

BOARD OF HIGHER EDUCATION
REQUEST FOR BOARD ACTION

NO.: AAC 09-14

BOARD DATE: April 30, 2009

MOUNT IDA COLLEGE
Master of Science in Management

MOVED: The Board of Higher Education hereby approves the Articles of Amendment of **Mount Ida College** to award the Master of Science in Management.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Francesca B. Purcell, Ph.D., Associate Commissioner for Academic and P-16 Policy

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INTENT

Mount Ida College, a New England Association of Schools and Colleges accredited independent institution located in Newton, Massachusetts, has filed Articles of Amendment requesting authorization to offer a new Master of Science in Management (MSM). The mission of the College is to provide a diverse community of learners a challenging education that blends the liberal arts with professional preparation.

Students will be exposed to management theory, finance with an emphasis on small business, and strategic planning as applied to the complexity of today's organizations in a competitive global market place. Students will also learn skills in marketing, information technology, human resources, and research methods. Graduates will be prepared to hold management positions of increased responsibility within medium and large firms in their fields, as well as to develop and grow small firms. Building upon the College's strong interior design baccalaureate program and a need for advanced management skills in the area of interior design, the proposed program will initially offer a concentration in interior design, such that students may gain expertise necessary for acquiring leadership positions within this field. Additional concentrations will be added progressively as the proposed program grows and resources allow.

INSTITUTIONAL OVERVIEW

Mount Ida was established in 1899 as a private women's high school, located in several Victorian mansions on Mount Ida Hill in Newton Corner, and eventually evolved into one of the first junior colleges in New England. In 1939 Mount Ida relocated to its present site, the historic Robert Gould Shaw estate in Newton Centre. In the 1950s and 1960s, the curriculum was influenced by the increasing demand for career and occupational training. During the following two decades, the student population continued to diversify, becoming fully coeducational and evolving from an associate degree-granting institution into a baccalaureate degree-granting institution by the early 1980s. The New England Association of Schools and Colleges first accredited the College in 1970. In 1982 the College began to offer baccalaureate degrees in liberal studies, fashion merchandising, veterinary technology and business administration. In the 1990s, the College received approval to award baccalaureate degrees in fashion design, graphic design, interior design, communication, bereavement studies, hotel management, public administration, criminal justice and equine studies. Mount Ida was given approval in 2000 to grant the Bachelor of Science in Hotel and Tourism Management and, in 2003, the Bachelor of Arts in American Studies. The proposed MSM will represent the College's first graduate program.

The planning of the proposed program dates from the early 2000s. The entire College community convened in 2001 to identify key issues facing the College over the next five years. The outcome of this planning process was the development of a five-year strategic plan and the setting of priorities and initiatives for the five-year period, FY 2003 to FY 2007. Exploration of the feasibility of the development of a graduate degree program was listed within this document as a priority. In 2006 the chief academic officer established a committee on graduate education

that worked with faculty and administrative staff to develop a proposal for the MSM and establish policies and procedures for graduate education on the Mount Ida campus. The proposed MSM was presented to the College Curriculum Committee in January 2008 by the Director of the School of Business. Once approved by the Curriculum Committee, it was approved by the Faculty Assembly in February 2008 and by the Board of Trustees in May 2008.

ACADEMIC AND RELATED MATTERS

Admission Requirements

Applications will be accepted for fall and spring semesters. Candidates opting for the interior design concentration must submit evidence of a first professional degree in interior design or parallel profession.

Applicants must submit:

1. Mount Ida College Graduate Program Application Form;
2. Application Fee;
3. Official transcript(s);
4. Résumé;
5. Two letters of reference (one from a supervisor of a recent professional position and one from an individual familiar with the applicant's academic ability);
6. An essay addressing professional interests and career goals; and
7. Submission of a portfolio or samples of professional work (for interior design concentration only)

Enrollment

The College anticipates initial enrollment to begin with 10 part-time students and increase to 24 part-time students by year five for a total of 54 students.

Program Enrollment Projection					
	Year 1	Year 2	Year 3	Year 4	Year 5
New Full Time	0	0	0	0	0
Continuing Full Time	0	0	0	0	0
New Part Time	10	12	22	24	30
Continuing Part Time	0	9	11	20	24
<i>Totals</i>	<i>10</i>	<i>21</i>	<i>33</i>	<i>44</i>	<i>54</i>

Tuition and Fee Charges

The degree is currently priced at \$625 per credit hour for a total of \$22,500. Breakdown of costs are as follows:

- Tuition: \$625 per credit hour
- Application Fee: \$50 (No fee for on-line applications.)
- Materials Cost: Interior Design concentration students are required to have a laptop computer with CAD software, approximate cost \$3,500.

Curriculum (Attachment A)

Thirty-six credit hours of graduate study will be required for the degree with a minimum final GPA of 3.0. The program is designed for part-time study with students able to take six credits each fall, spring and summer semester. Thus, the proposed MSM may be completed in two years of part-time study. All requirements must be completed within five years. A maximum of six credits of previous coursework or courses taken as a non-degree student may be applied to the degree upon program advisor approval.

RESOURCES

Faculty and Staff

The Vice President for Academic Affairs, Lance Carluccio, Ph.D., serves as the chief academic officer of the College and will oversee the proposed graduate program. A MSM program director will be named from the School of Business, and a concentration director will be named from the School of Design.

The faculty for the proposed program will be drawn from the School of Business and the School of Design at Mount Ida College, and recent hires have been made in anticipation of a graduate program. Six of the full-time faculty members have Ph.D.s, and two have master's degrees and more than ten years of senior management experience each. Of the three part-time faculty members, two hold doctorate-level degrees and the other an MBA with 25 years of senior management level at the CFO level.

Of the five faculty members teaching in the concentration area of interior design, two have terminal degrees in their field (a Ph.D. and a MFA, respectively), and the other three hold various master-level degrees and other appropriate qualifications within the field.

Library and Information Technologies

The College's information technology and learning resources include the Wadsworth Library, Media Services and Academic Computing and is overseen by the Dean of Information Technology and Learning Resources. The Wadsworth Library's collection includes print, audiovisual and electronic resources. Electronic resources include e-books, online full-text periodical and digital art images that are available via the Internet. Mount Ida College is a member of the Minuteman Library Network, which is comprised of 35 public libraries and six academic libraries. Members have access to over 1.5 million titles and over 6.1 million items and resources in the virtual catalog of other college and university libraries.

Twelve databases have been identified to support the MSM program, and their cost is budgeted in the program. The book budget will be increased by \$5,000 a year. Six hours a week of a library specialist will be added to support this program. Additional instructional technology support has been budgeted to support the implementation of the program and support of the courses offered through the program.

Facilities

Current classroom and studio facilities for the proposed program are sufficient to meet program needs.

Fiscal (Attachment B)

The College has detailed enrollment projection income and dedicated program expenses for the first five years of the program. This budget outlines the resources needed for course

development and instruction, marketing, program management, instructional technology, personnel, technology, tutoring and library resources.

EVALUATION

The proposed program was reviewed December 7-9, 2008, by an external visiting committee, comprising Carolyn M. Callahan, Ph.D., University of Arkansas; Jeffrey A. Berman, Ph.D. (Retired), Salem State College; David T. Damery, Ph.D., University of Massachusetts Amherst; and Lisa M. Whited, IIDA, ASIA, Certified Interior Designer, Portland, Maine. The visiting committee expressed overall support for the program with suggestions for a more focused plan for adding concentrations, inclusion of specific content in the curriculum, increased faculty development budget allocations, and an enhanced admissions process.

The College responded thoroughly to all suggestions. The College reworked its plan to grow the program and will focus its efforts on attracting more students to the generalist MSM program, gradually developing program concentrations in a slower and more deliberate manner as resources allow. The College also reviewed the qualifications of its faculty, assuring proper credentials and an appropriate level of funding for faculty development. The College changed its course delivery by lengthening all class schedules to a 16-week term and added specific content strands to existing courses, such as group dynamics. Finally, the College developed a ten-point scale for evaluating potential applicants.

PUBLIC HEARING

The required public hearing was held March 19, 2009, at the Department of Higher Education, located at One Ashburton Place in Boston, Massachusetts. No comment was offered in opposition to the proposed program.

STAFF ANALYSIS AND RECOMMENDATION

The staff has thoroughly evaluated all materials submitted by Mount Ida College and finds that the proposal meets the criteria set forth in 610 CMR 2.08 (3). Recommendation is for approval of the College's petition to offer the Master of Science in Management.

ATTACHMENT A: Curriculum

Major Required (Core) Courses (Total # of courses required=7)		
Course Number	Course Title	Credit Hours
BA 501	Management Theory and Organizations	3
BA 506	Marketing Strategy and Management	3
BA 520	Information Technology Management	3
BA 526	Graduate Seminar: Research Methods	3
BA 530	Human Resource Strategy and Management	3
BA 606	Financial Management for Decision Analysis	3
BA 650	Strategic Planning, Policy Development and Management	3
	Subtotal # Core Credits Required	21
Elective Course Choices (Total courses required=5) (attach list of choices if needed)		
BA 511	Global Perspectives: International Business Management	3
BA 512	Entrepreneurship	3
BA 513	Consumer Behavior: Current Theory and Applications	3
BA 521	Business Law	3
BA 522	Leadership in Organizations	3
BA 523	Project Management	3
BA 611	E-Commerce and Evolving Business Management	3
BA 615	Quantitative Methods for Managerial Decision Making	3
ID 501	Graduate Seminar: Global Issues in Design	3
ID 521	Interdisciplinary Studio I: Environmental Design	3
ID 522	Interdisciplinary Studio II: Advanced Technology in Design	3
ID 621	Interdisciplinary Studio III: Universal Design	3
ID 622	Interdisciplinary Studio IV: Thesis	3
	Subtotal # Elective Credits Required	15
Curriculum Summary		
Total number of courses required for the degree	12	
Total credit hours required for degree	36	
Prerequisite, Concentration, Dissertation or Other Requirements:		
Concentration requires five elective courses.		
<u>Interior Design Concentration:</u>		
Graduate Seminar: Global Issues in Design		
Interdisciplinary Studio I: Environmental Design		
Interdisciplinary Studio II: Advanced Technology in Design		

Interdisciplinary Studio III: Universal Design
Interdisciplinary Studio IV: Thesis

ATTACHMENT B: Budget

MS in Management Income/Expense					
	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014
Entering Students	10	12	22	24	30
Continuing Students	0	9	11	20	24
Credit Hours Taught	180	378	594	792	972
Application Fees	500	600	1,100	1,200	1,500
Tuition Income	112,500	236,250	371,250	495,000	607,500
Total Income	113,000	236,850	372,350	496,200	609,000
Expenses					
Instruction	30,000	40,500	57,900	65,800	83,125
Program Director	3,600	3,600	3,600	3,600	3,600
Concentration Director(s)	3,600	3,600	7,200	7,200	10,800
Curriculum Consultant	3,000	3,000		3,000	
Support Personnel	3,500	3,500	8,750	10,500	14,000
Instructional Technology Support	9,360	9,360	18,720	18,720	18,720
Instructional hardware/software	10,000	5,000	5,000	10,000	10,000
Graduate Program Tech Assistant	5,100	10,200	10,200	10,200	10,200
Librarian	7,488	7,488	7,488	9,984	9,984
Books and Databases	35,000	35,000	40,000	45,000	55,000
Instructional Supplies	1,000	1,000	1,500	2,000	2,000
Travel	600	1,000	1,500	1,500	2,000
Professional Development	2,000	3,000	4,000	6,000	8,000
Student Professional Development	0	1,000	1,000	1,000	1,500
Marketing, print, Web	25,000	15,000	25,000	15,000	25,000
Fringe Benefits	16,412	19,562	28,464	31,508	37,607
Overhead	16,875	35,437	55,687	74,250	91,128
Total Expense	172,535	197,247	276,009	315,262	382,661
Income less expense	-59,535	39,603	96,341	180,938	226,339
\$625 per graduate credit hour					
Application fee: \$50					