



## TENNESSEE HIGHER EDUCATION COMMISSION

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**REGULAR CALENDAR ITEM:** III.A.

**MEETING DATE:** August 17, 2023

**SUBJECT:** New Academic Program  
University of Tennessee, Chattanooga  
Management, Master of Science (MSM)  
CIP Code: 52.0213 (Organizational Leadership)

**ITEM TYPE:** Action

**ACTION RECOMMENDATION:** Approval

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### **PROGRAM DESCRIPTION**

The University of Tennessee, Chattanooga (UTC) proposes a Master of Science in Management (MSM). The proposed program will prepare students to manage effectively in the workplace and develop appropriate soft skills. The fully online, 30 credit hour program is designed to be flexible, does not require a background in business, and can be completed in a single academic year.

The managerial and leadership skills at the center of the proposed program translate to all industries and are highly valued in managerial positions. Overall, management degrees are gaining traction at business schools across the nation, in part due to the emphasis on both soft skills alongside technical skills and knowledge. Furthermore, the combination of technical expertise and people-related skills in managers has been shown to increase worker performance in management research. National surveys of hiring managers and employers consistently indicate that hiring university graduates with the soft skills required for success is "very or somewhat difficult."

The proposed program will train students to manage effectively through instruction in teaching theory as well as application. Curriculum foci include leadership, decision-making, business ethics, project management, human resource management, diversity management, personal management coaching, and basic business knowledge. Individualized career coaching is built directly into the program's curriculum, a distinctive feature of the program that will increase probability for long-term student success.

### **INSTITUTIONAL GOVERNING BOARD APPROVAL**

The proposed Management, MSM program was approved by the University of Tennessee System Board of Trustees on June 29-30, 2023.

### **PROPOSED IMPLEMENTATION DATE**

Spring 2024

### **ALIGNMENT WITH STATE MASTER PLAN AND INSTITUTIONAL MISSION/STRATEGIC PLAN**

The proposed Management, Master of Science aligns with the state master plan for higher education in three ways. First, the proposed program promotes student success and increases graduate skills by preparing students to become skilled managers through amplification of existing managerial skills and prior learning. Second, the proposed program aligns with the goal for family prosperity by providing managerial

skills necessary to enhance the career trajectories, earning potential, and stability of graduates. Finally, the proposed program responds to workforce need by training viable and productive managers well-versed in the soft skills required for managerial success in the current and future economy.

The MSM also aligns with UTC’s mission “to enrich and sustain our community, embrace diversity and inclusion, and inspire positive change.” The proposed program aligns with this mission by providing new college graduates and those with limited managerial experience the competencies, knowledge, and skills needed to contribute to their organizations and the Tennessee economy. Also, the proposed program also aligns with UTC’s mission and strategic goals to “embrace diversity and inclusion as a path to excellence and societal change.” The MSM program intends to offer a nuanced understanding of principles that will help graduates be managers who understand inclusion and can manage diversity with wisdom. Graduates of the program can create positive change in their place of work and communities through responsible leadership.

**CURRICULUM**

The proposed MSM requires 30 credit hours of asynchronous, online courses. Twenty-seven credits are considered core courses, plus one three-credit elective. Full-time students will be able to complete the program in one year. Part-time students will be able to complete the program in two academic years. The program does not require any pre-requisites, and with the exception of the career coaching courses (Career Coaching I: Designing Your Career, and Career Coaching II: Managing Your Career), courses do not have to be taken in sequence.

Students completing the proposed program will be able to:

- Demonstrate the ability to explain and develop leadership skills from a robust understanding of extant organizational behavior and leadership theories.
- Demonstrate the ability to create a robust personal career strategy that will guide them towards future positions in leadership.
- Demonstrate the ability to effectively work in and lead teams.
- Demonstrate and understanding of the ethical and social dynamics that influence the success and failure of organizational and personal leadership.

The proposed program is comprised of seven new core courses and three existing core courses. All five elective courses already exist.

**PROGRAM PRODUCTIVITY**

Projections for the Management, MSM estimate that 15 students will enroll in the program in its first year, with total enrollment growing to 75 in year five. Enrollment and graduation projections were based on enrollment trends in the existing Master of Business Administration and Master of Science in Data Analytics programs at UTC, as well as the average for similar programs at other Tennessee institutions. The figures listed below account for full-time and part-time enrollment. The program anticipates its first graduates in year one.

	<b>2024-25</b>	<b>2024-5</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
<b>Enrollment</b>	15	31	45	60	75
<b>Graduates</b>	4	15	33	47	61

## **PROGRAM DUPLICATION**

Currently, four public institutions and five private institutions offer similar programs, including Master of Science programs in Management at Austin Peay State University, Middle Tennessee State University; a Human Resource Management, MBA at the University of Tennessee, Martin; a Management and Human Resources , MS at the University of Tennessee, Knoxville; Organizational Leadership, MA degrees at Lipscomb University, and Trevecca Nazarene University; a Management Leadership, MS at Strayer University; and a Leadership, MBA at South College.

UTC contends that the proposed Management, MSM will be distinctive from other management offerings in the state due to its curricular focus on leadership skills. All but one course in the proposed program focuses on organizational leadership skills. Further, the program is designed to accommodate students without a business background or training.

## **EXTERNAL JUDGMENT**

A virtual external review of the proposed program was conducted on May 26, 2023, by Dr. Brian Flynn, Associate Professor of Management and MSM Graduate Program Director in the Coggin College of Business at the University of North Florida. The site visit included meetings with campus administrators and faculty at UTC, as well as community partners and current and potential students. Dr. Flynn recommended approval of the proposed program, which he described a “thoughtfully designed” and “align[ed] with the values and objectives of the college and the university.” Dr. Flynn noted that specialized management degrees such as the proposed program “are popular right now because many younger students are looking for specialized credentials,” and that the “market...will be satisfied by the distinctiveness of the MSM offering.” He noted that the UTC Rollins College of Business faculty and staff’s experience with online education and graduate online education, specifically, will be advantageous for implementing a new online program. Flynn concluded that the curriculum, which is divided into skills, mindset, and exploration areas, will provide students with “a solid balance of knowledge and applied skills to enable successful employment.”

## **STUDENT DEMAND**

To assess demand in the Chattanooga area, UTC surveyed current students and recent graduates from all four academic colleges in October 2022. Sixty-five people responded to the survey, 70 percent of whom (n=50) were current students, and most were ages 18-24 (69 percent). Seventy-four percent felt that pursuing a master’s degree in an area of business would benefit their careers, while many responded agreed (62 percent) or strongly agreed (31 percent) that a graduate degree in management focused on people skills would greatly appeal to them. Most respondents stated than a Master of Science in Management degree appeals to them more than a traditional MBA degree (57 percent) and believe that managerial skills and leadership would be critical for the next step in their careers and to the company they work for.

The institution plans to market the program to near or recent graduates, as well as people already in the workplace. Recruiting materials will be distributed to near graduates through student organizations and social media, and to professionals through the Rollins College of Business Advisory Board and the Executive Education Program.

## **OPPORTUNITIES FOR PROGRAM GRADUATES**

The proposed program will prepare graduates for a variety of positions, including 17 distinct job titles with steady percent growth from 2020 to 2022 (job titles in alignment with the proposed program include: chief executives, general and operations managers, marketing managers, sales managers, public relations managers, administrative services managers, fundraising managers, facilities managers, financial managers, purchasing managers, transportation/storage/distribution managers, training and development managers, managers (all other), management analysts, financial and investment analysts, and financial specialists

(other). Hamilton County specifically has a 19 percent positive change in job growth for the job titles listed above. According to Bureau of Labor Statistics data, the majority of these job categories are expected to exhibit single or double-digit growth in both local and regional markets over the next 10 years. An analysis of Tennessee job postings in these areas between January 2020 and July 2022 demonstrates that skills such as communication, management, leadership, and operations are highly sought after. These skills align with the focus of the proposed Master of Management degree.

Letters of support were provided by CHI Memorial Hospital System; Elliott Davis, LLC; Smartbank; Tuftco Corporation; and Mauldin and Jenkins. These letters and discussions during the virtual site visit indicate strong support for the proposed program and an interest in hiring program graduates.

### **INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM**

Based on current infrastructure and programming, UTC is confident they have the institutional capacity to deliver the proposed Management, MSM program. The Rollins College of Business has been a leader in online education at UTC, and the management faculty have extensive experience in online instruction. The Department of Management at UTC currently includes nine tenured and one tenure-track faculty members and one staff member who serves as the director of the MBA and proposed MSM programs. All current faculty are qualified to teach in the proposed program and meet institutional standards. Two new additional faculty members will be hired, one in the second year and one in the third year.


Students enrolled in the program will have supports in the Walker Center for Teaching and Learning and the Joseph F. Decosimo Success Center in the RCOB. Career counseling for all students is built into the curriculum of the program.

UTC does not anticipate that implementing the proposed program would impact enrollment significantly in the existing Master of Science in Data Analytics (MSDA) or Master of Business Administration (MBA). Nationally, schools offering both a Master of Science in Management and MBA do not experience serious competition for enrollments since the two programs tend to attract different student market segments and have different foci.

### **ASSESSMENT AND 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, institutional governing board, and THEC 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 staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

## FINANCIAL PROJECTIONS

 <b>THEC</b> <b>Financial Projections Form</b>						
<b>Institution</b>	University of Tennessee at Chattanooga					
<b>Program Name</b>	Master of Science in Management (MSM)					
Projected One-Time Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Faculty & Instructional Staff						
Non-Instructional Staff						
Graduate Assistants						
Accreditation						
Consultants	\$2,500					
Equipment						
Information Technology			\$2,000	\$2,000		
Library resources						
Marketing						
Facilities						
Travel						
Other						
<i>Total One-Time Expenditures</i>	<i>\$2,500</i>	<i>\$0</i>	<i>\$2,000</i>	<i>\$2,000</i>	<i>\$0</i>	<i>\$0</i>
Projected Recurring Expenditures						
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5
Faculty & Instructional Staff		\$6,000	\$189,300	\$383,316	\$390,862	\$398,560
Non-Instructional Staff						
Graduate Assistants						
Accreditation						
Consultants						
Equipment						
Information Technology						
Library						
Marketing		\$15,000	\$15,450	\$15,914	\$16,391	\$16,883
Facilities						
Travel						
Other						
<i>Total Recurring Expenditures</i>	<i>\$0</i>	<i>\$21,000</i>	<i>\$204,750</i>	<i>\$399,230</i>	<i>\$407,253</i>	<i>\$415,442</i>
<b>Grand Total (One-Time and Recurring)</b>	<b>\$2,500</b>	<b>\$21,000</b>	<b>\$206,750</b>	<b>\$401,230</b>	<b>\$407,253</b>	<b>\$415,442</b>

<b>Projected Revenue</b>						
<b>Category</b>	<b>Planning</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Tuition		\$193,800	\$378,216	\$595,165	\$835,936	\$1,090,618
Grants						
Other						
<b>Total Revenues</b>	<b>\$0</b>	<b>\$193,800</b>	<b>\$378,216</b>	<b>\$595,165</b>	<b>\$835,936</b>	<b>\$1,090,618</b>