

OKLAHOMA STATE UNIVERSITY ACADEMIC PROGRAM REVIEW EXECUTIVE SUMMARY

DEPARTMENT OR DEGREE PROGRAM: Masters of Business Administration

The Spears School of Business Masters of Business Administration program is the highest profile graduate program in the School. The vast majority of business school rankings are based on their MBA programs. This program review provides information on the current state of the program as well as recommendations for moving the program forward.

The MBA Program mission-“to prepare individuals for leadership roles in dynamic, local, national, and global business environments” -is fundamentally linked to Oklahoma State University’s mission as a land grant university to advance knowledge, enrich lives, and stimulate/enhance economic development through instruction, research, outreach, and creative activities. Fundamental to the land grant mission is serving the constituents of the state. The MBA Program serves the State by offering a part-time and full-time program through three vehicles: the Stillwater campus, the OSU-Tulsa campus, and Distance Learning. Students are able to move seamlessly between each delivery vehicle providing our students with greater flexibility in selecting an option that best meets their needs depending on their professional and personal circumstances.

The MBA Program is designed to provide graduate professional education for individuals preparing for management leadership roles in either the private or public sector. It is a comprehensive, flexible, interdisciplinary program that draws on the combined expertise of the Spears School of Business faculty. In addition to providing students with a solid understanding of the general areas of business, students are allowed to focus elective credit hours in eight different areas to achieve a depth of knowledge in an area best suited to fit their career aspirations.

The Graduate Studies Committee, an interdisciplinary academic committee representing each department in the School of Business, governs the program. The committee is charged with the ongoing evaluation of the program to assure it is providing graduate education commensurate with the dynamic complexity of the business environment and makes recommendations, as appropriate, for curriculum and/or program changes. The committee also recommends academic standards for the program and serves as the review board of academically related student petitions, such as reinstatement to the program after academic dismissal. In addition, committee members serve as information liaisons between their respective departments and the MBA Program.

The program also receives input from an Advisory Board whose members consist of leaders from the business community. The board serves as an important link with the external business community and acts as a sounding board for program initiatives and proposals to ensure that the program is meeting the needs of today’s business environment.

Each year the program assesses student quality, post graduation placement rates, and the overall level of student satisfaction along a number of dimensions. It should be noted that in 2003 the program started tracking student quality and post graduation placement rates in accordance with the reporting standards of the Graduate Management Admission Council (GMAT) and the MBA Career Services Council, thus making meaningful comparisons with earlier periods difficult. These two organizations establish the reporting standards for MBA programs that submit data to the various program ranking outlets, such as **U.S. News and World Report**. Since 2003 the incoming quality of students as measured by these standards has showed a marked increase due to tougher admission standards and the offering of a GMAT preparation class. Post graduation placement rates on the other hand have remained relatively flat during

this time period at 63%. Starting salaries also remain below the national average at \$43,500. Much of this can be attributed to the fact that the majority of our students are placed in Oklahoma where salaries are on average lower than other parts of the nation and to the State's sluggish economic recovery. Year to date there are signs of improvement with 41% of the May 2005 graduates already placed with an average starting salary of \$51,000.

The student satisfaction survey is a standardized survey that allows for comparisons with other MBA programs. Results from previous annual surveys show a persistent set of concerns with the curriculum, level of financial support available to students, the quality of the student body, and career services and the quality of teaching when compared to peer institutions. Several steps have been taken to address these issues, particularly in the areas of curriculum and career services. Attracting high quality students is related to the level of financial support available and the resources allocated to increase the visibility of the program regionally and nationally. A 70% budget reduction since 2000 has limited the program's ability to address this issue.

The curriculum was benchmarked against peer institutions and adjustments were made based on these findings and in light of our student demographics. Because a significant number of our students do not have undergraduate business backgrounds, additional finance, accounting and managerial economics courses were added to the curriculum to allow more comprehensive coverage of these topic areas. Lastly, a professional development course was added to the full-time program to enhance the students' marketability and placement, as well as their understanding of current business trends and the application of the business skill sets through interactive lectures given by national and international corporate executives.

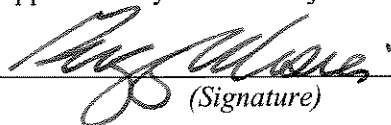
In 2003 the MBA Program created a Career Services Director position. MBA student fees cover half the cost of the position with the other half provided by University Career Services. The Director serves as a career consultant for students and alumni on their career development and job search issues, coordinates events related to the job search process, and identifies and helps full-time students find internship opportunities. The joint appointment, however, limits the ability of the MBA Program to directly influence certain activities that are critical to placement, namely the expansion of the number of potential employers. This responsibility remains with University Career Services, whose primary focus is on undergraduate students.

Despite these issues, the MBA Program nonetheless has many strengths. The strengths of program include an award-winning faculty and staff, pioneering uses of distance learning technology, an engaged Advisory Board, and an increasingly active alumni base. There are two primary concerns moving forward: the first is the ability to grow the program with quality enrollments and increase placement opportunities while in the midst of shrinking budgets, and the second is creating a structure that allows the program to respond to the rapidly changing business environment through curriculum enhancements and flexible course scheduling.

The School of Business strategic plan articulated in 2004 drives the five-year goals for the program.

- Enhance the visibility and image of the MBA Program.
- Enhance the quality of applicants to the MBA Program
- Provide students with additional opportunities for professional and personal development.
- Contribute to the economic vitality and growth of Oklahoma.
- Support faculty research objectives through the MBA graduate research assistantships

Dean


(Signature)

Date



Note: If your program is accredited by an outside agency, the self-study and subsequent comments from the review team can be submitted to fulfill requirements of this program review. This review can be scheduled to coincide with your accreditation process. You **must** complete page 1 and 2 of this document to submit with your accreditation materials.

OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION

2000-2005

ACADEMIC PROGRAM REVIEW

1. BACCALAUREATE, MASTERS & DOCTORAL DEGREES

2. OKLAHOMA STATE UNIVERSITY

Masters of Business Administration

Title of unit or degree program reviewed (Level III)

With options (Level IV) in: N/App

Master of Business Administration

Degree designation as on diploma (Level II)

MBA

Formal degree abbreviation (Level I)

Degree-granting academic unit College of Business Administration 300
(Name) (Cost Center)

CIP code 5 2 0 2 0 1

HEGIS code 0 5 0 6

Instructional Program code 0 3 5

Name of department head
(person who oversees degree program listed above) Dr. Robert Dooley

Program holds specialized accreditation from Association to Advance Collegiate Schools of Business

Name and title of contact person Dr. Robert Dooley
(Name)
Director, Master Business Administration
(Title)

Date of Institutional Governing Board Review:
President _____ Date: _____
(Signature)

OVERVIEW

A. Description of the Departmental/Program Review Process

The MBA Program review is a collaborative effort involving the MBA Program office, the MBA Graduate Studies Committee, and the office of University Assessment. The Graduate Studies Committee is an academic governance panel consisting of the following Spears School of Business faculty: Dr. Joe Jadow, Dr. Betty Simkins, Dr. Vance Fried, Dr. Steve Miller, Dr. Sandeep Nabar and Dr. Scott Turner.

B. Recommendations from Previous Program Reviews

The last program review was conducted in 1996. Re-accreditation substituted for the program review in 2000. The 1996 review contained the following goals:

- Work with the academic departments to ensure continued accreditation by AACSB.
- Ensure MBA students have access to state-of-the-art technological innovations and that students are able to utilize this technology in decision-making processes.
- Continue the program evaluation process to ensure students receive a high-quality educational experience relevant to the business environment in which graduates will function.
- Improve the placement potential for students.
- Create a process for developing “market-driven” elective packages to meet the needs of the business community.
- Increase the involvement of the business and industry practitioners both in the professional development activities with students and in an advisory capacity with faculty.

The MBA Program worked closely with the School during the re-accreditation process which occurred between 1998 and 1999.

The School of Business provides the technological resources for the MBA Program. The School has made substantial investments in technology that is available for MBA student use. Because technology changes so rapidly, only those technological improvements implemented in the past few years are provided below.

- The SSB classrooms: Twelve classrooms under the control of the SSB were equipped at a cost of \$140,000 during the summer of 2002 with new projection units including instructor work stations, dedicated desktop computers, ceiling-mounted projectors, and internet access. Five new mobile projection units are available for SSB faculty teaching in classrooms not similarly equipped.
- Student Support Services: Also over the summer of 2002, a computer lab in the SSB building utilized largely by undergraduate students was upgraded at a cost of \$220,000 with 78 new desktop computers with flat screen monitors and extensive software and data programs. Small clusters of new desktop computers similar to those purchased for the lab were made available in three areas of offices for the graduate teaching associates for both research and teaching application. Four full-time professionals and 1.0 FTE part-time students serve the computer support needs of the SSB faculty, staff and students.
- Distance education: Courses are available through CD-ROM technology for the Master of Business Administration degree. Enrollment during the regular semesters of the 2004

- academic year averaged 32 students pursuing MBA degrees.
- SSB faculty teaching in the MBA Program has used a variety of technologies in their classes. Most prevalent among these are PowerPoint, WebBoard, Blackboard and WebCT as well as rich Internet sources.
 - The SSB Trading Floor is utilized almost exclusively by MBA students, providing them access to a state-of-the-art lab for studying risk management and portfolio analysis.

The MBA curriculum has undergone several dramatic changes since the last program review. The program was substantially revised around the time of the last review in response to intense criticism from students, faculty, and employers. Today's curriculum is reviewed by the MBA Graduate Studies Committee on a periodic basis to ensure that it is current and meets the educational needs of students and employers.

The most significant action taken to improve student placement was the creation of the Career Services Director position in 2003. This position was made possible by an MBA student fee. The Career Services Director is responsible for helping students and alumni in their career development and job search, coordinating events related to the job search process, and identifying and helping full-time students find internship opportunities.

Elective options are added to the MBA curriculum based on input from the Advisory Board, the Graduate Studies Committee, and faculty. Elective options such as e-commerce, risk analysis, financial derivatives, entrepreneurship, and telecommunications management have been added to the program in response to this input.

A Professional Development class was included in the full-time curriculum to increase the level of interaction between students and business professionals. A significant component of this class is interactive lectures given by national and international business professionals on current topics and trends in business. Students also interact with business professionals through case competitions and MBA sponsored networking events. The MBA Program helps facilitate faculty interaction with business professionals by including them in these events.

CRITERION I

Program Centrality

A. Goals & Objectives of Degree Programs

Degree Program: Master of Business Administration

Program Clientele: Primarily full-time traditional graduate-level students and non-traditional working professional students with liberal arts, business, and scientific backgrounds.

Program Objectives: The purpose of the MBA Program is to prepare students for professional management careers and leadership positions in the public and private sectors.

Expected Student Outcomes: MBA graduates

- Will have broad knowledge in the functional areas of business;
- Will have in-depth knowledge in specific elective areas that are best suited to the students' career aspirations;
- Will have real-world experience through internships;
- Will demonstrate respect for others, integrity, and ethical behavior;
- Will demonstrate a love of learning and scholarship and a commitment to lifelong learning.

B. Linkage of the Program to Institution's Mission

The MBA Program mission—"to prepare individuals for leadership roles in dynamic, local, national, and global business environments"—is fundamentally linked to Oklahoma State University's mission as a land grant university to advance knowledge, enrich lives, and stimulate/enhance economic development through instruction, research, outreach, and creative activities. Fundamental to the land grant mission is serving the constituents of the state. The MBA Program serves the State by offering a part-time and full-time program through three vehicles: the Stillwater campus, the OSU-Tulsa campus, and Distance Learning.

In addition to providing a professional education, the MBA Program also serves other departments and degree programs both within the School of Business and across the University. Other degree programs that require or encourage MBA courses include Management Information Systems, Telecommunications Management, Industrial Engineering Management, Engineering Technology Management, and Hotel and Restaurant Management.

CRITERION II

Program Curriculum and Structure

A. Program Structure (Attach copies of the current degree requirements sheet)

Attachment A, "Course Descriptions" document includes required core courses as well as all the possible electives that students may include on the required Plan of Study.

A student must maintain a 3.0 GPA to remain in the MBA Program, unless circumstances justify the student's continuation under an academic probationary status. A maximum of 52 graduate credit hours are required to complete the full-time program. The program contains 40 hours of core courses and 12 hours of electives. A total of 48 graduate credit hours are required to complete the part-time program. The part-time program shares 33 credit hours of the full-time program core and requires 15 hours of electives.

MBA Core Courses

1. ACCT 5183 Financial Accounting Analysis
 2. ACCT 5283 Managerial Accounting
 3. ECON 5113 Managerial Economics
 4. MKTG Marketing Management
 5. MGMT 5113 Organizational Theory and Behavior
 6. FIN 5013 Business Finance
 7. FIN 5053 Financial Management
 8. MSIS 5623 Advanced Application in Information Systems
 9. MSIS 5303 Quantitative Methods in Business
 10. MBA 5233 Global Competitive Environments (not required for part-time program)
 11. MBA 5303 Corporate Strategy
 12. BADM 5613 External Environment of Business
- OR
- LSB 5163 Legal Environment of Business
 13. MBA 5100 MBA Professional Development Seminars (not required for part-time program)
 14. 12 hours of electives as approved by the MBA program.

B. Distance Education (List the courses offered by electronic or other distance delivery methods)

The entire MBA set of core courses is offered via distance learning in addition to a variety of electives:

1. ACCT 5183 Financial Accounting Analysis
2. ACCT 5283 Managerial Accounting
3. ECON 5113 Managerial Economics
4. MKTG 5133 Marketing Management
5. MGMT 5113 Organizational Theory and Behavior
6. FIN 5013 Business Finance
7. FIN 5053 Financial Management
8. MSIS 5623 Advanced Application in Information Systems
9. MSIS 5303 Quantitative Methods in Business

10. MBA 5233 Global Competitive Environments (not required for the part-time program)
 11. MBA 5303 Corporate Strategy
 12. BADM 5613 External Environment of Business
- OR
- LSB 5163 Legal Environment of Business

C. Articulation Agreement (Identify the articulation (2+2) agreements the program has with community colleges)

Not applicable to graduate level programs.

D. Multidisciplinary programs

There are two multidisciplinary program options:

The Doctor of Osteopathic Medicine/Masters of Business Administration program is an accelerated joint degree designed to integrate knowledge, skills, and experiences necessary to help physicians advance career goals in the public and private sectors. Doctor of Osteopathic students complete a rigorous 1-year MBA program curriculum in addition to their medical studies.

The MBA-MSTM dual masters program is a cooperative effort with the Masters of Telecommunications Management program. Students complete the core courses of both programs and share 9 elective hours to meet the requirements for the dual masters.

Also, elective classes are shared with the School of International Studies to enable MBA students to receive a certificate of international studies. Other programs both within the School of Business and across campus encourage their students to utilize MBA courses to enhance their degrees. Such programs include Management Information Systems, Telecommunications Management, Industrial Engineering Management, Engineering Technology Management, and Hotel and Restaurant Management.

CRITERION III

Program Resources

A. New Facilities and Major Equipment

The following is a list of facilities and equipment for the Spears School of Business (SSB)

- The SSB classrooms: Twelve classrooms under the control of the SSB were equipped at a cost of \$140,000 during the summer of 2002 with new projection units including instructor work stations, dedicated desktop computers, ceiling-mounted projectors, and internet access. Five new mobile projection units are available for SSB faculty teaching in classrooms not similarly equipped.
- Student Support Services: Also over the summer of 2002, a computer lab in the SSB building utilized largely by undergraduate students was upgraded at a cost of \$220,000 with 78 new desktop computers with flat screen monitors and extensive software and data programs. Small clusters of new desktop computers similar to those purchased for the lab were made available in three areas of offices for the graduate teaching associates for both research and teaching application. Four full-time professionals and 1.0 FTE part-time students serve the computer support needs of the SSB faculty, staff and students.
- Distance education: Courses are available through CD-ROM technology for the Master of Business Administration degree. Enrollment during the regular semesters of the 2004 academic year averaged 32 students pursuing MBA degrees.
- SSB faculty teaching in the MBA Program has used a variety of technologies in their classes. Most prevalent among these are PowerPoint, WebBoard, Blackboard and WebCT as well as rich Internet sources.

B. Academic and Administrative Efficiencies

Significant strides in administrative efficiency have been made over the past several years in operations and staffing. Operationally, a student-tracking database was developed in conjunction with the School. The database allows us to track students from the application stage through graduation. The database allows us to track data that is important to the program not collected elsewhere such as employer data, salary information, and post baccalaureate work experience.

Other improvements in operational efficiency include digitizing student plans of study and developing an interactive website that allows for online applications. The program also utilizes an enterprise web-based software program to disseminate MBA Program information to students and maintain a calendar of events. The system is also used to keep student contact information up to date and students can use the system to communicate with fellow classmates through online threaded discussions and email.

Efficiency improvements in the delivery of distance learning classes has resulted from a centralized administrative function that handles the distribution of distance learning classes for all graduate programs. The replacement of live compressed video with internet video streaming and CD-ROM as the primary means of delivering MBA classes has also lead to significant efficiency gains.

Two staffing positions have been added to better serve the students. An academic advising position was created in Tulsa for the OSU-Tulsa campus students, and as mentioned elsewhere, a Career Services Director position was created to counsel students in career related and job search activities.

C. External Funding—Not Applicable.

CRITERION IV
Productivity

A. Number of majors (headcount), student credit hours, and average time to graduation¹

Fall	Headcount	Student credit hours	Avg time to Graduation
2000	311	4,995	3.06 years
2001	296	4,794	3.05 years
2002	338	5,250	3.08 years
2003	345	5,246	3.15 years
2004	274	4,702	2.95 years

¹ Student credit hours and average time to graduation numbers are approximate estimates since course credit hour generation is tracked at the departmental level.

B. Faculty ratio and class size

See the academic ledger and departmental reports.

C. 5 year history of degrees conferred and majors

Degree	Number of Degrees Conferred		Majors (Headcount)-Fall Semester	
	OSRHE standard	5 yr average	OSRHE standard	5 yr average
MBA	3	108.6	6.0	312.8

Year	Degrees Conferred
1999-2000	120
2000-2001	119
2001-2002	95
2002-2003	89
2003-2004	120

CRITERION V Quality

A. Program Faculty

The MBA Program has no dedicated faculty and does not control faculty lines. Faculty is allocated to the program from the various business school departments based on faculty availability and MBA Program needs. See individual department reviews for details.

B. Evidence of Regional/National Reputation and Ranking

Perhaps the best evidence of reputation is measured by student demand for the program and recruiter demand for graduates. The program has averaged approximately 300 applications per year over the past 3 years. Placement rates, although subject to regional and national economic cycles, have remained strong during that period, averaging around 65% three months after graduation.

U.S. News and World Report ranked the program in 2004 as the 64th best MBA Program in the country. This is the first time the program has been ranked by a national ranking publication. Although the ranking is evidence that the program is headed in the right direction, the ability to sustain a national ranking will require a significant shift in financial and non-financial resources away from other business school priorities to the MBA Program and the identification of new sources of revenue to support the attainment of ranking relevant outcomes at the levels of currently ranked programs.

Lastly, the accomplishments of our students directly contribute to the regional and national reputation of the program. For example, the traveling case competition team won the University of Oklahoma Case Competition in 2004 competing against eight other schools from the Big XII. The traveling case team has also consistently finished in the top 10 of the George Washington University/KPMG international case competition held in Washington, D. C. each year. Other areas of distinction include outstanding student internship awards and student recipients of the "Direct Marketing Educational Foundation Scholarship Award," an award given annually to only 10 graduate students nationwide.

C. Scholarly activity - Not Applicable

D. Assessment of student achievement of expected learning outcomes for each degree program

Degree Program	Assessment Methods Used	Years
M.B.A.	EBI student exit survey	2000, 2001, 2002, 2003, 2004

Student feedback and assessment is critical to the ongoing improvement of the program. Current assessment consists of student satisfaction exit surveys. Learning-based outcomes are currently being developed for the new accreditation standards and will be in place by the next program review.

E. Overview of Results from Program Outcomes Assessment

MBA students were generally pleased with the level of service they received from the program director and office administration. Furthermore, MBA students recognize the value of inclusion of real world concepts in the curriculum and are satisfied with the overall quality of the program relative to its cost.

Students were most dissatisfied with their perception of getting started on their careers—limited numbers and “quality” of companies coming to campus as well as support from both faculty and professionals in Career Services. Many students feel that more needs to be done to actively seek out larger companies and ones paying higher entry salaries. Part of this problem can be attributed to the fact that most students choose to remain in Oklahoma and the Oklahoma economy has been slow to respond to the recent economic recovery. Another contributing factor is the centralized university recruiting function that limits the program’s ability to influence the companies recruiting on campus.

Another area of dissatisfaction is with the quality of teaching. Although attempts have been made to address this issue through swapping faculty teaching courses as well as the addition of new faculty, adequately impacting this concern will take the support of the Dean and Department Heads to ensure that the best possible faculty is teaching MBA courses.

Other areas of concern are beyond the ability of the program to directly influence in the absence of a significant increase in resources, such as quality of facilities, attracting high quality students, and financial assistance.

F. Feedback from Program Alumni/Documented Achievements of Program Graduates

There is currently no formal mechanism for tracking program alumni, although alumni surveys are periodically conducted by the school of business. The most recent survey in 2003 had a response rate of 35.6%. Most of the MBA alumni seem to be satisfied with the overall educational experience at OSU. They tend to work at large corporations (61%) and feel that their current work is highly related to their OSU major (31%). Annual salaries of those surveyed ranged from \$76,000 - \$100,000. Those surveyed held mid-level and upper-mid-level management positions.

G. Other Program Evaluations- Not applicable

CRITERION VI

Program Demand/Need

A. Occupation Manpower Demand (If applicable)

1. Advisory Committee and Graduate Studies Committee Membership

- Chris Banard, Vice President & Manager BBG Technology, Wells Fargo Bank
- Charlie Eitel, Chairman & CEO, The Simmons Companies
- Dan Gilliam, Manager, Global Financial Services, ConocoPhillips
- Jason Gislason, Ph.D., Fuels Technology Commercialization Advisor, ConocoPhillips
- William E. Hobbs, President & CEO, Williams Energy & Risk Marketing
- Tiffany Sewell Howard, Chief Operating Office, The Charles Machine Works, Inc.,
- Tara Koenings, Assistant Vice President, Federal Reserve Bank of Kansas City
- Lance Laubach, Vice President, KnowledgeGear (KGear)
- Jamie Lane, Manager, M&E Strategic Planning & Performance, American Airlines
- Terry London, London Partners LLC
- Robert D. Martin, Regional Manager SAP Americas, ConocoPhillips
- Steven Merrifield, Senior Vice President, WW Sales, Hitachi Global Storage Technologies, Inc.
- Craig Rothfeld, Chief Operating Officer, WJBonfanti
- Derek Smith, Chairman, President, & Chief Executive Officer, ChoicePoint, Inc.
- Andrew Solheim, Karsten Manufacturing
- Randall S. Swain, VP Store Asset Management, Payless ShoeSource Inc.
- Dr. Robert Dooley, Director MBA, Associate Professor, Glen M. Stinchcomb Family Professor
- Dr. Vance Fried, Professor, Director, Entrepreneurship Center
- Dr. Joe Jadlow, Professor
- Dr. Steve Miller, Professor, Director of International Business Programs
- Dr. Sandeep Nabar, Assistant Professor
- Dr. Betty Simkins, Associate Professor
- Dr. Scott Turner, Professor

2. Advisory Committee Recommendations

- Revise policies regarding the admission and recruitment of students to determine what steps need to be taken to increase the quality of the student body.
- The MBA Program should continue to evaluate its curriculum to ensure that it keeps up with industry needs and to ensure it remains competitive with its peer institutions.
- The Spears School of Business and the MBA Program should determine ways in which to generate greater funding for monetary awards to prospective students.
- Distance Learning revenue should be realigned to support the MBA Program.
- Invest in faculty development to deliver classes via distance learning and create incentives for faculty to teach in a distance learning format.
- Increase or build alumni relations by inviting alumni back to speak at MBA events.
- A comprehensive marketing plan should be developed specifically for the MBA Program.

3. School Response to Recommendations

- Admissions standards were raised in Spring 2004 to a minimum GMAT score of 580 and an undergraduate GPA of 3.0
- Several incremental changes were implemented in 2002 and 2004. An ad hoc committee was formed in Spring 2003 to revamp the entire program and curriculum; committee recommendations were not implemented due to resource constraints.
- The MBA Program has worked with the Dean and the Development Office to identify potential sources of revenue that can be dedicated to student funding resulting in four additional scholarships for students.
- The professional development class provides an ongoing vehicle for alumni to discuss their personal and professional experiences with students.

4. Other Sources and Documents Indicating Demand

The program continues to see interest from international markets, particularly from India, China, and increasingly, Central and South America. Approximately half of the 2004 entering class was international. Demand for Distance Learning is increasing with a significant growth in inquiries and applications since 2000.

B. Societal Needs for the Program

Over the past few years, business and society have undergone unprecedented and continuous change. While the overall mission of the MBA Program has not changed, the skills required by future leaders have changed. In order to compete in their chosen profession, MBA graduates must be capable, informed, creative and flexible. The OSU Master of Business Administration program is uniquely positioned to address the needs of industry and business. The MBA faculty members are committed to teaching and advancing the art and science of management. Furthermore, the MBA curriculum helps develop decision-making abilities through application and integration of core knowledge areas. The use of information and technology to develop creative, effective solutions is emphasized. In addition to core business and decision-making competencies, the MBA Program stresses ethics, teamwork, leadership development, and management of change and diversity.

C. Graduate Student Applications and enrollment changes.

	Enrolled	Applications	Acceptances
2002	338	284	157
2003	345	269	147
2004	274	321	133

Enrollment numbers were down substantially in 2004 compared to the previous 2 years, while application numbers increased. A portion of the enrollment decline can be attributed to the stricter admission standards implemented in spring 2004. However, this resulted in only a slight decrease in acceptances. Other factors affecting enrollment include the economy's slow rebound, especially in Tulsa, which accounts for approximately 60% of the program base, and difficulties with international students obtaining visas. Of the 133 acceptances, slightly over 30% were international. Of these, only 20% enrolled for a yield of 6%.

CRITERION VII

Program Duplication

A. Identify Other Degree Programs at OSU with Similar Titles or Functions

There is no program duplication of the MBA Program at Oklahoma State University. The MBA degree is the only graduate business degree designed to prepare students from a variety of undergraduate backgrounds for entry into professional management careers. Other business degrees such as MS in Accounting or MS in Information Systems have narrower career objectives.

B. Describe How Your Degree Program is Unique

The OSU Master of Business Administration program is uniquely positioned to address the needs of industry and business. The MBA Program is an interdisciplinary program that draws on the expertise of the Spears School of Business Administration faculty. Students may opt to develop an area of degree specialization, or to pursue a generalized management degree. By developing appropriate skill sets and choosing experiences that will be most valuable to their chosen career paths, students may tailor their programs of study to individual needs and backgrounds. The MBA curriculum is developed and revised through the input of an interdisciplinary academic program committee as well as the MBA Advisory Board.

Summary and Recommendations

A. Strengths

- High value added with lowest tuition rates in the Big XII.
- Active and engaged Advisory Board.
- Supportive alumni base.
- Talented and dedicated group of faculty and staff.
- Strong leadership in using new technologies to deliver education to students.
- Program flexibility catering to the needs of many types of students: full-time, part-time, distance learning.

B. Areas for Improvement

- Scholarship and financial aid available to students. Program currently ranks at the bottom of the Big XII and peer institutions.
- Financial resources available to the program. Currently the program ranks at the bottom of the Big XII and peer institutions for budget allocated to the MBA Program.
- Secure dedicated MBA-related classrooms, study areas, and labs.
- Greater control over course offerings and scheduling.
- Develop better relationships with alumni for networking and placement opportunities as well as fundraising efforts.
- Improve diversity of student body. Few minority students and the women-to-men ratio in the program is below the national average.

C. Recommendations for Action

- Continually re-evaluate MBA Program curriculum content in response to external market demands.
- Restructure OSU-Tulsa program to better meet the needs of full-time working adults and students with significant work experience.
- Develop an accelerated program option for students with undergraduate degrees in business or significant work experience.
- Increase the number of elective courses offered in Tulsa.
- Develop course schedules that are more accessible and convenient for working professionals.
- Utilize distance technology to increase the number of electives available and enhance course-offering flexibility.
- Implement a mid-year and end-of-year student satisfaction exit survey for the OSU-Tulsa campus students.
- Continually re-evaluate MBA Program curriculum in light of external market demands.
- Enhance professional development activities.
- Increase the number of elective courses offered in Stillwater.
- Look for opportunities to create unique MBA concentrations and specializations by partnering with other graduate programs both within and outside the School of Business.

- Partner with the School of Business Executive-in-Residence Program to ensure that the MBA is offering relevant learning experiences to students, and the business community is getting well-trained future employees.
- Work with the Alumni Association to develop a list of current MBA Program alumni.
- Increase the number of alumni networking events.
- Develop and send out an annual alumni newsletter.
- Enhance the MBA web page to provide alumni information and discussion forums.
- Work with existing alumni to form MBA alumni associations in major regional metropolitan areas.
- Publicize the MBA program by speaking to living groups, honor societies, and other colleges' academic clubs on the campus of Oklahoma State University.
- Use direct marketing efforts in Oklahoma and surrounding states to recruit a diverse student body.
- Establish contact with key faculty and administrators of four-year colleges in the region to publicize the MBA program to select student groups at these colleges.
- Provide the School of Business Dean and Foundation Officer with a scholarship needs assessment for the MBA program.
- Assist the School of Business Dean and Foundation Officer in identifying and developing prospective scholarship donors.

D. Five-Year Goals for the Program

The five-year goals for the program are driven by the School of Business strategic plan articulated in 2004.

- Enhance the visibility and image of the MBA Program.
- Enhance the quality of applicants to the MBA Program
- Provide students with additional opportunities for professional and personal development.
- Contribute to the economic vitality and growth of Oklahoma.
- Support faculty research objectives through the MBA graduate research assistantships

Attachment A

Course Descriptions

Core Courses

ACCT 5183 Financial Accounting Analysis (3 credit hours)

Prerequisite: admission to MBA program or consent of MBA director. Development of the ability to read and to analyze financial statements and to use this and other types of information in making decisions.

ACCT 5283 Managerial Accounting (3 credit hours)

Prerequisite: ACCT 5103. Interpretation of accounting data in planning, controlling, and decision-making.

ECON 5113 Managerial Economics (3 credit hours)

Economic theory applied to business decision making. Concepts of microeconomics and macroeconomics related to understanding the economic system, analysis of policy, forecasting, and international economics. No credit for Ph.D. students in economics.

MKTG 5133 Marketing Management (3 credit hours)

Prerequisite: admission to the MBA program. Consideration at an advanced level of the major elements of marketing from the point of view of the marketing executive. Emphasis on problem solving and decision-making; using an interdisciplinary approach. Development of an integrated, comprehensive marketing strategy.

MGMT 5113 Organizational Theory and Behavior (3 credit hours)

Prerequisite: admission to MBA program or consent of MBA director. Contemporary theories of organization. Structure and dynamics of organizational goals and environments.

FIN 5013 Business Finance (3 credit hours)

Prerequisite: graduate standing. Introduction to the major areas of business finance: the financial environment in which business decisions are made and the institutions found therein, the financial management practices of a firm securing financing and allocating resources among competing alternatives, and the valuation of financial assets to the firm and individuals.

FIN 5053 Financial Management (3 credit hours)

Prerequisites: 5013 or equivalent and prior or concurrent enrollment in ACCT 5103 or equivalent. Concepts and theories applicable to the financial administration of a firm. Cases, problems, and readings to illustrate various financial problems and techniques of solution.

MSIS 5623 Advanced Application in Information Systems (3 credit hours)

Prerequisite: 5643 or consent of director of MIS/AIS program. Design and use of management information systems in businesses and other organizations. Model building, information resource management and decision support systems.

MSIS 5303 Quantitative Methods in Business (3 credit hours)

Prerequisites: admission to the MBA program or consent of MBA director; demonstrated calculus proficiency. Application of quantitative techniques to business problems. Linear programming, transportation and assignment models, goal programming, integer programming, and networks.

MBA 5233 Global Competitive Environments (3 credit hours)

Prerequisite: admission to the MBA program or consent of the director. Development of a global business strategy for the organization. Issues of highly diversified markets and business environments, global competition, financial markets, and complex organizational relationships. Same course as IS 5233.

MBA 5303 Corporate Strategy (3 credit hours)

Prerequisite: admission to the MBA program or consent of the director. Key issues in formulating and implementing business and corporate strategies. The orientation of top management and diagnosis of what is critical in complex business situations and realistic solutions to strategic and organizational problems.

BADM 5613 External Environment of Business (3 credit hours)

Prerequisite: admission to MBA program or approval from MBA director. Social, ethical, regulatory and political forces as they impact on the organization. Attention to organizational response to these forces through management policies and strategies.

Or

LSB 5163 Legal Environment of Business (3 credit hours)

Prerequisite: graduate standing. Legal environment within which business must operate. Nature and source of law, the operation of the judicial system, the operation of administrative agencies, selected Constitutional provisions frequently involved in litigation of business problems, and selected substantive legal areas having a direct relationship with business operation and decision making.

Accounting Electives

ACCT 5013 Seminar in Tax Research (3 credit hours)

Prerequisite: 4013 or consent of instructor. Development and administration of federal tax law with emphasis on the development of tax research skills.

ACCT 5033 Seminar in Oil and Gas Taxation (3 credit hours)

Prerequisite: 5013 or consent of instructor. Federal income tax laws applicable to the petroleum and other extractive industries.

ACCT 5043 Seminar in Partnership Taxation (3 credit hours)

Prerequisite: 5013 or consent of instructor. Federal income tax laws applicable to partners and partnerships.

ACCT 5053 Seminar in Corporate Taxation (3 credit hours)

Prerequisites: graduate standing and 5013 or consent of instructor. Federal income tax law applicable to corporations and to other entities in their capacity as corporate shareholders.

ACCT 5133 International Oil and Gas Accounting (3 credit hours)

Prerequisite: graduate standing. Financial accounting and reporting for U.S. and international oil and gas operations. Domestic and international joint venture accounting. Accounting for international concession and profit sharing agreements.

ACCT 5713 Seminar in International Accounting (3 credit hours)

Prerequisites: 3403 and consent of graduate coordinator. Accounting issues faced by multinational enterprises and internationally listed companies, including diversity in financial reporting and harmonization.

BADM Electives

BADM 5113 Venture Management (3 credit hours)

Prerequisite: admission to the MBA program or consent of MBA director. Enterprise creation and problems faced by entrepreneurs in early growth stages of business ventures. An interdisciplinary problem-solving approach with emphasis on "live" case studies and plans for new business ventures. Emphasis is on entrepreneurship rather than problems faced by going concerns.

BADM 5200 Selected Master of Business Administration (3-6 credit hours)

Prerequisite: admission to the MBA program. Selected topics dealing with business decision-making and contemporary business issues.

ECON Electives

ECON 5713 Industrial Organization I (3 credit hours)

Organization and operation of the enterprise sector of a free enterprise economy; interrelations of market structure, conduct and performance; public policies affecting these elements.

ECON 5703 Economics of Organization and Competitive Advantage (3 credit hours)

Prerequisite: 3113 or 5113 or consent of instructor. An analysis of organizational architecture (the assignment of decision-making rights, performance evaluation, and reward systems within an organization). An appropriate architecture to give an organization a competitive advantage and to help an organization develop prowess in innovation and reputation, providing other sources of competitive advantage.

FIN Electives

FIN 5213 International Business Finance (3 credit hours)

Prerequisite: 5053. Theories and financial management practices unique to business firms which operate in, or are influenced by, an increasingly global economy.

FIN 5223 Investment Theory and Strategy (3 credit hours)

Prerequisite: 5053. Selected investment topics and advanced portfolio management techniques.

FIN 5243 Financial Markets (3 credit hours)

Prerequisite: 5053. An analysis of the structure of financial markets, the determination and behavior of interest rates, the functioning of and the flow of funds.

FIN 5550 Special Topics in Finance (3 credit hours)

Prerequisite: 5053. Theoretical and applied aspects of specialized financial areas. Evaluation of models, current trends and problems.

FIN 5613 Corporate Financial Strategy (3 credit hours)

Prerequisite: 5053. Strategic financial decisions and their implementation, including capital structure policy, capital budgeting, risk assessment and management, corporate restructuring, management performance assessment, cost of capital, financial resource planning, dividend policy, and capital raising. Familiarity with basic financial tools and techniques including time value of money, asset pricing and security valuation, and financial statement analysis.

FIN 5763 Derivative Securities and the Management of Financial Price Risk (3 credit hours)

Prerequisite: 5053. Differing amounts of financial price risk for individuals and corporations in volatile financial environment. The development of arbitrage-based models for the pricing of derivative securities, and the use of a full range of derivative securities to manage exposure to financial price risk.

FIN 5773 Financial Engineering (3 credit hours)

Prerequisite: MATH 4513. Techniques for the design, development, and implementation of innovative financial instruments and processes to the formulation of creative solutions of problems in finance.

FIN 5883 Quantitative Financial Applications (3 credit hours)

Prerequisites: 5223 and consent of the head of the department. Application of financial solution techniques through directed casework in appropriate business and public sector settings. Simulation, small group instruction and field-based experiences.

MBA Electives

MBA 5010 Independent Study (3-6 credit hours)

Prerequisite: admission to MBA program or consent of MBA director. Investigation of advanced research topics or directed study under the supervision of a faculty member. Consent of MBA Graduate Studies Committee required.

MBA 5400 Business Practicum (1-3 credit hours)

Prerequisites: consent of MBA director and completion of 18 MBA credit hours. Application of knowledge and skills developed in MBA functional courses in an organizational environment. Integration of functional concepts, allowing students to experience the adaptation of concepts to fit organizational reality, and assisting students in understanding ways in which their academic training can help organizations.

MBA 5500 Interdisciplinary Inquiry in Business Administration (1-3 credit hours)

Prerequisite: consent of MBA director. Investigation of various business problems using an interdisciplinary approach. Courses team-taught to ensure problems viewed from varying functional perspectives.

MBA 5990 MBA Applied Business Report (3-6 credit hours)

Prerequisite: admission to MBA program or consent of MBA director. Independent investigation of a business problem under the direction of a supervising professor.

MGMT Electives**MGMT 5313 Project Management (3 credit hours)**

Prerequisite: admission to MBA program or consent of MBA director. The processes and techniques of managing projects in today's business world. The processes of idea generation, needs analysis, implementation, evaluation, and learning. The techniques of team building and conflict resolution in project management.

MGMT 5653 Business Development (3 credit hours)

Prerequisites: 5613, admittance to MBA program or consent of MBA director. Venture capital investing and the business development process investments. Essentials of the venture capital industry and corporate venturing.

MGMT 5533 Leadership Challenges (3 credit hours)

Prerequisites: 5113, admission to the MBA program or consent of the MBA director. Contemporary leadership practices. Leadership as a behavior, not as a position. The challenges of leadership, regardless of position.

MGMT 5713 Negotiation (3 credit hours)

Prerequisite: admission to MBA program or consent of MBA director. The fundamentals of effective negotiation and dispute resolution practices. Current theory, strategies, and tactics.

MGMT 5553 Management of Technology & Innovation (3 credit hours)

Prerequisite: MBA core courses or consent of instructor. Business applications of research, practice, and theory in the management of technology and innovation. To improve the effectiveness by which technologies are developed, implemented, and institutionalized. Emphasizes both management with advanced technologies and strategic management of technology.

MGMT 5613 Business Opportunity Identification and Analysis (3 credit hours)

Prerequisite: admittance to MBA program or consent of MBA director. The techniques required for locating business opportunities, assessing their feasibility, and evaluating their potential returns.

MKTG Electives**MKTG 5213 Services Marketing (3 credit hours)**

Prerequisite: 5133. Services and services marketing with emphasis on services research and services management.

MKTG 5220 Seminar in Marketing (3 credit hours)

Prerequisite: 5133. Selected topics in marketing. Industrial marketing, product management, strategic marketing planning, international marketing, and services marketing.

MKTG 5313 Marketing Research Methodology (3 credit hours)

Prerequisite: 5133. Research methodology applied to marketing problems. Measurement, survey research, experimentation, and statistical analysis of data.

MKTG 5553 International Marketing Strategy (3 credit hours)

Prerequisite: 5133. An analysis of marketing in the global environment. Environmental effects on international marketing management and corporate strategy decisions.

MKTG 5963 Data Mining and Customer Relationship Management Applications (3 credit hours)

Prerequisite: consent of MBA, MIS/AIS or MSTM, director, or instructor. Data mining and turning business data into actionable information. Use of various data mining tools such as neural networks, decision trees, classification and prediction algorithms, in the context of most common applications in business-sales, marketing, and customer relationship management (CRM). Use of state-of-the-art industrial strength data mining software to analyze real-world data and make strategic recommendations for managerial actions.

MKTG 5973 New Product Development (3 credit hours)

Prerequisite: acceptance into the MBA program or consent of the MBA director. Elements involved in creating and selling a successful new product in a complex environment, including internal organizational and external environmental influences.

MKTG 5983 Data Base Marketing (3 credit hours)

Prerequisite: 5133 or consent of the instructor. An information-driven process managed by database technology that enables marketers to develop, test, implement, measure, and adopt customized marketing programs and strategies.

MSIS Electives

MSIS 5123 Enterprise Research Planning (3 credit hours)

Prerequisites: graduate standing and ACCT 5103, ACCT 5113, MSIS 5643, or consent of director of MIS/AIS. Resource planning for today's global business organizations. Integrated data flow and computer software for enterprise resource planning. Integration of transactional analysis, fundamental accounting practice, financial planning, and supply chain analysis forming the basis for study in this integrated approach to enterprise resource planning. Same course as ACCT 5123.

MSIS 5133 Advanced Information Technologies for Electronic Commerce (3 credit hours)

Prerequisite: admission to MBA, MSTM, or MS in MIS/AIS program or consent of instructor. Information technologies that enable electronic commerce, including data base and web technologies and infrastructure, web software, transaction security, business web models, and applications.

MSIS 5223 Object-Oriented Programming Applications for Business (3 credit hours)

Prerequisites: 5643, graduate standing and computer programming proficiency, or consent of director of MIS/AIS. Object-oriented programming concepts and applications for business in a global environment. Implementation through an appropriate object-oriented programming language.

MSIS 5633 Decision Support and Expert Systems (3 credit hours)

Prerequisite: BADM 5003 or equivalent. Technical and managerial issues involved in the evaluation, acquisition and implementation of advanced technologies, such as decision support systems, expert systems, artificial intelligence, executive information systems, neural networks, and others.

MSIS 5643 Advanced Data Base Management (3 credit hours)

Prerequisite: admission to the MBA, MSTM, or MS in MIS/AIS programs or consent of instructor. Advanced theoretical and practical foundations. Brief review of classical issues surrounding design, analysis, and implementation of databases, both from a micro and a mainframe perspective. Current and emerging issues in the data base field. Analysis, design, and implementation of distributed databases, the object-oriented data model

paradigm, the use and management of automated design and support tools (e.g., CASE) from a data base perspective, and data security.

MSIS 5653 Advanced Systems Development (3 credit hours)

Prerequisites: 4363 and 5643 or equivalent, programming proficiency in C or C++; or consent of director in M.S. in MIS/AIS program. Theory and applications for business systems development from an enterprise-wide perspective.

TCOM Electives

TCOM 5113 Industry Overview and Telecommunications Applications (3 credit hours)

Prerequisites: graduate standing and consent of program director. Overview of telecommunications industry, technology, regulatory environment, and current topics in telephone services (wireless and wire line), business data services, CATV, and Internet services and providers (including JAVA and HTML). Managerial and strategic aspects of telecommunications technologies. Guest speakers from the telecommunications industry.

TCOM 5123 Telecommunications Systems II (3 credit hours)

Prerequisites: ECEN 5553 and consent of program director. Applied technical coverage of selected topics from the upper layers of the OSI model. Network and Transport layers using TCP/IP, IPX/SPX, and Netbeui, as well as security issues and other multi-layer protocol suites. Flow control, RSVP, encryption, compression, and LAN/WAN applications.

TCOM 5143 Telecommunications Systems Analysis, Planning, and Design I (3 credit hours)

Prerequisites: ECEN 5553 and consent of program director. The fundamentals behind systems analysis and design of telecommunication systems from a management perspective. Financial analysis of telecommunication projects, fundamentals of mathematical modeling and queuing theory, and other management tools that are key to the design and analysis of telecommunication networks.

TCOM 5153 International Telecommunications Management (3 credit hours)

Prerequisites: graduate standing and consent of program director. Investigation of the institutions that affect the use of telecommunications. The various parts of the federal government involved, such as the Department of Commerce, the FCC, and the Department of State. The role of international institutions, including the ITU, UNESCO, and the various satellite organizations such as INTELSAT.

TCOM 5213 Telecommunications Systems Analysis, Planning, and Design II (3 credit hours)

Prerequisites: 5143, ECEN 5553, and consent of program director. The fundamentals behind systems analysis and design of telecommunication systems from an engineering perspective. Advanced mathematical modeling and queuing theory, graph theory, network design algorithms, and other tools that are key to the design and analysis of telecommunication networks. An in-depth, technical, and quantitative follow-up to TCOM 5143.

TCOM 5310 Advanced Topics in Telecommunications Management (3 credit hours)

Prerequisites: graduate standing and consent of program director. Advanced topics in the interdisciplinary field of telecommunications management, such as legal and regulatory issues, electronic commerce, Internet and intranet development.

**Oklahoma State University
FIVE-YEAR ACADEMIC REPORT CARD
BUS - OTHER**

<i>Fall Semester</i>	2000		2001		2002		2003		2004		Change	
											Amount	Percent
Student Information												
Headcount												
Undergraduate	1,557		1,759		1,564		1,647		1,769		112	6.8%
Graduate	364		306		340		375		274		-90	-24.7%
Professional	0		0		0		0		0		0	-
Total	2,021		2,065		1,904		2,022		2,043		22	1.1%
Minority	401		424		395		457		470		69	17.2%
Non-minority	1,620		1,641		1,509		1,565		1,573		-47	-2.9%
Entry Information												
ACT Average												
ACT 25th - 75th Percentile												
Top 10% High Sch. Class(%)	0.0%		0.0%		0.0%		0.0%		0.0%		0.0%	
Retention/Graduation Rates												
No. of Full-time Semesters	0		9.6		9.1		8.9		8.4		-1.2	-12.5%
Semester Credit Hours - State Funded												
Undergraduate	546		501		487		629		588		42	7.7%
Graduate	0		0		0		0		0		0	-
Professional	0		0		0		0		0		0	-
Total	546		501		487		629		588		42	7.7%
Number of Lecture Classes Taught_Avg Class Size												
	Number	Avg.	Number	Avg.	Number	Avg.	Number	Avg.	Number	Avg.		
Undergraduate	1	11.0	1	19.0	1	6.0	1	22.0	0	0	-1	-100.0%
Graduate/Professional	3	31.0	2	36.0	2	37.0	2	29.0	0	0.0	-3	-100.0%
All Student	4	26.0	3	30.3	3	26.7	3	26.7	0	0	-4	-100.0%
Class Size												
% of Classes < 20	25.0%		33.3%		66.7%		33.3%		0.0%		-25.0%	
% of Classes > 50	0.0%		0.0%		33.3%		0.0%		0.0%		0.0%	
OSU-Tulsa												
Headcount	247		267		289		303		256		9	3.8%
Student Credit Hours	93		108		157		75		69		-24	-25.8%
Faculty Information												
Instructional-FTE												
Professor-Lecturer	1.00		0.25		0.50		0.25		1.25		0.25	25.0%
Graduate Assistant	17.85		19.42		16.96		18.06		17.27		-0.58	-3.2%
Total	18.85		19.67		17.46		18.31		18.52		-0.33	-1.8%
Headcount												
Professor-Lecturer												
Total	6		4		5		4		3		-3	-50.0%
Minority	0		0		0		0		0		0	-
Tenured/Tenure Track	3		3		3		3		2		-1	-33.3%
Tenured	3		3		3		3		2		-1	-33.3%
%Tenured	100.0%		100.0%		100.0%		100.0%		100.0%		0.0%	
% of Faculty Full - Time												
	60.0%		100.0%		75.0%		100.0%		100.0%		40.0%	-
Student Faculty Ratio												
	1073.0		1853.0		1275.0		1773.3		914.8		-158.2	-14.7%
Faculty Salaries vs. Peer Inst (Full-time Faculty - 9 mos.)												
	OSU	Big 12	OSU	Big 12	OSU	Big 12	OSU	Big 12	OSU	Big 12	OSU	
Professor	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
Associate	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
Assistant	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-
Classes Taught by Tenured/Tenure Track												
% Lower Div. Classes	0%		0%		0%		0%		0%		0.00%	
% Undergrad. Classes	100%		100%		100%		100%		0%		-100.00%	

Oklahoma State University
FIVE-YEAR ACADEMIC REPORT CARD
BUS - OTHER

Fiscal Year	2000	2001	2002	2003	2004	Change	
						Amount	Percent
Financial Information							
Faculty Salaries	\$691,385	\$680,380	\$802,881	\$749,945	\$723,944	\$32,559	4.7%
Other Salaries	\$1,610,671	\$1,717,267	\$1,811,093	\$1,785,407	\$1,679,277	\$68,606	4.3%
Fringe Benefits	\$485,034	\$637,330	\$735,641	\$719,386	\$687,284	\$202,250	41.7%
Travel	\$36,754	\$54,903	\$40,457	\$22,604	\$47,701	\$10,947	29.8%
Utilities	\$0	\$0	\$0	\$0	\$0	\$0	-
Supplies Other Oper. Exp.	\$359,341	\$526,159	\$389,759	\$281,216	\$133,142	(\$226,199)	-62.9%
Property, Furniture Equip.	\$121,967	\$210,888	\$638,722	\$52,216	\$12,262	(\$109,705)	-89.9%
Library Books Periodicals	\$923	\$571	\$1,445	\$1,403	\$1,903	\$980	106.3%
Transfers Other Disbur.	\$0	\$0	\$0	\$0	\$23,741	\$23,741	-
Total	\$3,306,075	\$3,827,497	\$4,419,997	\$3,612,176	\$3,309,254	\$3,179	0.1%
Cost per SCH	\$3,808.84	\$5,089.76	\$5,964.91	\$6,640.03	\$4,551.93	\$743.09	19.5%
Cost per SCH in Constant \$	\$3,808.84	\$4,944.93	\$5,698.88	\$6,186.56	\$4,110.48	\$301.64	7.9%
Other Revenue							
Other Student Fees	\$667,869	\$561,648	\$578,201	\$637,101	\$1,118,315	\$450,446	67.4%
Gifts and Grants	\$408,464	\$567,562	\$677,691	\$779,211	\$569,512	\$161,048	39.4%
OSU-Tulsa Fac. Exp. Transfers	\$0	\$82,000	\$6,604	\$13,245	\$4,915	\$4,915	-
Fees Related to Educ. Depts.	\$135,405	\$10,902	\$16,686	\$5,555	\$968	(\$134,437)	-99.3%
Other Income	\$767,106	\$1,605,507	\$1,485,702	\$621,525	\$1,861,291	\$1,094,185	142.6%
Total	\$1,978,844	\$2,827,619	\$2,764,885	\$2,056,638	\$3,555,001	\$1,576,157	79.7%
External Funding							
Sponsored Expenditures**	\$0	\$63,527	\$83,180	\$82,605	\$124,687	\$124,687	-

**Excludes federal appropriations for College of Agriculture Sciences and Natural Resources.

OSHRE PROGRAM REVIEW
 CRITERION IV - PROGRAM PRODUCTIVITY
 FIVE YEAR HISTORY OF DEGREES AWARDED

----- COLLEGE=BUSINESS ADMIN, DEPARTMENT=BUSINESS ADMIN - MBA -----

PROGRAM		YEAR				
		1999- 2000	2000- 2001	2001- 2002	2002- 2003	2003- 2004
		N	N	N	N	N
PROGRAM	TERM					
Business Administration - MBA	SUMMER	6	24	12	10	14
	FALL	42	44	39	24	38
	SPRING	72	51	44	55	68
	All	120	119	95	89	120

OSRHE PROGRAM REVIEW
 CRITERION IV - PROGRAM PRODUCTIVITY
 NUMBER OF MAJORS IN EACH PROGRAM FOR PAST FIVE FALL SEMESTERS

16:11 Sunday, October 24, 2004 6

----- DEPARTMENT_NAME=BUSINESS ADMIN - MBA -----

PROGRAM	FALL				
	FALL 2000	FALL 2001	FALL 2002	FALL 2003	FALL 2004
	N	N	N	N	N
Business Administration - MBA	311	296	338	345	274

January 11am.

GRADUATE STUDENT APPLICATIONS AND ENROLLMENT CHANGES 2002 - 2004

	Enrolled			Applications			Acceptances			New Enrollments from Applications Accepted			Graduations (Summer, Fall, Spring totals shown)		
	2002	2003	2004	2002	2003	2004	2002	2003	2004	2002	2003	2004	2002	2003	2004
BU MBA BADM															
Domestic	301	292	227	172	156	214	119	99	91	91	82	65	73	78	107
	(9)	(65)		(16)	58		(20)	(8)		(9)	(17)		5	29	
International	37	53	47	112	113	107	38	48	42	10	8	12	22	11	13
	16	(6)		1	(6)		10	(6)		(2)	4		(11)	2	
Totals	338	345	274	284	269	321	157	147	133	101	90	77	95	89	120
	7	(71)		(15)	52		(10)	(14)		(11)	(13)		(6)	31	

BU PHD BADM															
Domestic	32	36	29	21	56	23	11	16	3	5	11	1	7	4	7
	4	(7)		35	(33)		5	(13)		6	(10)		(3)	3	
International	20	24	28	91	84	80	9	10	5	5	6	3	3	0	3
	4	4		(7)	(4)		1	(5)		1	(3)		(3)	3	
Totals	52	60	57	112	140	103	20	26	8	10	17	4	10	4	10
	8	(3)		28	(37)		6	(18)		7	(13)		(6)	6	