



SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS  
COMMISSION ON COLLEGES

1866 Southern Lane • Decatur, Georgia 30033-4097

Telephone 404/679-4500 Fax 404/679-4558

www.sacscoc.org

April 30, 2002

Dr. Franklyn G. Jenifer  
President  
The University of Texas at Dallas  
P.O. Box 830688  
Richardson, Texas 75083-0688

UTD  
OFFICE OF THE PP  
MAY 03 2002

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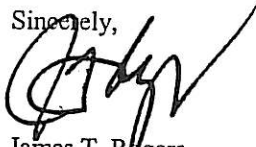
Dear Dr. Jenifer:

Thank you for the copy of your letter of April 12, 2002, addressed to Executive Vice Chancellor Sharpe of The University of Texas System in which you seek approval to offer a third graduate program online from the Executive Education Program of the School of Management at your institution. The proposed degree is the Master of Science in Management and Administrative Sciences, currently offered on campus with traditional delivery methods. This new effort requires no new courses or faculty. It will be taught by your full-time faculty; the implementation date is September, 2002. The program will be offered to a cohort of applicants who proceed through the curriculum together in a lock-step manner. Face to face contact between faculty and student in this program will occur for three consecutive days at the beginning of the program and four consecutive days at the end of the first year. Additionally five days of face-to-face contact will occur during the second year of the program. Library resources are provided electronically and through the campus library. The financial support appears adequate to support the program. Evaluation and assessment of the curriculum are the same as for on-campus courses.

Because of your experience in delivering approved online graduate business programs and the proposed degree program already exists in your academic inventory, it is included within the scope of accreditation previously granted. We require no further information from you at this time. Enclosed is an invoice for \$300 to defray the costs associated with the review of this substantive change.

Best regards.

Sincerely,

  
James T. Rogers  
Executive Director  
Commission on Colleges

JTR/RER:rlb

Enclosure

cc: Dr. Rudolph S. Jackson



OFFICE OF THE PRESIDENT

## THE UNIVERSITY OF TEXAS AT DALLAS

P.O. BOX 830688 RICHARDSON, TEXAS 75083-0688  
(972) 883-2201 FAX (972) 883-2237

April 12, 2002

Dr. Edwin R. Sharpe, Jr.  
Executive Vice Chancellor for  
Academic Affairs  
The University of Texas System  
601 Colorado Street  
Austin, TX 78701

Dear Dr. Sharpe:

The Executive Education Program of the School of Management at The University of Texas at Dallas is authorized to offer two of the School's degree programs online, the MBA and the M.A. in International Management Studies (known as the MIMS Flextime Learning program). Based on the experience and success of these two degree programs, U.T. Dallas wishes to seek your concurrence and the appropriate approvals to offer a third degree program online, the M.S. in Management and Administrative Sciences.

The M.S. in Management and Administrative Sciences is currently offered on campus, with a Certificate in Project Management earned after 18 credit hours. Eighteen hours of the thirty-six hour M.S. degree are available online for students seeking the MBA or the M.A. degree. An additional four courses (eleven hours) will be offered online and initially will be targeted to students interested in the Project Management profession. These students will have the option of receiving online the Certificate in Project Management, the MBA, or the M.S. in Management and Administrative Sciences.

The proposed online program requires no new courses or faculty and will be entirely self-supporting through fees paid by students enrolled in the program. Faculty who teach in the program will continue to meet their teaching load requirements through regular on-campus courses.

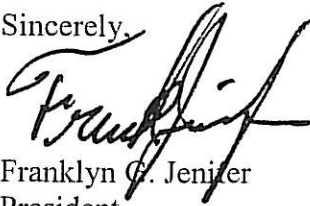
The attached request is a Substantive Change Request for the Commission on Colleges of the Southern Association of Colleges and Schools. Notification to the Commission on Colleges is provided via a copy of this request to Dr. James Rogers, Executive Director, and is required by the "General Substantive Change Policy for Accredited Institutions of the Commission on Colleges," Procedure Two, 2.a. and Appendix B of that document. Copies of pertinent correspondence related to previous approvals for existing distance

Dr. Edwin R. Sharpe, Jr.  
April 12, 2002  
Page 2

learning degree program offerings are enclosed for ready reference. U.T. Dallas continues to adhere to the "Principles of Good Practice for Academic Degree and Certificate Programs and Credit Courses Offered Electronically," and to the quality standards and criteria of the Texas Higher Education Coordinating Board (THECB) rules and procedures and of the Commission on Colleges.

In accord with Section 4(b) of the "Notification and Approval Procedures for Distance Education and Off-Campus Programs and Courses" adopted by the THECB in October 1999, I wish to ask you to join me in seeking approval by the Commissioner of Higher Education to extend the authorization for the School of Management at U.T. Dallas to offer full degree programs online to the M. S. in Management and Administrative Sciences degree. If approved, the online programs targeted to Project Managers would be extended to include the option of the M.S. in Management and Administrative Sciences. The School of Management's Executive Education Program hopes to begin offering this additional online option to students by Fall 2002.

Sincerely,



Franklyn G. Jenifer  
President

FGJ/pw

Enclosures

cc: Dr. James T. Rogers  
B. Hobson Wildenthal  
Hasan Pirkul

## **APPENDIX B: SUBSTANTIVE CHANGE PROSPECTUS**

**The University of Texas at Dallas**

**Online M.S. in Management and Administrative Sciences**

**COMMISSION ON COLLEGES  
SOUTHERN ASSOCIATION OF COLLEGES AND SCHOOLS  
APPENDIX B: SUBSTANTIVE CHANGE PROSPECTUS**

The University of Texas at Dallas proposes to offer a Master of Science in Management and Administrative Sciences online using the Flextime Learning Format currently used by its M.A. in International Management Studies (MIMS) and MBA programs.

**1. ABSTRACT (limit to one page or less)**

**Describe the proposed change; its location; initial date of implementation; projected number of students, if applicable; description of primary target audience; projected life of the program (single cohort or ongoing); and instructional delivery methods.**

The University of Texas at Dallas currently offers a Master of Arts in International Management and an MBA online using what is referred to as a Flextime Learning format. This request is for The University of Texas at Dallas to offer a Master of Science in Management and Administrative Sciences using the same online delivery format beginning in September 2002. UTD presently offers this degree program on-site in a classroom environment with options to receive a Certificate in Project Management after 18 credit hours and the M.S. in Management and Administrative Sciences after completion of 36 credit hours. It is targeted for practicing project managers with significant (not less than 5 years) experience in the field. Ten students are expected to choose the M.S. option in the first year. The program will be ongoing.

Of these 36 hours, 18 are currently offered in the Master of Arts in International Management and MBA programs in the Flextime Learning format. The University proposes to offer 11 additional hours in the Flextime format for the Master of Science in Management and Administrative Sciences. Seven of the required 36 hours will remain in a classroom or study abroad environment. (See Attachment 1). For each 3 credit hours in the curriculum, this more flexible system will provide a total of 5.6 direct faculty-student contact hours, approximately 8 contact hours through audio conferencing, and approximately 4 hours of faculty-student interaction via e-mail over the Internet. This program will be offered to a cohort of applicants, who proceed through the curriculum together in a lock-step manner. Face-to-face contact between faculty and student in this program will occur for 24 hours (3 consecutive days) at the beginning of the program and 32 hours at the end of the first year. Additionally, 40 face-to-face hours will occur during the 2<sup>nd</sup> year of the program.

**2. BACKGROUND INFORMATION**

**Provide a clear statement of the nature and purpose of the change in the context of the institution's mission and goals; evidence of the legal authority for the change (if authorization is required by the governing board or the state); and whether the proposed degree program is offered on the main campus or at other off-campus sites.**

The University of Texas at Dallas is proposing to offer the Master of Science in Management and Administrative Sciences online, using the Flextime Learning Format as described in (1) above. This will require the addition of 4 courses (11 credit hours) to UTD online offerings. This degree program is currently offered on-site at The University of Texas at Dallas.

The Strategic Plan for UTD includes goals of intensifying “its partnership relations with business, governmental and educational neighbors.” These added courses in distance learning format will help meet the needs of mobile executives who would not ordinarily have time for an on-site program. The Strategic Plan specifically calls for the “fullest, most advanced incorporation of information technology into... (the) delivery of instruction and into the core of the student learning experience.” This will be the third UTD School of Management graduate program offering a distance learning format.

3. **ASSESSMENT OF NEED AND PROGRAM PLANNING/APPROVAL**  
**Discuss the rationale for the change, including an assessment of need; evidence of inclusion of the change in the institution’s ongoing planning and evaluation processes; and documentation that faculty and other groups were involved in the review and approval of the new site or program.**

The need for this additional Flextime Learning offering arises from requests from potential students in the Project Management profession with whom discussions have been held at various places in Texas and around the U.S. There are relatively few graduate programs serving the project management community (approximately 20 worldwide) while the project management field itself is very fast growing. The need for a distance program is thus apparent. Frequent travel, unpredictable schedules and the shortage of programs preclude many potential students from attending class on a campus at set times. As the technology for this type of delivery improves and the population becomes more familiar and comfortable with it, the demand will almost certainly increase.

The Program Advisory Council, the faculty, and the Associate Dean for Executive Education have reviewed the online program and made recommended changes to the reconfigured program.

4. **DESCRIPTION OF THE CHANGE**  
**Provide a description of the proposed change, including the specific outcomes and learning objectives of the program, and a schedule of proposed course offerings for the first year. In the case of changes involving the initiation of branch campuses or off-site programs, indicate the educational program to be offered. Describe any differences in admission, curriculum, or graduation requirements for students enrolled at the new site(s), or any special arrangements for grading, transcripts, or transfer policies. Describe administrative oversight to ensure the quality of the program or services to be offered.**

The proposed change is to offer a Master of Science in Management and Administrative Sciences online. To do this, the proposal is to continue to offer 7 credit hours in a classroom format, use 18 hours currently being offered by the UTD MIMS and MBA programs online, and add 11 credit hours to the online offerings.

The online degree program will have the same learning objectives as the on-campus program. Students will have the opportunity to develop:

an understanding of the overall project/program management process and the skills needed to build project structures;

the analytic skills necessary to define the critical elements of project/program success;

the skills necessary to manage the project/program delivery process, including those to manage the people and organizational variables that can make or break a project;

the ability to evaluate the project/program upon completion and communicate the results;

the ability to understand overall business operations and how projects impact and are impacted by them; and

an understanding of the global nature of business.

There are no differences in admission, curriculum or graduation requirements for students in the online program. Grading, transcript, and transfer policies are also the same as for on-campus students.

The following University bodies monitor the Flextime Learning process:

- a. The School of Management faculty's Academic Policy and Planning Committee on the advice of the faculty Executive Education Committee and faculty Website and IT Committee.
- b. A committee made up of 5 program instructors, the program director, and the Associate Dean for Executive Education.
- c. A committee made up of 8 members of the business community, all professionally qualified in project management.

## **5. FACULTY**

**Provide a complete roster (using the "Roster of Instructional Staff" form) of those faculty employed to teach in the program(s), including a description of those faculty member's academic qualifications and course load in the new program as well as course work taught in other programs currently offered; evidence that adequate**



**faculty members are assigned to support the program; and the impact of the new initiative on faculty workload.**

The faculty in the online program will be the same as for the on-campus program. (See Attachment 2, Roster of Instructional Staff). All faculty meet their regular teaching load requirements and receive extra compensation for teaching in self-supporting courses.

**6. LIBRARY AND LEARNING RESOURCES**

**Describe library and information resources to support the program, including staffing and services that are in place to support the initiative; describe cooperative agreements with other institutions and include a copy of such agreements in the appendix; relative to electronic resources, describe how students and faculty will access information, training for faculty and students in the use of online resources, and staffing and services available to students and faculty.**

All students are issued UTD ID cards allowing full access to the library. Students will also be given access to all online UTD library materials. All cases, textbooks, and related material are either handed to students while they are on campus or mailed to them. Students will attend orientation on campus the first 3 days of the program. This orientation will include instruction as to how to use resources.

**7. PHYSICAL RESOURCES**

**Provide a description of physical facilities and equipment to support this initiative. Assess the impact that the proposed change will have on existing programs and services.**

The physical facilities and equipment consists of the WebCT course management system, currently in use by the UTD Global MBA (online) program, and a telephone bridge currently used by the existing online programs. Adequate capacity is available on both to support this program without impact on existing programs.

**8. FINANCIAL SUPPORT**

**Provide a business plan that includes the following: (a) a description of financial resources to support the change, including a budget for the first year; (b) projected revenues and expenditures and cash flow; (c) the amount of resources going to institutions or organizations for contractual or support services; and (d) the operational, management, and physical resources available for the change. For consolidations/mergers, and for institutions currently on sanction with the Commission for financial reasons, provide a copy of the most recent audit (audits from all institutions involved in consolidations/mergers).**

The program will be supported entirely by extended education fees paid by students enrolled in the program. No expenditures are incurred for educational courses purchased from third party suppliers. A budget for the first academic year, based on 10 students enrolled, is shown below:



INCOME: From Students		\$135,000
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EXPENSES:

Personnel

Faculty compensation	45,750	
Administration/support	<u>40,600</u>	86,350

Equipment and Facilities		22,500
Maintenance and Operations		<u>26,150</u>

\$135,000

Net Cash Flow	0
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None of the revenue will go to institutions or organizations for contractual or support services.

9. **EVALUATION AND ASSESSMENT**

**Describe the means used by the institution to monitor and ensure the quality of the degree program(s), off-campus site(s), or other changes. Summarize procedures for systematic evaluation of instructional results, including the process for monitoring and evaluating programs at the new site, as well as using the results of evaluation to improve institutional programs, services, and operations.**

The same instructors who teach on campus will teach the same topics in the Flextime Learning process, ensuring consistency between online and on-campus programs.

The program is monitored by the committees below at least once per year. Additionally, a course evaluation system, similar to that used in the on-campus program, will be implemented. This system requires students to complete an evaluation at frequent intervals. Finally, students will be required to write 5 major papers, using principles from across several of the courses taught, which provide a monitoring of how well the students have learned to integrate the various topics taught.

The following bodies monitor the Flextime Learning process:

- The School of Management faculty's Academic Policy and Planning Committee on the advice of the faculty Executive Education Committee and faculty Website and IT Committee.
- The instructor committee, made up of instructors, the program director and the Associate Dean for Executive Education.
- A committee made up of 8 members of the business community, all professionally qualified in project management.

**10. APPENDICES**

Appendices may include items such as (1) vitae of key faculty; (2) selected letters of support; (3) copies of library and other cooperative agreements, etc.

Please note that the Commission on Colleges reserves the right to make amendments to the above requirements for certain types of changes. Institutions initiating level changes must request and complete an "Application Form" in quadruplicate.

**July 2001**

# ATTACHMENT 1

## The University of Texas at Dallas Master of Science in Management and Administrative Sciences Online on Campus Course Offering Matrix

The chart below shows the courses required for the Master of Science in Management and Administrative Sciences, those MS courses currently offered online by the Executive MBA and Master of Arts in International Management Studies programs and those being requested to be added online for the Master of Science in Management and Administrative Sciences.

Course #	Course Name	Credit Hours	Current online as part of MBA	Current online as part of MA	Request to add for online MS	Comments
ACCT6305	Managerial Accounting	3	Yes	Yes	No	Online already
FIN6301	Finance for Managers	3	Yes	Yes	No	Online already
MAS6101	Practicum in Management	1	No	No	No	Classroom
MAS6301	Special Topic: Management	3	No	No	Yes	First Offer Fall 2002
MAS8345	Strategic Management	3	No	No	No	Classroom & Study abroad
MAS8351	Operations Management	3	No	No	No	Classroom & Study abroad
MKT6301	Introduction to Marketing	3	Yes	Yes	No	Online already
OB6232	Conflict and Negotiations	2	No	No	Yes	First Offer Fall 2002
OB6301	Introduction to Organizational Behavior	3	Yes	Yes	No	Online already
OB6326	Organizations and Organizing	3	No	No	Yes	First Offer Fall 2002
OPRE6362	Project Management	3	Yes	Yes	No	Online already
OPRE6364	Quality Control	3	No	No	Yes	First Offer Fall 2002
STAT5311	Statistics for Managers	3	Yes	No	No	Online already
Total Hours		36				

The addition of the courses indicated under Request column will allow us to offer the MS in Management and Administrative Sciences using online Flextime Learning.

ATTACHMENT 2

## ROSTER OF INSTRUCTIONAL STAFF

Term(s): Fall, Spring, Summer 2002-2003 Institution: The University of Texas at Dallas Date form completed: March 12, 2002

Program: Distance Learning via technology-based instruction (Master of Science in Management and Administrative Sciences)

Name	Most Advanced Degree	Other Degrees	Courses Taught on campus	Courses Taught Online	Other Qualifications
Thomas Berliner	Ph.D. Management Science, The University of Texas at Dallas	M.B.A. Adelphi University B.A. Ohio University	OB6326	Add OB6326	
Marie Chevrier	Ph.D. Public Policy, Harvard University	Master in Public Policy, Harvard University B.A. University of Nebraska	OB 6232 PA4396 POEC5319	Add OB6232	
Dale Fodness	Ph.D. Marketing, Florida State University	M.B.A, The University of South Dakota, B.S. Psychology, The University of Iowa	MKT6301	MKT6301	
Nick Hassan	Ph.D. Engineering Management, dissertation in process, Southern Methodist University	M.S. Southern Methodist University B.S. The University of Texas at Austin	OPRE6362 OPRE6201	OPRE6362	Program Manager, Texas Instruments
James Joiner Program Director	B.S., Commerce and Business Administration, University of Alabama		MAS6101	OPRE6262	35 years managing processes and projects and teaching worldwide with Texas Instruments (31) and Tyler Pipe (4). Chair, Project Management Institute Global Accreditation Center
Constantine Konstans	Ph.D. Accounting Michigan State University	M.A. Accounting, Ohio State University, Bachelors in Music, Indiana University	ACCT6305 ACCT6342 ACCT6348	ACCT6305	
Joseph Picken	Ph.D., Business Administration, The University of Texas at Arlington	M.B.A., A.B. Dartmouth College	OB6301	OB6301 BPS6210	
Carolyn Reichert	Ph.D Finance, Pennsylvania State University	B.S. Finance and B.A. Mathematics, Ohio State University	FIN6301 BA3341 MAS6206	FIN6301	

Name	Most Advanced Degree	Other Degrees	Courses Taught on campus	Courses Taught Online	Other Qualifications
John Robinson	Ph.D. Materials Science, The University of Texas at Austin	M.S., B.S. The University of Texas at Austin	<b>OPRE6364</b> OPRE6260	Add <b>OPRE6364</b>	
David Springate	Ph.D. Corporate Finance, Harvard University	M.B.A. University of Western Ontario B.S.E.E. University of Alberta	<b>MAS8345</b> <b>MAS8351</b> <b>MAS6301</b> FIN6305 FIN6366 MAS8306 FIN6350	Study abroad  Add <b>MAS6301</b>	
John Wiorkowski	Ph.D. Mathematical Statistics, The University of Chicago	M.S., B.S. The University of Chicago	<b>STAT5311</b> STAT6347 STAT6348 STAT6337 STAT6338	<b>STAT5311</b>	

NOTE: Courses shown in bold face type are the courses required for the M.S. in Management and Administrative Sciences being requested.