

April 17, 2009

Office of the  
Provost and Executive Vice President  
108 Administration  
1001 Campus Delivery  
Fort Collins, Colorado 80523-1001  
(970) 491-6614  
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Dr. Julie Carnahan  
Chief Academic Officer  
Colorado Department of Higher Education  
1560 Broadway, Suite 1600  
Denver, CO 80202

RE: Admission Policies for CSU-Global Campus Graduate Programs

Dear Dr. Carnahan:

We have reviewed the admissions policies for students matriculating into the Master's degree programs at CSU-Global Campus. These are Master's programs in:

Organizational Leadership  
Management  
Online Teaching and Learning.

We have determined that these admissions policies for CSU-Global Campus are comparable to those that generally apply to applicants for similar programs on our campus. In particular, a comparable standard is applied for regular admission, and a mechanism is in place to permit some students to enter the programs under a probationary status. A recent internal audit of the admissions program at CSU-Global Campus was executed, and this confirmed that, although the demographics of the student body at CSU-Global Campus is different from that at CSU-Fort Collins (as was always expected), the policies guiding admissions and the procedures for handling applicants are comparable.

Sincerely,



Dr. Rick Miranda  
Interim Provost & Executive Vice President



Dr. Peter Dorhout  
Vice Provost for Graduate Affairs

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Dr. Julie Carnahan  
Chief Academic Officer  
Colorado Department of Higher Education  
1560 Broadway, Suite 1600  
Denver, CO 80202

Re: Quality of Faculty for CSU-Global Campus Graduate Programs

Dear Dr. Carnahan:

Our office, in consultation with the Dean's offices of our College of Business and our College of Applied Human Sciences, has reviewed the thirty faculty members currently providing online instruction for courses delivered by CSU-Global Campus toward the three Master's degrees currently being offered by CSU-Global Campus. These are Master's programs in:

Organizational Leadership  
Management  
Online Teaching and Learning

We find in all cases that the faculty members have qualifications that are equivalent to those required of instructors appointed to teach the same or comparable courses here at CSU – Fort Collins.

Sincerely,



Dr. Rick Miranda  
Interim Provost & Executive Vice President

**COLORADO STATE UNIVERSITY-GLOBAL CAMPUS**  
**PROPOSAL FOR A MASTER'S DEGREE IN MANAGEMENT**

**Description of the Program**

The Master of Science in Management provides students with the capability to analyze the current position of an organization and develop strategies for today's competitive environment. The Master of Science in Management consists of twelve (12), three (3) credit hour courses that draw from management, marketing, operations, finance, statistics, and international management. The capstone course (ORG580) is the final course of the program and will be taken following satisfactory completion of the first five (5) courses of the Degree and the six (6) courses of the chosen Specialization.

No matter the area, managers need to possess skills in foresight of economic and cultural movement and impact. Additionally, they need analytical skills and creativity to provide fluidity in anticipating and responding to economic, fiscal, and marketing demands. Managers face decisions that affect the overall company. Areas of consideration in decision-making include legal, social, global, economic, political, and technological arenas. To make decisions in an unstable world, managers need to have the skills, tools, and knowledge to analyze and examine the current and potential impacts of their decisions.

Based on the original business plan numbers and program data, the projected course enrollments for this program would be approximately 6,000 in 5 years.

**Role and Mission Criteria**

Colorado State University-Fort Collins' statutory role and mission:

*Colorado State University shall be a comprehensive graduate research university with selective admission standards offering a comprehensive array of baccalaureate, masters, and doctoral degree program. Consistent with the tradition of land grant universities, Colorado state university has exclusive authority to offer graduate and undergraduate programs in agriculture, forestry, natural resources, and veterinary medicine. Colorado state university has the responsibility to provide on a statewide basis, utilizing when possible and appropriate the faculty and facilities of other educational institutions, those graduate level programs. (C.R.S. §23-31-101).*

The proposed program aligns with the statutory role and mission of CSU and will enhance the capacity of the University to continue to fulfill its mission as a land-grant university. Offering this program through CSU-Global Campus will expand the University's ability to deliver high-quality, graduate educational opportunities through online delivery and expand access to degree programs for the citizens of Colorado.

The Master's in Management will prepare students to develop critical analysis skills to understand the implications of social and economic behaviors, integrate legal and ethical responsibilities, and synthesize strategic planning for competitive advantage.

CSU-Global is committed to offering the rich and diverse academic resources of the Colorado State University System to the state of Colorado and beyond through timely, dynamic, accessible and relevant and demand driven courses, programs and academic experiences.

The goal of the Master's degree in Management is to prepare learners to move into management positions. Employers are expecting graduates to understand the dynamics of an organization and have the ability to analyze, communicate, and understand systems integration for effective decision-making, as well as the ability to evaluate ethical implications of social and economical behaviors. The program offered through CSU-Global Campus will be unique because of the:

- Online delivery formats utilizing active mastery learning curriculum and instruction design techniques.
- Courses and programs accessible for students at time, location, and modality appropriate to their needs.
- Program content and focus to address ongoing development needs carefully identified through ongoing assessment activities.
- Program content is applicable to current learning activities and is at a level consistent with other distance graduate programs offered by CSU-FC.
- Admissions criteria are designed to reflect the important goal of inviting students to continue their higher education engagement, or to re-engage with higher education in learning formats and modalities allowing students to remain in their current locations, work activities, or family commitments, yet are consistent with the admissions criteria for CSU-FC.
- Opportunity to finish a Master degree which will be job or career relevant.
- Opportunity to choose areas of specialization, which are particularly career enhancing.

Post-approval review evaluations are being planned, organized, and initiated each academic cycle.

### **Market Demand and Justification for the Degree**

This degree has been requested by businesses, business associations, state and local government agencies, law enforcement, and a number of prospective students. Workers in management, business, and financial occupations plan and direct the activities of business, government, and other organizations. Their employment is expected to increase by 1.6 million, or 10.4 percent, by 2016.

The management and technical consulting industry is the fastest growing and one of the highest paying. Compared with other industries, the management, scientific, and technical consulting services industry has a relatively high proportion of highly educated workers. About 42 percent

have a bachelor's degree, compared with 20 percent of workers throughout the economy. Around 32 percent have a master's or higher degree, compared with 10 percent of workers throughout the economy. In management, scientific, and technical consulting services, 60 percent of employment consists of workers in management, business and financial operations occupations, and in professional and related occupations. These same occupational groups account for about 30 percent of workers across the entire economy. These groups of workers comprise a disproportionate share of jobs in the industry, because workers with education and experience in business management and workers with scientific, engineering, and other technical backgrounds conduct most of the consulting work in this industry.

Management analysts, also called management consultants, are the largest occupation in the management consulting industry. Their work is quite varied, depending on the nature of the project and the client's needs. In general, management consultants study and analyze business-related problems, synthesizing information from many sources, and recommend solutions. The solutions can include overhauling a client's computer systems, offering early retirement incentives to middle managers, recommending a switch in health plans, improving just-in-time inventory systems, hiring public relations firms, or selling troublesome parts of businesses. Because of the varied nature of these jobs, firms hire workers with diverse backgrounds, such as backgrounds in engineering, finance, actuarial science, chemistry, or business. Many firms require consultants to have a master's degree, whereas others hire workers who have only a bachelor's degree. Many workers have experience in other industries prior to entering management consulting work.

Between 2006 and 2016, wage and salary employment in the management, scientific, and technical consulting services industry is expected to grow by 78 percent, much faster than the 11 percent growth projected for all industries, ranking the industry as the fastest growing industry in the economy. All areas of consulting should experience strong growth.

According to the Colorado Workforce Center, the Professional & Business Services sector will grow 6% annually and add 169,550 new jobs, or 57%, from 2004 to 2014. Within this sector, the "Hot Jobs" with the highest growth and/or highest salary in Colorado include: General & Operations Managers, Business Operations Specialists, Financial Managers, Marketing Managers and Sales Managers. Following are some descriptions of these occupations.

- General and Operations Managers - Plan, direct, or coordinate the operations of companies or public and private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services. This includes owners and managers who head small business establishments whose duties are primarily managerial.

The number of General and Operations Managers employed in Colorado in 2005 was 36,730. It is projected that in 2015 there will be 49,702. This represents an annual average growth rate of 3.1 percent, faster than the 2.7 percent growth rate for all occupations in Colorado. Growth plus replacement needs for General and Operations

Managers in Colorado are estimated to average about 1,990 openings per year from 2005-2015. Of these estimated 1,990 openings per year, 65.2 percent are due to growth (new positions) and 34.8 percent are due to replacements of workers leaving this occupation.

- Industries in the Professional, Scientific, and Technical Services subsector group establishments engaged in processes where human capital is the major input. These establishments make available the knowledge and skills of their employees, often on an assignment basis, where an individual or team is responsible for the delivery of services to the client. The individual industries of this subsector are defined on the basis of the particular expertise and training of the services provider. The distinguishing feature of the Professional, Scientific, and Technical Services subsector is the fact that most of the industries grouped in it have production processes that are almost wholly dependent on worker skills. In most of these industries, equipment and materials are not of major importance, unlike health care, for example, where "high tech" machines and materials are important collaborating inputs to labor skills in the production of health care. Thus, the establishments classified in this subsector sell expertise. Much of the expertise requires degrees, though not in every case. There were 28,154 establishments in this industry in Colorado in 1st Quarter 2008, with a total of 176,922 employees.
- Management Analysts - Conduct organizational studies and evaluations, design systems and procedures, conduct work simplifications and measurement studies, and prepare operations and procedures manuals to assist management in operating more efficiently and effectively. Includes program analysts and management consultants. The number of Management Analysts employed in Colorado in 2005 was 10,035. It is projected that in 2015 there will be 13,079. This represents an annual average growth rate of 2.7 percent, equal to the 2.7 percent growth rate for all occupations in Colorado. Growth plus replacement needs for Management Analysts in Colorado are estimated to average about 441 openings per year from 2005-2015. Of these estimated 441 openings per year, 68.9 percent are due to growth (new positions) and 31.1 percent are due to replacements of workers leaving this occupation. This compares with all occupations in Colorado where 56.6 percent of annual openings are due to growth (new positions) and 43.4 percent of annual openings are due to replacements of workers leaving this occupation.

### ***Student Demographics***

The typical student served by this program will be 25-49 years of age. This program will serve working adults who want to advance to upper levels of management, reenter the workforce and/or enter into a new career field. This degree will also serve students looking to transition into the growing management consulting industry. The specializations within this degree will also allow students to learn fundamental management principles and the practical application to relevant and emerging careers. Finally, it is very likely that this program will draw students who would not otherwise come to a university campus such as CSU-FC for an on-campus graduate experience.

### ***Comparable Programs***

#### **Regional Programs**

The University of Denver, Regis University, University of Colorado-Denver, CU-Online, CSU-FC, and CSU-P all offer Master's in Business or business related areas such as Finance, Marketing, Management Practice, or the MBA. Of these, only the management degree offered through CU-Online is offered through distance education. Related degree programs are offered at a level of semester credit hours ranging from 30 to 40 credit hours. In the regional market, the distance Management degree and its specializations offered through CSU-GC fill a market niche.

### National Programs

University of San Diego, University of Maryland, and Purdue University offer similar programs in management or related concentrations. Boston University Online, University of Maryland-University College, University of Illinois-Global Campus, and Texas A&M-Commerce offer distance Master's of Science in Management or related degrees.

### **Admissions Requirements**

As required by the November 13, 2008 action by the Colorado Commission on Higher Education, applicants for this program must meet the same requirements for admission that apply generally to students at CSU-FC. The admission of graduate students at CSU-FC is monitored by the Vice Provost for Graduate Affairs (VPGA), who works with individual departments to determine the academic match between a prospective student and the degree program. Students who do not meet the minimum criteria for Regular Admission are considered under Provisional Admission guidelines as defined by Faculty Council. For CSU-GC student admissions, the following classifications are defined in a manner that matches with the CSU-FC admissions. Finally, the VPGA is a member of the CSU-GC Academic Council.

### ***Admission and Graduation Standards***

Applicants for this program are required to meet the requirements for admission that apply generally to students in comparable distance education programs at CSU-FC, which offers Regular Admission and Provisional Admission to its graduate programs.

- Applicants for the Program will be offered Regular Admission if they have a baccalaureate degree from an accredited institution with at least an undergraduate GPA of 3.0 (A = 4.0).
- Under Track II Admissions, applicants may be offered Regular Admission if they have at least 5 years of appropriate professional experience following the award of a baccalaureate degree with an undergraduate GPA below a 3.0 (A = 4.0). An Applicant must submit a current resume showing at least 5 years of appropriate professional experience and a statement of purpose that contains: (1) a summary of professional or personal goals; (2) a statement regarding the Applicant's educational goals; and (3) a statement indicating how this learning will contribute to the applicant's long-term goals.
- Applicants who petition to waive the 3.0 minimum undergraduate GPA requirement may be offered Provisional Admission if they can present evidence that successful completion of the degree program is likely. Examples of evidence that may be considered for a waiver include: high scores on the GRE aptitude test, higher scores on the GRE

advanced test, excellent letters of recommendation, relevant professional experience, and other indicators of exceptional motivation and performance.

- Applicants must submit official transcripts for all undergraduate coursework.
- Students enrolled in the program must maintain Academic Good Standing for the duration of their academic program. Academic Good Standing for graduate students is defined as maintaining a minimum cumulative GPA of 3.0 or above for all credits attempted.
- Should students fail to meet the above-indicated standard during any semester, they will be placed on probation for the subsequent semester. Continued failure to meet satisfactory academic progress will result in dismissal from CSU-Global.
- Students may apply no more than six semester credits of work with a grade of C (i.e., C or C+) toward graduation requirements. Only grades of A, B, C, and S fulfill graduation requirements for graduate programs. Graduate students may repeat a maximum of six semester credits of graduate courses. Courses in which a grade of C (i.e., C or C+) or better was earned may be repeated and no course may be repeated more than once. When a course is repeated, the subsequent grade only is included in the graduate GPA.

To remain in Academic Good Standing, a student's cumulative graduate GPA must remain at 3.00 or better. If the graduate GPA falls below 3.00, a graduate student will be placed on probation. Students have one semester to show progress toward good standing. Probationary students with 12 or more semester credits of graduate work will be dismissed whenever progress toward good standing is not demonstrated or whenever the graduate GPA falls below 3.00. A student may take up to six credits beyond the program requirements (including repeated credits) to improve the cumulative graduate GPA to the required minimum of 3.00 at time of graduation.

### **Degree Program of Study**

The courses are designed to be offered for distance delivery through the learning management system, Blackboard. CSU-Global Campus has built a system for development of the course based on a team that includes the content expert, an instructional designer, and a media specialist. The master syllabus, which is acquired from an accredited institution such as CSU-FC, is the template for the development of the modules and course content. The syllabus is built into a distance delivery environment using a team that includes the content expert(s), a faculty member from CSU-FC, and an instructional designer with oversight from the Academic Director.

### ***Curriculum Description***

Many organizations are expecting employees at the management levels to have the knowledge and analytical skills needed in the fast-paced global economy. Further, supervisors and managers are responsible for innovation and continual improvement, increasing the company's knowledge base and identifying new markets. In the global economy, managers should be able to use a holistic understanding to decision-making and continual improvement of processes,

procedures, employee development, product improvement and identification, and fiscal health of the organization.

No matter the area, managers need to possess skills in foresight of economic and cultural movement and impact. Additionally, they need analytical skills and creativity to provide fluidity in anticipating and responding to economic, fiscal, and marketing demands. Managers face decisions that affect the overall company. Areas of consideration in decision-making include legal, social, global, economic, political, and technological arenas. To make decisions in an unstable world, managers need to have the skills, tools, and knowledge to analyze and examine the current and potential impacts of their decisions.

The Master's in Management can provide excellent career opportunities. Students in management do realize that to continually improve their opportunities; they seek life-long learning to sustain organizational competitiveness. The degree builds competencies in strategic planning and decision-making, critical thinking skills to analyze the information for effective decision-making, understanding of the impact and outcomes of decisions, ethical considerations and legal responsibilities of management, communication skills, and analysis of organizational business policy in a global economy. This degree prepares students to continue in their career path by providing the ability to evaluate and synthesize the strategy and competitiveness of an organization.

The degree program is built around a core of 6 courses/18 credit hours from areas of management, ethics, finance and global economics. To complete the degree, the student will select a specialization consisting of an additional 6 courses/18 credit hours, enhancing the degree and providing the student a specific area of concentration. The Management program will provide students with a foundation of business expertise that coupled with any of the specializations will enable students to continue their career path or change their career.

To reinforce the learning, the capstone course is the final course of the program and will be taken following satisfactory completion of the first five (5) courses of the degree and the six (6) courses of the chosen specialization.

The Management degree competencies comprise the following:

- 1) Demonstrate the application of strategy planning and management theories in a global organization. Compare and contrast the theories of strategy with the actual practice in a working organization.
- 2) Evaluate the financial implications in the decision-making process and identify the impact of decision(s) on the various units of an organization.
- 3) Identify and integrate ethical and legal implications in a social and economic context for organizations in the competitive environment.
- 4) Analyze organizational business policies for the development of competitive strategies focusing on sustainability, corporate responsibility and the global economy.

***Core Courses***

Foundations of Effective Management	Examine theories and research on organizational behavior. Explore leadership styles, attributes to managing change, human motivations and behaviors, and strategies for leading teams and organizations in a global world.
Principles of Finance	Understand the principles and theories of finance to analyze statements and fiscal information for effective decision-making in today's competitive environment.
Managing Performance for Results	Understand the design and execution of successful management systems and processes. Examine utilization and outcomes of performance appraisals, compensation, and training on organization effectiveness.
Business Ethics and Sustainability	Explore the economic, environmental, and ethical impact of a sustainable business model. Examine the environmental and ecological challenges facing business worldwide. Analyze and develop skills for creating models for a sustainable business.
Global Economics	Examine the theories of international trade and finance, and the influence and impact on management decisions and corporate agreements. Develop an understanding of international monetary issues, and the social, cultural, and governmental effects on the global business.
Organizational Management Strategy and Execution (Capstone)	Understand and integrate the components of organizational strategy development and execution. Experience the process of mission creation, structural design, and tactical decision-making that managers must address for competitive success.

***Course Sequence***

Student will be expected to take Foundations of Effective Management as the first course in the program. This course contains specific information regarding the CSU-Global experience, introductory information about the library, and student support services such as Smarthinking. The course reinforces the students' technical capability for the online environment.

Organizational Management Strategy and Execution is the capstone course. This course is taken as the final course and upon completing the five courses for the degree core and the six courses in the specialization. This course provides the student the opportunity to summarize the knowledge obtained through their course of study and apply the concepts to their own industries.

***Master's in Management Degree***

Students take six core courses in the degree along with one of the specializations noted below:

- The Organizational Studies Specialization will further enhance their applicable knowledge to the various idiosyncrasies of today's diversity concerns and the integration of technology to facilitate competitive advantage.
- The Online Teaching and Learning Specialization will provide students the ability to design policies and processes for policy analysis, online technology, assessment and program development.

***Specialization in Online Teaching and Learning***

The prestigious Sloan Consortium and CSU-Global Campus have collaborated to offer students in the Master of Science in Teaching and Learning an opportunity to earn the Sloan Consortium's Certificate in Online Teaching as part of their CSU-Global degree program. This dual offering is the only of its kind for programs in this academic area.

Program Competencies:

- Prepare strategies for developing, administering, evaluating, and managing online programs.
- Examine various learning theories and apply teaching and assessment strategies to online learning environments.
- Demonstrate mastery of instructional and media design principles for online learning.
- Apply curriculum development principles to online learning environments.
- Explore contemporary and emergent technologies relevant to online learning environments.

***Specialization in Organizational Studies***

Knowledge of the organizational structure and the ability to provide leadership are recognized as necessary competencies in today's global competitive environment. Facing generational changes, swift economic changes, and the innovation and advancement in technology organizations are seeking leaders with the capability to understand the implications of the structure and systems of business. Today's leaders with knowledge of business organization and the ability to be forward thinking are leading industry change and the ability to move into a global economy.

Program Competencies:

- Demonstrate the application of leadership theories within an organizational system.
- Analyze and integrate innovation and identify where change and innovation create opportunity.
- Synthesize the application of management theory through leadership and the human application within organizations.
- Examine the human issues of managing and leading in a global society.

***Outcomes Assessment***

The last course in the degree program is the capstone course. Upon completing the five courses for the degree core and the six courses in the specialization, this course provides the student an opportunity to summarize the knowledge obtained through their course of study and apply the

concepts to their own or similar industries. Assessment of the student's integrated and applied learning will serve as a partial basis for program assessment.

A comprehensive, systematic process for continuously improving academic programs will be implemented to assess student learning. This process includes improvement planning for student services and academic support areas. It helps programs coordinate multiple improvement reporting requirements—regional accreditation, specialized accreditation, and program review results--linking them to strategic planning. Use of direct assessment methods, faculty evaluation of data results that identify programmatic strengths and weaknesses, and formative improvements based on assessments are characteristics of the process. Online access to program assessment plans, best practices, and student learning research instruments, enables faculty and staff to share information.

### **Program Faculty**

Faculty who teach in this program will have a graduate degree (terminal degree or master's degree with an exceptional record of professional and academic teaching history). Faculty must have at least 18 graduate credit hours or documented equivalent professional experience in the discipline in which they will teach. Faculty must have online teaching experience and are required to complete nationally recognized online teaching certification programs.