

As this will be an e-rate, all students will pay the same tuition rate in- or out-of-state.

All enrolled students pursuing graduate degrees at the University of Georgia must maintain continuous enrollment from matriculation until the completion of all degree requirements.

6. Program Management

Each proposal must contain a specified plan for program maintenance and program quality. This plan will provide contact persons at cooperating units, a detailed timetable, and complete plans for application and matriculation of students. In addition, specific plans should be provided concerning the schedule of courses, the duration of the program, program review, and possible duplication with other programs in the immediate area.

The Terry College Dean's Office will oversee the administration of the program. The Associate Dean for Research and Executive Programs will have direct oversight over the administration of the program. The Executive and Professional MBA Programs Director, who reports to the Associate Dean for Research and Executive Programs, will serve as the Director for this program, and will be responsible for the administration and assessment of the program. The Director will provide an annual report on program quality to the senior administration of the Terry College and ensure that the program meets all AACSB requirements for accreditation. A program coordinator will be recruited to assist the Director with program marketing, admissions, faculty selection and evaluation, course scheduling, student advising, and employment/career advising.

The program will be housed at the Atlanta campus as an additional cohort of the existing PMBA program. The overall coordination of the online MBA program will be the responsibility of an online MBA Program Coordinator who will function as a member of the existing PMBA Operations team. Program recruiting and admissions will be the responsibility of an Admissions coordinator who will function as a member of the existing PMBA Admissions team. Career services will be the responsibility of the existing PMBA Career Services team.

All courses will be taught by full-time and part-time faculty in the Terry College of Business or by faculty from other programs wherein equivalent electives are offered in an online medium. The PMBA Program Director, Associate Dean for Research and Executive Programs, and the MBA faculty will continuously evaluate the quality and feasibility of the online program.

7. Library and Laboratory Resources

The proposal must include a review of existing library and laboratory resources (or other specialized resources) at the host location. If deficiencies exist, the proposal must include a plan, including timetable and budget, for alleviating the deficiencies.

There are no laboratory requirements for the online MBA program.

As it pertains to library access, students will have access to GIL, Galileo, and all other electronic resources available through the UGA library system.

8. Budget

The budget must provide a realistic estimate of the costs of developing and implementing a quality program. Consequently, each program budget must contain detailed estimates—specified separately for authorized and cooperating units—concerning faculty and staff positions, library, laboratory, and other specialized facility resource requirements, travel

and other significant operating expenses. If the support for the program is the result of an internal reallocation of resources, explicit details should be included in the proposal. The budget must reflect the start-up costs of the program, projected costs for completion of the first cycle of students, and additional costs associated with any future cycles of students.

The accompanying detailed budget (separate document) is built around a starting cohort of 30 students, increasing to 40 students in year two, and 50 students in year three. With this anticipated enrollment, we have annual net positive revenue in the second operating year of the program (budget year 3). Higher enrollment in operating year three will recover initial setup costs and generate revenues to reinvest in the MBA programs.

Below is a summary version of the budget:

	Prep Year FY2023 Year 1	Operating Year 1 FY2024 Year 2	Operating Year 2 FY2025 Year 3	Normal Operations FY2026+ Run Years
Revenue				
Total projected e-Rate differential revenue		\$434,700	\$1,304,100	\$1,690,500
Total projected revenue		\$634,500	\$1,903,500	\$2,467,500
Expenses				
Personnel				
Faculty (including fringe)		\$296,667	\$786,667	\$786,667
Support Staff (including fringe)	\$190,000	\$350,000	\$350,000	\$350,000
Total Personnel Costs	\$190,000	\$646,667	\$1,057,333	\$1,057,333
Start-up Costs (one-time expenses)				
Course prep/set up by faculty	\$180,000	\$90,000		
Total Start-up Costs	\$180,000	\$90,000		
Ongoing Operating Costs				
Marketing	\$250,000	\$150,000	\$150,000	\$150,000
Events		\$50,000	\$50,000	\$50,000
Equipment & technology	\$25,000	\$25,000	\$25,000	\$25,000
Travel for staff/faculty	\$25,000	\$25,000	\$25,000	\$25,000
Total Ongoing Operating Costs	\$300,000	\$250,000	\$250,000	\$250,000
Net revenue w one-time set up costs	-\$670,000	-\$352,167	\$408,833	\$972,833
Net revenue w/o one-time set up costs	-\$490,000	-\$262,167	\$408,833	\$972,833

9. Program Costs Assessed to Students

Any costs beyond those normally associated with the program on campus must be spelled out and justified.

This program is proposing to charge an e-rate of \$1,175 (same as PMBA per credit rate). Otherwise, there are no other costs beyond those normally associated with the program.

10. E-Rate

If an e-rate will be charged, an approved e-rate form must be submitted to the Office of Instruction with the proposal form.

Appendix A

The following table reflects the **program duration** of online MBA offerings of programs in UGA's competitor set, aspirant universities, and programs based in Atlanta:

Institution	Credit Hours	Price	Duration
University of Florida	32 or 48	\$58,000	16 month and 24 month options
Auburn University	39	\$35,100*	31 month average completion with a 6-year window
University of Kentucky	36	\$34,248	24 months or 36 months
Texas A& M University	30	\$10,991 R \$30,900 NR	15 months minimum
University of Michigan	57	\$115,000 R \$125,000 NR	24-42 months
Ohio State University	48	\$76,536*	24-60 months, most students finish in 36 months (8 semesters)
Pennsylvania State University	48	\$59,328*	24-30 months
University of North Carolina	62	\$125,589	18-36 months with most completing in 24 months
University of Maryland	54	\$90,828	24 months
Arizona State University	49	\$61,677 (includes fees)	No duration listed
Emory University	57	\$120,496 (includes fees)	18 months

Note: *number of credits multiplied by \$ per credit

Approvals on File

Proposal: Offer the existing Master of Business Administration (MBA) as an online program

College: Terry College of Business

Proposed Effective Term: Fall 2023

School/College:

- Terry College of Business Dean, Dr. Benjamin C. Ayers 2/24/22
- MBA Committee 3/21/22

Graduate School:

- Graduate School Dean, Dr. Ron Wolcott pending approval



UNIVERSITY OF GEORGIA

Request for Graduate Online Differential

Major, Degree, or Certificate Name: Master of Business Administration

[Curriculum Systems Use Only] Program Code:

Department/Institute: Terry College of Business

Dept Head/Inst Dir: Mike Pfarrer (mpfarrer@uga.edu)

College/School: Terry College of Business

Submitted by: Susan Brown (susan.brown@uga.edu)

This program is approved for face-to-face delivery.

UGA Graduate Base	Requested Online Differential	Requested E-rate Tuition / Credit Hour
\$370	\$805	\$1175

Effective semester/year for online differential: Fall 2023

The requested differential is higher than the standard differential. Please attach justification to this document.

This form will be routed in the following order: Director of Online Learning, OVPI, Provost, President, and Board of Regents

 _____ 2/23/22
 Department Head/Institute Director Date

 _____ 2/23/22
 Dean (or designee) Date

 Office of Online Learning Date

 Office of the Vice President for Instruction Date

 SrVP for Academic Affairs & Provost Date

A separate form is needed for each graduate program/certificate.

To submit a new request, please visit bit.ly/uga-diff-request

Updated August 20, 2021



HANOVER
RESEARCH

ACADEMIC PROGRAM ASSESSMENT

Online Master of Business Administration

Prepared for the University of
Georgia

January 2022

In the following report, Hanover assesses demand for an online Master of Business Administration, specifically highlighting demand trends within the southeast region. This report includes an examination of student and labor market demand, and an analysis of potential competitor programs.



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- 10** / Multiple MBA Formats
- 11** / Program Benchmarking

EXECUTIVE SUMMARY

RECOMMENDATIONS

Based on an analysis of degree completions, labor market demand, and market competitors, Hanover recommends that the University of Georgia (UGA):

MOVE FORWARD WITH AN ONLINE MBA FORMAT.

It appears that many universities in UGA's peer set are moving to online delivery of their part-time MBA programs, and while it is not common for business schools to offer both online and campus-based part-time MBAs, there are a sufficient number of institutions doing so to demonstrate that it is feasible. Distance delivery is increasingly popular among MBA students and programs that have a distance option have grown more readily than those that do not in the past five years. Moreover, an online program may more readily offer opportunities to UGA to compete in markets that continue to have growing demand for MBA programs.

STRIVE TO KEEP ALL COMPONENTS OF THE PROGRAM ONLINE INSTEAD OF REQUIRING A RESIDENCY COMPONENT.

Most reviewed programs are completely online and do not require students to come to campus. Three benchmarked programs do require two or three residency components, while two only require an initial on-campus residency or orientation. A residency requirement would be a major consideration for students who do not live in the region, which could potentially limit interest from more geographically-distant students. If there are experiences or opportunities on-campus which could be beneficial, consider integrating residency components into elective options rather than having them as a program requirement.

PRICE THE ONLINE MBA SIMILARLY TO UGA'S EXISTING PMBA.

Among competitors that offer both online and campus-based professional programs, there tends to be little difference in cost between the two. These programs will often be the same price or will be priced within a few thousand dollars of one another. At \$56,400, the current cost of [UGA's PMBA](#) for in-state students, the University of Georgia would fall on the lower end of online MBA tuition rates and would be competitively priced to attract students from out of state.

EXECUTIVE SUMMARY

KEY FINDINGS

Student demand for online MBA degrees is growing across all geographies, outperforming stable general MBA demand.

While the conferral rate across all MBA programs is flat in Georgia and the nation with slow regional growth, conferrals from institutions offering distance programs grew at all geographic levels. These institutions reported a 10.7 percent annualized increase in conferrals in the Southeast.

Demand for relevant management occupations is projected to grow strongly over the next decade.

New job growth for numerous management positions is expected to outpace the average for all occupations between 2021 and 2031. In addition to new growth, retirements are likely to drive replacement need, further increasing demand for well-trained managers and analysts.

Asynchronous delivery is far more common than synchronous delivery among reviewed programs.

Of the benchmarked programs, 83 percent offered at least partial asynchronous programming. Only two programs are exclusively delivered synchronously, and both are online options in which the in-person classroom meetings are streamed.

Executive MBAs are a more common pairing with an online program than traditional part-time.

Among 27 universities withing the Big10 and SEC, just six offer an online MBA alongside a part-time, campus-based MBA. However, 12 universities that offer an online MBA also have an executive offering.

SOUTHEAST BENCHMARK ANALYSIS

Comparison of MBA completions and relevant labor market to all completions and all occupations in the region.



Annualized Degree Completions Growth Rate, 2016-2020

FAST FACTS



40%

Benchmarked online MBA programs that require some form of residency component.



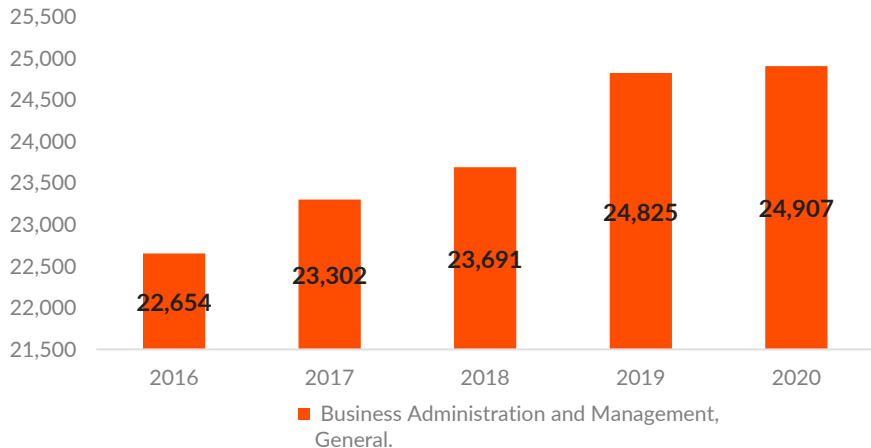
11.6%

Projected increase in MBA-related employment opportunities in the Southeast region, 2021-2031

STUDENT DEMAND ANALYSIS

SOUTHEAST DEGREE COMPLETIONS

Regional distribution of degree completions from 2016 to 2020



TOTAL DEGREE COMPLETIONS

Aggregate degree completions by geographic level (2020)

	Georgia	Southeast Region	National
Business Administration and Management, General.	2,095	24,907	104,189
Total Completions, Observed Fields	2,095	24,907	104,189
Growth Rate, Observed Fields	0.4%	2.4%	-0.7%
Growth Rate, All Fields	3.3%	2.5%	1.7%

Source: [IPEDS](#)

ANALYSIS

The MBA market is mature nationally but has seen recent growth in the Southeast region.

The MBA is the most popular master's degree in the United States, with more than 100,000 completed annually. However, the market for such degrees is mostly flat, with a -0.7 percent growth rate over the past five years. A similar trend is apparent in Georgia, where conferrals grew minimally at 0.4 percent per year between 2016 and 2020. However, during the same period MBA completions across the Southeast increased at an annualized rate of 2.4 percent. An online program at UGA may give the university an opportunity to attract students from neighboring states with potentially unmet demand. In particular, degree completion trends are strong in Alabama (5.0 percent CAGR), Mississippi (12.0 percent), and Louisiana (31.6 percent).

Conferral and application trends suggest stronger interest in online MBA programs.

Though demand for MBA programs in general is largely stagnant, conferral trends suggest growing interest in online or distance programs. Growth rates for institutions with MBA programs that include a distance option have been much faster across all geographic areas (4 percent nationally, 10.7 percent regionally, and 1.1 percent within the state of Georgia). The online MBA is also proving viable based on application trends, experiencing [75 percent growth](#) in domestic applications in 2020 and 86 percent growth in applications from female and underrepresented students during the 2016-2020 period.

Online MBA programs may be better for preparing the remote workforce.

Since the onset of COVID-19 closures in early 2020, many industries are moving their workforce into [remote environments](#). Over five million U.S. employees (four percent) [worked remotely](#) at least half-time in 2019, and that number has increased over the last two years. Certain large online learning providers, including [Northeastern University](#), have begun to utilize the concept that an online degree program can prepare graduates with the technology and leadership skills needed to succeed in a remote environment.

LABOR MARKET ANALYSIS

SOUTHEAST CURRENT AND PROJECTED EMPLOYMENT

Regional MBA-related positions as of 2021 and 2031 (projected)



TOTAL LABOR MARKET

Aggregate projected employment growth by geographic level

	Georgia	Southeast Region	National
Estimated Employment (2021)	145,625	1,100,176	4,643,002
Projected Employment (2031)	166,052	1,227,451	5,016,578
Avg. Annual Openings, Observed Occupations	15,337	112,102	450,229
Employment Growth, Observed Occupations	14.0%	11.6%	8.7%
Employment Growth, All Occupations	9.7%	7.0%	4.3%

Source: JobsEQ



HIGHER EDUCATION

ANALYSIS

MBA graduates can anticipate a strong labor market in the coming years.

Employment projections for management positions typically anticipate faster than average employment growth when compared to the overall labor market. This trend is true nationwide, in the Southeast region, and within Georgia. With the exception of *Chief Executives*, all employment categories reviewed for this report are expected to see faster than average employment growth.

Moreover, the Graduate Management Admission Council (GMAC)'s [2021 Recruiters' Survey](#) shows “rebounding” interest in hiring MBA graduates. Specifically, 91 percent of respondents expect to hire MBAs.

The [U.S. Bureau of Labor Statistics](#) reports that there are expected to be over 99,000 new management analyst openings each year over the next decade.

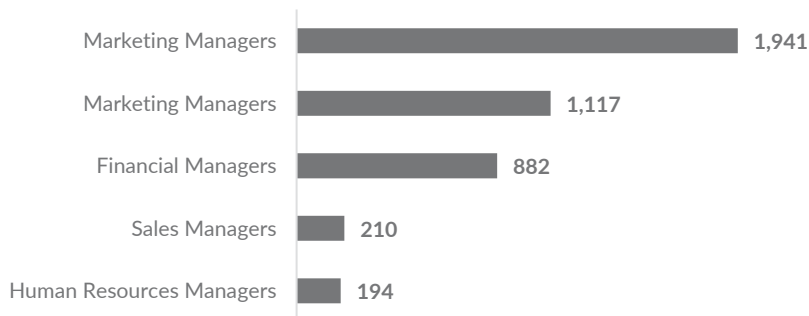
This 14 percent increase is due in part to the [aging baby-boomer generation](#). This demographic will be [retiring](#), leaving their analyst and management occupations. For many of the same reasons, financial manager occupations are also expected to increase at a [rate of 17 percent](#) over the next 10 years. Finance and risk management is a growing factor with many services, such as the banking industry, maintaining minimal physical locations.

Technology is also expected to be a key sector for future MBA graduate employment. [GMAC's recruiters' study](#) found that 96 percent of recruiters from the technology sector are projected to hire MBA graduates in 2021.

REAL-TIME JOB POSTINGS INTELLIGENCE

TOP MBA-RELATED OCCUPATIONS

Regional MBA-related positions by occupation.



EXEMPLARY SOUTHEAST JOB POSTINGS

Position	Employer	Location	Skills and Requirements
Global Finance Manager	Deloitte	Atlanta, GA	<ul style="list-style-type: none"> CPA or MBA preferred Proficiency with SAP desired 5 years experience
Strategy Advancement Advisor	Humana	Louisville, KY	<ul style="list-style-type: none"> Master's or MBA desirable 7+ years of managerial and sales experience Previous consulting experience
Senior Manager, Integration Intake	MINDPATH HEALTH	Atlanta, GA	<ul style="list-style-type: none"> MBA preferred 5+ years experience Microsoft Office

Note: For this analysis, Hanover retrieved job postings data for MBA-related positions in the Southeast from [JobsEQ](#), a proprietary database providing real-time job postings aggregated from thousands of websites. All data reflect the 180-day period as of July 2021.

ANALYSIS

Over the last six months in the Southeast region there have been a total of 4,415 postings for MBA-related jobs at the master's degree level.

Employers are looking for those who have completed programs in business administration (36%), business (10%), and finance (8%). Major employers are in the healthcare and financial fields, such as Humana and Citigroup. Among the different types of occupation, 44 percent are for management analysts, 25 percent are for marketing managers, and 29 percent are for other types of managers or administrators.

TOP CREDENTIALS AND SKILLS

Top Certifications	Top Skills
<ul style="list-style-type: none"> Certified Public Accountant Project Management Professional Secret Clearance Professional in Human Resources Society for Human Resource Management Certified Professional Certified Information Systems Auditor Certified Regulatory Compliance Manager Certified Internal Auditor 	<ul style="list-style-type: none"> Presentation Agile Finance Marketing Structured Query Language

TOP REGIONAL EMPLOYERS

<ul style="list-style-type: none"> Humana 	<ul style="list-style-type: none"> Citigroup 	<ul style="list-style-type: none"> PARAXEL
<ul style="list-style-type: none"> Deloitte 	<ul style="list-style-type: none"> Amazon.com Services LLC 	<ul style="list-style-type: none"> Electric Power Research Institute
<ul style="list-style-type: none"> KPMG 	<ul style="list-style-type: none"> Bliss Point Media 	<ul style="list-style-type: none"> Wells Fargo



COMPETITOR ANALYSIS

ANALYSIS

Distance MBA programs are common and increasingly prevalent in UGA's region.

In 2020, 261 colleges and universities in the Southeast region (consisting of Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee, Virginia, and West Virginia) conferred at least one master's degree in the business administration field. Roughly two-thirds of these institutions offer an online program option. The number of institutions that conferred MBAs through distance programs grew from 148 in 2016 to 174 in 2020, a 17.5 percent increase.

Of the 30 Georgia colleges and universities reporting MBA conferrals in 2020, 17 (57 percent) report conferrals of *distance* MBA programs. Conferrals by providers with a distance option made up 46% of all state MBA degree conferrals in 2020. Kennesaw State University (175 conferrals in 2020) and Strayer University, Georgia (146 conferrals in 2020) represent one-third of the distance MBA conferrals statewide. Excluding those two universities, the remaining institutions with online options averaged 43 MBA conferrals in 2020.

Within UGA's competitor set, including universities in the Big10 and SEC, it is fairly uncommon to offer both online and part-time MBA programs. Of the 27 universities in those two conferences, 18 have an online offering and 11 have an in-person part-time program, including evening and weekend MBAs. (Those 11 include the University of Wisconsin and University of Tennessee, whose part-time programs are fully hybrid with a significant in-person components.) Just six have separate online and campus-based part-time programs. Alternatively, executive and online MBAs are a common combination, with 12 of 18 online providers also delivering an executive program.

FIVE LARGEST COMPETITOR PROGRAMS

Institution	2020 Degree Completions	Growth Rate 2016 - 2020
University of Florida	750	2.7%
University of Michigan	749	-0.7%
University of Maryland	392	-2.3%
University of Iowa	311	-2.8%
Ohio State University	262	0.6%

PROGRAM TRENDS

PROGRAM LENGTH



Most benchmarked online MBA programs report that students can complete the degree in two to three years. The University of Michigan reports an average time-to-completion of slightly longer (three to four years), whereas Louisiana State University advertises the shortest time to completion of just 18 months

CREDIT REQUIREMENTS

47

Benchmarked online MBA programs require students to complete an average of 47 credits to earn the degree. The University of Michigan requires the most credits at 57, whereas Louisiana State University and the University of Kentucky require only 36 credits. Programs with a specialization or concentration frequently position them as 9 credit endeavors.

RESIDENCY COMPONENT



Although most of the benchmarked online MBA programs do not require on-campus attendance, three institutions require two to three residency components during the program. As examples, the University of Florida requires an on-campus orientation, and Pennsylvania State University requires a residency at the beginning of the program.

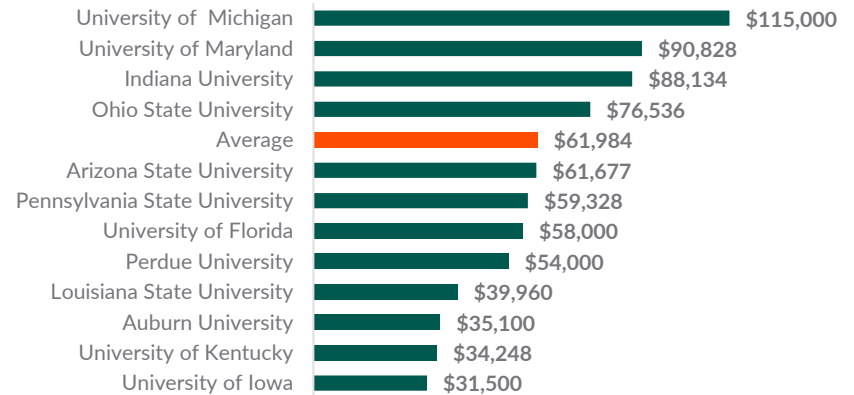
CONCENTRATIONS



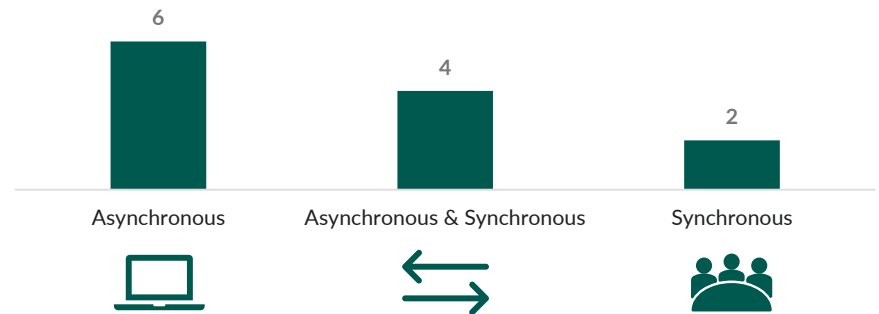
The majority of benchmarked online MBA programs provide concentrations (e.g., Business Analytics, Data Analysis, Finance, Marketing, Supply Chain Management). However, some institutions offer an array of electives which may allow students to craft their own focus.

TOTAL TUITION COST

Total tuition for online MBA programs ranges from \$31,500 at the University of Iowa to \$115,000 at the University of Michigan. Although the average cost for all benchmarked programs is \$61,984, a tuition rate around or below \$41,827 will be more competitive in the Southeast region if University of Georgia offers an online MBA option.



DELIVERY FORMAT



PROGRAM BENCHMARKING

Institution	Credits	Tuition Rate	Length of Program	Concentrations	Delivery Mode	Residency Components	Services	Other MBA	Other Tuition Cost
Auburn University	39	\$35,100*	2.5 years	None	Asynchronous	<ul style="list-style-type: none"> One visit at the end of BUSI 7310 for 'Team Resource Applied Counseling' 	<ul style="list-style-type: none"> Career Coaching Professional Development Employer Relations <p>States that all students have access to career and professional development services.</p>	<ul style="list-style-type: none"> Executive Physicians Executive 	<p>Executive MBA</p> <ul style="list-style-type: none"> \$62,790 including fees <p>Physicians Executive</p> <ul style="list-style-type: none"> \$64,935 including fees
Arizona State University	49	\$61,677 includes fees	21 months	<ul style="list-style-type: none"> Business Data Analytics Finance International Business Leadership Marketing Supply Chain Management Entrepreneurship 	Asynchronous	<ul style="list-style-type: none"> None 	<ul style="list-style-type: none"> Online tech assistance Career management Resources and Coaching Career fairs offered on-campus 	<ul style="list-style-type: none"> Evening Executive Fast-track 	<p>Evening</p> <ul style="list-style-type: none"> \$57,716 <p>Executive</p> <ul style="list-style-type: none"> \$88,222 <p>Fast-track</p> <ul style="list-style-type: none"> \$33,016-38,277 includes fees
Indiana University	54	\$88,134*	2-4 years	<ul style="list-style-type: none"> Business Analytics Digital Technology Management Entrepreneurship and Corporate Innovation Finance Marketing Strategy and Leadership Supply Chain and Operations 	Asynchronous and Synchronous	<ul style="list-style-type: none"> 2 "Kelley on Campus classes, 1.5 credits each Global electives can choose online or in-person 	<p>On Campus services</p> <ul style="list-style-type: none"> Kelley on-campus Kelley On Location Career Coaching Student Leadership 	<ul style="list-style-type: none"> Evening 	<p>Evening</p> <ul style="list-style-type: none"> \$47,088 Resident, \$78,678 non-resident

Source: Institutional websites (see embedded hyperlinks)

Note: *number of credits multiplied by \$ per credit.