

AGENDA

Executive Committee Meeting

CSUSM Academic Senate

Wednesday ~ April 17, 2013 ~ 12-2 p.m. ~ Kellogg 5207

- I. Approval of agenda
- II. Approval of minutes of 04/10/2013 meeting
- III. Chair's report, [Jackie Trischman](#)
- IV. Secretary's report, Janet McDaniel *The following item has been responded to by the university administration:*
 - FAC RTP standards for the College of Science and Mathematics *approved*
- V. Int. Provost's report, Graham Oberem
- VI. [Committee](#) reports *as needed*
- VII. Discussion items
 - A. BLP/UCC SoN Palliative Care certificate proposal *attached*
 - B. BLP/UCC CoBA MBA stackable certificates proposal *attached*
- VIII. Information item
 - PAC Recommendation letter for Sociology program *attached*
- IX. EC members' concerns & announcements

Next meeting: April 24th

1 **BLP/UCC: SoN Palliative Care certificate**

2
3 **Report from BLP:** The Budget and Long Range Planning Committee (BLP) has discussed the proposed
4 certificate in Palliative Care. We gave attention to the immediate and long-range enrollment prospects for
5 this proposed degree program as well as the resource implications of the program's launch. We appreciate
6 the cooperation of the faculty proposers from CEHHS as we prepared this report. BLP submits the
7 following analysis of the impact of this program to the Academic Senate to guide senators in their
8 consideration of the proposal.
9

10 This certificate program would be run as a self-support program through Extended Learning. The
11 certificate would include a set of coursework from the Post-Master Science of Nursing degree if this
12 content is not provided in a given student's MSN program; depending on students' MSN backgrounds and
13 existing coursework, the certificate would require anywhere between 23 and 32 units of additional
14 coursework. The CSU has received considerable outside funding to support new offerings in this field,
15 and an Institute for Palliative Care has been launched at CSUSM.¹ The Institute's Director and staff
16 member(s) will be funded through the outside grant, and some grant funding has been made available to
17 the School of Nursing to support the development of new courses for this program, but course delivery
18 will be funded through self-support (Extended Learning).
19

20 Program Demand: Detailed projections are not typically provided in P-forms for certificate programs.
21 However, the P-form does attest to the need for palliative care in California in light of health trends, and it
22 lists several organizations throughout much of the Southern California region that are in need of nurses
23 trained in palliative care (P-form, pp. 4-5). Input from members of the School of Nursing's Community
24 Task Force, which includes representatives from such local institutions as Tri-City Medical Center, Sharp
25 Healthcare, UCSD, and Scripps HealthCare, indicates that local health care organizations are poised to
26 send practicing nurses for palliative care training when CSUSM launches such a program (email from
27 Denise Boren, March 18, 2013). Further, since no comparable program yet exists in Orange, Riverside,
28 or San Diego Counties, the School of Nursing anticipates that demand will be steady and strong (email
29 from Denise Boren, March 18, 2013).
30

31 Extended Learning's draft budget for the program (available on BLP's Community page) estimates that
32 students' tuition will run \$635/unit, as is standard for all other NURS units run through EL. Additional
33 campus fees for EL students can be found at <http://www.csusm.edu/el/aboutus/fees.html>.²
34

35 Resource Implications:

36 *Faculty:* This proposed program includes the creation of 12 new courses, ranging from 1-4 units. BLP
37 has inquired about the program's capacity to offer additional courses when the School of Nursing appears
38 to be stretched so thinly already, in light of their "impacted" status and their small number of tenure-track
39 faculty. There is currently 1 tenure-track faculty member who can teach courses in the program, but most
40 courses would be taught by lecturers. The School of Nursing's Director, Dr. Denise Boren, remains
41 confident that qualified lecturers can be readily identified and hired to teach the requisite courses, in part
42 because organizations such as UCSD's Moores Cancer Center, the Elizabeth Hospice, and the CSU's own

¹ CSUSM's policy on Centers & Institutes can be found at http://www.csusm.edu/policies/active/documents/centers_institutes_csusm.html. All such bodies undergo a review, to include a financial review, during their 5th year.

² Campus fees for students enrolled in state-support programs can be found at http://www.csusm.edu/schedule/spring_2013/fees_and_charges.html.

43 new Palliative Care Institute all have qualified professionals on staff who are available to contribute to
44 this program (email from Denise Boren, March 13, 2013). All instructors who will teach courses are
45 doctoral or master's prepared nurses, experienced and certified in the palliative care specialization.
46 *Space:* Since the P-form focused on facilities available to the School of Nursing in the SMACC building
47 across the street from campus, BLP requested an update on the program's space needs in light of the
48 School's anticipated move to University Hall in 2015. According to School of Nursing Director Denise
49 Boren, they will increase the current capacity of the "skills lab" from 6 to 10 beds, of the "simulation
50 center" from 3 to 4 rooms, and "exam rooms for Nurse Practitioners" (from 1 to 4). The new facility will
51 have a computer lab to facilitate distance learning with the Temecula site, a conference room, and a
52 "multipurpose room" (email from Denise Boren, March 13, 2013).

53
54 Dr. Boren's March 13 email also referred to "a designated computer lab." In response to follow-up
55 questions from BLP, it is anticipated that NURS will have priority scheduling for U-Hall 270 (a PC lab)
56 (email from Bill Ward, March 26, 2013). According to IITS, this is currently one of just 2 PC labs that
57 can accommodate classes of 45 students; it will be imperative that IITS be provided funding to establish
58 and maintain sufficient computer lab space for classes in other programs. This may also affect the
59 scheduling of other classes, as remaining computer lab space may be tighter in the M-R 9 a.m.-2 p.m.
60 windows. Past practice has required that courses offered through self-support programs are scheduled
61 only after all "stateside courses" have been assigned classroom space; APC is currently looking into
62 whether a standard policy along these lines should be developed, and we urge that any such policy should
63 be in place before NURS's move to the main campus.

64
65 *Staff:* This program is distinct from the CSU's new Institute for Palliative Care. All staff support,
66 including advising services and staff support needed to administer clinical placements, must be funded
67 and staffed by Extended Learning. The P-form indicates that the primary limit on enrollment will be the
68 "availability of clinical placements for the students" (P-form, p. 3). It is imperative that Extended
69 Learning accurately project such staff support expenses in calculating the student tuition/fee structure.
70 The School of Nursing has both a full-time and part-time Clinical Placement Coordinator; the part-time
71 coordinator will do clinical placements for the Nurse Practitioner and Clinical Nurse Specialist programs.

72
73 *Library:* The Library's existing database subscriptions will go far in meeting the program's needs.
74 However, the Library and EL are working through a new agreement to support the purchase of
75 appropriate monographs necessary to this specialized field.

76
77 *IITS:* Per Extended Learning's existing MOU with CSUSM, IITS services are funded by
78 "Direct chargeback for pre-approved services on a billed-quarterly basis (to include both instructional and
79 administrative services)," and "Added contract services are paid separately." While the P-form does not
80 specify that online instruction will be integrated into the program, IITS's report detailed points that the
81 School of Nursing faculty should consider as they begin to offer the new proposed courses and that must
82 be factored into any MOU with Extended Learning.

83
84 **Report from UCC:** In April, after careful review and extensive discussion with the originators and
85 among UCC members, UCC approved a Palliative Care Certificate Program Post Master of Science in
86 Nursing together with 12 new courses. Palliative Care Certificate Program trains nursing professionals in
87 the principles and practice of palliative care. This program is self-support and an important component of
88 the CSU Institute for Palliative Care at CSUSM, a first statewide educational and workforce development
89 initiative in palliative care. The program requires completion of 23 to 32 units depending on the courses
90 taken by the students in the MSN program. Those students that graduate from another Advanced Practice
91 Nurse specialty program offered at CSUSM will need to complete 23 units. Others may be required to
92 take up to 32 units of course work.

93

94 For the complete curriculum associated with this proposal, visit the Curriculum Review website, under
95 COEHHS, lines 108-120:
96 [http://www.csusm.edu/academic_programs/curriculumscheduling/catalogcurricula/2012-](http://www.csusm.edu/academic_programs/curriculumscheduling/catalogcurricula/2012-13_curriculum.html#COEHHS)
97 [13_curriculum.html#COEHHS](http://www.csusm.edu/academic_programs/curriculumscheduling/catalogcurricula/2012-13_curriculum.html#COEHHS)

98
99
100 **Proposed Catalog Language for the:**
101 **Palliative Care Nurse Practitioner Certificate and**
102 **Palliative Care Clinical Nurse Specialist**

103 Note: This catalog copy shows new certificates in the context of the four already existing post-master's
104 certificates.

105
106 **Clinical Nurse Leader (CNL) Certificate**
107 **Clinical Nurse Specialist (CNS) Certificate**
108 **Family Nurse Practitioner (FNP) Certificate**
109 **Family Psychiatric Mental Health Nurse Practitioner (PNP) Certificate**
110 **Palliative Care Nurse Practitioner Certificate**
111 **Palliative Care Clinical Nurse Specialist Certificate**
112
113

114 The Post Master of Science in Nursing (MSN) certificate is awarded to students who complete up to 38
115 units of study, depending on the certificate, gap analysis findings of courses needed, and applicable
116 courses in the students MSN program. Applications from students who hold a master's degree in nursing
117 will be reviewed individually to determine the courses needed. These certificate programs are eligible for
118 financial aid.
119

120 **Admission and Application Requirements**

121 Admission to the Post-MSN certificate program requires a master's degree in nursing from a Commission
122 on Collegiate Nursing Education (CCNE) or National League of Nursing (NLN) accredited program, a
123 minimum GPA of 3.0, and a copy of a State of California RN license.

124 Students should have computing skills sufficient to complete post-graduate work including word
125 processing, PowerPoint, and ability to use the internet for research of the best evidence for practice.
126

127 **Special Requirements**

128 Students in the nursing program must pass a physical health examination, and demonstrate a sufficient
129 immunization record consistent with that required of clinical placement in local health care agencies.
130

131 The academic advisor for the School of Nursing, working with the Office of Disabled Student Services,
132 will assist students to determine what accommodations will be required for students to meet the standards
133 of our program.
134

135 A complete application consists of:

- 136 • a completed application form;
- 137 • one set of official transcripts from colleges and universities attended with indication of a MSN degree;
- 138 • proof of licensure as a registered nurse in California;
- 139 • a reference list of two person's qualified to assess the applicant's potential to succeed as a post-graduate
140 student, including one nursing faculty in the student's MSN program; and
- 141 • a resume or curriculum vitae.

142 Applicants will be admitted annually. To be considered for admission, all required applications should be
143 received by March 1. Review of applications will continue until all the openings have been filled.
144 Applicants are notified of admission decisions following this process.

145
146 **Core Courses**

147 For all certificates, the following core courses are required:

	Units
148	
149 NURS 502	2
150 NURS 503A	1
151 NURS 504	3
152 NURS 506	3

153
154 **Clinical Nurse Leader (CNL) Certificate**

	Units
155	
156 NURS 550	3
157 NURS 552	3
158 NURS 554	3
159 NURS 556	3
160 NURS 557	3
161 NURS 558	3
162 NURS 559	3
163 NURS 598A	1
164 NURS 598B	2

165 NURS 598B is the culminating experience – the CNL Immersion Project.

166
167 **Clinical Nurse Specialist (CNS) Certificate**

	Units
168	
169 NURS 540	2
170 NURS 532A	3
171 NURS 533A or 533E	3
172 NURS 534A	2
173 NURS 535A or 535E	3
174 NURS 539	6
175 EDUC 608	3
176 NURS 598A	1

177
178 For Pediatric CNS specialty:

179 NURS 520	2
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180
181 For Adult/Gerontology specialty:

182 NURS 560	2
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183
184 For Advanced Public Health specialty:

185 NURS 512	2
186 NURS 514	3

187
188
189 **Family Nurse Practitioner (FNP) Certificate**

	Units
190	
191 NURS 540	2
192 NURS 532A	3

193	NURS 533D	3
194	NURS 534A	2
195	NURS 535D	3
196	NURS 520	2
197	NURS 526	1
198	NURS 560	2
199	NURS 539	6
200	NURS 598A	1

201

Family Psychiatric Mental Health Nurse Practitioner (PNP) Certificate

202 **Units**

204	NURS 580	3
205	NURS 582	3
206	NURS 584	3
207	NURS 532B	3
208	NURS 533C	3
209	NURS 534B	2
210	NURS 535C	3
211	NURS 539	6
212	NURS 598A	1

213 NURS 598A is the culminating experience and includes successful completion of a comprehensive exam
 214 that will prepare the student for national certification.

Palliative Care Nurse Practitioner

215 **Units**

217	NURS 536	2
218	NURS 542	1
219	NURS 544	1
220	NURS 546	1
221	NURS 548	1
222	NURS 532C	2
223	NURS 533F	4
224	NURS 534C	2
225	NURS 535F	4
226	NURS 539F	4
227	NURS 598A	1

228 NURS 598A is the culminating experience and includes successful completion of a comprehensive exam
 229 that will prepare the student for national certification.

230

Palliative Care Clinical Nurse Specialist

231 **Units**

233	NURS 536	2
234	NURS 542	1
235	NURS 544	1
236	NURS 546	1
237	NURS 548	1
238	NURS 532C	2
239	NURS 533G	4
240	NURS 534C	2
241	NURS 535G	4
242	NURS 539G	4
243	NURS 598A	1

244 NURS 598A is the culminating experience and includes successful completion of a comprehensive exam
245 that will prepare the student for national certification.
246

247 *New courses being approved together with the two new certificates:*
248

249 NURS 532C Advanced Concepts of Palliative Care Nursing Across the Lifespan in Acute Care
250 NURS 533F Advanced Field Study: Advanced Mgmt of Palliative Care Clients Across the Lifespan in
251 Acute Care - NP
252 NURS 533G Advanced Field Study: Advanced Mgmt of Palliative Care Clients Across the Lifespan in
253 Acute Care - CNS
254 NURS 534C Advanced Concepts of Palliative Care Nursing Across the Lifespan in the Community
255 NURS 535F Advanced Field Study: Advanced Mgmt of Palliative Care Clients Across the Lifespan in
256 the Community - NP
257 NURS 525G Advanced Field Study: Advanced Mgmt of Palliative Care Clients Across the Lifespan in
258 the Community - CNS
259 NURS 539F Advanced Palliative Care Externship - NP
260 NURS 539G Advanced Palliative Care Externship - CNS
261 NURS 542 Current Topics in Total Pain Management
262 NURS 544 Palliative Care for Special Populations
263 NURS 546 Loss, Grief, and Bereavement
264 NURS 548 Self-Assessment, Self-Awareness, and Self-Care

BLP/UCC: CoBA stackable certificates

Report from BLP: To assist members of the Academic Senate in their consideration of program proposals, BLP reviews P-forms to assess enrollment prospects as well as likely resource implications of launching a proposed program. We thank Dr. Mohammad Oskoorouchi, the proposer, and the leadership from Extended Learning for their timely responses to our questions and our feedback.

Overview: This program is conceived as contributing new options to the existing MBA program. The “stackable certificate program” proposed here would allow a new pool of MBA students to complete successive segments that would eventually lead to an MBA. The two options contained in this proposal are the “Business Intelligence (BI)” and “International Business (IB)” options. This program is distinct from the existing MBA program: the existing MBA runs through state support and requires that students have at least 3 years of professional experience to be eligible for admission. The new options will be run as a separate, self-support MBA program through Extended Learning; these options are designed to attract recent college graduates from fields outside of business. And, unlike the current MBA program, no professional experience is required for admission to these new options; instead, the new options are intended to be marketed heavily among international students.

The program consists of “three discrete, stackable phases known as the Foundation, the Core, and the Specialization,” which allows students “three entry and exit points into and out of the program” (P-form, p. 2). This program is envisioned as a year-round program, with many courses being run through 5-week Special Sessions. The “Foundation” courses will be offered in the summer, and some “Core” courses will be offered in early January. The third of the three certificates contributing to the MBA would require students to fulfill 12 units of specialized instruction (currently Business Intelligence or International Business, although additional specializations may be developed later).

Program Demand: The P-form discusses 3 target populations for the new MBA options: 1. recent Business graduates; 2. non-Business graduates “seeking business education for career advancement into management level assignments” ; and 3. International students (P-form, p. 1). At BLP's request, additional information on demand for MBA programs was provided; these data focused on national trends rather than CSUSM's unique program, but they are available on BLP's web page. This additional report indicated that MBA programs are still able to recruit applicants even while the economy appears to be improving; the report points particularly to demand among students from Asia and India, two countries targeted for recruiting for CSUSM's new program.

Delivering a self-support program requires that costs be accurately projected to establish a tuition and fee structure that provides sufficient program resources while also allowing the marketing of a cost-competitive program to students. According to the draft budget provided by Extended Learning and available on BLP's web page, students in this program will pay tuition of \$700/unit, in addition to standard campus fees for EL students.^{3,4} Further, the International Business option will require that students spend time abroad, which will of course result in additional expenses.⁵

³ A full breakdown of these fees for EL students can be found at <http://www.csusm.edu/el/aboutus/fees.html>. The campus fees for students enrolled in state-support programs can be found at http://www.csusm.edu/schedule/spring_2013/fees_and_charges.html.

⁴ Once the existing “professional fee” attached to each unit taken in the state-support executive MBA is taken into account, the tuition/fee structure for the state-support and self-support MBA options is very comparable.

⁵ In response to a query from BLP, MBA Director Mohammad Oskoorouchi provided more information about the international “culminating experience.” This is conceived as a 5-week international experience. While international students will gain this experience here in the San Diego area, “native” students will spend 5 weeks in a foreign setting arranged by CoBA and Extended Learning, and under the supervision of a CSUSM faculty member. Additional expenses of at least \$4000-\$5000 should be anticipated, although BLP members' experience indicates that this figure may still be low.

42 Resource Implications:

43 *Faculty:* No new tenure-track faculty hires are anticipated for this program; all current CoBA tenure-
44 track faculty are listed in the P-form as potential contributors to the new MBA options. Tenure-track
45 faculty currently may be assigned to teach self-support courses 1) as overload assignments (up to a limit
46 of 25% of their regularly stateside salary); 2) as part of their regularly assigned teaching load; or 3) as
47 "buy-outs" from existing faculty obligations. Individual faculty participating in the program may
48 currently choose how to participate in the program.

49
50 When asked by BLP about whether the new self-support MBA options might negatively impact the
51 staffing of the existing (stateside) MBA program, Dr. Oskoorouchi replied (in an email from 4/7/13),
52

53 To be honest we already have problems staffing the current MBA Program as it is
54 a weekend program and requires certain expertise. Most of our Accounting courses
55 are taught by lecturers who are TT at other institutions. This is an issue that CoBA
56 needs to address in the long run. However, I don't believe the new program would have
57 anything to do with it. We have a policy on overload teaching, which puts a 12-unit cap
58 on the number of units a TT faculty can teach on overload including EL and summer
59 stateside. Those faculty who would like to teach on overload they have already maxed
60 out their quota through summer school and other CoBA's self support program. The new
61 program will attract faculty who would like to teach MBA level courses but have not been
62 participating so far due to weekend schedule (regular load teaching) and faculty who have
63 not been teaching on overload because they spend summer on research (overload teaching).
64

65 The program's draft budget (developed by Extended Learning, and available on BLP's web page)
66 anticipates an entering cohort of 35 students in Year 1, potentially growing to cohorts of 60 students by
67 Year 4. Dr. Oskoorouchi anticipates that cohorts will NOT be broken into multiple sections but will
68 instead be provided instruction through larger classes (email from Dr. Oskoorouchi, 4/7/13). EL's pay
69 scale establishes that larger classes will require that instructors be hired at a higher salary and that they
70 may be eligible for Teaching Assistants (TA's).
71

72 *MBA Director Support:* Extended Learning's draft budget includes \$36,000/year for assigned time for the
73 Faculty Program Director. While the MBA Director currently receives 8 units of assigned time each
74 year, the new options will fund 18 units of assigned time for this position (at \$2,000/unit).
75 This in effect will allow the self-support MBA options to underwrite the MBA Director's position.
76

77 *Staff:* EL's draft budget includes a part-time position for career advisor. COBA and Extended Learning
78 need to make explicit their understanding of the staffing support needed to handle the schedule-building,
79 degree advising, and other duties inherent in running such a program.
80

81 *Library:* Under EL's draft budget (posted on BLP's web page), the Library will receive 1% of the tuition
82 revenue. The estimate for Year 1 is \$10,560; by Year 4, EL estimates the Library will receive
83 \$18,840/year. NOTE: EL has since informed BLP that the Library needs for all Extended Learning
84 programs will be assessed on an annual basis to ensure that no undue (and no unfunded) demands are
85 being placed on Library collections by self-support programs.
86

87 Many of the materials needed for this program are already available based on existing database and other
88 subscriptions; however, CSUSM has not covered inflationary costs for standard Library subscriptions for

As Dr. Oskoorouchi noted to BLP, "We believe that an international business education cannot be completed without an actual international experience" (email from Dr. Oskoorouchi, 4/7/13).

89 several years. It is anticipated that Library support for the new MBA options will help cover basic
90 Library needs to support the existing CoBA programs as well as the new program; the Library's report
91 provided an extensive list of databases, films, and other holdings that would benefit all CoBA programs,
92 and Library and CoBA faculty will need to collaborate to determine where the funds can be most
93 effectively spent. Librarian Ann Fiegen will continue to support existing COBA programs while
94 supporting students in the new program with in-class instruction (as scheduled by individual faculty) and
95 one-on-one consultations. The new program may include a "graded module" for Library instruction for a
96 research methods course (BA604).

97
98 *IITS*: No new IITS needs have been identified specifically for instruction in this program. Per EL's
99 existing MOU with CSUSM, IITS services are funded by "Direct chargeback for pre-approved services
100 on a billed-quarterly basis (to include both instructional and administrative services); further, "added
101 contract services are paid separately."

102
103 Space: The proposal anticipates that all courses would be offered Mondays-Thursdays, between 9 a.m.-
104 12 noon, commonly known as high-demand periods for CSUSM's class scheduling. Academic
105 Scheduling has followed a practice of prioritizing state-support classes in the schedule-build process, so
106 self-support MBA courses may by necessity run at least some classes in the Foundation Building, which
107 is owned and operated by Extended Learning. We anticipate that APC will be putting forward a formal
108 policy on this issue in AY 2013-14, but all parties should be aware of past practice when the proposal is
109 presented to the Senate.

110
111 Potential Impact on Other Programs: No programs were asked to sign off on the P-form.

112
113 **Report from UCC**: In April, after careful review and extensive discussion with the originators and
114 among UCC members, UCC approved a Stackable Certificate MBA Program Leading to a Specialized
115 MBA Degree in CoBA together with 29 new courses. CoBA currently offers an MBA program on the
116 state side for working professionals. The newly proposed two self-support specialized MBA options are
117 mostly designed for students with 0-3 years of work experience. The options are: Business Intelligence
118 (BI) and International Business (IB). The program includes three stackable phases, including Foundation,
119 the Core, and the Specialization. Those completing or satisfying the requirements of all three phases will
120 earn an MBA. Upon satisfactory completion of each phase of the program, students will receive a
121 certificate, which can be a Certificate of Business Foundations, a Certificate of Core Business Education,
122 a Certificate of BI/IB, and upon completion of the final project/culminating experience, an MBA. The
123 entire program including the Foundations will run for 15 months and consists of 48 units. Those students
124 for whom the Foundation is waived can complete the MBA program in 12 months with 36 units.

128 For the complete curriculum associated with this proposal, visit the Curriculum Review website, under
129 COBA, lines 22-51:
130 http://www.csusm.edu/academic_programs/curriculumscheduling/catalogcurricula/2012-13_curriculum.html#CoBA
131

132
133 **Proposed Catalog Language for the:**
134 **Certificate of Advanced Study in Business Foundations**
135 **Certificate of Advanced Study in Core Business Knowledge**
136 **Certificate of Advanced Study in Business Intelligence**
137 **Certificate of Advanced Study in International Business**
138 **Master of Business Administration, Business Intelligence Option**
139 **Master of Business Administration, International Business Option**
140

141 142 143 **Description of the Program**

144 The program consists of 36-48 units in three discrete, stackable phases: the Foundation, the Core, and the
145 Specialization in Business Intelligence (BI) or International Business (IB). This three-phased approach
146 offers three entry and exit points into and out of the program. Only those completing or satisfying the
147 requirements of all three phases will earn an MBA.
148

149 **Student Learning Outcomes:** Graduates of this program will be able to:
150

- 151 • **Knowledge**
 - 152 ○ Demonstrate knowledge of core business concepts, models, and theories in the areas of
 - 153 management, marketing, operations management, management information systems,
 - 154 accounting, and finance.
 - 155 ○ Select the proper tactical tools, theories and methodologies to use for approaching
 - 156 solutions to strategic problems.
 - 157 • **Skills**
 - 158 ○ Apply knowledge of tactical tools, theories, and methodologies in solving business
 - 159 problems through rigorous case studies and projects.
 - 160 ○ Analyze quantitative and qualitative data to critical argument and decisions.
 - 161 ○ Present data-driven decisions through effective oral and written communication
 - 162 • **Behaviors**
 - 163 ○ Demonstrate the ability to work collaboratively in team projects as participants and as
 - 164 leaders
 - 165 ○ Identify potential areas of ethical conflicts and offer solutions to them,
 - 166 ○ Evaluate the ramifications of strategic decisions in a global context.
- 167
168

169 **Program Schedule**

170 The program has been designed for students with 0-3 years of work experience, and offered during
171 weekday morning hours. This schedule accommodates students who work part-time. The length of the
172 program is 12-15 months.
173

174 **MBA Bridge (2 units):**

175 Before beginning the program, all students will be required to complete a 2-unit MBA Bridge program
176 focused on basic skills including career planning, business communication, and quantitative methods.
177 *Admission to the bridge requires admission to the MBA Program.*
178

179 **The Foundation (0-12 units) – Certificate of Business Foundations**

180 The Foundation is a multi-disciplinary 500-level pre-MBA program consisting of six 2-unit courses,
 181 offered during the 10 week summer session. It is designed as a refresher of basic business courses for
 182 those with undergraduate business degrees and as an introduction to business disciplines for those holding
 183 undergraduate degrees in non-business disciplines. This 12-unit sequence is required of all entering
 184 students. Domestic students with business degrees may petition to waive the Foundation. *Admission to*
 185 *the Foundation requires successful completion of the MBA Bridge.* Students receive a certificate of
 186 completion for the Foundation if they successfully complete all Foundation courses with a GPA of 2.5 or
 187 higher.

Number	Units	Course Title
ACCT 502	2	Foundations of Accounting
FIN 502	2	Foundations of Finance
MKTG 502	2	Foundations of Marketing
MGMT 502	2	Foundations of Management
OM 502	2	Foundations of Operations Management
MIS 502	2	Foundations of Management Information Systems

188
 189 **The Core (16 units) – Certificate of Core Business Knowledge**

190 The Core is a multi-disciplinary graduate 600-level set of eight 2-unit courses. They are distinct from, and
 191 more advanced than the Foundation, and assume mastery of the basic business education. *Admission to*
 192 *the Core requires successful completion of the Foundations with a GPA of 3.0 or higher, or a waiver of*
 193 *the Foundations and successful completion of the MBA Bridge. Students whose Foundations GPA falls*
 194 *below 3.0 may petition to move forward to the Core, but if approved, they will be placed on academic*
 195 *probation.*

196
 197 Students who successfully complete the Core but do not continue in the program may earn a Certificate of
 198 Core Business Knowledge. Successful completion of this certificate requires a minimum GPA of 2.5 and
 199 a minimum grade of 2.0 in all courses.

Number	Units	Title
BA 602	2	Statistics for Business Decisions
MGMT 602	2	Leadership and Ethics
BA 604	2	Research Methods for Business
ACCT 602	2	Accounting for Managers
MKTG 602	2	Marketing Management
FIN 602	2	Corporate Finance
MGMT 604	2	Human Resources
MGMT 606	2	Managing the Sustainable Enterprise

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 201 **Specialization (12 units) – Certificates of BI/IB**

202 The specialization has two tracks: Business Intelligence and International Business that each consists of
 203 six advanced-level 2-unit courses. In an information-driven global economy, there is a great need for
 204 MBA graduates with these specializations. *Admission to the Specialization requires successful*
 205 *completion of Foundation and the Core with a cumulative GPA of 3.0 or higher. Students whose*
 206 *cumulative GPA falls below 3.0 may petition to move forward to the Specialization, but if approved, they*
 207 *will be placed on academic probation.* Students who do not wish to continue in the program, but receive a
 208 certificate must complete BA 675 (or BA 650) and have a GPA of 2.5 or higher. Students who continue in
 209 the program will receive their certificate when they successfully complete BA 675.
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Business Intelligence Track			International Business Track		
Number	Units	Title	Number	Units	Title
MIS 612	2	Data Management for Business Intelligence	GBM 612	2	International Culture and Negotiations
OM 612	2	Business Analytics	OM 612	2	Business Analytics
OM 614	2	Business Forecasting	MKTG 614	2	Global Marketing and Sales
MIS 614	2	Data Warehousing	FIN 612	2	International Finance
MIS 616	2	Data Mining in Action	OM 616	2	Global Supply Chain Management
MKTG 612	2	Customer-Focused Marketing Intelligence	GBM 614	2	Executive Seminar: Doing Business in...

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Culminating Experience (6 units)

After completing their specializations, students will be required to complete Strategic Management in Global Environment as a Capstone course. BI Option students will take a 4-unit Business Intelligence Masters Project. IB Option students will participate in a 4-unit international experience involving travel to a foreign country with a faculty member to participate in company visits and a project. International students will have the option to complete their international experience under the direction of a faculty member in the US who will guide them in local company visits and project work equivalent to that done by the US students overseas. Completion of the Culminating Experience will lead to the completion of the MBA Degree.

Business Intelligence Specialization			International Business Specialization		
Number	Units	Title	Number	Units	Title
BA 675	2	Strategic Management in Global Environment	BA 675	2	Strategic Management in Global Environment
BA 685	4	Business Intelligence Masters Project	GBM 685	4	International Experience

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General Admissions Requirements

- A GMAT score of 500 or above, with a minimum 30th percentile score in the Verbal section, a minimum 30th percentile score in the Quantitative section, and a 4.0 score in the Analytical Writing section.
- A Grade Point Average (GPA) of “B” (3.0) or better in the last 60 graded semester units, from a regionally accredited university. Only regular courses from four-year colleges and/or universities will be used in calculating an applicant’s GPA; no extension courses or community college courses will be included.

Important notes:

- Students must satisfactorily meet the GMAT requirement before being admitted to the MBA Core. They may enter the Bridge and the Foundation prior to completing the GMAT. Students not meeting this requirement may not be admitted to the Core, but can receive a certificate for completing the Foundation.
- All graduate applicants, regardless of citizenship, whose preparatory education was principally in a language other than English must demonstrate competence in English. English proficiency may be demonstrated by tests such as TOEFL or IELTS. International graduate students must meet university proficiency minima as defined in this catalog. Students not meeting the graduate level proficiency but who meet the undergraduate minimum level may be admitted to the Bridge and

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241 Foundations, but must meet graduate level proficiency minimum requirements to be admitted to
242 the Core.
243 • The admission committee reviews applications not meeting all minimum requirements for an
244 admission decision.
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246 **Advancement to Candidacy**

247 In order to be considered for advancement, MBA students must be in good standing with an overall
248 graduate GPA of at least a 3.0, have fulfilled the master's student Graduate Writing Assessment
249 Requirement, and have no more than 6 units (including BA 675 and BA 685) remaining towards the
250 completion of the MBA program.
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252 **Graduation Requirements**

253 Completion of the MBA degree requires: (1) an overall GPA of at least 3.0 (B average) in all coursework
254 within the program, (2) a minimum grade of 2.0 (C) in each course, (3) fulfillment of the master's student
255 Graduate Writing Assessment Requirement, (4) advancement to candidacy and (5) fulfillment of the
256 culminating experience requirement.
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259 New Courses being approved together with the MBA option and certificates:

260	ACCT 502	Foundations of Accounting
261	ACCT 602	Accounting for Managers
262	BA 500	MBA Bridge
263	BA 602	Statistics for Business Decisions
264	BA 604	Research Methods for Business
265	BA 675	Strategic Management in Global Environments
266	BA 685	Business Intelligence Master's Project
267	FIN 502	Foundations of Finance
268	FIN 602	Corporate Finance
269	FIN 612	International Finance
270	GBM 612	International Culture and Negotiations
271	GBM 614	Executive Seminar Doing Business in Selected Country/Region
272	GBM 685	International Experience
273	MGMT 502	Foundations of Management
274	MGMT 602	Leadership and Business Ethics
275	MGMT 604	Human Resource Management
276	MGMT 606	Managing the Sustainable Enterprise
277	MIS 502	Foundations of Management Information Systems
278	MIS 612	Data Management for Business Intelligence
279	MIS 614	Data Warehousing
280	MIS 616	Data Mining in Action
281	MKTG 502	Foundations of Marketing
282	MKTG 602	Marketing Management
283	MKTG 612	Customer-Focused Marketing Intelligence
284	MKTG 614	Global Marketing and Sales
285	OM 502	Foundations of Operations Management
286	OM 612	Business Analytics
287	OM 614	Business Forecasting
288	OM 616	Global Supply Chain Management
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