a scale from 1 (not interested) to 5 (very interested) their individual interest in the various concentrations being proposed. Figure 1 below shows the number of alumni responding with a 4 or 5 on that scale.

Question 5 asked respondents to rate on the same 1 – 5 scale the interest they would have in having their employees obtain an MBA with concentrations in the proposed areas. Figure 2 below shows the number of alumni responding with a 4 or 5 on that scale. The graphs in Figures 1 and 2 show that both individuals and employers find the proposed areas of concentrations very desirable.

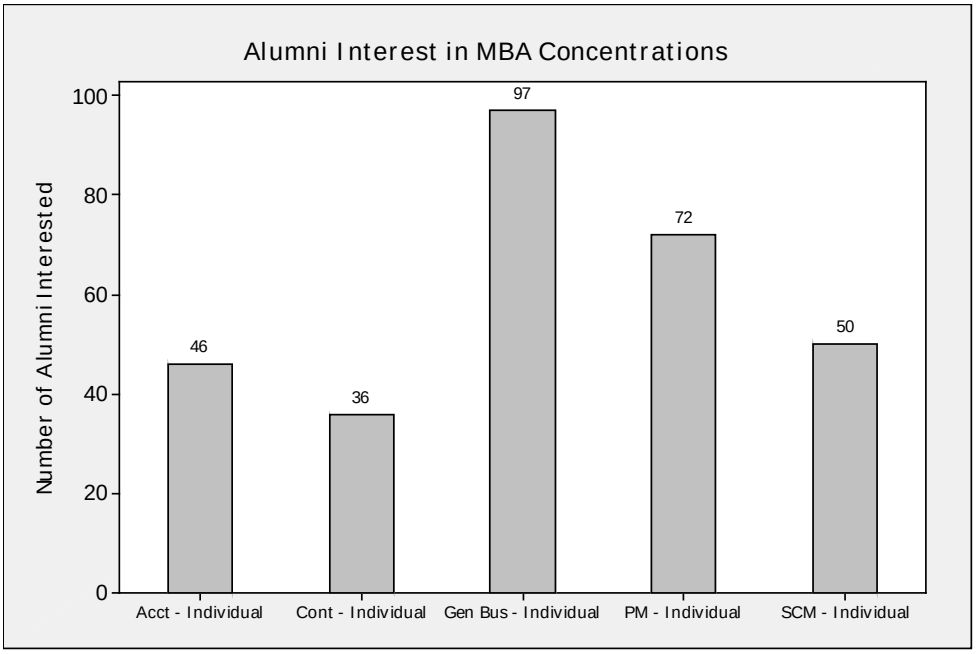
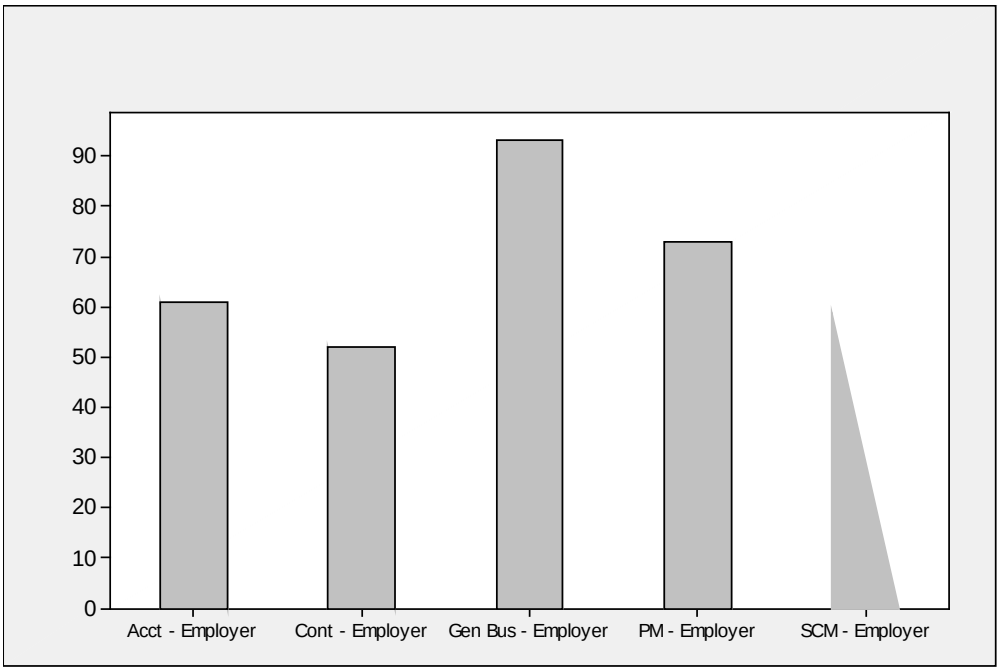
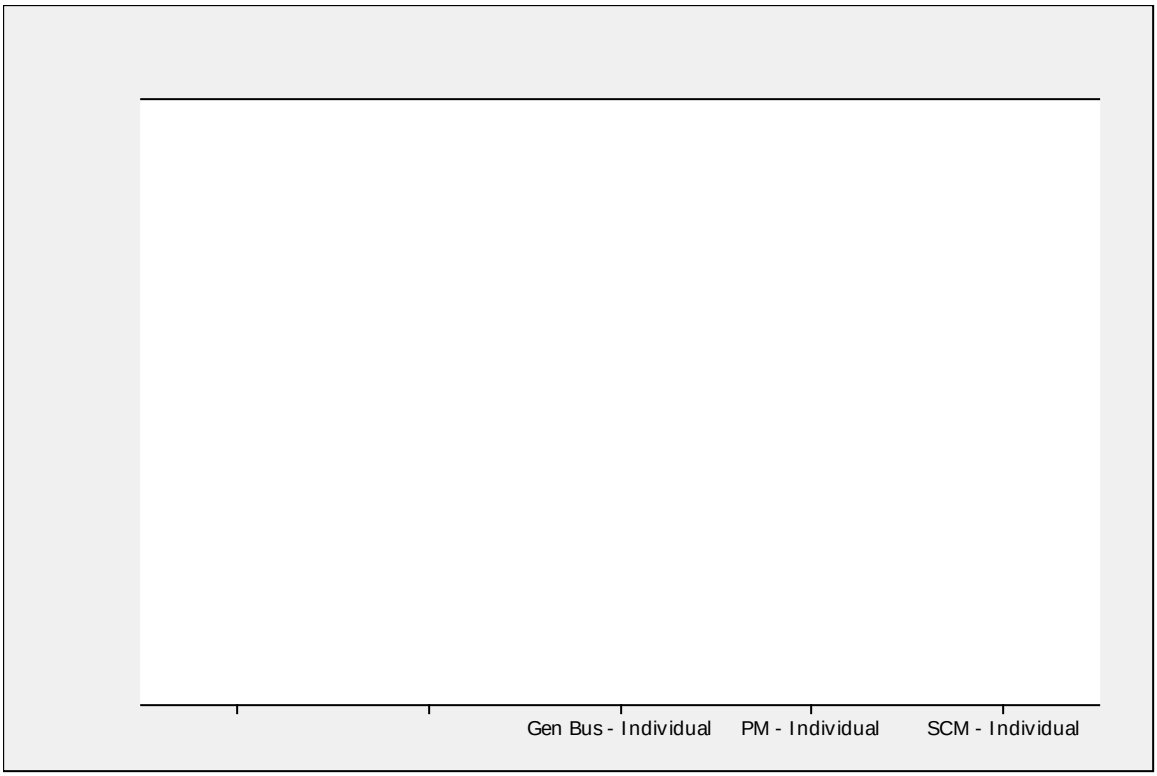
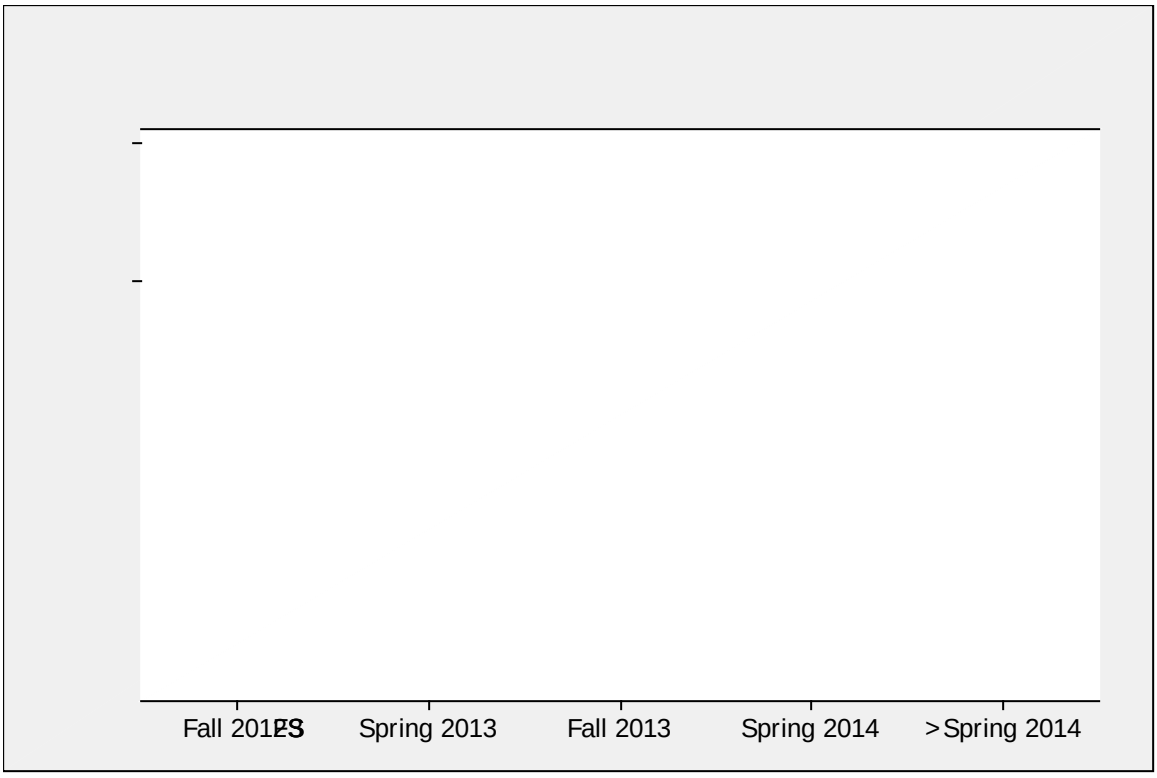


Figure 1




Gen Bus - Individual
PM - Individual
SCM - Individual

Current students also expressed a significant interest in continuing their studies at the graduate level if Macon State were to offer an MBA (Figure 6). Of note here is that the demand for the MBA is sustained well into the future.



problematic with employees who are taking college classes. A couple of interviewees suggested we consider offering our classes on Fridays and Saturdays as that would be easier for them to schedule around. However, this group was in the minority when compared with the group that is just not hiring accountants who have not met the 150 hour requirement. Also, a couple of the interviewees strongly encouraged Macon State to avoid the temptation to offer these courses in an on-line format. Even though that format would help with their scheduling issues, there was concerned expressed about the veracity of many on-line courses (l)-5(i)-.33 2e.9318(r)-10(t7n c)4(omt)-10(t)-

f. Indicate ways in which the proposed program is consistent with national standards
g. If internships or field experiences are required as part of the program, provide information documenting internship availability as well as how students will be assigned and supervised.
h. Indicate the adequacy of core offerings to support the new program.

The curriculum for the proposed Master of Business Administration is given below. Note that with the exception of the undergraduate foundation requirements, all of the courses are newly developed courses. Course descriptions and prerequisites are given in Appendix B.

The MBA consists of 21-24 credit hours of core courses and an additional 9-12 credit hours in an area of concentration. The areas of concentration are: Accounting, Contracting, Program Management, Supply Chain Management and General Business. Students desiring a concentration in Accounting take 21 hours in the core and 12 hours of Accounting concentration courses. All other majors take 24 hours in the core and 9 hours in their area of concentration. Students entering the MBA program are expected to have already completed the following foundation coursework or equivalent:

ACCT 2101 – Principles of Accounting I
ACCT 2102 – Principles of Accounting II
FINC 3131 – Business Finance
ECON 2105 – Principles of Macroeconomics
MGMT 3101 – Business Statistics
MGMT 3141 – Principles of Management
LENB 3135 – Legal Environment of Business
MKTG 3161 – Principles of Marketing

The MBA core consists of the following 3 credit hour courses:

ACCT 6100 - Managerial Accounting (non accounting majors only)
ECON 6100 - Managerial Economics
FINC 6100 - Financial Management
MGMT 6100 - Production and Process Management
MGMT 6600 - Leadership and Organizational Behavior
MGMT 6200 - Quantitative Methods
MKTG 6100 - Marketing Management
MGMT 6900 - Strategic Management

Concentration courses are as follows:

<u>Accounting (4 required)</u>
ACCT 7100 - Advanced Auditing
ACCT 7200 - Financial Accounting Topics
ACCT 7300 - Managerial and Accounting Information Systems
ACCT 7400 - Tax Research

Contracting (3 required)

CONT 7100 - Advanced Business Solutions for Business Support
CONT 7110 – Financial Reporting and Financial Statement Analysis
MGMT 7500 - Continuous Process Improvement

Program Management (3 required)

PM 7100 - Advanced Project Management
PM 7110 - Advanced Program Management
MGMT 7500 - Continuous Process Improvement

SCM 7100 – Logistics Management

Table 1.

Knowledge & Skills Area per Standard 15	Macon State MBA Coverage
Ethical and legal responsibilities in organizations and society	xFoundation requirement for LENB 3135 (Legal Environment of Business) xEthics topics will be integrated into appropriate graduate courses
Financial theories, analysis, reporting, and markets	xFoundation requirement for FINC 3131 (Fundamentals of Finance) xFINC 6100 (Financial Management)
Creation of value through the integrated production and distribution of goods, services, and information	xMGMT 6100 (Production and Process Management)
Group and individual dynamics in organizations	xFoundation requirement for MGMT 3141 (Principles of Management) xMGMT 6600 (Leadership and Organizational Behavior)
Statistical data analysis and management science as they support decision-making processes throughout an organization	xFoundation requirement for MGMT 3101 (Business Statistics) xMGMT 6200 (Quantitative Methods)
Information technologies as they influence the structure and processes of organizations and economies, and as they influence the roles and techniques of management	xInformation technology topics will be integrated into appropriate graduate courses
Domestic and global economic environments of organizations	xFoundation requirement for ECON 2105 (Principles of Macroeconomics) xECON 6100 (Managerial Economics) xGlobal issues will be integrated into appropriate graduate courses
Other management-specific knowledge and abilities as identified by the school	xOur close working relationship with RAFB and local accounting firms allows us to understand the need for specific topics and include them where appropriate xThis requirement is also one of the reasons for using an MBA with concentrations format. The concentrations allow for customer-specific topics to be added to the general foundation of knowledge in the co

8. Student learning outcomes and other associated outcomes of the proposed program

To support the needs identified at RAFB and the central Georgia area at large, the following student learning outcomes have been defined for the Macon State MBA:

- Our graduates will be able to analyze and make decisions in a variety of complex business environments.
- Our graduates will be able to effectively lead diverse groups of individuals to achieve organizational goals and objectives.
- Our graduates understand the need for an integrated, holistic view of the organization.

9. Administration of the program:
   a. Indicate where the program will be housed within the academic units of the institution.
   b. Describe the administration of the program inclusive of coordination and responsibility.

The MBA program will be housed in Macon State's School of Business. The program will be coordinated by the MBA Program Director who will report directly to the Dean of the School of Business. The MBA director will have overall responsibility for the success of the program.

10. Waiver to Degree Credit Hour (if applicable): If the program exceeds the maximum credit hour requirement at a specific degree level, then provide an explanation supporting the increase in hours. (Note: The maximum for bachelor's degrees is 120 semester credit hours and the maximum for master's degrees is 36 semester credit hours).

Not Applicable.

11. Accreditation: Describe disciplinary accreditation requirements associated with the program (if applicable).

Not applicable.

12. Projected enrollment for the program especially during the first three years of implementation. Please indicate whether enrollments will be cohort-based.

Enrollments will not be cohort

These numbers are based on admitting 35 students to the program each year and account for an estimated attrition rate of five students each year. The demand for the program could support higher numbers. Depending on faculty availability and the availability to offer more sections annually, these numbers could increase.

13. Faculty

a. Provide an inventory of faculty directly involved with the administration of the program. For each faculty member, provide the following information:

See Table 2 on the next page.

b. If it will be necessary to add faculty in order to begin the program, give the desired qualifications of the persons to be added, with a timetable for adding new faculty and plan for funding new positions.

Additional faculty resources will need to be added in specific areas. New faculty members will teach some of the graduate level courses as well as cover some of the undergraduate courses currently taught by existing faculty who will teach in the MBA program. Recruiting of the new faculty members will begin immediately after program approval.

The specific areas in which faculty will be recruited are:

Accounting
Finance
Strategic Management
Quantitative Management (Statistics/project management)
Marketing

14. Fiscal, Facilities, Enrollment Impact, and Estimated Budget
    a. Provide a narrative that explains how current institutional resources will be expended specifically for this program. Provide a narrative that explains how the institution will fiscally support the establishment of the new program through the redirection of existing resources and acquisition of new resources. Indicate whether the institution will submit a request for new funds as part of its budget request. The narrative also needs to explain the

		FY14	FY15	FY16
COSTS				
a. Personnel - reassigned or existing				
Faculty (assumes 3% increase/yr)				
Ford	88,518	-	11,739	12,091
McAlum	112,213	14,447	29,762	30,655
Ryerson	93,332		12,377	12,748
Sargent	110,000	-	14,587	15,025
Hopkins	77,321	-	10,254	10,561
George	67,887	8,740	9,003	9,273
Patti	120,413	15,503	31,937	32,895
Shinn	86,816	11,178	11,513	11,858
Lopez	98,400	12,669	13,049	13,441
Phipps	95,000	12,231	12,598	12,976
Williams	83,533	-	11,078	11,410
		74,769	167,895	172,932
Part Time Salaries	[redacted]			

Facilities Information for New Academic Programs

Proposed Location for the Program: Macon Campus or Warner Robins Campus

Floor area required for the program (gross and net square feet):
Approximately 1900 sq ft needed. Approximately 100 sq ft needed full time for an office and 1800 sq ft needed each night of the week.

Type of spaces required:

- Number of classrooms 2
- Number of labs 0
- Number of offices 1
- Other spaces 0

Place an "X" beside the appropriate selection:

____X___ Existing facility will be used as is (area square footage):

_____ Existing facility will require modification (area square footage):
Projected renovation cost:
Estimated relocation cost:
Total funding required:
Source of Funding:

_____

dependent on employees having the requisite certifications. When employees fall behind in their certifications, the personnel system is adversely affected by not having "job ready employees" when required. He sees this Macon State program as another resource for acquiring career certifications in a more timely manner. In addition, he sees this as a way for employees to economize their time by pursuing a graduate degree along with work on career certifications. He feels this DAU partnership at both the undergraduate and graduate level is a strong feature of Macon State College's program offerings and something he hopes will continue.

Notes from Interview with Mr. Max Wyche, August 25, 2011

- The ALC is more interested in seeing ALC managers attain Master's Degrees than ever before.
- General McMahon's priorities on leadership and Continuous Process Improvement (CPI) will influence RAFB investments, programs and policies as long as he remains as commander – including education and training.
- Sustainment continues to represent the largest category of workforce activity due to the size of the Maintenance wing. This is directly associated with the command emphasis on CPI. A more efficient and effective ALC workforce will produce shorter turnaround times for maintenance, repair and overhaul of the older aircraft they support. Leadership is a key element of successful sustainment.
- CPI improves operational efficiency
- General McMahon is very supportive of the Air Force's version of Lean/6 Sigma (AFSO 21)
- Acquisition as a function of the ALC: The ALC supports the function of acquisition through the activities of Contracting and Program Management. In size, the function of acquisition does not rise to the level of sustainment at the ALC. However, acquisition is a very high priority with General McMahon
- The ALC does support COOP's at the Master's level
- An academic discipline that focuses on Leadership and Continuous Process Improvement will receive the support of the ALC. This includes Master's Degree programs.
- Mr. Wyche closed the discussion by stating the following:
    - Macon State College is a trusted partner and has always delivered high quality educational programs.
    - The partnership we have with the base originally envisioned a concept of shared investment, shared risk and shared reward. This partnership concept was put in place by General Owen in 2007. Mr. Wyche remembers this concept.

Notes from Interview with Ms. Kim Lynn, August 26, 2011

- Ms. Lynn expects an even higher demand for Master's Degrees than we found in our survey of 2008. Top management is pushing GS 13's and 14's towards Master's Degrees. Also, the "early retirement" policy now in effect will be opening promotional opportunities for midevel managers to move up.

Notes from Interview with Mr. Steven Zamparelli, September 7, 2011

- Mr. Zamparelli said there are 350 employees in the Contracting career field and 57% do not have a Master's Degree. He emphasized that the younger employees in this group would be the ones most interested in the MBA.
- Mr. Zamparelli said that the early retirement program may open up opportunities for promotions, hence incentives for younger employees to pursue their Master's Degree. He also acknowledged that the budget situation would affect the undergraduate courses more than the graduate courses.
- Mr. Zamparelli also pointed out that the Supply Chain Management area have special interest in this MBA. The SCM group is embarking on a career certification for SCM and may see an opportunity to capitalize on our degree.
- Mr. Zamparelli also acknowledged that employees in the Program Management career field had the most compelling need for a master's degree. These employees are often assigned very demanding responsibilities but lack the experience required. In other words, these managers are somewhat shallow in PM experience and any means to (e)-10(s)-3-ee somewhat 7.91 0 Td [(nc)-4(ent)-20(i)-6(ve)-4(s)-5(f)-1ta1at-4(t)-6(s)-5pfe 2(g)t.

- Another perspective offered by Ms. Jones was emphasizing the importance of relationships between the major functional groupings in the ALC. The skill of being able to anticipate and appreciate the needs of neighboring organizations and fold them into a larger picture for change is of utmost importance. This requires critical thinking of a higher order and is not to be gained by routine training in existing processes. Finally, it is

APPENDIX B

Course Descriptions

Core Courses

COURSE NAME: ACCT 6100 – Managerial Accounting
CREDIT HOURS: 3
PREREQUISITES: ACCT 2101 and ACCT 2102 or equivalent
DESCRIPTION: This course introduces a framework that emphasizes the role of accounting information for managerial purposes. Emphasis is on the internal use of accounting for management planning, control and decision-making. Topics covered include cost accumulation systems, cost management, budgeting, and the use of accounting information to make decisions in an organization. (Note: this course may not be taken for credit by MBA Accounting Majors)

COURSE NAME: ECON 6100 – Managerial Economics
CREDIT HOURS: 3
PREREQUISITES: ECON 2105 or equivalent
DESCRIPTION: This course is an applied economics class that examines the basic concepts and applications of demand and supply analysis and market efficiency. Additionally, the roles and impacts of government intervention and regulations in a market economy are explored. The course also focuses on the causes and consequences of market failures, the application of game theory to corporate decision-making, and the impacts and issues associated with international trade on the domestic and global economies.

COURSE NAME: FINC 6100 – Financial Management
CREDIT HOURS: 3
PREREQUISITES: FINC 3131 or equivalent
DESCRIPTION: This course addresses issues encountered when analyzing the financial environment. Topics to be covered in the course include markets and interest rates, bond and stock valuation, capital budgeting, public sector accounting and costing, financial reporting for accountability, and debt management. The course includes a final project requiring students to analyze the financial statements of a local, state or federal government program.

COURSE NAME: MGMT 6100 – Production and Process Mgmt.
CREDIT HOURS: 3
PREREQUISITES: MGMT 3101 and MGMT 3141 or equivalent
DESCRIPTION: This course will present and discuss various theories of how to design and manage production, service, and administrative processing systems. Special emphasis will be placed on continuous process improvement. Students will also complete a term project that enhances their understanding of the practical issues of designing, managing, and modifying such systems.

COURSE NAME: MGMT 6200 – Quantitative Methods
CREDIT HOURS: 3
PREREQUISITES: MGMT 3110 or equivalent
DESCRIPTION: This course studies some of the most important quantitative tools used in businesses for data analysis with the objective of supporting decision making, planning, and operations execution.

COURSE NAME: MGMT 6600 – Leadership & Org. Behavior
CREDIT HOURS: 3
PREREQUISITES: MGMT 3141 or equivalent
DESCRIPTION: This course will facilitate a comprehensive understanding of human behaviors and the organizational system, and how effective leadership enables an organizational environment that enhances performance. Major organizational theories will be integrated to explain human behavior within organizations. Various leadership theories will also be presented and discussed, and students will analyze how certain leadership practices encourage or hinder

COURSE NAME: SCM 7100 - Logistics Management
CREDIT HOURS: 3
PREREQUISITES: MGMT 6100
DESCRIPTION: This course will discuss logistics role in organizations and the economy. Special emphasis will be placed on the effectiveness of transportation, distribution management, and warehousing strategies applied to national and international businesses. Students will evaluate major issues faced by a firm when designing and locating new facilities, and learn the quantitative techniques for assisting with the decision making process. They will also assess real world organizational logistics strengths and weaknesses as well as examination of integrated logistics strategy and network design via case study methodology.

COURSE NAME: SCM 7110 - Advanced Supply Chain Management
CREDIT HOURS: 3
PREREQUISITES: Supply Chain Management
DESCRIPTION: This course examines Supply Chain Concepts of Demand Management (sell), Supply Management (buy), Inventory Management (store) Capacity Management (make), and Quality Management utilizing tools and creative problem solving principles useful for process improvement. Students will evaluate how supply chain strategy can be aligned with the overall business strategy, the market, and competitive environment to improve overall supply chain

APPENDIX C

Letters of Support

List of Letters Received

Deryl Israel, Executive Director, Warner Robins Air Logistics Center (WRALC)
Elizabeth Hardin, McNair, McLemore, Middlebrooks & Co., LLC
Marlan Nichols, Nichols, Cauley & Associates, LLC
Terry Henderson, Mauldin & Jenkins Certified Public Accountants, LLC
Terry Parker, Clifton, Lipford, Hardison & Parker, LLC
Sam McDuffie, Howard, Moore, McDuffie, LLC
Ed Rodriquez, President & CEO, Robins Regional Chamber of Commerce

This page reserved for letter from:

Deryl Israel, Executive Director, Warner Robins Air Logistics Center (WRALC)

This page reserved for letter from:

Marlan Nichols, Nichols, Cauley & Associates, LLC

This page reserved for letter from:

Terry Henderson, Mauldin & Jenkins Certified Public Accountants, LLC

The next two pages reserved for letter from:

Terry Parker, Clifton, Lipford, Hardison & Parker, LLC

Letter from Terry Parker continued…

This page reserved for letter from:

Sam McDuffie, Howard, Moore, McDuffie, LLC

This page reserved for letter from:

Ed Rodriquez, President & CEO, Robins Regional Chamber of Commerce