

## ITEMS FOR DISCUSSION AND ACTION\ACADEMIC AND PERSONNEL

January 13, 2021

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**ACTION:** **Approve Revision of Master of Business Administration with Focus Areas for Chadron State College**

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Per Board Policy 4200, which requires all new academic programs to be submitted to the Board for approval, Chadron State seeks approval to revise the Master of Business Administration (MBA) program to include three graduate focus areas beginning Fall 2021:

Master of Business Administration - Accounting  
Master of Business Administration - Digital Marketing  
Master of Business Administration - Healthcare Management

The System Office and Chadron State College recommend approval of the Revision of Master of Business Administration with Focus Areas for Chadron State College.

**ATTACHMENTS:**

- CSC Master of Business Administration with Focus Areas(PDF)

**Chadron State College**  
**Proposal to Create Three Focus Areas for the**  
**Master of Business Administration (MBA) Program**

**1. Descriptive Information**

- A. Name of Institution:  
Chadron State College
- B. Name of Program:  
Master of Business Administration (MBA)
- C. Degrees/credentials to be awarded graduates of the program:  
Master's degree in Business Administration
- D. Other programs offered in this field by the institution:  
None
- E. CIP code:  
52.0201 – Business Administration and Management, General
- F. Administrative units for the program:  
School of Business, Mathematics, & Science  
Business Academy (aka Department of Business)
- G. Proposed delivery site(s) and type(s) of delivery, if applicable:  
Courses offered both online and on-campus face-to-face
- H. Proposed date (term/year) the program will be initiated:  
Fall 2021
- I. Description of Program:  
The purpose for updating the MBA program is to better prepare students for growing areas of business; including digital marketing, accounting (CPA), and health care management, while keeping the generalist MBA option intact. The common core of courses changes from 27 hours to 24 hours, which leaves 12 credits of coursework for program completion. Students can still continue to complete the existing MBA by choosing the “general track” and selecting from the broad listing of elective coursework, or students can replace the “general track” with a focused subset of courses by selecting and completing one of the three 12-credit Focus Areas of Accounting, Digital Marketing, or Healthcare Management. The total program hours remain unchanged at 36 hours.

**MASTER OF BUSINESS ADMINISTRATION:**

<b><u>Common Core</u></b>		<b><u>24 Credits</u></b>
ACTG 632	Managerial Accounting	3
BIS 632	Information Systems for Managers	3
FIN 631	Corporate Finance	3
MGMT 620	High Performance Leadership	3
MGMT 630	Organizational Behavior	3
MGMT 634	Business Strategy	3
MGMT 639	Legal & Social Environment of Business	3
MKTG 630	Marketing Management	3

<b><u>General Track:</u></b>		<b><u>12 credits</u></b>
ECON 637	MANAGERIAL ECONOMICS	3
<u>Select three of the following:</u>		
ACTG 638	FINANCIAL STATEMENT ANALYSIS	3
FIN 632	FINANCE FOR MANAGERS	3
MGMT 610	HUMAN CAPITAL MANAGEMENT	3
MGMT 625	BUSINESS ANALYTICS FOR MANAGERS	3
MGMT 640	US HEALTHCARE SYSTEM	3
MGMT 641	HEALTHCARE LAW & ETHICS	3
MGMT 642	HEALTHCARE MANAGEMENT	3
MKTG 625	DIGITAL MEDIA ANALYTICS	3
MKTG 634	MOBILE MEDIA MARKETING	3
MKTG 643	SOCIAL MEDIA STRATEGY	3
BA 690	INTERNSHIP IN BUSINESS	3
ACTG 560	TOPICS IN ACCOUNTING	3
BA 560	TOPICS IN BUSINESS	3
BIS 560	TOPICS IN BUSINESS INFORMATION SYSTEMS	3
ECON 560	TOPICS IN ECONOMICS	3
FIN 560	TOPICS IN FINANCE	3

**REPLACE GENERAL TRACK WITH A GRADUATE FOCUS AREA:**    **12 Credits**

<b><u>Accounting</u></b>		
ACTG 638	FINANCIAL STATEMENT ANALYSIS	3
MGMT 625	BUSINESS ANALYTICS FOR MANAGERS	3
<u>Select two of the following:</u>		6
ACTG 533	GOVERNMENTAL AND NOT-FOR-PROFIT ACCOUNTING	3
ACTG 537	ADVANCED COST MANAGEMENT ACCOUNTING	3
ACTG 543	ADVANCED FINANCIAL ACCOUNTING	3
Other Elective courses approved in consultation with student's advisor		

<b><u>Digital Marketing</u></b>		
MKTG 634	MOBILE MEDIA MARKETING	3
MKTG 643	SOCIAL MEDIA STRATEGY	3
MKTG 625	DIGITAL MEDIA ANALYTICS	3
MKTG 652	DIGITAL MEDIA MARKETING CAPSTONE	3

**Healthcare Management**

MGMT 640	US HEALTHCARE SYSTEM	3
MGMT 641	HEALTH LAW & ETHICS	3
MGMT 642	HEALTHCARE MANAGEMENT	3
<u>Select one of the following:</u>		3
CA 560	HEALTH COMMUNICATION	3
MGMT 690	Healthcare Internship	3
BA 690	INTERNSHIP IN BUSINESS	3

**PROGRAM TOTAL:**

**36 Credits**

**New Course Offerings:**

**ACTG 638 Financial Statement Analysis (3)**

An introduction to financial statement analysis with an emphasis to investigate and evaluate past and current performance and risk of a business from the perspectives of stakeholders like creditors, investors and management.

**MGMT 625 Business Analytics for Managers (3)**

Business analytics concepts, methods, and models to support business decision making. Analyzing data to systematically find trends, patterns, and associations using statistics, optimization, simulation, modeling, and visualization to transform data into actionable information

**MGMT 640 US Healthcare System (3)**

This course provides an overview of the United States Healthcare System. Continuing Impact of the Affordable Care Act is studied. An introduction to the definitions, concepts and trends in healthcare delivery are examined. Topic areas also include: the impact of employer-based health insurance, role of various government programs, history, operational characteristics, funding mechanisms, changing roles of physicians and other providers.

**MGMT 641 Health Law & Ethics (3)**

This course explores legal obligations and ethics in healthcare administration. Governmental policy reforms, antitrust and informed consent is studied. Regulation of healthcare false claims, fraud and abuse is examined. Also covered is the legal basis for hospital governance and healthcare malpractice insurance.

**MGMT 642 Healthcare Management (3)**

In this course, students examine concepts and tools that can increase the quality and efficiency healthcare. The course will explore questions of capacity planning, scheduling and process design in healthcare.

**MKTG 625 Digital Media Analytics (3)**

This class will provide students with the theoretical understanding of the digital marketplace necessary to analyze digital trends, while also equipping students with the skills needed to perform digital marketing analysis as a digital data translator.

### **MKTG 634 Mobile Media Marketing (3)**

This class will provide students with an understanding of how mobile marketing is defining business today, including strategy, tracking ROI, advertising, applications and mobile websites. Text messaging, QR codes, consumer interactions with mobile devices, and the laws and ethics of mobile marketing are examined.

### **MKTG 643 Social Media Strategy (3)**

This course will help students obtain a clear perspective on social media marketing, and its true value to consumers, managers, other stakeholders. Students will learn relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities inherent in social media and consumer-to-consumer social interactions for achieving business and marketing goals.

### **MKTG 652 Digital Media Marketing Capstone (3)**

This class will provide students with the theoretical understanding of the Internet marketplace necessary to adapt to its many changes, while also equipping students with the skills needed to perform vital daily functions as a digital marketing professional.

## **2. Centrality to Role and Mission**

The addition of focus areas addresses both the “Purpose” and “People” parts of Chadron State College’s Master Academic Plan. The program will increase recruitment by offering a unique and in-demand course of study (People) and will enhance student learning and growth through updated pedagogy and content (Purpose). Further, the update to the MBA program addresses two of the NSCS Strategic Plan goals. First is **Institutional & Academic Quality**, which seeks to *“deliver an array of high-quality academic programs and curricular activities that successfully prepares students for the range of careers they will experience after graduation”*. Second is the **Workforce & Economic Impact**, which seeks to *“expand capacity for colleges to produce graduates who meet the workforce needs of Nebraska and to strengthen their role as change agents for rural communities they serve”*.

## **3. Evidence of Need and Demand**

### **A. Need for the program:**

According to the Bureau of Labor Statistics, the job outlook for the next decade, 2019-2029, is promising in each of the three focus areas. Jobs for Advertising, Promotions, and Marketing Managers are expected to grow 6% faster than average; Accounting is expected to grow 4% faster than average; and Healthcare Management is expected to grow 32% faster than average. Additionally, there is a need for accounting and healthcare professionals in rural communities; and further, there is much value in understanding how to utilize digital marketing to reach beyond rural areas to expand market potential.

MBA focus areas are important because they allow a student to build on the fundamentals taught in the program and helps them to dig deeper into their chosen career field. Focus area are used within MBA programs across the nation to signal to employers a more in-depth knowledge in an area. Even if students are unsure about a focus area, selecting it allows them to explore an area of interest to round out the general business curriculum and could positively impact the trajectory of their career. That being said, a focus area does not lock a student into a particular career path, as an MBA degree in and of itself prepares students to work in almost

any business field. According to U.S. News, the top six fastest growing and in-demand jobs for MBAs include Financial Advisor, Medical & Health Services Manager, and Marketing Manager. According to PayScale.com, two of the top four MBA concentrations chosen by students are finance and marketing. According to the *Prospective Students Survey Report* provided by MBA.com, Finance and Accounting concentrations are two of the most popular options since they relate specifically and clearly to careers in those fields.

B. Demand for the Program:

Enrollments in the CSC MBA program have been declining since 2017; this is in line with national trends in MBA enrollments. However, CSC's MBA program is high quality, with students consistently out performing national averages on the Peregrine exam. As such, the Business Academy's MBA Committee spent the last year investigating and discussing creative ways to address this decline. The committee's work resulted in the development and proposal of these focus areas along with planned promotion of the program for the fall 2021 term. The addition of the focus areas and the ability for students to focus their study in one of these three areas will make the already affordable and quality MBA program of greater value.

Focus areas allow students to tailor the program to meet their unique career goals and to create the MBA experience they want. Focus areas can increase students' skills in a particular area, which in turn boosts their resume and enhances their employability. Finally, focus areas are important for entering the job market after graduation, as it helps CSC students stand out among other MBA graduates.

#### 4. Adequacy of Resources

A. Faculty and Staff Resources:

The current staffing in the department can sufficiently cover the courses. The Dean of BMS received approval to modify two position descriptions, for existing faculty vacancies, to include skills that would contribute to and provide support for the Healthcare option. Both are currently posted for hire and are expected to be filled before this revised program is implemented in Fall 2021.

As part of the MBA update, the following courses will no longer be offered by CSC and be deleted from the catalog and course rotation.

- ACTG 531 Financial Accounting
- BA 623 Managerial Agricultural Policy
- BIS 533 Dynamic Web Page Development
- MKTG 635 Entrepreneurship-New Venture Creations

The proposed, updated MBA Course Rotation is provided on the following page.

# MBA COURSE ROTATION

2020-2023



CHADRON STATE COLLEGE

			FA 20	SP 21	SU 21	FA 21	SP 22	SU 22	FA 22	SP 23	SU 23	
MBA /GRADUATE	1st or 2nd 8-Week Session		8W1	8W2	8W1	8W2	8W1	8W2	8W1	8W2	8W1	8W2
Subject	Course No.	Course Title, Essential Studies/ Student Learning Outcomes										
<b>CORE</b>												
ACTG	632	Managerial Accounting			X	X			X	X		
BIS	632	Information Systems for Managers		X		X			X	X		X
ECON	637	Managerial Economics	X					X			X	
FIN	631	Corporate Finance		X				X			X	
MGMT	620	High Performance Leadership		X		X		X		X		X
MGMT	630	Organizational Behavior	X			X	X			X		X
MGMT	634	Business Strategy, <i>Capstone Course</i>		X		X		X		X		X
MGMT	633	Legal/Social Environment of Business			X			X			X	
MKTG	630	Marketing Management	X			X	X			X		X
<b>ELECTIVES</b> <i>Professional Courses:</i>												
ACTG	533**	Gov't & Not for Profit Accounting	X					X			X	
ACTG	537**	Advanced Cost Management Accounting			X			X				X
ACTG	543**	Advanced Financial Accounting	X				X			X		
ACTG	638	FINANCIAL STATEMENT ANALYSIS						X				X
FIN	632	Finance for Managers		X		X		X		X		X
MGMT	610	Human Capital Management		X			X			X		
MGMT	625	Business Analytics for Managers						X				X
MGMT	640	US HEALTHCARE SYSTEM					X				X	
MGMT	641	HEALTH LAW & ETHICS					X			X		
MGMT	642	HEALTHCARE MANAGEMENT						X			X	
MKTG	634	Digital Media Marketing				X				X		
MKTG	643	SOCIAL MEDIA STRATEGY					X			X		
MKTG	625	DIGITAL MEDIA ANALYTICS					X				X	
MKTG	652	DIGITAL MEDIA MARKETING CAPSTONE						X			X	
MKTG	635	New Venture Creation		X								
<b>TOPICS</b>												
ACTG	560	Topics in Accounting										
BA	560	Topics in Business										
BIS	560	Topics in Information Systems										
FIN	560	Topics in Finance										
MGMT	560	Topics in Management										
MKTG	560	Topics in Marketing										
Topics courses are periodically offered. Please check the CSC schedule for topics course availability for any given academic year.												
**MBA students cannot have more than six (6) credits of these 500-level, dual listed <i>elective</i> courses in their degree program. Strong accounting background recommended. *For graduate summer course availability and additional details, please see course schedule on MyCSC. Summer course schedules become available for viewing in February. Other policies apply. Although this information is believed to be accurate, CSC reserves the right to change any provisions or requirements without prior notice. This information does not constitute a contract between the college and any other part. Courses will be offered depending upon demand and resource variables.												

**B. Physical Facilities:**

The program will utilize the current facilities and instructional spaces on the Chadron State College campus. No additional physical facilities or renovations will be required.

**C. Instructional Equipment and Informational Resources:**

No additional instructional equipment or information resources are required.

**D. Budget Projections for the first five years of program:**

The MBA is an existing program with no additional resources requested beyond the two faculty lines that have been approved for re-assignment and are included in the existing CSC budget. The program will require some funds for updated marketing pieces and promotion, which are expected to be minimal and will be covered by the School of BMS budget.

## **5. Avoidance of Unnecessary Duplication**

While a number of Nebraska colleges have MBA programs, three programs are identified as “Generalist” MBAs, including Wesleyan, Bellevue and Concordia. UNL allows students to customize their electives but requires 48 credit hours to complete the degree. Only a handful of Nebraska colleges offer concentrations that match the Focus Areas proposed and none offer the same combination of choices.

Because the Certified Public Account Exam requires students to have 150 credit hours completed, there are more MBA programs with this concentration; those include Wayne State, UNK, Midland, and Creighton. Three Nebraska colleges offer the Healthcare Management option including Union College, UNO, and Doane College; however, Union college offers theirs as a 5-year undergraduate/graduate MBA program in partnership with Clarkson College.

No Nebraska colleges offer Digital Marketing, although two offer traditional Marketing concentrations, including UNK and Midland. Chadron State will be unique in this combination of offerings and will be able to lend a rural-employment emphasis to these Focus Areas.

## **6. Consistency with the Comprehensive Statewide Plan for Postsecondary Education**

These program focus areas address the Coordinating Commission’s goals for meeting the needs of the students and meeting the needs of the state. Students will benefit from being able to focus their study in areas with employment growth predicted to exceed normal growth in the next decade. Further, graduates in all of these focus areas will be poised to add value to rural communities, and Chadron State faculty are uniquely qualified to highlight rural topics in teaching these courses.