

New Program Code **Modify Program Code**

Date: 12/9/2019

REQUESTOR CONTACT INFORMATION

Name Qimei Chen Campus Mānoa, UH
 Title Associate Dean for Academic Affairs Email qimei@hawaii.edu
 Office/Dept Office of the Dean Phone 956-8377

NEW PROGRAM CODE TO CREATE

Institution MAN - University of Hawaii at Manoa Campus MAN - University of Hawaii at Manoa
 Level GR - Graduate Effective Term Fall 2020

	Code (Max. Characters)	Description	Check if requesting new code:
College	(2) <u>20</u>	<u>College of Business Admin.</u>	<input type="checkbox"/> See Banner form STVCOLL
Department	(4) <u>MKT</u>	<u>Marketing</u>	<input type="checkbox"/> See Banner form STVDEPT
Degree/Certificate	(6) <u>MS</u>	<u>Master of Science</u>	<input type="checkbox"/> See Banner form STVDEGC
Major	(4) <u>MKT</u>	<u>Marketing</u>	<input type="checkbox"/> See Banner form STVMAJR
Concentration	(4) <u>n/a</u>		<input type="checkbox"/> See Banner form STVMAJR
Minor	(4) <u>n/a</u>		<input type="checkbox"/> See Banner form STVMAJR

If a similar major/concentration code exists in Banner, please list the code: _____

Justification to warrant a new major/concentration code similar to an existing major/concentration code: _____

If new major, please list the BOR's approved Classification of Instructional Programs (CIP) Code: _____

Is this major/concentration code being used the same way at the other UH campuses? Yes No

Should this program be available for applicants to select as their planned course of study on the online application? *If yes, student may select the code as their only program of study.* Yes No

RULES PERTAINING TO FINANCIAL AID AND 150% DIRECT SUBSIDIZED LOAN LIMIT LEGISLATION

Is 50% or greater of the classes in this program offered at a location other than the Home Campus? Yes No

Is this program/major/certificate financial aid eligible? Yes No

Does this certificate qualify as a Gainful Employment Program (Title IV-eligible certificate program)? Yes No

See <http://www.ifap.ed.gov/GainfulEmploymentInfo/index.html>

Program Length

In academic years; decimals are acceptable. The length of the program should match what is published by the campus in any online and/or written publication.

2 Years

Special Program Designations

See *Special Program Designations Code Definitions on IRAO Program Code Request webpage*

A B N P T U

Required Terms of Enrollment: Fall Spring Summer Extended

IRAO USE ONLY: DATE RECEIVED

ADDITIONAL COMMENTS (for modifying existing program codes, specify the term to turn on/off the online application, the recruitment/admission term, and the general student/history/degree term.)

Banner Program Code: MKT-MS
Program Name: MS in Marketing Management
CIP Code: 52.1401
Online Application Indicator: N (Off)

ATTACHMENTS

BOR Approved: Sole-credential Certificates, Associate (excluding ATS), Bachelor and Graduate Degrees, and sole credential certificates

- BOR Meeting Minutes & Supporting Documents Curriculum

Chancellor Approved: Concentrations, Certificates and Associate in Technical Studies (ATS) Degree

- Memo from Chancellor to notify Vice President for Academic Planning and Policy regarding program action.
 Curriculum

CERTIFICATES ONLY: Please check one (1) statement. This certificate is a...

- BOR approved certificate. BOR Meeting/Approval Date: _____
 Chancellor approved within an authorized BOR program. BOR Program: _____
 Chancellor approved CO in accordance with UHCCP 5.203, Section IV.B.10.

VERIFICATIONS

By signing below, I verify that I have reviewed and confirm the above information that is pertinent to my position.

Registrar
(Print Name)

Stephanie Malin

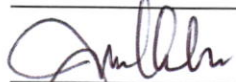
 1/7/2020

Signature

Date

Financial Aid Officer
(Print Name)

Jodie Kuba

 1/13/2020

Signature

Date

For Community Colleges,
verification of consultation with
OVPCC Academic Affairs:

Tammi Oyadomari-Chun


Signature


Date

November 7, 2019

MEMORANDUM

TO: Laura Lyons
Interim Associate Vice Chancellor for Academic Affairs

VIA: V. Vance Roley 
Dean and First Hawaiian Bank Chair of Leadership and Management

FROM: Miao Hu 
Assistant Professor of Marketing and Faculty Director of the
Master of Science in Marketing Management Program

SUBJECT: Master of Science in Marketing Management Proposed 4+1 Pathway

SPECIFIC ACTION REQUESTED:

It is requested that the Provost approve the proposed 4+1 combined degree pathway for the Bachelor of Business Administration in Marketing and the Master of Science in Marketing Management degrees. The Marketing department respectfully requests:

- 1) BUS312: Principles of Marketing (3) plus either MKT 311: Consumer Behavior (3) or MKT 321: Marketing Research and Data Analysis (3) be used as the Gateway Courses, requiring a grade of B or higher in order to be considered for the pathway.
- 2) The courses designated as double counting for the BBA and MSMM degrees be:
 - a. MKT 411b: Imagination, Entrepreneurship and Business Problem Solving (3)
 - b. MKT 653: International Marketing Management (3)
 - c. MKT 654: Strategic Brand Management and Marketing Communications (3)

RECOMMENDED EFFECTIVE DATE:

January 1, 2020

ADDITIONAL COST:

There are no additional costs anticipated by this proposal.

PURPOSE:

To provide a 4+1 degree pathway for Marketing undergraduates entering the MSMM program.

BACKGROUND:

In order to provide students with advanced skills in marketing analytics and management that increase professional opportunities in both business and non-profit sectors, the Department of Marketing is now offering the Master of Science in Marketing Management program (MSMM). The MSMM degree was approved by the Board of Regents on March 28, 2019 and was designed with the anticipation of a 4+1 pathway. The designated gateway courses, BUS312: Principles of Marketing (3) plus either MKT 311: Consumer Behavior (3) or MKT 321: Marketing Research and Data Analysis (3) are courses that are taken on or before Spring semester of the 3rd year and is indicative of a student's ability to do graduate level work. We are requesting approval for these courses to serve as the gateway courses, requiring a B or higher for consideration to enter the pathway. We have designated one 400-level course and two 600-level courses, totaling 9 credit hours, for double counting towards the BBA and MSMM degrees respectively.

ACTION RECOMMENDED:

It is recommended that the Provost approve the proposed 4+1 combined degree pathway for the Bachelor of Business Administration in Marketing and Master of Science in Marketing Management degrees.

Attachments:

1. Master of Science in Marketing Management Approved Proposal (See page 16 for degree requirements).
2. Bachelor of Business Administration in Marketing's Degree Requirements from <http://www.manoa.hawaii.edu/ovcaa/programsheets/>
3. Proposed combined degree pathway requirements.

Approved/Disapproved:



Laura Lyons
Interim Associate Vice Chancellor for Academic Affairs

12/9/17
Date

PROPOSAL
Master of Science in Marketing Management

4) Program Purpose and Outcomes

A. Purpose of Program in terms of Meeting Student, Community, State Needs

The proposed Master of Science in Marketing Management (MSMM) is a full-time one-year non-thesis, Plan B marketing graduate degree program that requires 30 credits to complete. Developed and managed by the Shidler College of Business Department of Marketing in cooperation with the Executive Education unit within the College, the MSMM program will meet the need for more highly trained marketing managers in the State.

Given the size and importance of our State's travel, retail, and other service industries, there is a pressing need for marketing managers who understand the importance of building long-term customer relationships through continuous quality improvement and perceived value. Though a BBA in Marketing represents a very useful entry-level degree for many positions in the field, increasing competition and a rapidly changing economic environment require higher levels of marketing knowledge for success.

In addition, as noted in this proposal, starting salaries for marketing managers with Masters' degrees are significantly higher than starting salaries for graduates with BBA degrees only. Furthermore, many students in fields such as health care, social work, communication, and others would greatly benefit from having a Master's degree in marketing. Some may be recent graduates, others more experienced professionals who correctly believe that advanced marketing training will help them excel in their current and future positions.

Finally, in today's global world, it is important to consider ways to continue attracting foreign students who will bring diverse perspectives and experiences to the classroom. The MSMM will no doubt attract many foreign students who are interested in obtaining a professional business degree in the U.S. in a reasonable amount of time. Hence, on multiple fronts, the proposed MSMM will meet student, community and State needs.

B. Expected Program Outcomes

The proposed MSMM program will provide students with in-depth knowledge in the principles and practices of marketing and broaden their opportunities to work in marketing-related careers. A single cohort track is currently envisioned with services marketing management and brand management as curriculum content emphases. The overall objective of the program is to provide Hawai'i resident students and others with more extensive marketing management knowledge and training that will lead to higher level and more lucrative positions within the private and public sectors. In pursuit of this objective, graduates of the MSMM Program will have:

1. A deep understanding of the important role that ethical and sustainable marketing management play in enabling business and non-profit organizations in Hawai'i and beyond to establish long-term, mutually beneficial relationships with customers;
2. The ability to analyze the interaction of marketing and social, technological, economic, and political forces on organizations' strategies and tactics;
3. Skills in marketing research and data analytics that are critical to scientific collection and analysis of primary and secondary data that will enable organizations to build their brand;
4. The technical know-how needed to apply data analytics in order to improve employment of segmentation tools to improve interactions with key target markets, while successfully positioning the brand in the marketplace;
5. A broad understanding of customer buying behavior, for example, knowledge of the different stages in the buyer decision process and the role that professional sales plays in many buying situations, particularly those that involve business-to-business transactions;
6. Expertise regarding the new-product development process and the challenges faced by smaller entrepreneurial firms seeking to promote adoption and diffusion of their innovative goods and services;
7. An in-depth appreciation of the role of integrated marketing communications, for example, advertising, sales promotion, public relations, personal selling, and internet marketing/social media, in effective brand management;
8. Clear insights into ways to practice marketing management in ethical and sustainable ways that are responsive to relevant social criticisms of marketing;
9. A strong ability to apply the knowledge, concepts, and tools critical to effective management of marketing opportunities and challenges in a global context.

C. Program Fit with the UH System/Campus Mission & State Need

1. Alignment with UH System Mission and Academic Master Plan as well as Campus Mission and Academic Plan

The proposed MSMM program is aligned with the Hawai'i Graduation Initiative (HGI) Goal, which seeks to increase the educational capital of the state by increasing the participation and completion of post-secondary degrees by students, particularly Native Hawaiians, low-income students, and those from underserved regions and populations and preparing them for success in the workforce and their communities. It is also consistent with HGI Action Strategy 3 in that the program anticipates and aligns curricula with community and workforce needs as well as with Hawai'i Innovation Initiative Goal 2, which calls for the creation of more high-quality jobs and diversification of Hawai'i's economy.

Furthermore, the proposed MSMM program will align with of the University's six-year strategic direction, in particular, Hawai'i Innovation Initiative (HI2), the goal of which is to "create more high-quality jobs and diversify Hawai'i's economy by ...innovation, research, education and training enterprise that addresses the challenges and opportunities faced by Hawai'i and the world..." (University of Hawai'i Strategic Directions, 2015–2021). The proposed MSMM program aims to provide our students with knowledge of cutting-edge marketing theory and skills that will help address the contemporary challenges in many industries of Hawai'i.

In addition, the proposed program is aligned with the Integrated Academic and Facilities Master Plan. "UH Mānoa must also continue to meet the professional workforce needs of Hawai'i in areas such as education, medicine, nursing, law, business, social work and engineering," (page 4). Finally, through planned coordination with UH Manoa undergraduate programs, the proposed degree addresses the implications for the University's graduate enrollment management as well, which states: "Graduate enrollment management should focus particularly on attracting the best students to UH Mānoa graduate and professional programs defined as strategic. UH Mānoa can also do more to recruit UH undergraduates into some of its graduate programs, particularly master's degree programs," (page 5).

2. Continuing Need for Program, Projections of Numbers of Graduates as well as Graduate Education Opportunities for Those Completing the Program

At present, the Shidler College of Business offers the MBA - a "generalist" degree without functional concentrations. Demand for specialized programs focused on functional areas such as accounting, finance, information technology, marketing, and management has increased significantly over the past several years. As a result, such programs are either complementing or even replacing traditional MBA programs. These specialized graduate programs require little or no work experience and thus attract new undergraduates and international students who want to obtain additional skills and become more competitive in the marketplace. The programs are also popular with industry practitioners, who want to increase their understanding of and ability to use the most current theories and technologies in their respective fields.

The MSMM Program is expected to graduate approximately 20 students per cohort. Full-time student cohorts will run from mid-August to early mid-August of the following year (12-month program, 30 credit hours, fall – 9-12 credit hours; spring – 9-12 credit hours; summer 1 – 3-6 credit hours; summer 2 – 3-6 credit hours). Hence, the predicted steady state is approximately 20 students per year.

Should students desire to continue their graduate education, they will have the option to apply for admission to a PhD program with a specialty in marketing at the Shidler College of Business or some other graduate program in business. It's conceivable that graduates could also decide to apply for admission to our Global MBA, Executive MBA, or some other MBA program. However, given the solid business core, a BBA coupled with an MSMM degree is likely to limit the advantage of also obtaining an MBA due to repetition of coursework.

3. Market Analysis of Need for Program

Understanding and addressing customer problems more effectively than other market competitors is increasingly critical to long-term success of the firm or organization. Because of increasing competition, demand at the national level for professionals with master's level marketing knowledge and skills is strong and growing. Within all sectors of Hawai'i's economy, marketing managers with advanced training will improve the profitability of their firms or the contributions of their social organizations. As a result, the need for highly trained marketing managers will continue to grow. At present, given knowledge and skill levels required for marketing managers, obtaining a professional position following completion of a BBA in marketing with a clear career path is not straightforward. Advanced training at the master's level will increase opportunities for graduates as the degree will squarely address the need for professionals with sophisticated customer and brand management understanding and skills.

Appendix A lists information regarding advantages of having a Master's of Science in Marketing Management (versus a BBA in Marketing) in terms of job opportunities and income.

Appendix B provides examples of positions that are available to business school graduates with bachelor's versus master's degrees in marketing.

Appendix C provides examples of similar master's programs in marketing at leading U.S. universities.

Appendix D describes course offering in the proposed MSMM.

Appendix E presents the results of a small sample survey of current marketing junior and senior majors. The results provide a preliminary indication of positive demand for the MSMM.

4. Program Responsiveness to Unique and Outstanding Resources of UH

The Shidler College of Business is uniquely positioned to deliver an outstanding educational experience through the proposed MSMM. The Department of Marketing is highly productive in terms of cutting-edge research published in leading business and social science journals. Its Faculty offer a wide variety of marketing courses from brand management to internet marketing to sales management to marketing for new ventures and as such has a great depth of experience providing state-of-the-art marketing management education. The graduate courses planned for the MSMM (please see Appendix D) take advantage of that breadth and depth of experience. In addition, the diversity of our Faculty in terms of their own life experiences and home cultures indicates that students in the MSMM will gain a wide-ranging view of the marketplace with cases and practical applications from throughout the Asia Pacific Region. And, of course, the University of Hawai'i overall offers a tremendous level of social, economic, and cultural education experiences that are essential to effective marketing management in today's global economy.

5. How Program Meets Basic Education Needs Demanded by Hawai'i Residents

Targeted student pools in Hawai'i are expected to come from the undergraduate UH system and overall Hawai'i population. Marketing, management, psychology, and economics majors will receive advanced marketing training and will develop conceptual understanding and applied skills that will enhance their professional abilities and appeal on the job market. In addition, such skills are sorely needed for both employers and employees in Hawai'i.

However, an important aspect of a graduate education in our State is exposure to diversity of cultures and life experiences. Hence, we are excited by the prospect of strong international student enrollment in the MSMM program, especially from East and Southeast Asia where marketing management is increasingly in demand as economies develop and move from industrial production to service and consumption-based. Third, UHM's foreign university partners in the 3+2 program where students can enroll in the MSMM program after their senior year.

5) Program Organization

A. Curriculum organization, total credits to complete the program including all prerequisites requirements, admission policies, advising, and other aspects of the program, with reference to its goals/outcomes.

The proposed Master of Science in Marketing Management (MSMM) is a full-time, one-year non-thesis, Plan B marketing-graduate-degree program that requires 30 credits to complete. Up to 9 credit hours of marketing-related coursework (including one 400-level and two 600-level courses) taken as an undergraduate within the Shidler College of Business in the final two semesters (or summer sessions) at UH Manoa will be allowed to be used toward the 30-credit-hour requirement, provided a minimum of 141 credits total for both bachelor's and master's degrees with a minimum of 21 hours of master's coursework (inclusive of thesis or capstone hours) not double counted. Details of the potential pathway under Manoa's combined bachelor's/master's programs guidelines will be discussed and potentially approved by the Department of Marketing and the Office of the Vice Chancellor for Academic Affairs at a later date, assuming approval of the overall program by the campus and Board of Regents.

The MSMM program will provide students with in-depth knowledge in the principles and practices of marketing and broaden their opportunities to work in marketing-related careers. Courses will be organized into three core sections, each of which comprises an important body of knowledge for future marketing managers with an advanced degree: (1) Marketing Tools; (2) Marketing Strategy; and (3) Brand Management.

The first core area provides students with a deeper understanding of and ability to use marketing research, data analytics, customer relationship management databases, and other technical tools that are essential to successful marketing management in the 21st century. A ready example involves enhancing students' ability to analyze social media metrics to determine the success or failure of a viral brand communications campaign. The second area looks at topics related to longer-term strategic management issues such as the latest thinking

and approaches to services management, expansion into global markets, and salesforce organization, training, and support. Finally, the brand management core area offers courses that hone program participants' knowledge of customer psychology and effective two-way communications that build long-lasting relationships between firms and their publics. Throughout all courses, sustainable marketing practices, cross-national considerations, and ethical management will be emphasized.

All applicants will be required to have earned an undergraduate cumulative GPA of 3.0 or better at the time of application; submit an acceptable GMAT or GRE score (e.g., 40 percentile or better on all test components, taken within the past 5 years); and for foreign students, submit an acceptable TOEFL (e.g., 600/250/100 for paper, computer, internet) or IELTS (e.g., 7) taken within the last 2 years. Applicants who fall below any of the required minimums may be considered under special circumstances by the Department's MSMM Admissions Committee.

An MSMM faculty director will oversee admissions, in conjunction with the Shidler College of Business Graduate Student Office and an admissions sub-committee of Marketing Faculty. The faculty director will advise newly admitted students in course selection and progression through the program. The faculty instructor for the Capstone class in spring/summer will oversee the student capstone experience.

6) Student Demand

A. Profile of students who will likely enroll in the program, including discussion of the likelihood of the program attracting new students to the campus or existing students.

The program will attract recent graduates of the University of Hawai'i, recent graduates of other higher education institutions in Hawaii and throughout the United States, and experienced professionals who correctly believe that advanced marketing training will help them excel in their current and future positions. The program will also attract foreign students who are interested in obtaining a professional business degree in the U.S. in a reasonable amount of time.

B. Evidence of student interest (i.e. needs assessment)

Appendix C offers examples of U.S. Universities with MS in marketing programs. The enrollment data and acceptance rates suggest that there is student interest in a MS in marketing. The program expectation of 20 students per MSMM cohort is well below that of many of the sample universities with MS in marketing programs. In addition, Appendix D presents the results of a small sample survey of current Marketing junior and senior majors at the Shidler College of Business. The findings provide a preliminary indication of positive demand for the MSMM.

C. Estimate number of MSMM students majors per year with an explanation on how this number was determined.

	Previous Year	Current Year	Projected Years			
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
ENROLLMENT (Fall Headcount)						
Projected: MS in Marketing		n/a	20	25	25	25
BBA Marketing	161	209	200	200	200	200
MBA, PhD Business Admin	260	220	220	220	220	220
COMPLETION (Annual)						
Projected: MS in Marketing		n/a	n/a	20	25	25
BBA Marketing	98	115	115	115	115	115
MBA, PhD Business Admin	147	130	130	130	130	130

The MSMM Program is expected to graduate approximately 20 students per cohort. Full-time student cohorts will run from mid-August to early mid-August of the following year (12-month program, 30 credit hours, fall- 9-12 credit hours; spring – 9-12 credit hours; summer 1 – 3-6 credit hours; summer 2 – 3-6 credit hours. Hence, the predicted steady state is approximately 20 students per year.

7) Program Resources and Efficiency

A. Resources required for program implementation and first cycle operation.

1) Number, source, and cost of faculty; library requirements; support personnel; estimated cost of supplies, equipment and CIP; facilities to be utilized.

CURRENT ACADEMIC PERSONNEL	Current Year
Current Faculty FTE	8
Current Faculty Salaries (\$)	1,315,272.00
Current Lecturers (\$)	319,748.70
Current Graduate TAs	5

- a. Faculty: No additional FTE is needed if enrollment is 40 or less. Some of the elective courses will be taught by adjunct lecturers
- b. Library resources: The students in the proposed MSMM program will use existing resources also prescribed at the College and University.
- c. Physical resources: The proposed MSMM program will fully utilize the current facility and resources such as classrooms. Any additional resources needed should be fully covered by the revenue generated by the program.
- d. Other resources required: The proposed MSMM program is expected to share administrative staff with other Shidler graduate programs. The proposed MSMM program will require one program director who will receive a teaching reduction and/or compensation similar to other existing Shidler graduate programs.

B. Describe the expected sources of funds, including sources of reallocated funds.

The program will be funded by student tuition. No reallocation of funds is required.

CURRENT RESOURCES/FUNDING	Current Year
Tuition/Special Fund Allocation	2,896,805.00
General Fund Allocation	9,550,035.00
Summer Session Allocation	645,416.00
Program/Course Fee Allocation	1,027,500.00

TOTAL NEW PROGRAM RESOURCES (These expenses are shared across the 3 proposed Shidler Master's Degrees)					TOTAL: \$225,000
	2019-20	2020-21	2021-22	2022-23	
Promotional Expenses	\$20,000	\$15,000	\$10,000	\$8,000	
Executive Ed Staff Expenses	\$10,000	\$12,000	\$15,000	\$15,000	
Outreach Overhead	\$30,000	\$30,000	\$30,000	\$30,000	
Total New Resources Needed (for MSMM, MSF, MSIS programs)	\$60,000	\$57,000	\$55,000	\$53,000	

New Program Resources (total needed for proposed MS in Marketing Management, MS in Finance, and MS in Information Systems)

- Promotional Expenses: Includes advertising, brochures, fliers and promotional trips.
- Executive Education Staff Expenses: Includes books/lecture materials and computer, network expenses
- Outreach College Overhead: Outreach College administrative fees of \$40 per credit student effective through Summer 2017 (assuming same fees).

C. Compare anticipated cost per SSH, cost per major, SSH/faculty, average class size or other quantitative measures.

COURSES, SECTIONS, SSH (Annual)	Previous Year	Current Year	Projected Years			
	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Projected New Courses		n/a	2*			
Projected New Sections		n/a	2*			
Projected New Course SSH		n/a	120	150	150	150
Current Courses Offered	20	24	24	26	26	26
Current Sections Offered	30	32	32	26	26	26
Current Annual SSH	2,115	2,579	3,059	3,059	3,059	3,059

*New courses include MKT 648 and MKT 650.

D. Similar programs at other UH campuses and differences between proposed program and others that may be similar.

There are no similar programs offered in the UH System. The MBA degree offered by the Shidler College of Business is a generalist degree designed for individuals with managerial experience but relatively little formal management education. The MSMM degree will attract students who have less or no management experience but who have a strong interest in further developing their expertise in marketing. Such expertise is known to result in higher paying positions with additional responsibilities (see Appendix B). Given that it is a specialist graduate area of study, it is not possible to obtain similar levels of graduate marketing knowledge and training within the MBA Program. Hence, there is a need for a specialized MSMM.

8) Program Effectiveness

A. Plan for assessing the quality of student learning.

The Shidler College of Business is an AACSB accredited business college. As such, it is required to establish and employ systematic measurement of student learning that facilitates continuous improvement of pedagogy and course content to help ensure delivery of a high-quality educational experience. The College maintains a standing Faculty committee, the Learning Assessment Committee, that works with Department Chairs, Program Directors, and the College's Curriculum and Programs Committee to develop and implement such measurement systems. The Department of Marketing is currently working with the College Learning Assessment Committee to develop a similar system for the MSMM Program. Assessment is likely to include analysis of achievement of learning objectives within each of the three core sections of the MSMM through Faculty evaluation of specific central assignments completed by all students in the program. Percentages of students who exceed, meet, or fall below expectations on those assignments will be monitored in the fall semester as well as second summer session and compared from within each cohort and across cohorts. That information will be used by the Faculty Director, Department Chair and Marketing Faculty to make improvements that help better achieve central learning objectives. In addition, student evaluations for every course will be shared with the Faculty Director to enable improvements on the part of individual Faculty within the MSMM Program.

B. Relevant program accreditation and plans to meet accreditation requirements.

The Shidler College of Business at the University of Hawai'i at Mānoa is accredited by the AACSB International. The MSMM program will follow AACSB International requirements for accreditation as one of the programs offered by the College and will not adversely affect accreditation. If the program has been approved to start in Fall 2019, we will include the program to our next AACSB accreditation in Fall 2020.

Appendix A: Demand for Master of Science in Marketing Management – November 2016

From: <http://www.marketingdegreetoday.com/careers/>

Requires BBA or Less	Requires BBA or Graduate Degree
Advertising Account Executive	Media Planner
Campaign Manager	Research Analyst
Creative Director	Marketing Communications
Marketing Analyst	Brand Management
Email Marketing Manager	Web Analytics
	Marketing Strategist
	Online Marketing
	Social Media Manager
	Product Management
	Product Marketing
	Product Planner
	Sales
	Digital Strategist

What Can You Do with a Master's in Marketing?

A master's in marketing degree opens the door to career advancement beyond the entry level, which is one reason why such programs are in high demand. Marketing graduates with a master's degree are well prepared to become advertising, promotions, and marketing managers at institutions public and private. According to the US Bureau of Labor Statistics (BLS), advertising, promotions, and marketing managers make an average annual salary of \$108,260 per year and can expect a job growth rate of 14% from 2010 to 2020.¹

With a master's degree and adequate work experience, marketing professionals are prepared to work as top executives overseeing and managing the marketing and advertising efforts of an organization. According to the BLS, general and operations managers and executives earn a median annual salary of \$94,400, while chief executives earn an average of \$165,080.² The job growth rate for all top executives is expected to be 5% between 2010 and 2020.²

A master's degree can also equip professionals to teach as adjunct faculty at postsecondary institutions, especially with previous work experience. The BLS reports that the average annual salary of postsecondary teachers is \$62,050 per year, and anticipates job growth in this field to reach 17% between 2010 and 2020.³

1. Bureau of Labor Statistics: <http://bls.gov/ooh/management/advertising-promotions-and-marketing-managers.htm>

2. Bureau of Labor Statistics: <http://bls.gov/ooh/management/top-executives.htm>

3. Bureau of Labor Statistics: <http://bls.gov/ooh/education-training-and-library/postsecondary-teachers.htm>

From: http://study.com/articles/Jobs_and_Salary_Info_for_a_Masters_Degree_in_Marketing.html

Career	Marketing Manager	Advertising and Promotions Manager	Sales Manager	Public Relations Manager
Education Requirements	Master's degree in marketing may be preferred; bachelor's degree required	Master's degree in marketing may be preferred; bachelor's degree required	Master's degree in marketing may be preferred; bachelor's degree required	Master's degree may be preferred by some employers; bachelor's degree required
Projected Job Growth (2014-24)*	9%	5%	5%	7% for public relations and fundraising managers
Median Salary (2015)*	\$128,750	\$95,890	\$113,860	\$104,140 for public relations and fundraising managers

Source: U.S. Bureau of Labor Statistics (BLS)

From: <http://www.bls.gov/careeroutlook/2015/article/should-i-get-a-masters-degree.htm#Business>

Table 1. Selected business occupations in which workers with a master's degree earned a premium over workers with a bachelor's degree, 2013

Occupation	Employment with bachelor's degree	Percent with bachelor's degree	Employment with master's degree	Percent with master's degree	Median annual wage for bachelor's degree	Median annual wage for master's degree	Wage premium amount	Wage premium percent
Market research analysts and marketing specialists	114,105	54%	49,705	23%	\$65,000	\$90,000	\$25,000	38%
Marketing/sales mgrs.	380,429	51%	125,900	17%	\$80,000	\$110,000	\$30,000	38%

From: <https://www.linkedin.com/pulse/20130528135012-11281694-please-think-twice-before-getting-your-master-s>

Marketing is one of the few fields in which holding a master's degree will bump up a person's salary significantly (around 15% above average). Also, if the master's is discernibly different from your undergrad (such as having an Economics master's on top of a bachelor's in Biology), the value actually goes up.

From: <http://www.cbsnews.com/media/10-careers-where-a-masters-degree-pays-off/7/>

Marketing Directors with a master's degree earn an average of \$98,849.61 while those holding the same position with only a bachelor's degree earn an average of \$79,133.73. In other words, Marketing Director's with a master's earn 19.5% more than Marketing Directors with only a bachelor's degree.

From: <https://www.goodcall.com/news/how-much-more-can-you-make-with-a-masters-degree-01529>

People in "marketing and marketing research" with a bachelor's degree earn, on average, \$63,000. People in the same field with a master's earn, on average, \$81,000.

Appendix B: Data from Payscale re: Top Employers, Average Salary, and Positions for BBAs and Masters' degrees in Marketing

From: <https://www.payscale.com/research/US/Degree/Business-Management-Marketing>

Accessed January 29, 2019

The following information was gathered from Payscale.com. Payscale users provide the website with information regarding their education, jobs, and salaries. Payscale uses these data to generate reports on the types of jobs and salaries that are possible for people with a specific degree. Payscale updates their reports frequently as more data are collected from its users.

Bachelor of Business Administration (BBA), Marketing Degree

Avg. Salary- \$58K

Top Employers

- [Amazon.com Inc](#)
- [International Business Machines \(IBM\) Corp.](#)
- [Target Corporation](#)
- [C. H. Robinson Worldwide, Inc.](#)

Job	Average
<u>Marketing Manager</u>	\$60,167
<u>Marketing Coordinator</u>	\$41,908
<u>Marketing Director</u>	\$79,132
<u>Marketing Specialist</u>	\$48,284
<u>Account Manager</u>	\$51,071
<u>Account Executive</u>	\$47,341

Job	Average
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<u>Marketing Associate</u>	\$45,989
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Master of Science (MS), Marketing Degree

Avg. Salary- \$63K

Top Employers

- J.P. Morgan Chase & Co. (JPMCC)
- Worcester Polytechnic Institute (WPI)
- HNTB Corporation
- Dish Network Corporation

Job	Average
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<u>Marketing Manager</u>	\$70,726
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<u>Marketing Director</u>	\$91,370
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<u>Digital Marketing Manager</u>	\$70,687
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<u>Marketing Specialist</u>	\$52,142
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<u>Marketing Coordinator</u>	\$42,876
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<u>Data Analyst</u>	\$57,131
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<u>Account Manager</u>	\$54,400
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Appendix C: Examples of U.S. Universities with MS in Marketing Programs

Institutions	Program Type	Duration	Total Tuition	Fulltime Enrollment	Fulltime Acceptance Rate
Northwestern University (Kellogg)	Integrated Marketing Communications	15 months	\$84,040	1,272	20.6%
Columbia University	Master of Science in Marketing	3 semesters	\$58,020	1,287	18%
University of Texas—Austin (McCombs)	Masters of Science in Marketing	1 year	Resident: \$33,298 Nonresident: \$48,822	543	29.7%
Bentley University	Master of Science in Marketing Analytics	10-13 courses	\$4,225 per 3-credit course	142	75.2%
Loyola University – Chicago (Quinlan)	Master of Integrated Marketing Communications	12-15 courses	\$4,488 per course	557	45.6%
University of Maryland--College Park	Master of Science in Marketing Analytics	1 year	Resident: \$46,140 Nonresident: \$58,350	190	30.8%
Florida State University	Master's in Integrated Marketing Communication	33-36 credit hours	Resident: \$479 per credit Nonresident: \$1,110 Per credit	31	58%
Georgetown University	Master of Professional Studies in Integrated Marketing Communications	2 years	\$39,138	519	43.3%
Johns Hopkins University	Master of Science in Marketing	1 year	\$64,000		

Appendix D: Proposed *Master of Science in Marketing Management (MSMM)* Curriculum

Up to 6 credit hours may be waived depending on graduate-level course equivalence. Waived courses would be replaced with courses desired by student and approved by MSMM Faculty Director. Students without a BBA in Marketing or BBA in another business discipline must take BUS 312, MKT 311, and MKT 321 as unclassified graduate students prior to formally entering MSMM program. Those with a BBA in another business discipline may waive BUS 312, assuming a grade of B or better in that course.

A. Marketing Tools Courses (minimum of 9, maximum of 12 credit hours)

- 1) Data Analytics and Statistics for Business (BUS 619)
- 2) Marketing Research/Data Analytics (MKT 655)
- 3) Digital Transformation with Information Systems (BUS 625) and/or Business Intelligence and Data Analytics (ITM 683)
- 4) Creativity in Marketing (MKT 656) or Imagination, Entrepreneurship and Business Problem Solving (MKT 411b)

B. Marketing Strategy Courses (minimum of 6, maximum of 9 credit hours)

- 1) Services Marketing (MKT 657) or Advanced Marketing Management (MKT 651)
- 2) International Marketing Management (MKT 653)
- 3) Sales Leadership (MKT 650)

C. Brand Management Courses (minimum of 6, maximum of 9 credit hours)

- 1) Strategic Brand Management and Marketing Communications (MKT 654)
- 2) Digital Marketing Management (MKT 658)
- 3) Consumer Behavior for Managers (MKT 648)

D. Mkt Consulting Practicum, Mkt Internship, or Other Mkt “Culminating” Experience, e.g., MKT 690 (Advanced Seminar in Marketing - 3 credit hours required of all students)

30 total credit hours

Please Note: Questions Followed Proposed MSMM Program Description and Consent Form

I would like to learn more about the proposed Masters of Science in Marketing Management at the Shidler College of Business.

#	Answer	%	Count
1	Strongly agree	37.50%	12
2	Somewhat agree	40.63%	13
3	Neither agree nor disagree	15.63%	5
4	Somewhat disagree	3.13%	1
5	Strongly disagree	3.13%	1
	Total	100%	32

I would consider applying for admission to the proposed Masters of Science in Marketing Management at the Shidler College of Business.

#	Answer	%	Count
1	Strongly agree	37.50%	12
2	Somewhat agree	31.25%	10
3	Neither agree nor disagree	15.63%	5
4	Somewhat disagree	9.38%	3
5	Strongly disagree	6.25%	2
	Total	100%	32

I'm very likely to apply for admission to the proposed Masters of Science in Marketing Management at the Shidler College of Business.

#	Answer	%	Count
1	Strongly agree	15.63%	5
2	Somewhat agree	37.50%	12
3	Neither agree nor disagree	21.88%	7
4	Somewhat disagree	18.75%	6
5	Strongly disagree	6.25%	2
	Total	100%	32

I'm interested in applying for admission to the MSMM Program for the Fall term starting:

#	Answer	%	Count
1	Fall, 2020	28.13%	9
2	Fall, 2021	3.13%	1
3	Fall, 2022	12.50%	4
4	Other Entry Year of Interest (please indicate Fall term year of interest.)	15.63%	5
5	I'm not interested in applying for admission to the MSMM Program at this time.	40.63%	13
	Total	100%	32

I would like to learn more about the 4+1 MSMM program in which I can take up to 3 graduate-level classes in my senior year that will be applied to the credit requirement for the master's degree.

#	Answer	%	Count
1	Strongly agree	25.00%	8
2	Somewhat agree	43.75%	14
3	Neither agree nor disagree	18.75%	6
4	Somewhat disagree	9.38%	3
5	Strongly disagree	3.13%	1
	Total	100%	32

I would apply to the 4+1 program with the understanding that I would take up to three graduate level classes in my senior year which would be credited toward the MSMM degree, reducing the credits required for the master's degree.

#	Answer	%	Count
1	Strongly agree	18.75%	6
2	Somewhat agree	46.88%	15
3	Neither agree nor disagree	21.88%	7
4	Somewhat disagree	12.50%	4
5	Strongly disagree	0.00%	0
	Total	100%	32

Please share your thoughts regarding the proposed MSMM. You may list as many or as few as you like. Please number each thought. Thanks!

1. I think the program of MSMM is a great way to target marketing majors and by having students complete this survey will bring more awareness to this program and what it offers.

1. How would students who have already graduated or are graduating in prior Spring and Fall 2018 be able to get into MSMM?

1. This sounds like a great program! How soon can I apply?

1. I think this is a really good idea to implement this for Shidler marketing students. As a double major in marketing and management, I have a strong interest in this because I've thought of enrolling for my master's but there weren't many benefits to pursue this.

1. If I am understanding correctly, students can take classes their senior year of undergrad...but I'm already a senior so that wouldn't be an option for me. 2. I have worked in marketing positions for the last 3 years, and strongly feel that it is important to further education in digital marketing

1. I think it would be a good idea to implement this into Shidler because it will allow marketing students to have further their education in this field.

1. it was just not my interest

1) I think the MSMM will be a very great opportunity for many graduates to broaden the scope and get better jobs in the real world. I would definitely consider it

Sounds like a great program, I'm sure many students would find this program useful for their intended field of study.

1. This is such a good proposal helping to students to get their masters degree in a shorter period of time and less cost as well. 2. You don't have to waste time in taking classes that you barely need because you can take up to 3 classes in your senior year that will count towards your masters degree

1. I think MSMM will definitely be useful and helpful towards my future career as a marketing major. As I knew that we currently don't have master program in marketing, so I am very excited for this program.

1. Seems value-adding!

University of Hawai'i at Mānoa – Four-Year Academic Plan 2019-2020
Shidler College of Business
Bachelor of Business Administration (BBA) - Marketing

This is a sample academic plan. Students should meet with an academic advisor prior to registration to formulate their own plan.

Year 1	Year 2	Year 3	Year 4	
Fall ECON 130 (DS) 3 PSY 100 or SOC 100 (DS) 3 COMG 151 or 251 (DA) 3 FW 3 FG (A/B/C) 3	Fall ACC 200 3 Computer Competency 4 DB (or DP) 3 HSL 101 or Culture 3 Elective 3	Fall BUS 310 3 BUS 311 3 BUS 312 3 Non-BUS Elective 300+ 3 HSL 201 or Culture 3	Fall BUS 313/314 3 MKT Elective 300+ 3 MKT Elective 300+ 3 Non-BUS / Non-major Elective 300+ (BUS 395 recommended) 3 Elective 3	3
Spring ECON 131 (DS) 3 Calculus (FQ) 3 FG (A/B/C) 3 DH/DL 3 DP (or DB) 3 DY 1	Spring Submit Application by Deadline ACC 201 3 BLAW 200 3 BUS Communication 3 HSL 102 or Culture 3 Elective 3	Spring MKT 311 3 MKT 321 3 BUS 313/314 3 BUS 315 3 HSL 202 or Culture 3	Spring MKT 391 3 BUS 345 3 Non-BUS / Non-major Elective 300+ 3 IB Elective 3 Elective 1	15
Credits 15	Credits 16	Credits 15	Credits 15	15
Summer				
Credits 16	Credits 15	Credits 15	Credits 13	13
Summer				
Credits 0	Credits 0	Credits 0	Credits 0	0
Total Credits 31	Total Credits 62	Total Credits 92	Total Credits 120	Total Credits 120

Notes:
 Students may have to take a placement exam to be able to register for Calculus.
 Students must incorporate all focus requirements into this plan. Focus designations (i.e., W, E, O, H) are CRN specific & semester specific.
 Check with your academic advisor for assistance with appropriate course selections and to discuss requirements for double majors.
 Minimum 45 upper division (300+ course) credits are required.

Non-BUS / Non-major Elective 300+

Non-BUS / Non-major Elective 300+ (BUS 395 recommended)

University of Hawaii at Mānoa
Shidler College of Business

Combined Bachelor's and Master's Degree Pathway (4+1 pathway)
MKT Major pathway to Master of Science in Marketing Management (MSMM)

This is a sample academic plan. Students should meet with an academic advisor prior to registration to formulate their own plan.

Freshman (Y1)		Sophomore (Y2)		Junior (Y3)		Senior (Y4)		Graduate (Y5)	
Course	Credits	Course	Credits	Course	Credits	Course	Credits	Course	Credits
ECON 130 (DS) PSY 100 or SOC 100 (DS) COMG 151 or 251 (DA) FW FG (A/B/C)	3 3 3 3 3	ACC 200 Computer Competency DB (or DP) HSL 101 or Culture Elective	3 4 3 3 3	BUS 310 BUS 311 BUS 312* Non-BUS Elective 300+ HSL 201 or Culture	3 3 3 3 3	BUS 313/314 MKT 381 (MKT/IB Elective) Non-BUS / Non-major Elective 300+ semester credits	3 3 3 3 9	MKT 658 Digital Mkt MKT 648 CB for Mgrs BUS 619 Data Analytics semester credits	3 3 3 9
Spring semester		Spring semester		Spring semester		Spring semester		Spring semester	
ECON 131 (DS) Calculus (FQ) FG (A/B/C) DH/DL DP (or DB) DY	3 3 3 3 3 1	ACC 201 BLAW 200 BUS Communication HSL 102 or Culture Elective	3 3 3 3 3	MKT 311* MKT 321* BUS 313/314 BUS 315 HSL 202 or Culture	3 3 3 3 3	MKT 391 BUS 345 Non-BUS / Non-major Elective 300+ MKT 653** Intl Mkt Mgt Elective	3 3 3 3 3 1	MKT 655 Mkt Res MKT 657 Services Mkt BUS 625 Digital Transform semester credits	3 3 3 9
semester credits	16	semester credits	15	semester credits	15	semester credits	13	semester credits	9
Summer		Summer		Summer		Summer		Summer	
Course	Credits	Course	Credits	Course	Credits	Course	Credits	Course	Credits
						MKT 654** Stra/BrdMgt MKT 411b** Imag, Entrep, PS	3 3	Internship	3

Notes:
Minimum 45 upper division (300+ course) credits are required.
Students must incorporate all focus requirements into this plan. Focus designations (i.e., W, E, O, H) are CRN & semester specific.
Students may have to take a placement exam to be able to register for Calculus.
Check with your academic advisor for assistance with appropriate course selections and to discuss requirements for double majors.
*MSMM Pathway class. Must pass with "B" or better. Students who take in Fall of Senior year can be admitted for Spring pathway
**Double-counting of BBA/MSMM courses (up to 9 units)

MINUTES
BOARD OF REGENTS MEETING
MARCH 28, 2019

I. CALL TO ORDER

Chair Lee Putnam called the meeting to order at 10:03 a.m. on Thursday, March 28, 2019, at Kapi'olani Community College, Ka 'Ikena Room, 'Ōhelo Building, 4303 Diamond Head Road, Honolulu, Hawai'i 96816.

Quorum (15): Chair Lee Putnam; Vice Chair Jeffrey Portnoy; Vice Chair Wayne Higaki; Regent Simeon Acoba; Regent Kelli Acopan; Regent Eugene Bal; Regent Ben Kudo; Regent Michael McEnerney; Regent Randy Moore; Regent Alapaki Nahale-a; Regent Jan Sullivan; Regent Michelle Tagorda; Regent Robert Westerman; Regent Ernest Wilson Jr.; and Regent Stanford Yuen.

Others in attendance: President/UH-Mānoa (UHM) Chancellor David Lassner; Vice President for Administration Jan Gouveia; Vice President for Community Colleges John Morton; Vice President for Legal Affairs/University General Counsel Carrie Okinaga; Vice President for Academic Planning and Policy Donald Straney; Vice President for Research and Innovation Vassilis Syrmos; Vice President for Information Technology/Chief Information Officer Garret Yoshimi; Vice President for Budget and Finance/Chief Financial Officer Kalbert Young; Vice President for Advancement/UHF Chief Executive Officer (CEO) Tim Dolan; UHM Vice Chancellor for Research/Interim Vice Chancellor for Academic Affairs Michael Bruno; Interim UH-Hilo (UHH) Chancellor Marcia Sakai; UH-West O'ahu (UHWO) Chancellor Maenette Benham; University of Hawai'i Maui College (UHMC) Chancellor Lui Hokoana; Kapi'olani Community College (KapCC) Chancellor Louise Pagotto; Executive Administrator and Secretary of the Board of Regents (Board Secretary) Kendra Oishi; and others as noted.

II. APPROVAL OF MINUTES OF THE FEBRUARY 28, 2019, MEETING

Vice Chair Higaki moved to approve the minutes of the February 28, 2019, meeting, seconded by Regent Acopan, and the motion carried unanimously.

III. PUBLIC COMMENT PERIOD

Board Secretary Oishi announced that written testimony received by the Board Office from the following for the February 28, 2019, meeting relating to the proposed UHM reorganization and associated implementation actions was included in today's testimony packet:

- Tom Apple, in support of the consolidation of the president and chancellor positions.
- Brian Powell, on behalf of the UHM Faculty Senate (UHMFS), transmitting a resolution opposing Phase 1 of the reorganization of the Mānoa management structure.

Committee Chair Portnoy summarized the written committee report.

C. Report from the Committee on Personnel Affairs and Board Governance

Committee Chair Bal summarized the written committee report.

D. Affiliate Reports

UH Student Caucus (UHSC): Regent Acopan reported that the UHSC met on March 9, 2019, at the Palamanui campus. Kumu Eric Flores, a protector, and Dr. Greg Chun of the Maunakea Management Board gave presentations on Maunakea.

Concerns were expressed regarding classes being cut which delayed graduation. Regent Acopan asked which campuses received formal versus anecdotal complaints, and multiple community colleges, UHM, and UHH all received formal complaints.

At the previous UHSC meeting concerns were expressed regarding whether the board and UHSC had a good and strong relationship. The UHSC clarified that questions and concerns were posed to students during their legislative visits that students were not holding the UH System and board accountable, regents are out of touch with students, and students should be holding regents as a whole accountable.

Concerns were also expressed about transparency, specifically why the UHM reorganization agenda item was scheduled for a meeting on Maui in February.

The next UHSC meeting is April 6 at UHMC and regents are welcome to attend.

VI. AGENDA ITEMS

A. For Action Consent Agenda

1. Approval to Change from Provisional to Established Status: Associate of Science in Business, Kauai Community College
2. Approval to Change from Provisional to Established Status: Associate of Science in Natural Science at the following campuses:
 - a. Hawai'i Community College
 - b. Honolulu Community College
 - c. Kaua'i Community College
 - d. University of Hawai'i Maui College
 - e. Windward Community College
3. Approval of the Establishment of a Provisional Bachelor of Science in Construction Engineering University of Hawai'i at Mānoa
4. Approval of the Establishment of a Provisional Master of Asian International Affairs, University of Hawai'i at Mānoa
5. Approval of the Establishment of the Following Provisional Programs:
 - a. Master of Science in Information Systems, University of Hawai'i at Mānoa

- b. **Master of Science in Marketing Management, University of Hawai'i at Mānoa**
- c. **Master of Science in Finance, University of Hawai'i at Mānoa**
- 6. **Approval of a Template of Indemnification Provision for Subawards Between the University of Hawai'i and the Space Telescope Science Institute (STScI)**

Regent Wilson moved to approve the consent agenda, seconded by Regent Moore.

Vice Chair Portnoy indicated he was abstaining from voting on the program proposals, agenda items VI.A.1. to VI.A.5. because he regards these actions as beyond the scope of the board's purview and expertise.

The motion was put to a vote and carried unanimously, with the exception of Regent Portnoy abstaining from agenda items VI.A.1. to VI.A.5.

B. Approval of Donor Recognition Naming of the Mamoru and Aiko Takitani Innovation Center at the Culinary Institute of the Pacific at Diamond Head

VP Morton and VP/UHF CEO Dolan requested the regents approve the naming of the new Innovation Center at the Culinary Institute of the Pacific (Culinary Institute) at Diamond Head in honor of Mamoru and Aiko Takitani in recognition of a new \$2.5 million gift from the Mamoru and Aiko Takitani Foundation (Takitani Foundation), Inc. that follows prior gifts for the Culinary Institute comprising \$1.1 million. VP Morton explained that the Legislature approved up to \$10 million in funding if UH could provide matching funds. The Takitani Foundation's cumulative \$3.6 million donation helps UH provide matching funds and is the largest local, private gift to the Culinary Institute. VP/UHF CEO Dolan added that not having a pre-fixed naming policy is a sensible strategy because it allows greater flexibility in considering such propositions.

Regent Moore moved to approve the donor recognition, seconded by Regent Yuen, and the motion carried unanimously.

C. Discussion of University of Hawai'i Administrative Costs: Comparison with Peers

VP Straney provided an overview of UH's administrative costs compared with peer institutions that included cost and comparison methodologies and the number of full-time equivalent (FTE) administrators and staff per FTE students in peers as identified by the Integrated Postsecondary Education Data System (IPEDS). He noted that overall, UH has significantly fewer FTE administrators per FTE students than peers. Regarding FTE staff per FTE students, the community colleges and UH Hilo are higher than peers mainly due to the decline in FTE students, and UHM and UHWO are much lower than peers.

VP Straney also presented the American Council of Trustees and Alumni (ACTA)'s cost analysis, ACTA recommended peer groups, and administrative cost/instructional cost ratios and administrative costs per FTE student for the four-year UH campuses. He noted that UH four-year campuses are spending much less on administrative costs