Technology. scheller.gatech.edu/programs/under/why_tech/why_tech_exceptional_location.html

- **Accreditation** – Accredited by both the "Association to Advance Collegiate Schools of Business" and the "Southern Association of Colleges and Schools."[101]
- **Business and Technology** – The College has stated that it "aims to become the world's leading school for business and technology."[102]

More specifically, the *MBA program* attempts to distinguish itself in the following areas:

- **National Recognition for the full-time MBA program**:[103]
  - *Bloomberg Businessweek:* Ranked in top 25 U.S. MBA programs; ranked 8th among public universities nationwide; 1st among public universities in Georgia; 23rd best return on investment worldwide;
  - *U.S. News & World Report*: Ranked 32nd in top MBA programs; 12th among public universities; 1st among public universities in Georgia; 1st in employment at graduation; 16th in "information systems."
- **National recognition for the evening MBA program**:[104]
  - *U.S. News & World Report*: 28th in part-time MBA programs; 1st among public universities in Georgia.
- **Career support** – A variety of resources are offered for both full-time and evening MBAs, including workshops and on-campus recruiting. There is also an MBA Career Center dedicated to advising and placement services for MBA students and graduates.[105]
- **Funding/Financial Aid**:[106]
  - Full-time MBA students are eligible for graduate assistantships, fellowships, student loans, and the Post-9/11 GI Bill;
  - Evening MBA students are eligible for fellowships, education loans, employer tuition reimbursement, the Economic Advantage Program, and the Post-9/11 GI Bill.

The full-time MBA program is two years in duration and has a lock-step class structure; only one cohort is admitted per year (during the fall semester). The program is limited to 75 students per year. Classes are held during the day, Monday through Thursday. The evening MBA has a more flexible structure. Students can take between two and six years to complete the program. The College states that students typically take two to three years to

[100] "Reputation." Georgia Institute of Technology. http://scheller.gatech.edu/programs/under/why_tech/why_tech_reputation.html
[101] "A History of Excellence." Georgia Institute of Technology. http://scheller.gatech.edu/about_us/overview.html
[102] Ibid.
[103] Ibid.
[104] Ibid.
[105] "Evening or Full-Time MBA." Georiga Institute of Technology. http://scheller.gatech.edu/mba/fulltime/mba_right_for_me/evening_or_fulltime.html
[106] Ibid.

earn their MBA. Classes meet once a week in the evenings, Monday through Thursday. Elective courses can be taken during the day or in the evening.[107]

For the full-time MBA program, tuition is $25,284 per year for Georgia residents, and $36,246 for non-Georgia residents. For the evening MBA program, tuition is $941 per credit hour ($50,814 for the degree) for Georgia residents, and $1,406 per credit hour ($75,924 for the degree) for non-Georgia residents.[108]

In addition to elective courses in management of technology, electives in accounting, entrepreneurship, finance, information technology, international business, marketing, operations management, organizational behavior, and strategic management can be taken as part of both the full-time and evening MBA.[109]

Information on return on investment is largely limited to the full-time MBA program. **Georgia Tech states that their MBA graduates have the best employment record at graduation among all full-time MBA programs ranked by *U.S. News & World Report***. Among 2012 MBA graduates, the average starting base salary was $93,195. Ninety-four percent of students were employed within three months of graduation. A majority of graduates were employed in the consulting industry (33 percent). Other large areas of post-graduation employment included manufacturing (16 percent), financial services (15 percent), and technology (15 percent).[110]

KENNESAW STATE UNIVERSITY, COLES COLLEGE OF BUSINESS, DEPARTMENT OF INFORMATION SCIENCES

Kennesaw State's Master of Science in Information Systems is a "professional graduate degree" offered through the institution's Coles College of Business. As such, some of the factors by which the program seeks to differentiate itself can be linked to wider College of Business and to the University as a whole. These include the following:

- **Size** – Coles is the second-largest college of business in the state of Georgia; Kennesaw is the third-largest university in the University System of Georgia.[111]
- **Accreditation** – Coles College is among the top 20 percent of business schools "fully accredited in both business and accounting by AACSB International, the highest accrediting body in the world."[112]
- **National recognition**:[113]

[107] Ibid.
[108] Ibid.
[109] "MBA Academic Areas & Electives." Georgia Institute of Technology. http://scheller.gatech.edu/mba/fulltime/academic_areas_electives/index.html ; "Evening MBA Academic Areas." Georgia Institute of Technology. http://scheller.gatech.edu/mba/evening/academic_areas_electives/index.html
[110] "Full-time MBA Placement." Georgia Institute of Technology. http://scheller.gatech.edu/mba/fulltime/career/placement.html
[111] "Ranking and Ratings." Kennesaw State University. http://coles.kennesaw.edu/rankings/
[112] Ibid.

- *Chief Executive Magazine* – Recognized as a "Go-To Business School."
- *Princeton Review* – Consistently recognized as a top business school.
- *U.S. News & World Report* – Kennesaw State named as the number four "up-and-coming school in the nation."

- **Career Services Lab –** The College offers a career center specific to the College of Business, in which students have access to a variety of career resources; students also have access to the broader career resources offered through the KSU Career Services Center.[114]

More specifically, the Department of Information Sciences and the MS in Information Systems seek to differentiate themselves through factors that include the following:

- **Multiple program delivery methods** – The MS in IS offers evening, online, and hybrid classes.[115] According to a program representative, the MS in IS cannot yet be taken fully online – certain classes require on-campus participation.[116]
- **The KSU Center for Information Security Education** – Launched as part of Kennesaw State's successful bid for the National Center of Academic Excellence in Information Assurance Education recognition. KSU received this recognition in 2004 and 2007.[117]
- **Applied coursework** – The College notes that "core courses focus on challenges relevant to professionals in the IS field," and that instruction is geared toward "solutions that students may be able to immediately implement in their current and future organizations."[118]

The curriculum is comprised of 27 credit hours of core requirements, plus 9 credit hours of electives.[119] As part of the MS in IS, graduates take two capstone courses: "Information Systems Strategy" and "Information Technology Leadership."[120]

In-state tuition at Kennesaw State University for graduate students is $259 per credit hour, or $3,100 for 12 credit hours. Tuition for non-residents is $933 per credit hour, or $11,195

[113] Ibid.
[114] "Student resources provided by the Coles College." Kennesaw State University. http://coles.kennesaw.edu/undergraduate/resources/
[115] "Information Systems." Kennesaw State University. http://coles.kennesaw.edu/departments_faculty/is.htm
[116] Bandyopadhyay, Tridib. MSIS Director and Assistant Professor, Kennesaw State University. Email correspondence. February 6, 2013.
[117] "KSU Center for Information Security Education." Kennesaw State University. http://coles.kennesaw.edu/centers/infosec/
[118] "Curriculum." Kennesaw State University. http://coles.kennesaw.edu/graduate/msis/curriculum.htm
[119] Ibid.
[120] "MSIS Program." Kennesaw State University. http://coles.kennesaw.edu/graduate/MSIS/

for 12 credit hours. Full-time students also pay $817 worth of fees.[121] Students enrolled in a fully-online course pay a special e-tuition rate: $384 per credit hour, or $4,608 for 12 credit hours. In addition, fees of $315 are required for 12 credit hours' worth of tuition. The tuition for fully online courses is the same for both in-state and non-resident students.[122]

According to a program administrator within the College of Business, **Coles does "not have effective data on salary and placement" for graduates of the MS in IS program**, because "most all students already have jobs when they enter the program."[123]

[121] "Graduate Tuition." Kennesaw State University. https://financialservices.kennesaw.edu/bursar/sites/financialservices.kennesaw.edu.bursar/files/Fall%202012%20Spring%202013%20Rates%20Graduate.pdf

[122] "E-Tuition." Kennesaw State University. https://financialservices.kennesaw.edu/bursar/sites/financialservices.kennesaw.edu.bursar/files/Fall%2012%20Spring%2013%20Rates%20E-Tuition.pdf

[123] Bandyopadhyay, Tridib. Email correspondence. Op. cit.

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