

# Program Change Request

APPROVED BY SENATE  
04/25/2022

EP.22.141\_FINAL  
Approved by EP 04/18/2022

Date Submitted: 03/06/22 1:35 pm

## Viewing: **10KS9875MBAU : Business Administration, MBA - Online (iMBA)**

Last approved: 10/25/21 3:13 pm

Last edit: 04/15/22 9:14 am

Changes proposed by: Whitney Smith

[Business Administration, MBA - Online \(iMBA\)](#)

Catalog Pages  
Using this  
Program

Proposal Type:

### In Workflow

1. U Program Review
2. 1902 Committee Chair
3. 1902 Head
4. KM Grad Committee Chair
5. KM Committee Chair
6. KM Dean
7. University Librarian
8. Grad\_College
9. Provost
10. Senate EPC
11. Senate
12. U Senate Conf
13. Board of Trustees
14. IBHE
15. HLC
16. DMI

### Approval Path

1. 03/07/22 4:27 pm  
Deb Forgacs  
(dforgacs):  
Approved for U  
Program Review
2. 03/07/22 4:29 pm  
Brian Fulton  
(bfulton):  
Approved for 1902  
Committee Chair
3. 03/07/22 8:01 pm  
Carlos Torelli  
(ctorelli):  
Approved for 1902  
Head
4. 03/08/22 11:14  
am  
Jeffrey  
Loewenstein

- (jloew): Approved for KM Grad Committee Chair
5. 03/08/22 1:52 pm  
Jiekun Huang  
(huangjk):  
Approved for KM Committee Chair
  6. 03/22/22 3:47 pm  
Mark Peecher  
(peecher):  
Approved for KM Dean
  7. 03/22/22 4:27 pm  
John Wilkin  
(jpwilkin):  
Approved for University Librarian
  8. 04/04/22 2:34 pm  
Allison McKinney  
(agrindly):  
Approved for Grad\_College
  9. 04/07/22 8:54 am  
Kathy Martensen  
(kmartens):  
Approved for Provost

## History

1. Aug 3, 2019 by Mary Lowry (lowry)
2. Sep 26, 2019 by Mary Lowry (lowry)
3. Mar 3, 2021 by Whitney Smith (wsmith42)
4. Oct 25, 2021 by Whitney Smith (wsmith42)

Major (ex. Special Education)

This proposal is  
for a:

## Administration Details

Official Program Name	Business Administration, MBA - Online (iMBA)	
Sponsor College	Gies College of Business	
Sponsor Department	Business Administration	
Sponsor Name	W. Brooke Elliott	
Sponsor Email	wbe@illinois.edu	
College Contact	Whitney Smith	College Contact Email
	wsmith42@illinois.edu	
College Budget Officer		
College Budget Officer Email		

List the role for rollbacks (which role will edit the proposal on questions from EPC, e.g., Dept Head or Initiator) and/or any additional stakeholders. *Purpose: List here who will do the editing work if proposal needs rolled back. And any other stakeholders.*

Does this program have inter-departmental administration?

No

## Proposal Title

Effective Catalog Term	Fall 2022
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Provide a brief, concise description (not justification) of your proposal.

Revise the online Master of Business Administration (iMBA)

Proposal to reduce the credit hour requirement for students entering with another Gies graduate degree.

List here any related proposals/revisions and their keys. *Example: This BS proposal (key 567) is related to the Concentration A proposal (key 145) and the Concentration B proposal (key 203).*

## Program Justification

Why are these changes necessary?

Many graduate programs have found it useful to offer reduced and/ or revised requirements for students entering with a prior graduate degree, such as doctoral programs adjusting requirements for those with an MS in the same field. Gies is now finding this to be the case with the iMBA program, as more students are applying who have earned degrees such as a MS in Management. These learners are often unwilling to pursue the degree if they are required to complete coursework which has already been taken as a part of the other graduate degree. Peer institutions are making similar adjustments to their MBA programs (e.g., Duke Fuqua offers an accelerated MBA for those entering with a masters degree) and other graduate programs at Illinois (e.g., Architecture and Social Work) also require fewer graduate hours based on past coursework. This proposal will reduce the number of credit hours required based on the type of graduate degree previously earned. Students will work with an academic advisor to create a degree plan based on courses that they have completed previously in order to ensure all core requirements and learning objectives are met and they are building on their previous degree without duplicating coursework. This proposal does not include any changes to the overall requirements or structure of the program.

## Instructional Resources

Will there be any reduction in other course offerings, programs or concentrations by your department as a result of this new program/proposed change?

No

Does the program include other courses/subjects impacted by the creation/revision of this program?

No

## Program Regulation and Assessment

Briefly describe the plan to assess and improve student learning, including the program's learning objectives; when, how, and where these learning objectives will be assessed; what metrics will be used to signify student's achievement of the stated learning objectives; and the process to ensure assessment results are used to improve student learning. (Describe how the program is aligned with or meets licensure, certification, and/or entitlement requirements, if applicable).

Learning objectives:

1. Understand the core business functions and the foundational skills needed to integrate these functions into an organization.
2. Demonstrate critical thinking, employing appropriate analytical models and apply reasoning to evaluate evidence, select among alternatives, and generate creative options.
3. Determine the effectiveness with which goals are defined and achieved in team environments, assess the contributions made by themselves as well as by their peers within those environments, and to identify and resolve conflicts.
4. Communicate effectively in diverse business settings.

These learning objectives will continue to be assessed in alignment with the campus and college AACSB accreditation plans.

Is the career/profession for graduates of this program regulated by the State of Illinois?

No

## Program of Study

"Baccalaureate degree requires at least 120 semester credit hours or 180 quarter credit hours and at least 40 semester credit hours (60 quarter credit hours) in upper division courses" (source: <https://www.ibhe.org/assets/files/PrivateAdminRules2017.pdf>). For proposals for new bachelor's degrees, if this minimum is not explicitly met by specifically-required 300- and/or 400-level courses, please provide information on how the upper-division hours requirement will be satisfied.

All proposals must attach the new or revised version of the Academic Catalog program of study entry. Contact your college office if you have questions.

Revised programs [iMBA Gies MS Degree Proposal 03-2022.xlsx](#)

Attach a side-by-side comparison with the existing program AND, if the revision references or adds "chose-from" lists of courses students can select from to fulfill requirements, a listing of these courses, including the course rubric, number, title, and number of credit hours.

### Catalog Page Text - Overview Tab

Text for Overview tab on the Catalog Page. This is not official content, it is used to help build the new catalog page for the program. Can be edited in the catalog by the college or department.

### Statement for Programs of Study Catalog

## Program Requirements

### Course List

Code	Title	Hours
<a href="#">Required Core Courses</a>		<a href="#">48</a>
<a href="#">BADM 508</a>	Leadership and Teams	4
<a href="#">BADM 509</a>	Managing Organizations	4
<a href="#">BADM 520</a>	Marketing Management	4
<a href="#">BADM 544</a>	Strategic Management	4
<a href="#">BADM 567</a>	Process Management	4
<a href="#">BADM 572</a>	Stat for Mgt Decision Making	4
<a href="#">ACCY 500</a>	Accounting Measurement, Reporting, and Control	4
<a href="#">ACCY 503</a>	Managerial Accounting	4
<a href="#">FIN 511</a>	Investments	4
<a href="#">FIN 570</a>	Corporate Finance	4
<a href="#">FIN 571</a>	Money and Banking	4
<a href="#">ECON 528</a>	Microeconomics for Business	4
Complete one of the following Focus Areas:		12
Digital Marketing		
<a href="#">MBA 541</a>	<a href="#">Marketing in a Digital World</a>	
<a href="#">MBA 542</a>	Digital Marketing Analytics	

Code	Title	Hours
<del>MBA 543</del>	Digital Media & Marketing	
<del>MBA 545</del>	<del>Marketing in Our New Digital World</del>	
<del>MBA 590</del>	<del>Specialization Capstone</del>	
<u>MBA 544</u>	<u>Marketing in an Analog World</u>	
Global Challenges in Business		
<u>MBA 546</u>	Global Business Horizons	
<u>MBA 547</u>	Global Impact: Cultural Psychology & Business Ethics	
<u>MBA 548</u>	Global Strategy	
<del>MBA 590</del>	<del>Specialization Capstone</del>	
Entrepreneurship & Strategic Innovation		
<u>MBA 551</u>	Strategic Innovation	
<u>MBA 552</u>	Fostering Creative Thinking	
<u>MBA 553</u>	Entrepreneurship: From Startup to Growth	
<del>MBA 590</del>	<del>Specialization Capstone</del>	
Business Analytics		
<u>MBA 561</u>	Introduction to Business Analytics with R	
<u>MBA 562</u>	Introduction to Business Analytics: Communicating with Data	
<u>MBA 563</u>	Data Toolkit: Business Data Modeling & Predictive Analytics	
<u>MBA 564</u>	Data Analytics Applications in Business	
<del>MBA 590</del>	<del>Specialization Capstone</del>	
<del>Choose an additional Focus Area from the list above or 12 hours from the following courses:</del>		
<u>Complete an additional focus area from the list above or 12 hours from the following courses: 12</u>		
<u>MBA 541</u>	<u>Marketing in a Digital World</u>	
<u>MBA 542</u>	Digital Marketing Analytics	
<u>MBA 543</u>	Digital Media & Marketing	
<del>MBA 545</del>	<del>Marketing in Our New Digital World</del>	
<u>MBA 544</u>	<u>Marketing in an Analog World</u>	
<u>MBA 546</u>	Global Business Horizons	
<u>MBA 547</u>	Global Impact: Cultural Psychology & Business Ethics	
<u>MBA 548</u>	Global Strategy	
<u>MBA 551</u>	Strategic Innovation	
<u>MBA 552</u>	Fostering Creative Thinking	
<u>MBA 553</u>	Entrepreneurship: From Startup to Growth	
<u>MBA 561</u>	Introduction to Business Analytics with R	
<u>MBA 562</u>	Introduction to Business Analytics: Communicating with Data	
<u>MBA 563</u>	Data Toolkit: Business Data Modeling & Predictive Analytics	
<u>MBA 564</u>	Data Analytics Applications in Business	
<u>MBA 565</u>	Infonomics	
<del>ACCY 593</del>	<del>Special Research Problems (Financial Statement Analysis for MBAs)</del>	
<del>BADM 589</del>	<del>Project Management</del>	
<del>MBA 591</del>	<del>Program Capstone</del>	0
Total hours		72

## Entering with Gies MS Management degree

### Course List

Code	Title	Hours
<u>Required Core Courses</u>		<u>24</u>
<u>ACCY 500</u>	<u>Accounting Measurement, Reporting, and Control</u>	<u>4</u>

Code	Title	Hours
<a href="#">BADM 509</a>	<a href="#">Managing Organizations</a>	<a href="#">4</a>
<a href="#">BADM 572</a>	<a href="#">Stat for Mgt Decision Making</a>	<a href="#">4</a>
<a href="#">ECON 528</a>	<a href="#">Microeconomics for Business</a>	<a href="#">4</a>
<a href="#">FIN 511</a>	<a href="#">Investments</a>	<a href="#">4</a>
<a href="#">FIN 571</a>	<a href="#">Money and Banking</a>	<a href="#">4</a>

[Complete one of the following Focus Areas or 12 hours from the following courses:12](#)

[Digital Marketing](#)

[MBA 541](#) [Marketing in a Digital World](#)

[MBA 542](#) [Digital Marketing Analytics](#)

[MBA 543](#) [Digital Media & Marketing](#)

[MBA 544](#) [Marketing in an Analog World](#)

[Global Challenges in Business](#)

[MBA 546](#) [Global Business Horizons](#)

[MBA 547](#) [Global Impact: Cultural Psychology & Business Ethics](#)

[MBA 548](#) [Global Strategy](#)

[Entrepreneurship & Strategic Innovation](#)

[MBA 551](#) [Strategic Innovation](#)

[MBA 552](#) [Fostering Creative Thinking](#)

[MBA 553](#) [Entrepreneurship: From Startup to Growth](#)

[Business Analytics](#)

[MBA 561](#) [Introduction to Business Analytics with R](#)

[MBA 562](#) [Introduction to Business Analytics: Communicating with Data](#)

[MBA 563](#) [Data Toolkit: Business Data Modeling & Predictive Analytics](#)

[MBA 564](#) [Data Analytics Applications in Business](#)

[Total hours](#) [36](#)

## **Entering with approved non-management Gies graduate degree**

### Course List

Code	Title	Hours
<a href="#">Complete 48 credit hours from core and elective course offerings list</a>		
<a href="#">500 level coursework to be chosen in consultation with advisor to compliment and build on previously completed coursework to ensure all core requirement and learning objectives are met without duplicating coursework</a>		
<a href="#">Total hours</a>		<a href="#">48</a>

### Other Requirements (may overlap)

#### Grad Other Degree Requirements

Requirement	Description
<del>Complete any two core or focus area specialization capstones (MBA 590) plus an integrated capstone final project (MBA 591)</del>	
<a href="#">Complete any two specialization capstones (MBA 590) and program capstone (MBA 591)</a>	

The prescribed courses may only be used to satisfy the requirements of one specialization.

Course substitutions may be approved by the Department of Business Administration.

Minimum Hours Required Within the Unit:	72, 48 or 36 depending on entry
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## Requirement

Minimum 500-level Hours Required Overall:

## Description

72, 48 or 36 depending on entry

Minimum GPA:

2.75

Corresponding Degree

MBA Master of Business Administration

## Program Features

Academic Level Graduate

Does this major have transcripted concentrations? No

What is the typical time to completion of this program?  
2-3 years

What are the minimum Total Credit Hours required for this program?  
72

What is the required GPA? 2.75

CIP Code 520201 - Business Administration and Management, General.

Is This a Teacher Certification Program? No

Will specialized accreditation be sought for this program?  
No

## Delivery Method

This program is available:

Online Only - The entire program is delivered online, students are not required to come to campus.

Describe the use of this delivery method:  
Online only.

## Admission Requirements

Desired Effective Admissions Term Fall 2022



Provide a brief narrative description of the admission requirements for this program. Where relevant, include information about licensure requirements, student background checks, GRE and TOEFL scores, and admission requirements for transfer students.

Describe how critical academic functions such as admissions and student advising are managed.

## Enrollment

Describe how this revision will impact enrollment and degrees awarded.

We expect this change to have a positive impact on enrollment and degrees awarded and expand the reach of the program.

Estimated Annual Number of Degrees Awarded

Year One Estimate

admin migration

5th Year Estimate (or when fully implemented)

admin migration

What is the matriculation term for this program?

Fall

## Budget

Are there budgetary implications for this revision? No

Will the program or revision require staffing (faculty, advisors, etc.) beyond what is currently available?

No

Additional Budget Information

Attach File(s)

## Financial Resources

How does the unit intend to financially support this proposal?

Will the unit need to seek campus or other external resources?

No

Attach letters of support

What tuition rate do you expect to charge for this program? e.g, Undergraduate Base Tuition, or Engineering Differential, or Social Work Online (no dollar amounts necessary)

Are you seeking a change in the tuition rate or differential for this program?

No

Is this program requesting self-supporting status?

No

## Resource Implications

### Facilities

Will the program require new or additional facilities or significant improvements to already existing facilities?

No

### Technology

Will the program need additional technology beyond what is currently available for the unit?

No

### Non-Technical Resources

Will the program require additional supplies, services or equipment (non-technical)?

No

## Resources

For each of these items, be sure to include in the response if the proposed new program or change will result in replacement of another program(s). If so, which program(s), what is the anticipated impact on faculty, students, and instructional resources? Please attach any letters of support/acknowledgement from faculty, students, and/or other impacted units as appropriate.

Attach File(s)

## Faculty Resources

Please address the impact on faculty resources including any changes in numbers of faculty, class size, teaching loads, student-faculty ratios, etc. Describe how the unit will support student advising, including job placement and/or admission to advanced studies.

While we expect an increase in enrollment based on this change, we are confident that our online classes are already staffed at a size that can support the additional demand.

## Library Resources

Describe your proposal's impact on the University Library's resources, collections, and services. If necessary please consult with the appropriate disciplinary specialist within the University Library.

There will be no impact on the University Library's resources.

## EP Documentation

EP Control Number EP.22.141

Attach Rollback/Approval Notices [ep22141\\_email to and responses from sponsor\\_220411.pdf](#)

This proposal requires HLC inquiry Yes

## DMI Documentation

Attach Final Approval Notices

Banner/Codebook Name MBA: iMBA Online -UIUC

Program Code: 10KS9875MBAU

Minor Code	Conc Code	Degree Code	MBA	Major Code
9875				

Senate Approval Date

Senate Conference Approval Date

BOT Approval Date

IBHE Approval Date

HLC Approval Date

Effective Date:

Attached Document Justification for this request

Program Reviewer **Jiekun Huang (huangjk) (02/23/22 9:12 pm):** Rollback: A new proposal that

Comments

makes the reduced requirements for iMBA program available to Gies Master's only will start the approval process anew.

Key: 596

**Current**

BADM 508	Leadership and Teams	4
BADM 509	Managing Organizations	4
BADM 520	Marketing Management	4
BADM 544	Strategic Management	4
BADM 567	Process Management	4
BADM 572	Stat for Mgt Decision Making	4
ACCY 500	Accounting Measurement, Re	4
ACCY 503	Managerial Accounting	4
FIN 511	Investments	4
FIN 570	Corporate Finance	4
FIN 571	Money & Banking	4
ECON 528	Microeconomics for Business	4
Total		48

Complete one of the following Focus Areas: 12

<b>Digital Marketing</b>		
MBA 541	Marketing in a Digital World	
MBA 542	Digital Marketing Analytics	
MBA 543	Digital Media & Marketing	
MBA 544	Marketing in an Analog World	
MBA 590	Specialization Capstone	
<b>Global Challenges in Business</b>		
MBA 546	Global Business Horizons	
MBA 547	Global Impact: Cultural Psychology & Business Ethics	
MBA 548	Global Strategy	
MBA 590	Specialization Capstone	
<b>Entrepreneurship &amp; Strategic Innovation</b>		
MBA 551	Strategic Innovation	
MBA 552	Fostering Creative Thinking	
MBA 553	Entrepreneurship: From Startup to Growth	
MBA 590	Specialization Capstone	
<b>Business Analytics</b>		
MBA 561	Introduction to Business Analytics with R	
MBA 562	Introduction to Business Analytics: Communicating with Data	
MBA 563	Data Toolkit: Business Data Modeling & Predictive Analytics	
MBA 564	Data Analytics Applications in Business	
MBA 590	Specialization Capstone	

Complete an additional focus area from the list above or 1 12

MBA 541	Marketing in a Digital World (2 hours)	
MBA 542	Digital Marketing Analytics	
MBA 543	Digital Media & Marketing	
MBA 544	Marketing in an Analog World (2 hours)	
MBA 546	Global Business Horizons	
MBA 547	Global Impact: Cultural Psychology & Business Ethics	
MBA 548	Global Strategy	
MBA 551	Strategic Innovation	
MBA 552	Fostering Creative Thinking	
MBA 553	Entrepreneurship: From Startup to Growth	
MBA 561	Introduction to Business Analytics with R	
MBA 562	Introduction to Business Analytics: Communicating with Data	
MBA 563	Data Toolkit: Business Data Modeling & Predictive Analytics	
MBA 564	Data Analytics Applications in Business	
MBA 565	Infonomics	
BADM 589	Project Management	

MBA 591 Program Capstone 0  
Total hours 72

**Proposed**

BADM 508	Leadership and Teams	4
BADM 509	Managing Organizations	4
BADM 520	Marketing Management	4
BADM 544	Strategic Management	4
BADM 567	Process Management	4
BADM 572	Stat for Mgt Decision Making	4
ACCY 500	Accounting Measurement, Reporting, a	4
ACCY 503	Managerial Accounting	4
FIN 511	Investments	4
FIN 570	Corporate Finance	4
FIN 571	Money & Banking	4
ECON 528	Microeconomics for Business	4
Total		48

Complete one of the following Focus Areas: 12

<b>Digital Marketing</b>		
MBA 541	Marketing in a Digital World	
MBA 542	Digital Marketing Analytics	
MBA 543	Digital Media & Marketing	
MBA 544	Marketing in an Analog World	
<b>Global Challenges in Business</b>		
MBA 546	Global Business Horizons	
MBA 547	Global Impact: Cultural Psychology & Business Ethics	
MBA 548	Global Strategy	
<b>Entrepreneurship &amp; Strategic Innovation</b>		
MBA 551	Strategic Innovation	
MBA 552	Fostering Creative Thinking	
MBA 553	Entrepreneurship: From Startup to Growth	
<b>Business Analytics</b>		
MBA 561	Introduction to Business Analytics with R	
MBA 562	Introduction to Business Analytics: Communicating with Data	
MBA 563	Data Toolkit: Business Data Modeling & Predictive Analytics	
MBA 564	Data Analytics Applications in Business	

Complete an additional focus area from the list above or 12 h 12

MBA 541	Marketing in a Digital World (2 hours)	
MBA 542	Digital Marketing Analytics	
MBA 543	Digital Media & Marketing	
MBA 544	Marketing in an Analog World (2 hours)	
MBA 546	Global Business Horizons	
MBA 547	Global Impact: Cultural Psychology & Business Ethics	
MBA 548	Global Strategy	
MBA 551	Strategic Innovation	
MBA 552	Fostering Creative Thinking	
MBA 553	Entrepreneurship: From Startup to Growth	
MBA 561	Introduction to Business Analytics with R	
MBA 562	Introduction to Business Analytics: Communicating with Data	
MBA 563	Data Toolkit: Business Data Modeling & Predictive Analytics	
MBA 564	Data Analytics Applications in Business	
MBA 565	Infonomics	
BADM 589	Project Management	

Total hours 72

**Entering with Gies MSM degree**

ACCY 500	Accounting Measurement, Reporting, a	4
BADM 509	Managing Organizations	4
BADM 572	Stat for Mgt Decision Making	4
ECON 528	Microeconomics for Business	4
FIN 511	Investments	4
FIN 571	Money & Banking	4
Total		24

Complete one of the following Focus Areas or 12 hours from 1 12

<b>Digital Marketing</b>		
MBA 541	Marketing in a Digital World	
MBA 542	Digital Marketing Analytics	
MBA 543	Digital Media & Marketing	
MBA 544	Marketing in an Analog World	
<b>Global Challenges in Business</b>		
MBA 546	Global Business Horizons	
MBA 547	Global Impact: Cultural Psychology & Business Ethics	
MBA 548	Global Strategy	
<b>Entrepreneurship &amp; Strategic Innovation</b>		
MBA 551	Strategic Innovation	
MBA 552	Fostering Creative Thinking	
MBA 553	Entrepreneurship: From Startup to Growth	
<b>Business Analytics</b>		
MBA 561	Introduction to Business Analytics with R	
MBA 562	Introduction to Business Analytics: Communicating with Data	
MBA 563	Data Toolkit: Business Data Modeling & Predictive Analytics	
MBA 564	Data Analytics Applications in Business	

Total hours 36

**Entering with approved non-management Gies graduate degree**

Complete 48 credit hours from core and elective course offer 48  
500 level coursework to be chosen in consultation with advisor to compliment and build on previously completed coursework to ensure all core requirement and learning objectives are met without duplicating coursework

Total Hours 48

**Other Requirements (may overlap)**

<b>Grad Other Degree Requirements</b>	
Requirement	Description
The prescribed courses may only be used to satisfy the requirements of one specialization. Course substitutions may be approved by the Department of Business Administration.	
Minimum Hours Required V	72
Minimum 500-level Hours R	72
Minimum GPA:	2.75

<b>Other Requirements (may overlap)</b>	
Requirement	Description
Complete any two specialization capstones (MBA 590) and pr	
Grad Other Degree Requirements	
Requirement	Description
The prescribed courses may only be used to satisfy the requirements of one specialization. Course substitutions may be approved by the Department of Business Administration.	
Minimum Hours Req.	72
Hours may be reduced if entering with approved graduate degree.	
Minimum 500-level H	72
Minimum GPA:	2.75

**From:** "Amos, Jenny" <[jamos@illinois.edu](mailto:jamos@illinois.edu)>

**Date:** Monday, April 11, 2022 at 2:56 PM

**To:** Brooke Elliott <[wbe@illinois.edu](mailto:wbe@illinois.edu)>, "Lehman, Barbara J" <[bjlehman@illinois.edu](mailto:bjlehman@illinois.edu)>

**Subject:** Questions about EP.22.141 Business Administration, MBA - Online (iMBA)

Brooke

We were able to approve the 3 certificates in Ed Pol today but we had some discussion about the iMBA revision that I'd like your feedback on.

Here is a summary of the discussion and feedback that I have received

1. Entering in with a masters in management reduces the required course work by 36 credits. This is more than the minimum credits for a masters degree (32). It makes sense that the program would not require students with a masters take the courses under "additional focus area," since that essentially is what the masters is, but not if the program is also excluding a lot of the core courses.

See note below about 36 credit hours. All students will be required to take all core course or core course equivalents in the iMBA. The iMSM has 24 credit hours of core courses that perfectly overlap with 24 credit hours of the core courses in iMBA; and then there are another 24 credit hours of core courses that are required in iMBA that are not part of iMSM. For MSM, again, there are 24 credit hours of core courses that overlap in content but are not the exact same courses. They would be required to complete all iMBA core courses – 24 credit hours would transfer in as equivalents from the residential courses and 24 hours would be taken as part of the iMBA program.

It should be explicit that the classes the program is removing from the core are largely the ones already included in the MSM degree. Related to this point, FIN 570 is not included in the MSM program, so it is unclear why it is not required for those students in the iMBA.

FIN 500 is required in iMSM and FIN 570 is required in iMBA. While not exactly the same course, there is significant overlap. FIN 500 contains more foundational content but, overall, the courses have very similar learning objectives. The academic director from FIN (who teaches FIN 570) assessed that FIN 500 could substitute for FIN 570. iMSM students, and any other student who only had the equivalent of FIN 500/FIN 570 would also be required to take FIN 511 and FIN 571 in the iMBA program.

Additionally, it appears that at least some students with the MS in management might already have ACCY 500, but it is still required.

ACCY 500 is an elective (not a core) course in iMSM while it is a core course in iMBA. If a student takes ACCY 500 as an elective in iMSM, it would satisfy the core ACCY 500 requirement

in iMBA and then they would choose another elective course in iMBA (e.g., they could take a more advanced accounting course such as Financial Statement Analysis).

Some clarification on these two example courses would be helpful to demonstrate how decisions were made about what is and isn't required for MSM students as well as some discussion on why the program proposes allowing 36 hours to double count instead of 32 hours.

Both the iMSM and MSM degree are 36 credit hour degrees. Many other graduate degrees on campus are 32 hours. We would like the full degree to stack – and in this case, the two most relevant degrees are 36 credit hours. In addition, the iMBA is a 72 credit hour program and is structured into 12 credit hour specializations which conclude with a relevant non-credit bearing capstone. If it were limited to 32 credit hours, students would have to choose 1 course from an elective specialization in addition to the other 3 specializations they would complete and while this could be OK depending on the elective specialization, I do not believe it is necessary given the degree is 36 credit hours.

2. Item 1 above relies on the fact that the MBA and MSM are different from each other in terms of educational goals but do have substantial overlap in courses. Is there a formal mechanism to assure the degree plans include non-duplicative coursework? The following language was in the proposal justification: “Students will work with an academic advisor to create a degree plan based on courses that they have completed previously in order to ensure all core requirements and learning objectives are met and they are building on their previous degree without duplicating coursework.” Are there more formal ways to enforce this? For instance, courses that have duplicate content note overlap in the course catalog? Any discussion you can provide on this topic would be helpful.

This was the language that was proposed by the Graduate College and Provost's office, and approved by the College. However, we are absolutely open to more specific language that might make it more clear. Each case would be evaluated by an academic advisor to ensure there is no double-counting of courses. We would be open to noting duplicate content in course catalog if you believe this would be the most transparent way to proceed.

3. Typically, a student who enters as a BS student can apply for the MS degree and then PhD or be admitted directly to the PhD program. Alternatively, if a student enters with a MS for the PhD, they receive a reduction in hours for the PhD program. In some circumstances, a student who is admitted with a BS background directly into the PhD can retroactively earn a MS along the way to the PhD by submitting a petition the program. This reasoning led to the question, “If students in the MSM program can apply MSM courses towards the iMBA program to reduce hours, can iMBA students then retroactively also earn the MSM degree?” If so, it would be helpful to have this pathway listed as an option in the program proposal as well, if not, can you discuss what is the reason that this would not be allowed?

This is a great question that we discussed extensively before submitting this proposal, and again, the past few days. Our preference is that iMBA students NOT retroactively be granted the MSM degree. The examples above prompted us to think through this again. Each example above references cases across two levels of degrees, as opposed to two degrees at the same level. That said, we recognize that the iMBA fully subsumes the iMSM and so this case is similar in features to the examples above. As this committee knows, a Masters is not always retroactively granted and a reduction hours is not always granted for a PhD when a student holds a Masters. While perhaps not common, it is possible to have two students who complete the same number of credit hours in the same PhD program and one would finish with a PhD only and one would finish with a PhD and Masters. Thus, from a policy perspective, not retroactively granting an MSM is not unreasonable. Also from a policy perspective, the recently approved Campus Graduate Certificates are stackable into a graduate degree but they are not available to students already enrolled in a degree program and are not granted retroactively at the end of the degree program (even though students completing the degree program may have completed the coursework in one or more approved campus graduate certificates). We believe it is reasonable from a policy perspective to not retroactively grant the MSM.

From a learner perspective, those learners applying directly to the iMBA program likely have career goals/objectives that are satisfied by the MBA (but would not be satisfied by the more general management degree, the MSM). Retroactively granting the MSM would not change the student's ability to achieve his/her/their career goals. Those learners initially applying to the MSM program may have immediate career goals that are satisfied by the more general MSM degree, but it is very plausible that these career goals could shift either while pursuing the MSM (because they are exposed to new knowledge and new opportunities) or months or years after completing the MSM (because they gain new knowledge and experiences that change their career goals). These learners may then only be able to achieve their career objectives by continuing to complete the MBA degree, and creating the stackable path from MSM to MBA rewards them for the knowledge and skills they have already received from an Illinois degree.

It is also critical to note that the MSM is not an "automatic" path to the MBA. Students that complete the MSM must still apply and be admitted to the MBA program; and depending on performance in the MSM it is plausible a student would not be admitted to the MBA. If a student is admitted to the MBA program but part of the way into the program decides that their career objectives have changed and/or their personal or professional situation has changed to a degree that they cannot (at this time) complete a 72 credit hour degree, we do (and will continue to), at the request of the student, recode this student to the MSM program. If this student wanted to subsequently (at any point in time) pursue the MBA, they would have to re-apply and be considered for admission as any new prospective student would.

We do not want to reward or attract "credential collectors" to our programs, but we do believe in creating stackable credentials that establish more flexible learner paths so that an individual learner can learn at his/her/their own pace and a time in his/her/their professional and



personal lives that makes that most sense for that individual. We believe this approach is consistent with our land grant mission to expand access to high quality education.

We also believe that communicating what paths are and are NOT allowed to prospective students is critical, including the path to earning both degrees if that is the learner's intent. We plan to include explicit language on the admissions pages for the MSM and MBA degrees; and we are happy to include similar language in the program of study and/or course catalog. We will include the same language on our websites, our admissions counselors will use this language when interviewing applicants, and our onboarding specialists will use this language up until the student is registered in their first course in their selected degree program, and our student success specialists will use this same language in responding to any student questions once they begin the degree program.

Thanks for taking the time to respond. If you would like to have a call to chat about this, I would be happy to find a time.

**JENNY AMOS, PHD** (she/her)

*Teaching Professor*

*Laura Hahn Faculty Scholar*

*Director, Master of Engineering in Bioengineering*

Bioengineering | The Grainger College of Engineering

Biomedical and Translational Sciences | Carle Illinois College of Medicine

Health Sciences Engineering Center | Coordinated Sciences Laboratory

Educational Psychology | College of Education

Fellow | Biomedical Engineering Society (BMES)

Fellow | American Institute for Medical and Biological Engineers (AIMBE)

3242 Everitt Lab

1406 W. Green | MC 278

Urbana, IL 61801

217.333.4212 | [jamos@illinois.edu](mailto:jamos@illinois.edu)

[LinkedIn](#) | [@jennyamos\\_uiuc](#)

[publish.illinois.edu/jennyamoslab/](https://publish.illinois.edu/jennyamoslab/)

<https://bioengineering.illinois.edu/>

<https://medicine.illinois.edu/>

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