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TO: Linda Martin
Vice President for Academic Affairs and Student Success

FROM: Betty Dandridge Johnson 
Chief Academic Officer

SUBJECT: University of Tennessee, Knoxville
Letter of Notification: Marketing, Master of Science

DATE: September 15, 2021

Thank you for the revised submission of the Letter of Notification (LON) for the Marketing, Master of Science (MS) program. Per THEC Policy A1.0 *New Academic Programs: Approval Process*, the LON is evaluated on the following criteria: alignment with state master plan and institutional mission, need, sustainable demand, program costs and revenues; institutional capacity to deliver the proposed academic program; and avoidance of duplication.

After reviewing the revised LON, I approve University of Tennessee, Knoxville's plan to develop the New Academic Program Proposal (NAPP) for the Marketing, Master of Science program. It is understood the proposed program will be developed in accordance with the mission of UTK and will meet the Master Plan for Tennessee Postsecondary Education 2015-2025 degree completion and workforce development objectives.

The LON projects implementation of an approved Marketing, Master of Science program in Fall 2022. Please be advised that the Letter of Notification will be posted on the THEC website for public disclosure.

Attachment

cc: Randy Boyd, UT President
Emily House, THEC Executive Director
Donde Plowman, UTK Chancellor
John Zomchick, UTK Provost
Alex Zablah, UTK Chair, Department of Marketing
Karen Etzkorn, UT Director of Academic Affairs

Tennessee Higher Education Commission
Letter of Notification Evaluation
September 15, 2021



The evaluation of the Letter of Notification (LON) is in accordance with the *THEC Policy A1.0 New Academic Programs: Approval Process*. The evaluation is conducted by interested parties and THEC staff. The LON is posted on the THEC website for a 15-day period of comment by interested parties. Based on the internal and external evaluation, THEC will make a determination to support, not to support, or defer a decision based on a revised LON.

Institution: The University of Tennessee, Knoxville	LON Submission Date: June 3, 2021 LON Resubmission Date: Aug 2, 2021
Academic Program, Degree Designation: Marketing, Master of Science (MS)	
Proposed CIP Code: 52.1401 (Marketing/Marketing Management, General)	
Proposed Implementation Date: Fall 2022	
Time Period Posted on Website for Public Comment: June 3 – June 17, 2021	
Program Liaisons: Karen Etkorn (etzkorn@tennessee.edu) and Alex Zablah (azablah@utk.edu)	

Note: Comments in italics within this document should be addressed in the New Academic Program Proposal.

Criteria	Comments
Letter of Support from President/Chancellor	<ul style="list-style-type: none"> ▪ A letter of support dated June 1, 2021 from Vice President Linda Martin was included in the LON. ▪ Additionally, a letter of support from Provost John Zomchick (dated May 5, 2021) is included in the LON.
Background on Academic Program Development	<ul style="list-style-type: none"> ▪ The Haslam College of Business (HCB) at the University of Tennessee, Knoxville (UTK) proposes a Master of Science in Marketing. ▪ The program is being proposed for two critical reasons: <ol style="list-style-type: none"> 1) To provide a pathway for undergraduate students to pursue a master’s degree in marketing and 2) Industry partners have expressed the need for graduates who have advanced training in marketing to support the accelerated need for marketing professionals.
Purpose and Nature of Program	<ul style="list-style-type: none"> ▪ The proposed program is designed as a 32-credit hour program. ▪ Students have the option to register as a full-time student completing the degree in 10 months or as a part-time student taking six credits per semester, completing the degree in 22 months. ▪ The proposed program has an option for students to pursue an early admissions option, which includes a maximum of 6 credit hours of graduate courses while enrolled in their undergraduate program. ▪ Students will indicate a preference upon being admitted whether they intend to pursue their studies remotely or in person.

<p>Alignment with State Master Plan and Institutional Mission</p>	<ul style="list-style-type: none"> ▪ The proposed Marketing MS aligns with the THEC Master Plan with several priority areas highlighted including: (1) Student Success (2) Family Prosperity and (3) The Future of Workforce ▪ The proposed program is consistent with UTK's Institutional Mission in the following ways: <ol style="list-style-type: none"> 1) Provides an opportunity for marketing undergraduates and other UTK students to seek a high-quality master's degree in marketing that will lead to higher-paying marketing careers. 2) Fosters greater research productivity by having some master's students work as RAs for research faculty. 3) Proposed program will be agile, and content will evolve rapidly to with the ever-changing world of marketing. Leverages communication technologies to connect students with faculty and marketing professionals worldwide.
<p>Institutional Capacity to Deliver the Proposed Program</p>	<ul style="list-style-type: none"> ▪ The HCB has been approved to hire two non-tenure-track faculty members this year to increase overall teaching capacity in the department. ▪ HCB's Graduate and Executive Education (GEE) department is supporting the proposed program and will assist with recruitment and admissions, partner relationship, student services, and career management.
<p>Existing programs offered at public and private Tennessee institutions</p>	<ul style="list-style-type: none"> ▪ There are no public institutions who offer a Master of Science in Marketing in the state of Tennessee. ▪ Vanderbilt University offers a Master of Marketing with the same CIP code as the proposed program. ▪ East Tennessee State University offers a Master of Science in Digital Marketing. ▪ Lincoln Memorial University offers a concentration in Marketing and Southern Adventist University offers an emphasis in marketing. ▪ In the LON crosswalk response, it was noted that UTK no longer offers a Marketing concentration in its Master of Business Administration program; hence, we do not anticipate any impact of the proposed MS in Marketing program on the existing MBA program. <i>However, UTK's API report (see page 296), indicates a Marketing concentration. Please submit the Concentration Termination Form to terminate the Marketing concentration.</i>
<p>Feasibility Study</p>	
<p>Student Interest</p>	<ul style="list-style-type: none"> ▪ A survey was administered to HCB's seniors enrolled in the undergraduate marketing capstone course in spring 2021. ▪ Over 90 percent of students responded to the survey (n=140) and approximately 60.7 percent of marketing students identified they had interest in the proposed MS in Marketing. ▪ The survey provided additional data to reflect 52 percent of the surveyed marketing students had interest in pursuing the degree in two or fewer years post-graduation.
<p>Local and regional need</p>	<ul style="list-style-type: none"> ▪ From 2018-2028 there is a predicted 24 percent increase for Marketing Research Analysts positions in Tennessee and 13 percent increase for Marketing Manager positions.

	<ul style="list-style-type: none"> ▪ Additionally, O*NET (onetonline.org) identifies these two marketing-related occupations as having a “bright outlook” both in the State of Tennessee and nationwide, which implies that these occupations are expected to grow faster than average (employment increase of 5 percent or more) over a ten-year projection window.
Employer need/demand	<ul style="list-style-type: none"> ▪ The LON provides evidence of employer demand from four sources: <ol style="list-style-type: none"> 1) The CMO survey, which solicits input twice a year from nearly 3,000 marketers at for-profit US organizations, which r projected 7.6 percent increase in marketing hires within the next year. 2) AACSB data indicate 171 institutions (28 percent) report offering a specialized master's degree in marketing. Additionally, only one major university in TN (Vanderbilt) offers such a degree, suggesting employer needs for specialized marketing talent in TN are likely underserved. 3) Georgetown University's Economic Value of College Majors report states that median wages for individuals with a Marketing graduate degree are \$18K higher nationally and \$10K in Tennessee. 4) Recent job postings indicated that 22 percent of the 38,500 job postings required or preferred a master's degree.
Future sustainable need/demand	<ul style="list-style-type: none"> ▪ Letters of support were included from the following businesses supporting the development of the proposed MS in Marketing and hiring of potential qualified graduates. <ol style="list-style-type: none"> 1) Procter & Gamble 2) Lutron Electronics Co. Inc. 3) E&J Gallo Winery 4) Ryder System, Inc
Program costs/revenues and THEC Financial Projection Form	<ul style="list-style-type: none"> ▪ Over the next five years, the plan for the proposed program is to be resource positive. ▪ HCB department was approved to hire two additional NTTs to reallocate teaching capacity, therefore no additional faculty will be required. ▪ The proposed program will not require additional staff report due to the current shared services model in the Haslam GEE. ▪ It is anticipated that the proposed program will implement a \$7500 per year program fee for students (subject to Board approval). <i>Please provide status update on BOT approval and the purpose of this program fee. Additionally, please check the calculations for the proposed program fee – for example, it is anticipated that 30 students will be enrolled by year 5 but only \$142,500 was allocated instead of an anticipated \$225,000.</i>
Public comments	<ul style="list-style-type: none"> ▪ No public comments were submitted for the proposed Marketing MS program.