

CMU ACADEMIC AFFAIRS COUNCIL – SUMMARY NOTES

March 1, 2017

3:00–5:00 p. m.

University Center, Room 213

AA Council Members in Attendance: **Dr. Cynthia Pemberton**—Vice President for Academic Affairs; **Dr. Debra Bailey**—Director, Health Sciences; **Dr. Blake Bickham**—Dept. Head, Teacher Education; **Dr. Sonia Brandon**—Asst. VP, Institutional Research, Planning and Decision Support; **Ms. Suzie Garner**—Dept. Head, Art and Design; **Dr. Kurt Haas**—Asst. VP, Academic Affairs; **Dr. Jeremy Hawkins**—Dept. Head, Kinesiology; **Dr. Jessica Herrick**—Dept. Head, Social and Behavioral Sciences; **Dr. Calvin Hofer**—Dept. Head, Music; **Dr. Barry Laga**—Dept. Head, Languages, Literature and Mass Communication; **Mr. Mo LaMee**—Dept. Head, Theatre Arts; **Ms. Cindy Lueb**—Director of Sponsored Programs; **Dr. Steven Norman**—Dept. Head, Business; **Dr. Lori Payne**—Dept. Head, Computer Science, Mathematics, and Statistics; **Mr. Tim Pinnow**—Asst. VP, Academic Affairs, Director of Graduate Studies/Director of Distance Education; **Ms. Sylvia Rael**—Director, Tomlinson Library; **Dr. Gary Ratcliff**—Director, CMU Montrose Center; **Dr. Bette Schans**—Director of Assessment and Student Learning; **Ms. Holly Teal**—Registrar; **Dr. Russ Walker**—Dept. Head, Physical and Environmental Sciences; **Dr. Carrie McVean Waring**—Dept. Head, Biological Sciences

Members Excused: **Dr. Tim Brower**—CU-Boulder/CMU Engineering Partnership Program; **Ms. Christine Murphy**—Director of Instruction/Director of Developmental Programs, WCCC; **Ms. Brigitte Sundermann**—Dept. Head, Engineering, and Director of Manufacturing Technology

Also in Attendance: **Dr. Sandie Nadelson**, Assistant Professor of Nursing

Recorder: **Annette Callaway**, Professional Staff Assistant to the VPAA

Announcements/Updates/Reminders:

Dr. Pemberton announced/discussed the following:

- President Foster announced to the Management group that the CMU catalog will no longer be printed. It will be available via the CMU website; individuals/departments can print copies as needed.
- CMU Bookstore staff asked that departments please be timely and complete in submitting book requests through the online system in order to take advantage of the least expensive options for our students. Dr. Pemberton reminded all that the bookstore is one of CMU's auxiliary enterprises and that sales through the bookstore benefit the University. Bookstore staff are interested in making house calls to department meetings again next fall.
- Dr. Pemberton reiterated her appreciation of faculty efforts re: stop-out students and the approximately 10% of those contacted who re-enrolled. A similar effort will be

engaged this spring. Ms. Holly Teal will be reviewing the data and generating a list of contacts that will be sent to departments.

- The Admissions Office staff expressed a desire to include more academics in the Mesa Experience sessions. Dr. Pemberton will participate in the March session and provide feedback for future discussion regarding participation in next year's events.
- Departments who have not yet responded were asked to send Dr. Pemberton their information regarding their Office Hour availability/coverage as requested by Admissions for contact with prospective students. It was noted that the time can include faculty members' current office hours.

Dr. Pemberton discussed the following while meeting with Academic Department Heads (ADHs):

- ADHs were reminded that Concurrent faculty are members of Departments just like any other faculty member, and Department Heads are responsible regarding qualification/ credential review, evaluations, and course comparability. It was noted that Dr. Gary Ratcliff volunteered to do site visits for Concurrent faculty in Delta, Montrose, Ridgway, or Ouray. ADHs who would like to take advantage of this offer should contact Dr. Ratcliff directly at gratcliff@coloradomesa.edu.
- Dr. Pemberton is working to finalize a policy to go to the Board of Trustees addressing interpretive guidance criteria to be used to help guide ADH considerations relative to faculty qualification determinations. The interpretive guidance is to be applied in instances where faculty may not have a terminal degree in the discipline and/or 18 graduate credits in the discipline. Criteria for consideration include years of professional experience as well as teaching, scholarship and service activities relevant to the teaching discipline.
 - ADHs were asked to review the latest copy of the minimum qualifications matrix [subsequently renamed Interpretive Guidance] and update as needed asap. (Annette Callaway sent a link to the matrix file: R:\Department Heads\Interpretive Guidance Draft_021017.xlsx), and make sure decisions relative to qualification recommendations are based on the information provided in the matrix as well as considerations re: teaching, scholarship and service.
- Dr. Pemberton followed-up on discussion initiated at a previous Council meeting regarding the faculty position request cycle and considerations re: adjusting the cycle timing. Discussion included:
 - Feedback from ADHs was split, largely because of concerns re: fall data credit hour production and the need for these data to be part of the review.
 - Searches in some disciplines must happen earlier than others; availability of candidates is more limited in some disciplines.
 - Earlier would be better if there were some mechanism to replace unexpected resignations/retirements after the request cycle closes.

Dr. Pemberton agreed to examine this further, noting that enrollment numbers are a big factor, and that she will work with HR to identify ways shorten the time needed for the search process.

Reports and Guests:

Dr. Kurt Haas, Assistant VP Academic Affairs, reported/discussed the following:

- When working with new program sheets, all are asked to transfer exact information from previous program sheets without adding new policy, curriculum action items, and/or changing course sequencing. Obvious errors and typos should be corrected.
- Dr. Haas, Dr. Jessica Herrick, Dr. Barry Laga, and Mr. Tim Pinnow reported on their sub-committee work to draft recommendations regarding future J-Terms sessions. Dr. Haas distributed a handout entitled “Recommendations for J-term” (see Appendix A), and reviewed the recommendations with the following additional discussion:
 - It is impossible for students to take more than 3 credit hours in J-Term when the required time in and out of class is calculated (See CMU credit hour policy, <http://www.coloradomesa.edu/faculty-senate/documents/Curriculum-Policies-and-Procedures-Manual.pdf>, pages 14-17.)
 - The time frame in the 2nd recommendation will insure that CMU is within financial aid guidelines as well as following J-Term best practices.
 - The 3rd recommendation is intended to be helpful for both the department head and the faculty member.

Additional discussion included:

- Grades for J-Term roll at the end of Spring semester, but it is important for some departments/students that grades be calculated in order to meet deadlines such as application for Nursing programs. Ms. Teal reported that if grades are rolled for a part-of-term, such as J-Term, they will not post on students’ transcripts until the full grade-roll process is complete at the end of the semester. It was also noted that setting up a separate term may not meet Federal Financial Aid requirements.
- A question was posed asking if J-Term credit hours can be part of a faculty member’s spring work load. Dr. Pemberton noted that special situations could be considered based on a proposal submitted by the ADH.
- Dr. Pemberton suggested that language be added that ADHs consider best practices when determining enrollment limits. The revised document includes this text (see Appendix A).
- The term “guidelines” is more appropriate as this would not be policy at this time, and will allow departments to “live with” the guidelines for a year to assess impact and utility.
- Dr. Haas reported that the search for a Director of Sponsored Programs is in its final steps with committee comments/recommendations to go to Dr. Pemberton soon. Our current Director of Sponsored Programs, Ms. Cindy Lueb, will be on campus in March and available to Department Heads and faculty as needed.

Ms. Cindy Lueb, Director of Sponsored Programs, (attending via phone) reported that she will be on campus for 10-12 days started March 15. During that time, she will be in contact with faculty who are currently working with grants regarding things such as summer payroll and preparation for year-end activities, as well as any other questions/concerns. She will be available to meet with ADHs and faculty.

Mr. Tim Pinnow, Assistant. VP, Academic Affairs, Director of Graduate Studies/Director of Distance Education, reported/discussed the following:

- ADHs were reminded to contact Mr. Pinnow regarding their Department's availability for a department meeting house-call to discuss Distance Education.
- Recent meetings with Admissions staff, reiterated the recruiting value of programs, such as CMU's MBA 3+2 Program (see Appendix B), are attractive to potential students. Departments who are thinking about similar programs are asked to work with Mr. Pinnow regarding the need for and possible development of such laddered undergraduate-graduate programs.

Academic Support Units

Ms. Sylvia Rael, Director, Tomlinson Library, reminded the Council of upcoming Library events:

- The CMU Author Showcase will be held on Friday, March 3, from 4-6 p.m. in the Tomlinson Library First-Floor Event Space L-139. CMU authors will share their peer-reviewed, scholarly articles and creative works with the campus community. Ms. Rael noted that it is not too late to submit journal articles; and that authors can leave their work at the event if they are not able to attend. A bibliography of works shared at this and previous Author Showcase events is being planned.
- Cultural Café events are planned for Tuesday, March 14 and Thursday, April 13. The March event will feature Dr. Julie Bruch, Professor of English, and two CMU students who will focus on the Japanese culture and their experiences while living in Japan.
- On Wednesday, March 1, from 7:00-8:30 p.m. in the Library Event Space, a panel including Dr. Justin Gollob (Political Science), Dr. Megan Fromm (Mass Communication), Dr. Louis Nadelson (Mathematics), Dr. Sandie Nadelson (Health Sciences), Dr. Bill Flanik (Political Science), and Dr. Brian Parry (Psychology) will discuss "What the Data Missed: Why We Trust Data Even When We Shouldn't."

Ms. Holly Teal, Registrar, discussed/ reported the following:

- Ms. Teal noted that today (3/1/17) is the deadline for submitting petitions to graduate for Fall, 2017. She noted that, to date, we are seeing lower numbers than usual for graduation. Ms. Teal will run a list of students at 80% completion and send to Departments, along with future deadline dates.
- Ms. Teal distributed a handout entitled "Advisor Cleanup in Banner" (see Appendix C) and noted the following:
 - All were asked to send any additional suggestions regarding this project to Ms. Teal at hteal@coloradomesa.edu.
 - It was clarified that ADHs are able to access information on students who have been out 2 or more semesters, but faculty will not be able to do so. They would, though, still be able to access the student transcripts.
 - Ms. Teal recently consulted with Ellucian reps regarding setting up primary and secondary advisors; ADHs expressed a desire for this functionality.
 - Cleanup will continue over the summer.

- ADHs were asked to report use of any and all specialized spaces by emailing academic_scheduling@coloradomesa.edu (e.g., for labs, tutoring, etc.) in order to more accurately reflect room usage. Please include the event name, days, times, and estimated headcount. Dr. Pemberton explained that capacities and usage are reviewed campus-wide to determine if underuse exists or if further optimization is feasible.
- Ms. Teal distributed a handout entitled “First-time and Transfer Student Communication Flow” (see Appendix D) and explained that she is working with Admissions on ideas to engage students through some suggested email communications. Suggestions included a welcome email followed by an additional email from the student’s advisor encouraging the student to contact them.

ADH Tips, Tricks and Suggestions – Issues/Concerns/Questions:

- ADHs were reminded that, in light of future funding formulas for CMU, it is important to start to examine current programs in order to identify opportunities to “create space” and consider new programs. Low enrollment/high cost programs may still be essential. Consideration should include other models, best practices, recommendations, and teach-out requirements. This is an opportunity to look at curriculum, keeping in mind we are here to fulfill our mission and serve students in the best way possible.
- Dr. Pemberton did a quick poll of Department Heads regarding meeting days for next Academic Year. Most preferred Wednesday afternoons rather than Friday afternoons.

Good of the Order/Kudos & TQs!

Holocaust Awareness Series to be held April 10-14, 2017 (with Holocaust Remembrance Day being April 24). During the entire week of the Series, we plan once again to include a field of flags on one of the college lawns adjacent to the CMU student center, which will display flags that represent the many different groups targeted in the Holocaust. **Kudos to Dr. Vince Patarino** (Assistant Professor of History) for his leadership coordinating this important event. Of special note, this year’s series will include programming in Montrose. Thank you Vince! Your efforts in this regard are very much appreciated!

Dates & Deadlines/Future Meetings – 3:00 – 5:00 pm (UC 213)

March 15, April 5, April 19, May 3. **Year-end Wrap-up Meeting**, Monday, May 15 from 10:00 am to 12:30 pm. Location TBA. **August Launch Meeting/Retreat**, August 10 from 10:00 am to 4:00 pm, location TBA.

Fall 2017 Academic Council Meetings: Please reserve Wednesday afternoons, 3:00-5:00 p.m., location TBA.

Academic Council Meeting, March 1, 2017

APPENDIX A

CMU J-Term Course Parameter Guidelines

(Adopted by AA Council March 1, 2017)

Recommendation #1: Generally limit students to no more than 3 credit hours of coursework in any one J-term.

Rationale: Given the already narrow time availability for out-of-class preparation during a 9 or 10 day J-term, it is not possible for a student to meet CMU's standards for work with a load higher than 3 credits. During years when J-term is more than 12 days, an additional credit hour would be possible in special circumstances.

Recommendation #2: Instruct J-term faculty that work for a course must begin at the start date of the term and end on the last day of the term. The exception to this is for optional deadlines that extend not more than two weeks beyond the last day of term.

Rationale: Federal financial aid guidelines dictate that courses not extend more than two weeks outside of the published dates of a course's duration. Further, having due dates and homework assignments that overlap with other terms interferes with student success in their other courses.

Recommendation #3: Academic Department Heads will review J-term course offerings to ensure that they meet the following criteria:

- 1) The course is 3 credits or less.**
- 2) Work for the course can be completed within the published dates of the J-term, the exception being optional assignment deadlines that extend not more than two weeks beyond the last day of the term.**
- 3) The content delivery of the course has been constructed to accommodate the compressed schedule, using technology or other means to accelerate and vary the student experience.**
- 4) The nature of the assignments in the course will allow for the course to match the rigor of a more traditional format while also creating a realistic opportunity for successful student completion.**
- 5) The enrollment limit of the course is sufficiently low to allow adequate student-instructor interaction in the compressed format.**

Rationale: While department heads are certainly more than capable of vetting the courses from their department, J-term may require an extra bit of examination in order to maintain a high standard of quality, particularly in the case of 3 cr. courses. The list above is intended to be more helpful than coercive for ADHs.

Academic Council Meeting, March 1, 2017

APPENDIX B

About This Major . . .

The Colorado Mesa University Master of Business Administration degree is a challenging program designed to prepare graduates for the changing business world. The degree is awarded after successful completion of 36-45 semester hours of rigorous study. The program is designed to provide the student with a broad background in business while allowing the student to focus on a specified area of study, if desired. To this end, students acquire knowledge of management operations; an appreciation of the interrelationships involved in business; an understanding of the economic, political and social environment in which businesses function; and behavioral skills that are essential in the manager's role in the implementation of business decisions. The MBA program endeavors to provide an atmosphere conducive to the development of each student's ability to think in a creative manner and to effectively problem solve. The program makes extensive use of lectures, seminars, group projects, case studies and independent research.

An MBA student can pursue any one of several tracks. Each track has three basic components: a 24 hour core, a 6 hour research component, and 6-15 hours of additional masters level coursework consistent with a chosen track. Electives include such courses as managerial economics, entrepreneurship, management information systems. A student in the BS Concentration in Public Accounting program, the BBA Concentration in Finance program, or the BS in Construction Management program may qualify to pursue the MBA as part of a 3+2 program.

All CMU master-level graduates are expected to demonstrate proficiency in critical thinking, communication fluency, quantitative fluency, and specialized knowledge/applied learning. In addition to these campus-wide student learning outcomes, a **Master of Business Administration** graduate will be able to:

1. Demonstrate an advanced level of analytical thinking in the functions of business to include management, marketing, finance, accounting, business law, organizational behavior, business strategy, and operations management via comprehensive examinations and by completing individual and team projects. (Specialized Knowledge/Applied Learning)
2. Demonstrate an advanced level of analytical thinking in the functions of business. (Quantitative Fluency)
3. A. Demonstrate advanced written communication skills through presentation of literature review and original research.
B. Demonstrate advanced oral communication skills through presentation of literature review and original research to fellow MBA students and the business community. (Communication Fluency)
4. Demonstrate an advanced level of critical thinking in the functions of business. (Critical Thinking)
5. Demonstrate individual skills to contribute to scholarly advancement of business as a discipline. (Information Literacy)
6. Demonstrate an advanced level of ethical thinking in the functions of business. (Ethical Reasoning)

POLICIES:

1. It is your responsibility to determine whether you have met the requirements for your degree. Please see the catalog for a complete list of graduation requirements.
2. You must turn in your "Intent to Graduate" form to the Registrar's Office **by September 15 if you plan to graduate the following May, and by February 15 if you plan to graduate the following December.**
3. This program sheet must be submitted with your graduation planning sheet to the MBA Office during the **semester prior to the semester of graduation, no later than October 1 for spring graduates, no later than March 1 for fall graduates.**
4. The MBA Director will sign and forward the Program Sheet and Graduation Planning Sheet to the Department Head for signature.
5. Finally, the Department Head or the department administrative assistant will take the signed forms to the Registrar's Office. (Students cannot handle the forms once the advisor signs.)
6. If your petition for graduation is denied, it will be your responsibility to reapply for graduation in a subsequent semester. Your "Intent to Graduate" does not automatically move to a later graduation date.

NAME: _____ **STUDENT ID #** _____

LOCAL ADDRESS AND PHONE NUMBER: _____

_____ () _____

I, (Signature) _____, hereby certify that I have completed (or will complete) all the courses listed on the Program Sheet. I further certify that the grade listed for those courses is the final course grade received except for the courses in which I am currently enrolled and the courses which I complete next semester. I have indicated the semester in which I will complete these courses.

Signature of MBA Advisor Date 20__

Signature of MBA Director Date 20__

Signature of Department Head Date 20__

Signature of Registrar Date 20__

Students should work closely with their MBA advisor when selecting and scheduling courses prior to registration.

Admission to the MBA Program. An applicant must:

- Possess an undergraduate degree from a regionally accredited college or university;
- Demonstrate evidence of a strong academic background and the ability to pursue advanced study;
- Demonstrate evidence of appropriate English, reading, and writing skills;
- Demonstrate critical thinking skills;
- Have earned a GPA of 3.0 or better from the most recent 60 credit hours of course work earned toward a bachelor's degree, including required leveling courses;
- Have a cumulative 3.0 GPA or better in prior graduate work;
- Take the GRE or GMAT and have results sent to the MBA Office.
- Write a 750 word essay in APA style on an assigned, important global business current topic, demonstrating potential for MBA-level writing ability. The essay is written in a controlled setting. See MBA Office to schedule.
- Provide a current resume containing a detailed work history;
- Provide two professional and/or academic recommendations;
- Interview, if required, with members of MBA Committee;
- Meet other program admission requirements as determined by the MBA Director/Committee;
- An international student must take the TOEFL and achieve a score of 550 or higher, and meet other requirements as specified under International Student Admission criteria.
- An applicant must demonstrate—through academic transcripts, CLEP, or a formal test-out process—an appropriate background in Financial Accounting, Business Information Technology, Managerial Finance, Principles of Management, Principles of Marketing, and Business Statistics. An applicant without this background will be required to score at a sufficient level on an entrance qualifying examination administered by the CMU MBA Office. The exam will cover the topics listed above. A student can prepare for the exam through independent study based on a program-supplied study guide. CMU courses that provide that background are: ACCT 201 Financial Accounting, CISB 101 Business Info Technology, FINA 301 Managerial Finance, MANG 201 Principles of Management, MARK 231 Principles of Marketing, and CISB 241 Intro to Business Analysis or Stat 241.. This requirement must be met prior to acceptance to the MBA.

Degree Requirements:

- Admission to the program also follows all general admissions policies & procedures for graduate programs outlined in the university catalog.
- 36-45 Semester Hours are required for the MBA Degree.
- No class grade lower than “B” will be counted in the degree.
- It is the student's responsibility to read, understand, and follow all policies and procedures in the MBA Handbook.
- **Prior to completing his/her first semester or first six hours of the program a student must file a Degree Planning Sheet with the MBA office to delineate that student's specific degree requirements.**

MBA Program (36-45 semester hours)

I. Required MBA Core Courses (24 Semester Hours):

Course No	Title	Sem.Hrs	Grade	Term
ACCT 500	Managerial Accounting	3	_____	_____
BUGB 500	Advanced Business Law and Ethics	3	_____	_____
FINA 500	Financial Strategy	3	_____	_____
MANG 500	Advanced Management Theory	3	_____	_____
MANG 501	Operations Management	3	_____	_____
MANG 510	Organizational Theory and Behavior	3	_____	_____
MANG 590	Business Strategy	3	_____	_____
MARK 500	Marketing Strategy	3	_____	_____

II. MBA Research Component (6 Semester Hours):

BUGB 530	Research Design	3	_____	_____
BUGB 595	Research Practicum	3	_____	_____

III. Track (6-15 Semester Hours):

Choose at least one track from those on the following page.

IV. Other Requirements:

Following three items must be passed in the last spring semester:

Requirement	Date Completed	Pass/Fail
Written Comprehensive Exam	_____	_____
Written Research Report	_____	_____
Oral Research Presentation	_____	_____

During a student's entire MBA program, the student must also have followed all policies and procedures contained within the MBA Handbook.

MBA Tracks

Each MBA student will select at least one of the following tracks.

Course No	Title	Cr Hrs	Grade	Term
-----------	-------	--------	-------	------

Professional Track (6 credit hours)

Select 6 semester hours of 500-level electives from the list below
or from 500-level courses in Department of Business as approved by MBA Director.

		3		
		3		
ACCT 505	Advanced Fraud & Forensic Accounting	3		
BUGB 520	Seminar in Current Business Topic	3		
CISB 500	Management of Information Systems	3		
CISB 505	Advanced Project Management	3		
CISB 560	Electronic Commerce Systems	3		
ECON 505	Advanced Econometrics	3		
ECON 530	Managerial Informatics	3		
HRMA 520	Human Resource Management	3		
ENTR 550	Entrepreneurship	3		

Management Information Systems Track (6 credit hours)

CISB 500	Management of Information Systems	3		
CISB 505	Advanced Project Management	3		

Sports Management Track (6 credit hours)

KINE 500	Facility and Equipment Management in Sport	3		
KINE 510	Event and Program Management in Sport	3		

Corporate Trainer Track (9 credit hours)

EDUC 591	Foundations of Curriculum, Instruction, and Assessment	9		
----------	--	---	--	--

Medical Informatics Track (15 credit hours)

HSCI 501	Health Informatics I: Data Analysis	1		
NURS 502	Health Information Systems	3		
NURS 505	Quality Assessment/Improvement in Health Care Setting	3		
HCSI 506	Health Informatics II: Project Design & Implementation	2		
CISB 500	Management of Information Systems	3		
CISB 505	Advanced Project Management	3		

Bachelor Degree/MBA 3+2 Concurrent Enrollment Program

Admission into the Bachelor Degree/MBA 3+2 Concurrent Enrollment Program is an application process, which must be approved by the MBA Program.

Admission is restricted to those students who meet the following criteria in addition to all the criteria for the MBA program.

1. Must be accepted into one of the following four-year bachelor degree programs.
 - a. BS in Accounting, Public Accounting Concentration
 - b. BBA, Finance Concentration
 - c. BS in Construction Management
2. Must be classified as a senior (i.e., at least 90 credit hours including hours in which student is currently enrolled and for which the student is registered for a future semester.).
3. Must have completed the number of additional hours in the bachelor degree major as specified by that program's faculty
4. Must have completed or be enrolled in specific courses in the bachelor degree major as specified by that program's faculty.
5. Must have at least a 3.00 overall GPA.
6. Must have at least a 3.00 GPA in courses in the student's declared major.
7. Must submit a 3+2 Concurrent Enrollment application form to the MBA Office.
8. Must submit to the bachelor degree department representative and to the MBA Office, a program completion plan demonstrating how all remaining bachelor degree requirements and all MBA requirements will be met in two years.
9. Must provide to the MBA Office a letter of recommendation from a faculty member in the bachelor degree department.
10. Must complete the MBA program admission process.
11. Must have met with MBA Office and have been approved for study in the 3+2 concurrent enrollment program.

After admission into the Bachelor Degree/MBA Concurrent Enrollment Program, the student:

1. Must follow the two year recommended course sequence (see below) for the MBA course component.
2. Must notify the MBA Office immediately if justifiable life circumstances do not allow the student to complete both undergraduate and graduate programs within two years of admission into the program.
3. Must complete ALL bachelor degree graduation requirements in the same semester or prior to completing all MBA graduation requirements.
4. Must submit the necessary paperwork to graduate with the bachelor degree to the Business Department with a copy to the MBA Office AND must submit the necessary paperwork to graduate with the MBA to the MBA Office. This requirement must be met before the published deadline in the semester prior to intended graduation.

RECOMMENDED COURSE SEQUENCING FOR THE MASTER OF BUSINESS ADMINISTRATION

Certain courses may have prerequisites or are only offered during Fall or Spring semesters. It is the student's responsibility to meet with the assigned advisor and check the two-year course matrix for course availability. Students may take more or fewer courses, but must complete all program requirements within six years.

Option 1. The following is a recommended sequence of course work for those on a two-year graduation path who have been admitted to the program. This sequence is required of any student in the 3+2 Concurrent Enrollment Program.

YEAR ONE

<u>Fall Semester</u>	<u>Hours</u>	<u>Spring Semester</u>	<u>Hours</u>
*MANG 500 Advanced Management Theory	3	*FINA 500 Financial Strategy	3
*ACCT 500 Managerial Accounting	3	*MARK 500 Marketing Strategy	3
Course from Track	<u>3</u>	MANG 510 Organizational Theory/Behavior	<u>3</u>
	9		9

YEAR TWO

<u>Fall Semester</u>	<u>Hours</u>	<u>Spring Semester</u>	<u>Hours</u>
MANG 501 Operations Management	3	**BUGB 595 Research Practicum	3
BUGB 500 Adv. Business Law and Ethics	3	**MANG 590 Business Strategy	3
**BUGB 530 Research Design	<u>3</u>	Course from Track	<u>3</u>
	9		9

Option 2. The following is a recommended sequence of course work for any student on a three-year graduation path who has been admitted to the program. Tracks containing more than 6 hours might require the student to follow this option. This sequence is not available to students in the 3+2 Concurrent Enrollment Program.

YEAR ONE

<u>Fall Semester</u>	<u>Hours</u>	<u>Spring Semester</u>	<u>Hours</u>
*MANG 500 Advanced Management Theory	3	*FINA 500 Financial Strategy	3
*ACCT 500 Managerial Accounting	<u>3</u>	*MARK 500 Marketing Strategy	<u>3</u>
	6		6

YEAR TWO

<u>Fall Semester</u>	<u>Hours</u>	<u>Spring Semester</u>	<u>Hours</u>
MANG 501 Operations Management	3	MANG 510 Organizational Theory/Behavior	3
BUGB 500 Adv. Business Law and Ethics	<u>3</u>	Course from Track	<u>3</u>
	6		6

YEAR THREE

<u>Fall Semester</u>	<u>Hours</u>	<u>Spring Semester</u>	<u>Hours</u>
**BUGB 530 Research Design	3	**BUGB 595 Research Practicum	3
Course from Track	<u>3</u>	**MANG 590 Business Strategy	<u>3</u>
	6		6

***Course must be taken in the indicated semester in the student's first year in the MBA program.**

****Course must be taken in the indicated semester in the student's last year in the program.**

Academic Council Meeting, March 1, 2017

APPENDIX C

First and foremost, there is much appreciation for the hard work put forth by departments for advisor assignments throughout the year and the continued efforts to keep advisors accurate.

In summer 2016 while implementing Advise, advisor assignments were reviewed. The first cleanup effort was the addition of a weekly report to assign advisors for our incoming students, returning students, students whose major/advisor departments don't match, and students without any advisor. Many thanks to administrative assistants who continue to assign advisors from this report as this implementation has gone smoothly.

To continue the cleanup efforts, the following observations were noted:

Students may have unnecessary advisors assigned. It is valid to have additional advisors when students have multiple majors, concentrations, minors, and/or education advisors. However, our data shows students with 2-5 advisors without an observed academic need. This means when a student looks at his/her advisor list, it can be confusing to determine which advisor to contact. Here are some ideas to clean up the advisor lists for students.

1) There is no technical need to assign department heads as advisors

CAPP, the old degree audit software, required advisor assignment in order to access the degree audit. DegreeWorks allows department heads to access all students without being formally assigned as an advisor. There are existing reports to pull advisees and advisor lists by major code without assigning a department head. Is there a need to keep department heads as a published advisor? Does it cause students to go to the department head before the advisor? Thoughts and ideas?

2) Generic advisor assignment:

- The Registrar's Office used a generic login (700236256 --,--) to access a CAPP degree audit report. The Registrar's Office will work with IT to remove these assignments. No future students should have this advisor listed.
- The Academic Advising Center (700075255) is valid for all incoming students who don't have a major declared to let students know where to go for assistance. Once a major is declared, the Advising Center assignment should be ended when the department advisor is assigned by the department administrative assistant.
- The Office of Student Success (700416387) is valid for all students in the Provisional Baccalaureate degree to let students know they have multiple advisor while in the PB program. Once students are transitioned into a baccalaureate degree, the OSS assignment should be ended. This will be done by OSS or the Registrar's Office when the transfer to baccalaureate paperwork is completed.
- Department specific generic advisors such as Health Sciences (700028186) and Teacher Education (700342440). Are these still needed or does the advisee list by major cover this? Who currently assigns these?
- The Montrose Campus (700399971) has students assigned. If a report could be generated using the students enrolled in Montrose courses, is this advisor designation needed? Or should the Montrose advisor be assigned to a person, i.e., Chris Wilcox? Who currently assigns these?

3) Review and end prior/excess advisors beyond the primary advisors

The proposal is to create a list of students who have excess advisors and to work with the Administrative Assistants to clean up excess or prior advisors. The report would take major advisors, minors advisors, and teacher education into consideration and exclude those students from the cleanup list. The Registrar's Office will initially work with IT to create a report, then refine the report with the assistance of the academic departments so it can be used in future semesters. Thoughts or ideas?

Advisors have too many inactive advisees assigned. This causes DegreeWorks and Advise to pull up too many students.

4) End advisor assignment for graduating students after their degree is awarded

Other universities end the advisor assignment when the degree is awarded or at a later designated date. The proposal is to end the advisor assignment after census of the following term. Example, a Fall 2016 graduate who doesn't attend in Spring 2017 would have their advisor assignment ended. This allows students moving from a certificate to an associate in the same field to keep their advisor assignment, but end the assignment if the student stopped at the certificate. This task would be completed by the Registrar's Office with assistance from IT. Thoughts or ideas?

5) End advisor assignments for students who stopped attending CMU after two semesters

Other universities have a specified time for stop out after which the advisor assignment is ended. The proposal is to end the advisor assignment by the end of the second semester away (excluding summer). Example, a student attends in Spring 2016, but not Fall 2016 or Spring 2017. The advisor assignment would end in May 2017. This allows time to recruit back stop outs, but not so long that advisor lists are cluttered with multiple year non-attendees. This task would be completed by the Registrar's Office with assistance from IT. Another option is to end the advisor assignment at census of the second semester (moving the end date forward by 3 months). Thoughts or ideas?

Academic Council Meeting, March 1, 2017

APPENDIX D

First-time and Transfer Student Communication Flow

An administrative team is looking at developing an enrollment email communication plan with students after they have been enrolled at Orientation. The email series would occur throughout the summer and through the first week of class. Many of the emails deal with administrative functions such as setting up payment plans, taking care of any remaining holds, etc. One idea is to add emails from the academic departments or advisors.

All emails would be sent from the computer system.

Proposal 1: Include an email template from the academic department welcoming the student.

When: Two weeks after Orientation? Some time is needed after Orientation to make any change of major requests.

Possible email points: Welcome the student to the department. Include language that indicates that academic departments have minimal summer hours. For enrollment questions over the summer, they should work with the student services departments (with links). Looking forward to working with the student when classes start. *(Other thoughts or changes?)*

Proposal 2: Include an email template from the advisor for students with a declared major and an assigned advisor.

When: The first week of class? Does this allow enough time for administrative assistants to add advisors to all students after the last Orientation two weeks before classes start? The report that says who needs assigned advisors is sent to departments every Thursday all summer long.

Possible email points: Welcome the student as an advisee and encourage them to visit. *(Other thoughts or changes?)*