ACADEMIC PROGRAM REVIEW FORM

All academic programs and units at UAA are required by Board of Regents Policy P10.06.010 to engage in program review on a seven-year cycle. University Regulation R10.06.010 sets out the minimum requirements for program review, including centrality of program mission, quality, demand, program productivity, effectiveness, and efficiency. Exceptional reviews may be conducted, per University Poli

Year of last review: W21

Final decision from last review: Follow-up Program Review

PROGRAM SECTION (Due on March 1)

The program review committee chair and committee members are assigned by the dean. All program faculty should be included in the review

rate (98% for full time students and 93% for part time students in 2022) suggest that stud are successfully navigating the program.

We also maintain that the current emphasis areas are a competitive advantage of the program and are popular options for students, who can still opt for a 30 credit MBA program if looking to graduate sooner.

Actions taken to date *(2000 characters or less)*

No explicit actions were required from this recommendation.

Evidence of success to date *(2000 characters or less)*

Semesters to degree is trending downwards, although the program feels adopting an aggress policy towards time to graduation would negatively impact enrollment.

Recommendation 2: *Determine the overall delivery of the MBA program (hybrid or face-to-face) and market the program as such. It is unclear if the 2 week on/off format is appropriate to attract students or if other delivery options would be more appealing to students (e.g. executive, flipped).*

How do you know the recommendation has been successfully achieved? *(2000 characters or less)*

The 2021 Provost feedback indicates: The MBA program does need to settle on a consistent delivery method that works for the students. However, the shift to remote learning during t pandemic has delayed a proper analysis of what the students Given that the courses are still being taught remotely, it will likely take two years before a proper delivery assessment be completed.

Students needs have shifted, and continue to shift, from the global pandemic. The MBA program is complying with the Provost's suggestions and waiting 2 years to make decisions about delivery modes. The goal is to not make premature decisions that do not reflect the current and long term needs of the students in the program.

Actions taken to date *(2000 characters or less)*

Although no permanent decisions have been made, students have been polled in several ways to gain data to make an informed decision. The data is conflicting, which make it hard to impose a delivery method. This seems to suggest that the situation is malleable and more da needs to be collected.

Evidence of success to date *(2000 characters or less)*

We will continue to collect data to determine the optimal delivery method and will make a decision once outside of the 2 year period suggested by the Provost.

Recommendation 3:   *Develop a 2-year course rotation for better student planning. Increase course caps to 30 students/course to support increased efficiency and return on investment.*

How do you know the recommendation has been successfully achieved? *(2000 characters or less)*

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2. Demonstrate the entrality of the program to the mission, needs, and purposes of the university and the college/community campus. Include how the program is integrating (or planning to integrate) intentionally designed opportunities for students to develop the four core competencies (Effective Communication; Creative and Critical Thinking; Intercultural Fluency; and Personal, Professional, & Community Responsibility) *(2500 characters or less)*

The primary objective of the program is to provide students with the knowledge, skills, and abilities to prepare them for increasingly significant managerial and leadership roles. MBA students come from a variety of educational backgrounds and professional experiences. The MBA general degree consists of 30 credit hours; 21 of those credits represent seven core courses. An MBA with an emphasis consisting of 36 credit hours is also offered. To meet industry needs, the MBA program emphasis areas have evolved from one to six. In addition to business emphasis areas in Leadership, Global Supply Chain Management, and Business Intelligence & Business Analytics, the MBA program has emphasis areas supported by the College of Health (Health Administration), Master of Public Administration Program (Public Sector and Non-Profit Emphasis), and the College of Engineering (Project Management).

As part of CBPP yearly assessment of learning outcomes, the MBA program assesses one of the four core competencies (effective communication, creative and critical thinking, intercultural

All objectives met the increased goal (based on recommendations from last assessment perio

students or if other delivery options would be more appealing to students (e.g. executive, flipped).
Recommendation has not been met.

Due to the pandemic, I agree with the program committee that it is difficult to determine the appropriate delivery format since we are slowly shifting from being totally remote. I recommend that the Head of the Graduate Program conduct a survey to determine a delivery format that me the students needs that can be supported by current resources.

Recommendation 3: Develop a 2-year course rotation for better student planning. Increase course caps to 30 students/course to support increased efficiency and return on investment.
Recommendation has been met.

I support the 2-year course rotation that the program has developed. In addition, electives are also offered

5. *Demand**(1750 characters or less)*

I am in agreement with the program reviewers' summation. In addition, I recommend that the program moves forward with developing a 4 + 1 and/or 5 + 1 for CoBA students. CLA accounting students need 30 additional credits to sit for the CPA exam. A 3+2 MBA can help students meet that requirement. Hence, this is another group may have a desire for an MBA. Also, the head of the program should consider how the graduate certificates can be employed to increase demand.

6. Productivity and Efficiency *(1750 characters or less)*

Again, coming out of the pandemic years makes efficiency difficulty to assess. 2018 was not an efficient year, with the FTES/FTEF at only 11.58. The program became more efficient as this ratio increased to 14.67, 15.53, and 14.08 over the next three years. However, in 2022, the ratio dec to 13.06. Thus, the program ended the period more efficient than it started, but off of the pande peak.

7. Duplication and Distinctiveness *(1750 characters or less)*

I am in agreement with the program reviewers' summation.

8. Strengths and Ideas for Moving Forward *(1750 characters or less)*

The program has evolved recently to include an artificial intelligence course. This is the fourth year this course has been offered and is a core course. AACSB noted several years ago that not many business colleges have fulfilled this need. Moreover, CBPP has partnered with the College of Engineering to create an AI lab that is located in Rasmuson Hall. We expect to see this area cont to evolve. The business AI course is unique to CBPP.

I am in agreement that CBPP should continue to collaborate and open lines of communication with other master-level and undergraduate programs on campus. In addition to aviation, possibly programs in CoEng. How can an MBA or a graduate certificate complement degrees from other college? One thing this program has done quite well is to collaborate with the COH and CoEng and creating emphasis areas that do not cost either college additional resources. Are there other opportunities such as these?

I commend the program for *(number and list the specific commendations in the narrative box, 1500 character limit)*

1. I commend the program for working across graduate programs within CBPP and for working across colleges to build important opportunities for our graduate students.

2. I commend the program for creating Graduate Certificates to attract students. The certificates draw students in for the certificate and possibly keep them to stay for the MBA degree.

3. I commend the program for creating a course schedule that students can use to plan their own p through the program.

I recommend that the program *(number and list the specific recommendations in the narrative box, 1500 character limit)*

1. Consider developing more graduate certificates that use the core MBA courses. Students may come for the certificate and then realize they are 30%+ done with an MBA and thus continue. For example, an Accounting & Finance certificate might include ACCT A650, BA A636, and BA A610.

2. Continue to assess student teaching mode desires and adapt as needed.

3. Consider how to market the Graduate Certificates to UAA Alumni, who may be at a point in their career that adding some quality, thoughtful education is appropriate to advance.

After completing this section, the form should be submitted to

Interim Progress Report year: N/A

Follow-up Program Review year: N/A

Next regular Program Review: AY2027

Provost's signature: ███████████ Date: 5/12/2023