



James Steintrager
Telephone: (510) 987-9983
Email: james.steintrager@ucop.edu

Chair of the Assembly of the Academic Senate
Faculty Representative to the Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

June 27, 2024

**KATHERINE S. NEWMAN
PROVOST AND EXECUTIVE VICE PRESIDENT
UNIVERSITY OF CALIFORNIA**

Re: Approval of Master in Management at UCI

Dear Katherine:

In accordance with the *Universitywide Review Processes For Academic Programs, Units, and Research Units* (the “Compendium”), and on the recommendation of CCGA, the Academic Council has approved UC Irvine’s proposal to establish a Master in Management (MIM) self-supporting graduate and professional degree program.

Because this is a new degree title, and the Assembly of the Academic Senate is not meeting within 30 days of CCGA’s approval, Council must approve the program per Senate Bylaw 125.B.7.

I am enclosing CCGA’s report on its review of the new program, and respectfully request that your office complete the process of obtaining the President’s approval.

Sincerely,

James Steintrager, Chair
Academic Council

Cc: Academic Council
Institutional Research and Academic Planning Analyst Procello
UCI Senate Executive Director Kim
Executive Director Lin

**COORDINATING COMMITTEE ON GRADUATE AFFAIRS (CCGA)**

Dean J. Tantillo, Chair
deanjtantillo@ucdavis.edu

ACADEMIC SENATE

University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

June 12, 2024

ACADEMIC SENATE CHAIR JAMES STEINTRAGER

Dear Chair Steintrager,

At its June 5 meeting, CCGA reviewed a proposal from the Irvine campus for a Master in Management SSGPDP. After discussion, the committee approved the proposal 10-0-1.

The Paul Merage School of Business proposes the development of a new one-year, self-supporting Master in Management. This program is designed for recent college graduates with non-business backgrounds who seek the knowledge and critical thinking skills to work in organizations in the technology-driven global business world. The curriculum will span three quarters and consist of 36 units, comprised of 28 units of core requirements and eight units of elective offerings. Students have the flexibility to choose from a range of elective courses, as well as skillsets in the area of digital technology or sustainability. Elective offerings are selected to align with the current market demands and relevant business topics.

The program will initially be launched in an in-person format. Once a consistent student enrollment pipeline has been established, the school intends to expand the program to an online cohort. (This proposal seeks approval for both program modalities). The budget projections for the program anticipate an enrollment of 50 students in the first year, 55 in the second year, and 60 in the third year. If there is strong market demand and a notable expression of interest from prospective students in an online option, the recruiting team will intensify its efforts to enroll two cohorts for year four, one cohort for in-person and a second cohort for online. This will result in a combined Master in Management student population of 100 students in year four.

CCGA secured three reviews from faculty with deep experience to evaluate this proposal. All three reviewers were supportive of the program. UCPB also reviewed the program, and while it did ultimately approve it, the committee expressed concern about the tuition, as well as the costs of developing the online program and some additional reservations. (The UCPB report is attached.) The Lead Reviewer contacted the proposers regarding those topics. The proposers replied with thorough responses that addressed all of the questions asked (detailed in the Lead Reviewer's report, attached).

As you know, CCGA's approval is the last stop of the Academic Senate side of the systemwide review and approval process except when the new degree title must be approved by the Academic Council. I submit this for your review; please do not hesitate to contact me if you have questions regarding the proposal.

Sincerely,

A handwritten signature in green ink, appearing to read 'J. Tantillo', with a long horizontal flourish extending to the right.

Dean J. Tantillo
Chair, CCGA

- c: James Steintrager, Academic Senate Chair
- Steven Cheung, Academic Senate Vice Chair
- Monica Lin, Academic Senate Executive Director
- Michael LaBriola, Academic Senate Assistant Director
- CCGA Members
- Chris Procello, Academic Planning and Research Analyst
- Gillian Hayes, UCI Dean of the Graduate Division
- Jisoo Kim, UCI Academic Senate Executive Director
- Thao Nguyen, UCI Academic Senate Analyst

DATE: June 3, 2024

TO: Dean Tantillo, CCGA Chair

FROM: Jeff Schank, CCGA Member

SUBJECT: CCGA Review of the Proposal for a Master in Management SSGPDP from UCI

The Lead on the proposal is:

Yuhai Xuan, Associate Dean, Masters Programs
Dean's Professor of Finance and Associate Dean of Master's Programs in The Paul Merage School of Business at the University of California, Irvine

The proposed Masters in Management (MIM) is a one-year self-supporting program aimed at recent college graduates with non-business backgrounds seeking the knowledge and skills to work in business. They aim to provide students with a business foundation in key areas, to enhance their critical thinking and analytics for decision-making in organizations, and to develop communication and leadership skills. More specifically, the program aims to give students

- (1) a curriculum that provides a comprehensive understanding of essential business expertise, e.g., finance, data analytics, marketing, and operations;
- (2) critical thinking and analytical decision-making abilities;
- (3) teamwork, communication, leadership, and professional presentation abilities;
- (4) the benefit of a network of peers, faculty, and industry professionals, fostering collaboration and job opportunities; and
- (5) the flexibility to tailor their specific interests and career goals with elective courses.

Graduates of the MIM program are expected to find employment in management consulting, financial services, consumer goods, health care, media and entertainment, and technology.

The curriculum will span three quarters and consist of 36 units, 28 core, and 8 electives. Four of the units are a capstone, project-based program that allows students to apply their acquired skills in an organization.

For admissions, students are required to have a bachelor's degree with an overall grade point average of B (3.0). There are no specific prerequisites.

The proposed initial tuition is \$58,000 for the first year (2026-2027) and will increase by 4% each year to \$67,851.00 by the fifth year (2030-2031). The plan is to set aside 18% of their tuition revenues for return-to-aid applicants. They plan to offer a \$10,000 California resident scholarship to admitted California Residents that may be higher depending on individual needs.

The target enrollment for fall 2026 is 50 students, until they reach 100 by year four. According to their response to the Council on Budget and Planning, the first three years will be spent developing an in-person cohort. If there is demand for online cohorts, they will aim to recruit two cohorts of approximately 50 each in year four.

Three reviewers agreed to review the proposal; two are from other UC campuses, and one is from MIT. The reviewers were:

1. John Haleblian
Anderson Family Presidential Chair of Business Administration
250 Anderson Hall Riverside, CA
2. H. Rao Unnava
Michael and Joelle Hurlston Dean and Professor of Marketing
Graduate School of Management
University of California, Davis
3. Razvan Lungeanu
Assistant Professor, Entrepreneurship and Innovation
Northeastern University
360 Huntington Avenue
Boston, Massachusetts

Professor Haleblian (UCR) found the proposal to be “well-developed, and the program is carefully justified. Specifically, the proposal goes into great detail on the nature of the program, faculty, courses, resource requirements, governance, budget, cost analysis, and market research.” Haleblian notes the uncertainty that always exists in the demand for new programs but expects that “graduate employment prospects will be strong, and that most graduates will be placed in jobs—probably within 6 months or less after graduation... if greater than 80% of graduates find jobs within 6 months, and their starting salaries are competitive it will be clear that this venture has succeeded and is sustainable.” Haleblian is impressed with the curriculum, concluding that “the curriculum compares favorably to competing Masters in Management

programs, and the coursework has both the necessary depth and breadth to train non-business students the basics of business school content.” Haleblian also believes the growth of the program is reasonable and concludes “...the goal to have a class of 100 students within five years appears reasonable, and if this goal is met, it will truly be a self-supporting program that benefits not only program graduates but also the UC-Irvine School of Business and its bottom line.”

Dean and Professor Unnava assessed the quality of the curriculum as comparable to UC Davis’s Masters of Management, which is supported by a “good group of faculty.” Concluding that “Merage has positive reputation for its research, and their programs are ranked well across multiple rankings. The faculty will be able to deliver a strong curriculum being proposed in this program.” Regarding the facilities, “...Merage [facilities] are top-notch and given the small requirement of space for this program, there should be no problem in delivering the program in the existing space.” Regarding the likely success of the program, Unnava concludes that their only competition in the region is USC, which is more expensive than the proposed program.

Professor Lungeanu was “positively impressed by the scope, scale, and timeliness of the proposal.” He concluded that the experiential components of the program (i.e., capstone project, skill application, networking, and access to career services) are a competitive strength of the program. Lungeanu points out that “MBA and general Masters in Management programs are mature and operate in declining markets, but one-year, focused Masters programs are still in growth.” He views the flexibility of the program as a major strength going forward. Finally, he views the employment prospects for MM students as strong.

UCPB unanimously approved the program proposal but was concerned that the proposed tuition was relatively high compared to similar programs. In this regard, UCPB suggests “monitoring debt-to-income ratio projections for graduates, especially as this program targets recent college graduates, many of whom will already be burdened with some debt from their undergraduate degrees.” UCPB members did not see what the costs were for the development of the online portion of the program. UCPB also had concerns about plans to address diversity but noted that the generous 18% return to aid could be used in this regard. Finally, UCPB raised questions about the program’s depth.

I asked the proposers to comment on UCPB’s concerns. The proposers note that their MIM covers the same topics as UC Merced and UC Davis’s MMs “but also allows students to specialize in digital technology and sustainability.” Regarding debt-to-income ratios, their intention is to monitor ratios and provide students with career advising. Regarding online costs, these are incorporated in the third year of the budget. Regarding diversity concerns, they offer a full one-year scholarship to graduates of the Summer Institute for Emerging Managers and Leaders (SIEMML) and plan to introduce a \$10,000 Diversity, Equity, and Inclusion (DEI) scholarship. Finally, the proposers point out that their aim is to equip students with the tools and

abilities to adapt to a dynamically changing business landscape rather than specialization in particular areas. Reviewers noted the experiential and flexibility of the program as a strength.

Based on the evaluations of the Reviewers and UCPB, I recommend that the proposal for a Master in Management SSGPDP from UCI be approved.

Sincerely

A handwritten signature in black ink, appearing to read "Jeffery Schank". The signature is fluid and cursive, with the first name "Jeffery" being more prominent than the last name "Schank".

Jeffery Schank
CCGA Member
Chair Graduate Council, UC Davis
Professor, Department of Psychology, UC Davis



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET (UCPB)
Donald Senear, Chair
dfsenear@uci.edu

Assembly of the Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200
Phone: (510) 987-9466
Fax: (510) 763-0309

April 25, 2024

**DEAN TANTILLO, CHAIR,
COORDINATING COMMITTEE ON GRADUATE AFFAIRS**

RE: MASTER OF MANAGEMENT, UC IRVINE

Dear Dean,

UCPB has reviewed the proposal from the UCI Paul Merage School of Management for a Master of Management self-supporting program. This 36-unit Masters II program is intended to help recent bachelor's degree recipients with non-business backgrounds develop skills in accounting, finance, data analytics, marketing and operations while providing experience in teamwork, communication and presentation. The curriculum is anchored by an 11-course, 28-unit core and two-quarter capstone project to be taken in lockstep and completed in three successive quarters. It also offers two elective courses to accommodate some degree of specialization.

The tuition proposed for this one-year intensive program is \$58,000 with a four percent annual rate of increase. With that, the program expects to be revenue-generating in the second year and projects net revenue of \$325,841 in the third year when it reaches its designed cohort of 60 students. Depending on the demand for its initial in-person offering, the program anticipates recruiting two cohorts for year four, one for in-person and a second for a new online offering. The second cohort is included in the five-year budget projection, with a total anticipated enrollment of 100 students in years four and beyond, and projected net revenues of \$1.1M to \$1.4M.

While UCPB members were supportive of the program in general, there was a broad consensus that the proposed tuition was high relative to comparable programs. The proposal references similar programs at UC Merced, UC Davis, and USC, but provides minimal differentiation from these programs, other than noting that the UCI program will be offered in-person on the Irvine campus (with the latter point presumably invalidated once the identically priced online program begins in year four). Given the high tuition level, UCPB suggested monitoring debt-to-income ratio projections for graduates, especially as this program targets recent college graduates many of whom will already be burdened with some debt from their undergraduate degrees. Relatedly, members noted the costs for the development of the online program were not provided, presumably because the Merage School intends to submit a separate proposal for the online version as it has for the online Masters in Business Analytics program.

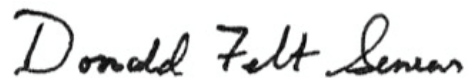
In terms of the value of the program to students, UCPB wondered if a one-year program offering limited exposure to a wide variety of important business concepts provide significant value-added for students with neither a business nor prescribed educational background. The proposal references the Merage School's experience with masters programs offering only one year of business instruction, but we understand these to be targeted to a particular professional field and paired with graduate-level instruction in the relevant discipline. It seems more likely that students might see this one-year program as a route to employment either through connections developed in the program or through simply holding the degree, rather than a method to deepen their understanding and knowledge of the field.

Finally, members found the proposal to lack solid commitment and plans to address diversity concerns. UCPB does note a relatively generous return to aid (RTA) commitment of 18 percent, which might be used to increase recruitment of underrepresented students.

Despite these concerns, the UCI Master of Management has much to commend it and appears to meet a need, and the Merage School of Business is well-positioned to implement the program. It seems plausible that it will succeed. The committee recommends careful attention to the concerns noted above in the program's three-year review, in particular competing programs within the UC, URM recruitment, job placement and income, and debt loads.

The consensus opinion of UCPB is in favor of approval of the program.

Sincerely,

A handwritten signature in cursive script that reads "Donald Felt Senear".

Donald Senear, Chair

cc: UCPB

UCPB Proposed Self-Supporting Professional Degree Program Review Template

Name and Location of Program: UC Irvine Master in Management

Lead reviewer(s): Michael Emmerich

Academic justification: The Master in Management is an intensive one-year program intended to give recent graduates without a background in business education a grasp of accounting, finance, data analytics, marketing, and operations; to help them cultivate their analytic abilities and learn to develop effective business strategies; and to offer them hands-on opportunities to improve their teamwork, communication, and presentation skills.

Planning and Budget overview:

1. Proposed initial tuition and any rate of increase: \$58,000 initial tuition, 4% rate of increase.

2. Target enrollments for years 1-3:

50	55	60
----	----	----

3. Projected net revenues for years 1-3:

\$156,007	\$400,988	\$325,741
-----------	-----------	-----------

4. Proposed indirect cost rate (IDC):

Indirect to school for on-campus program: 28.46% of total expenditures subject to IDC

Indirect to school for off-campus/online program: 12.17% of total expenditures subject to IDC

Indirect to campus for on-campus program: 10.94% of total expenditures subject to IDC

Indirect to campus for off-campus/online program: 7.53% of total expenditures subject to IDC

Detailed areas of review:

5. How was the proposed IDC rate determined? Does the proposed rate appear to cover all indirect costs (facilities, IT, etc.)? What are the space needs of the program?

Both the campus and the school/department IDC rates for on-campus and off-campus programs are established in the budget template. No information is provided about the methodology the campus uses to calculate indirect costs. The proposal notes that the program will have a minimal impact on computing resource requirements, and that tuition revenue will cover the costs of any equipment needed for the program. The in-person program will use existing space in the business

school, which is possible in part because MBA enrollments have been declining of late, in line with global trends.

6. What are the proposed uses of net revenues? How will they supplement [enhance] state-funded programs? Are there other ways that the program, if successful, will benefit the UC mission (e.g., filling a need not covered by state-supported programs)?

The proposal does not discuss potential uses of net revenues. The program is intended to supplement the Merage School of Business's existing graduate offerings by targeting students with little or no business work experience and helping them acquire core competencies and knowledge pertaining to both business and leadership. The education it provides seems to be broader and more basic than in existing UCI masters programs.

7. How are any potential negative impacts on state-funded programs and the research mission of the UC mitigated?

There is no mention of potential negative impacts on either state-funded programs or on the research mission of the UC.

8. Describe disposition and compensation of **faculty** serving the program. What is the proposed ratio of UC Senate faculty to non-UC adjunct faculty? For the former category, differentiate between ladder rank and P/LSOE. How will UC Senate faculty be compensated? On-load (i.e., course buyout), overload, or some combination thereof?

The proposal assumes that 65% of the curriculum will be taught by UC senate faculty: roughly 45% by ladder faculty, and 18% by professors of teaching. 36% of the curriculum will be taught by lecturers, including 18% by continuing lecturers and 18% by pre-six lecturers. No satisfactory discussion of the distribution of the compensation of UC Senate faculty was provided, even in response to an explicit request from the UCI Graduate Council, in response to the suggestion that "we do not anticipate any overloads or impacts on ladder faculty research productivity due to the addition of this program," for an explanation of plans for addressing faculty workload. Presumably the implication is that all the teaching will be paid for in the form of buyouts.

9. Describe how the program will ensure accessibility and encourage diversity. Note: these concerns may be addressed through return-to-aid used for need-based fellowships, although programs may address accessibility and diversity in a variety of ways and UCPB does not set a standard return-to-aid percentage.

The program plans to set aside approximately 18% of tuition revenues for return-to-aid, gives a \$10,000 scholarship to admitted California residents, and provides a one-year full scholarship to graduates of the Summer Institute for Emerging Managers and Leaders (SIEMML) program. It aims to have 10% of the domestic population of its inaugural class be composed of students from underrepresented groups (URG)—a goal that the Merage School is said to have achieved in its one-year Specialty Masters Programs. It also aims to achieve gender parity in both its domestic and international populations. No clear response was provided to a specific question from the UCI Council on Equity and Inclusion about diversity in its placement projections; instead, there

was lots of talk about engaging with various affinity groups and arranging targeted career events for URG students. The proposal does indicate that the program “will devise a comprehensive strategy to enhance outreach efforts directed at these communities,” but it seems the process of developing such a strategy could have already begun.

10. Describe the market analysis used to justify demand and price point for the proposed program. Will the program compete with others in the system? What are projected percentages of California resident, domestic non-resident, and international students in the program?

A survey of prospective students by a consulting firm found “fairly strong market potential, including high purchase intent.” Notably, the firm paid little attention to diversity, describing the demographics of its respondents in terms only of age and gender.

Competing programs were found to be similar both in terms of the content and the modality (offering both on-campus and online options), but UCI’s potential program was expected by survey respondents to be of higher quality than most competitors. The consulting firm noted that “Perceived cost is the major barrier among prospective students ages 18-29,” but does not appear to have done any research about actual costs.

An internal study by the UCI Division of Continuing Education provided data about estimated tuition at other programs. UCI’s tuition would be considerably higher than that of any other public school for both in-state and out-of-state students, and slightly below that of the private institutions included in the survey.

The Master of Management proposal itself references similar programs at UC Merced and UC Davis, the latter online, but laments that little information about the two programs could be obtained. The proposal notes that the UCI program “differs from [these] in that the first cohort will be offered in-person at the UC Irvine campus.” Another program at USC is described as “comparable to the Merage School’s future offering,” and no real attempt is made to explain how the UCI program is different.

On page 5, the proposal states that “the in-person cohort [will] comprise a balance of domestic and international students”; on page 20, the proposal says that “50 to 60 percent of students [will] be in-state and the remainder will be out-of-state.” These two statements do not seem to be completely aligned.

11. Describe relevant consultation and assessment from lower levels of review, external assessments of the proposal, and the like.

The proposal was reviewed by the UCI Graduate Council, Council on Budget and Planning, and Council on Equity and Inclusion. All three councils expressed a favorable view of the proposal while requesting clarifications of a number of points. In my view, the responses to the requests for clarification often did not seem to answer the questions.

12. Any other planning and budget concerns?

The proposal notes on page 4 that “If there is robust market demand and a notable expression of interest from prospective students in an online option, the recruiting team will intensify its efforts to enroll two cohorts for year four, one cohort for in-person and a second cohort for online. This will result in a combined Master in Management student population of 100 students in year four.” On page 419, however, we find that the budget provided assumes a student population of 100 students in year four. The market analyses do suggest that an online option would be appealing to prospective students, but it seems that it might have been wiser to adopt a conservative approach in mapping out possible futures. One wishes, too, that other possible routes forward—a plan B, so to speak—had been discussed in case enrollment does not meet expectations.

After all, with an inaugural tuition of \$58,000 and a 4% increase each year after that, the UCI Master of Management program seems quite expensive. Presumably the cost of the degree is an important consideration for prospective students, but this was not addressed by any of the analyses.

13. Any academic-quality or related concerns to flag for CCGA?

Not particularly. The program seems well conceived and likely to meet a need that is not currently being met by other programs at UCI.

14. Are there specific areas of concern that the mandated review after the third year of operation ought to capture?

It seems worthwhile to follow up on the overlap with programs at UC Merced and UC Davis. Will this program end up pulling students away from those others?

Given the vagueness of the responses to the questions from the UCI Council on Equity and Inclusion, it would be helpful to have some data about placement of URG students.

Conclusions and recommendation:

The UCI Master of Management seems to meet a real need, and the curriculum seems well considered. The Merage School of Business is well positioned to implement the program, and it seems plausible that it will succeed. I would suggest that we endorse the proposal, though I would have been pleased if the authors of the proposal had made more of an effort to answer the questions the various councils posed.