

**DATE:** April 24, 2014**SUBJECT:** East Tennessee State University, Digital Marketing, Master of Science**ACTION RECOMMENDED:** Approval

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**BACKGROUND INFORMATION:** The Master of Science in Digital Marketing will focus upon the field of marketing in the digital environment with a focus on being current and relevant. ETSU plans to offer this unique program solely online utilizing their technological resources via the Academic Technology Support staff and ETSU online. The purpose of this degree is to produce well-trained graduates who are prepared for the future evolution of the digital marketing environment. The program will successfully blend marketing, communication and technology coursework. Students will be prepared to identify marketing problems, conduct research and analysis and generate solutions in the digital environment.

The involvement of digital marketing practitioners will be a strong component of the curriculum. Students will reap benefits of learning from graduate faculty who have professional backgrounds in the areas they teach along with the academic perspective of graduate faculty. Industry practitioners will greatly enhance the credibility and rigor of the curriculum.

**PROPOSED IMPLEMENTATION DATE:** Fall 2014

**1.1.20A MISSION:** The proposed program mission is in complete alignment with the mission of East Tennessee State University to “prepare students to become productive enlightened citizens who actively serve their communities and the world.” In addition, the Digital Marketing MS program will also assist the University with offering programs that “enrich the cultural and intellectual environment via innovation and integration of educational programs.”

The proposed program directly complements the THEC 2010-15 Public Agenda for Higher Education with a focus on targeting undersupplied occupations in the marketing field. The proposed degree will provide professionals to fill this need. Moreover, due to the innovative curriculum, the online environment is the most productive, efficient and natural environment for a program such as Digital Marketing.

**1.1.20B CURRICULUM:** The degree program will require completion of 36 semester credit hours including a capstone course. The capstone experience, Digital Marketing Strategic Experience, will be a culminating course for all students pursuing the degree. Students will work closely with their faculty advisor and will present their project to faculty, colleagues and the business community using video teleconferencing.

Due to the nature of the subject matter, marketing in the online environment, all courses will be offered online.

**1.1.20C ACADEMIC STANDARDS:** Program admission requires a bachelor’s degree; minimum GPA of 3.0; scores on the Graduate Management Admission Test; resume; and three letters of recommendations.

Students must meet progression and graduation standards as required by the ETSU School of Graduate Studies.

**Projected Program Enrollment and Productivity**

Students will have the option to attend the program on either a full-time or part-time basis.

<b>Year</b>	<b>Full-Time Headcount</b>	<b>Part-Time Headcount</b>	<b>Total Headcount</b>	<b>Graduates</b>
<b>2014</b>	4	6	10	--
<b>2015</b>	8	12	20	3
<b>2016</b>	12	18	30	9
<b>2017</b>	12	18	30	12
<b>2018</b>	12	18	30	12

**1.1.20D FACULTY:** The proposed MS in Digital Marketing will involve faculty from two colleges (College of Business and Technology and College of Arts and Sciences). The Department of Management and Marketing will house the program and provide advisement and program coordination. Graduate faculty from the Department of Communication will teach courses. The four faculty members from these two departments will meet regularly to collaborate and discuss program issues and developments.

Also, the program will use four industry practitioners to enhance the credibility and rigor of the curriculum. The industry practitioners will bring a unique perspective from those who work in the professional marketing industry. These adjunct faculty members will be required to meet both regional and specialized accrediting standards for Professionally Qualified Faculty and apply for and receive graduate faculty status at the University.

**1.1.20E LIBRARY RESOURCES:** The Sherrod Library supports the instructional and research programs at East Tennessee State University. Students will have access to a broad array of library resources. Additionally, the library offers a robust interlibrary loan system, which provides students and faculty access to other library collections worldwide.

**1.1.20F ADMINISTRATION/ORGANIZATION:** This program will be offered through the Department of Management and Marketing in the College of Business and

Technology. A departmental faculty member will receive course reassignment to serve as the graduate program coordinator for the proposed MS program.

**1.1.20G SUPPORT RESOURCES:** Students will have access to a wide range of support resources, including advising and mentoring support from the graduate program coordinator. Additionally, the Department of Management and Marketing will provide graduate assistantship support for one student. The graduate assistant will help with the administration of the program.

**1.1.20H FACILITIES AND EQUIPMENT:** Facilities and instructional equipment are adequate to support the program. The Department of Management and Marketing is located in Sam Wilson Hall and there is sufficient space for faculty and staff offices. Computers and other instructional equipment are more than adequate to support faculty and students use for the online degree.

**1.1.20I NEED AND DEMAND:** According to the *2008-2018 THEC Supply and Occupational Demand Projections*, marketing was identified as one of the most under-supplied career pathways in Tennessee. The U.S. Bureau of Labor Statistics also predicts that marketing management will increase by 14 percent between 2010 and 2020. A marketing Master's degree focusing on Digital Marketing will not only be apropos to the labor market, but also to how the new generation lives their lives and makes decisions, both as consumers and as business people.

The establishment of the Digital Marketing MS program in the online environment will positively impact the state of Tennessee. While online education will continue to grow, it is important that this degree program be competitive, innovative and rigorous. The field of marketing and its affiliated professional organizations, such as the American Marketing Association are focusing on the digital marketing environment.

**1.1.20J NO UNNECESSARY DUPLICATION:** The proposed program will be the only Master's level program in Digital Marketing in Tennessee. The only other Digital Marketing program is at Sacred Heart University in Fairfield, CT.

**1.1.20K COOPERATING INSTITUTIONS:** N/A

**1.120L DIVERSITY AND ACCESS:** ETSU aspires to be an institution that celebrates diversity by welcoming all students, faculty and administrators and staff as respected and valued participants in the University's educational mission.

**1.1.20M ASSESSMENT/EVALUATION AND ACCREDITATION:** The Association to Advance Collegiate Schools of Business (AACSB) reaffirmation is on a five-year cycle and the College of Business and Technology accreditation was reaffirmed in spring 2011. The Digital Marketing, MS program will be included in the next AACSB review, expected in fall 2015.

Additionally, the proposed program will continuously monitor program and student learning outcomes using multiple evaluation tools. Program faculty will review

outcomes to make on-going improvements in curriculum, programs and practices to ensure compliance with accreditation standards and ETSU policies.

**1.1.200 EXTERNAL JUDGMENT:** External review of the proposed program was conducted during an institution site visit on July 16-17, 2013. Dr. Deborah Lester, Professor of Marketing at Kennesaw State University served as the external reviewer. Dr. Lester noted the following strengths of the Digital Marketing MS program:

- Innovative and cutting edge (one of the first in the country)
- Extremely high demand for students possessing these competencies
- Unique approach (as an MS degree rather than a concentration within a MBA)
- Creates a complete advantage for ETSU and the College of Business and Technology
- Online delivery expands the opportunity to potential students around the globe
- Industry demand. The business community is void of qualified employees competent to work in areas related to online marketing, particularly in the chicer platforms of social media, mobile and apps.

**1.1.20P COST/BENEFIT:** The proposed Master's program will be funded through additional tuition revenues generated by the program and no institutional reallocation of funds is necessary for program implementation. Program costs are limited to practitioner adjunct faculty salaries, graduate assistantship, travel and marketing activities.

**1.1.30 POST APPROVAL MONITORING:** An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, governing board, and Commission staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost; progress toward accreditation and other metrics set by the institution and agreed upon by governing board and Commission staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the governing board terminate the program. If additional time is needed and requested by the governing board, the Commission may choose to extend the monitoring period.