

Master of Science in Marketing Analytics & Insights

Full Proposal

Department of Marketing

Raj Soin College of Business

Wright State University

November 2017

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i. Introduction

Enclosed is the Full Proposal for the Wright State Master of Science in Marketing Analytics & Insight (MS MAI) degree. Wright State thanks reviewers from Ohio Public Universities for their helpful comments on the earlier Program Development Plan (PDP) for the Master of Science in Marketing degree (now called MS MAI to more clearly convey program essence). We greatly appreciate the valuable feedback, which has refined our thinking and allowed us to make important improvements on this full proposal. Specific reviewer comments to the PDP and Wright State responses are shown in Appendix C.

We look forward to delivering an extremely valuable program for our region.

Thank you for your time and consideration.

1. Academic Quality

Competency, experience and number of faculty, and adequacy of students, curriculum, computational resources, library, laboratories, equipment, and other physical facilities, needed to mount the program.

Program Faculty

We have strategically planned the introduction of the MS MAI program to meet demands of new students at the Raj Sooin College of Business (RSCOB) without requiring any new faculty resources or facilities. All of our Marketing faculty will be participating in the program and each has particular strengths which are highlighted in the faculty summary below (see Appendix for CVs of each faculty member). We hired a new tenure-track Ph.D in marketing analytics in 2016, who will be teaching the higher-level marketing analytics courses in the program. We also have other experienced faculty and adjuncts ready to teach in case of unexpectedly high demand. All nine faculty listed (7 full-time faculty, 1 adjunct and 1 chair) have Ph.Ds in marketing except Bert Kollaard, an adjunct with an MBA and extensive industry experience. Full CVs of each instructor are provided in Appendix A.

Faculty Experience/Expertise

Faculty Name	Competency/ Courses Taught	Experience/Expertise
Kendall Goodrich, PhD (Chair)	Marketing Analytics, Digital Marketing	VP Marketing with multiple eCommerce firms. Citrix IPO. Corporate and academic marketing analytics experience.
Bin Li. PhD	Marketing Analytics	10 years as IT executive/founder, Published in <i>MIS Quarterly</i> .
Egbert Kollaard (Adjunct)	Marketing Analytics	Owner/CMO of marketing analytics firms, VP Marketing of NCR, venture startup experience.
Kunal Swani, PhD	Marketing Research, Analytics, Viral Marketing and Social Media, Entrepreneurship	Editorial Board of <i>Journal of Marketing Analytics</i> . Outstanding RSCOB faculty research award.
John Dinsmore, PhD	Digital Marketing, Marketing Strategy, Web Analytics	Web Analytics/Mobile marketing. Interviewed as expert by <i>CIO</i> and <i>Forbes</i>

		magazines. Published Ivey case on mobile marketing.
James Munch, PhD	Consumer Behavior, Marketing Strategy	Published in <i>Journal of Consumer Research</i> . Carnation/Nestle sales & marketing experience. Consulted w/Marathon Oil, Bank of America.
Wakiuru Wamwara, PhD	International Marketing, Marketing Strategy	Awarded Carnegie African Diaspora Fellowship to mentor grad students.
Pola Gupta, PhD	Marketing Research, International Marketing	Won Wright State's Kegerreis Distinguished Professor of Teaching Award. Named one of top 20 advertising scholars by <i>Journal of Advertising</i> .
Charles Gulas, PhD	Marketing Strategy	Owned own business (comedy club). Authored book on advertising theory.

Thus, multiple professors in the Marketing department are qualified to teach courses in the MS MAI Curriculum. Most of the faculty also have extensive industry experience, providing expertise in both theory and applied practice.

Program Facilities: Additional Needs for Faculty and Facilities

There are no projected needs for additional faculty or facilities for this program during the first four years.

Students

Applicants for the program must possess a bachelor's degree and should have at least 2 years of work experience in Marketing, Analytics, or related business areas.

As with RSCOB's MBA program, no GMAT or GRE is required so long as the candidate's cumulative undergraduate GPA is at least 2.7 out of 4.0. Applicants with a 3.0 or higher GPA will be admitted fully to the program. Applicants with a 2.70-2.99 GPA will be admitted conditionally to the program. Applicants with a GPA of 2.50 to 2.69 may petition for admission so long as that application is accompanied with a GMAT score of at least 400. All students admitted by petition will be conditional. If accepted for conditional admission, that student must maintain a GPA of at least 3.0 out of 4.0 for the first 12 hours of course work the complete or they will be dismissed from the program.

International students must meet the language requirements set forth by the Wright State graduate school on its website:

<https://policy.wright.edu/policy/5070-international-students>

All admitted students must satisfactorily complete MBA 7600 (Marketing Strategy) prior to taking any of the other courses of the MS MAI program. Students are expected to have completed, at either the undergraduate or graduate level, six credit hours in statistics within five years prior to admission. Students without this requisite statistics experience must pass an opt-out test or complete the MBA Quantitative Business Analysis course (MBA 5800). The statistics requirement must be met before a student begins the program. Students must satisfy all performance requirements of the School of Graduate Studies at Wright State University.

Proposed Curriculum

The goal of our new MS MAI program is to provide a high-value degree to our students that addresses today's needs for marketing insights. Students will gain advanced foundational knowledge in marketing strategy, marketing research, and consumer behavior, as well as cutting-edge knowledge of marketing analytics and digital marketing. The emphasis is on working with real data and problems from real business environments.

The program description to appear in the university catalog is as follows:

“The MS in Marketing Analytics and Insights program is designed to provide graduate students with a strong base in marketing strategy, consumer behavior, and especially marketing analysis and insights. The program will provide students with the fundamental skills and tools to extract and analyze marketing data, and the opportunity to generate real-world interpretation, insights, and recommendations.”

This program description is informed by specific learning goals, including:

- Knowledge of the strategic role of marketing in organizations, including the key role of a marketing plan;
- Understanding of influences on consumer attitudes, beliefs, and, most importantly, their actions and decision processes;
- Ability to analyze marketing and relevant non-marketing data, formulate strategies and implement decisions;
- Ability to design a research study, collect data, and analyze data by using focus groups, primary data, secondary data and web data;
- Awareness of online marketing methods and how to use hands-on tools to increase meaningful web traffic;
- Hands-on, computer-based experience with marketing analytical tools to generate insights and marketing decisions that create value and build competitive advantage;

- Ability to apply “big data” analytic methodologies such as predictive analytics, data mining, text and other big data related technologies;
- Experience working with a real dataset to conduct a thorough data analysis, yielding insightful interpretations and proposed recommendations suitable for a business.

A summary of the program curriculum with individual courses and recommended course sequence by semester is found below.

MS MAI (30 credit hours) – Required & Elective Courses

Course	Number	Status	Req./ Elective	Credit Hrs.	Pre Reqs.
Required Courses (8 courses, 24 credit hours)				24	
Marketing Strategy	MBA 7600	existing	Req.	3	
Marketing Research and Analysis	MKT 7500	existing	Req.	3	MBA 7600
Marketing Analytics	MKT 7800	existing	Req.	3	MBA 7600
Consumer Behavior	MKT 7050	existing	Req.	3	MBA 7600
Digital Marketing	MKT 7100	existing	Req.	3	MBA 7600
Marketing Analytics: Tools and Insights	MKT 7820	existing – taught as Special Topics course Fall 2016 and Spring 2018	Req.	3	MBA 7600, MKT 7050, MKT 7500, MKT 7800
Marketing Analytics: Big Data and Predictions	MKT 7950	<i>proposed – taught as Special Topics course Spring 2017</i>	Req.	3	MBA 7600, MKT 7050, MKT 7500, MKT 7800
Capstone Project	MKT 7970	<i>proposed</i>	Req.	3	MBA 7600, MKT 7050, MKT 7100, MKT 7500, MKT 7800, MKT 7820, MKT 7950
Elective Courses (choose 2 courses, 6 credit hours)				6	
Social Media & Viral Marketing	MKT 7150	existing	Elective	3	MBA 7600
Entrepreneurship	MKT 7300	existing	Elective	3	MBA 7600
International Marketing	MKT 7700	existing	Elective	3	MBA 7600
CRM and Business Intelligence	MIS 7600	existing	Elective	3	
Data Driven Businesses and Organizations	MIS 7100	existing	Elective	3	
Econometrics and Its Applications	EC 7090	existing	Elective	3	MBA 5200 or equivalent
Total				30	

MS MAI (30 credit hours) – Suggested Program Sequence for Full-Time Students

Foundational	Courses/Activities
2 years	Prior marketing and/or analytics work experience
3 hrs. (if necessary)	Quant Bus. Anal. (MBA 5800)
3 hrs.	MKT Strategy (MBA 7600) (credits apply toward degree)
Semester 1	Courses/Activities
3 hrs.	MKT Analytics (MKT 7800)
3 hrs.	MKT Research (MKT 7500)
3 hrs.	Consumer Behavior (MKT 7050)
Semester 2	Courses/Activities
3 hrs.	Digital Marketing (MKT 7100)
3 hrs.	Marketing Analytics – Tools and Insights (MKT 7820)
3 hrs.	Marketing Analytics – Big Data and Predictions (MKT 7950)
Semester 3	Courses/Activities
3 hrs.	Elective
3 hrs.	Elective
3 hrs.	MKT Capstone (MKT 7970) – analysis/presentations

Course Descriptions

Descriptions of individual courses within the MS MAI program are provided below:

MBA 7600 – Marketing Strategy

This course emphasizes key elements of marketing and their importance to organizations, including both processes and outcomes. Students will demonstrate an understanding of: the strategic role of marketing in organizations, the importance of a marketing plan, strategic applications of marketing principles such as segmentation, product development, brand equity, pricing, service satisfaction, and a customer-centric focus.

MKT 7800 – Marketing Analytics

This course provides an environment for students to learn the tools for analyzing data critical to marketing decisions. Included will be analysis of both online and internal company data, with an emphasis on application and recommendations.

MKT 7500 – Marketing Research

This course is aimed at the manager who is the ultimate user of research and who is responsible for determining the scope and direction of research activities. The course will focus on both qualitative and quantitative aspects of marketing research and how managers use the results to address marketing problems.

MKT 7050 – Consumer Behavior

The fundamental goal of this course is to help students develop a strategic perspective for understanding and applying the psychological and sociological aspects of both industrial and consumer buyer behavior. Psychological, societal, and cultural influences on consumer decisions will be examined. Marketing strategy implications of conceptual constructs will be discussed.

MKT 7100 – Digital Marketing

This course highlights key fundamentals of successful integrated online/offline marketing with an emphasis on using the internet and other marketing tools and technologies. Objectives are to understand basic principles of marketing; how to design an e-commerce web site using Internet marketing principles and various Internet Business Models; the legal, social and ethical issues faced by Internet marketers; global implications and how to use technologies in marketing.

MKT 7820 – Marketing Analytics – Tools and Insights

This course explains the benefits of an analytical approach to marketing decision-making, and builds skills and knowledge underlying such an approach. Students will gain hands-on, computer-based experience with basic and advanced analytical tools for making marketing decisions that create value and build competitive advantage. Topics include demand estimation, segmentation, forecasting sales, and web/social media analytics.

MKT 7950 – Marketing Analytics – Big Data and Predictions

In this course, students conduct practical applications of technologies, from prediction to marketing intelligence to marketing analytics. Specific data analytic methodologies covered include predictive analytics, data mining, text mining, and Big-Data-related technologies.

MKT 7970 – MS MAI Capstone

This is the capstone course for the MS MAI degree. The course gives students experience working with a real dataset to complete thorough data analysis, interpretation, and data-driven recommendations suitable for a business. Typically, the data involves a real business situation or challenge.

Integrated Learning Experience

Students start evaluating and working on selected data sets immediately in their first semester, and continue to learn and apply their knowledge up through their capstone project.

The structure of the MS MAI program provides students with an integrated learning experience as specified by the State of Ohio, and includes:

- Preparation of professional-grade reports on the collection and analysis of marketing data, as well as implementation of marketing strategy and tactics based on that analysis.
- Use of authentic marketing data from area companies to make real-world decisions
- Completion of a capstone project

The MS MAI program gives students hands-on experience with real marketing data, executives, and decisions. The marketing department has already secured data and project commitments from area companies to ensure that our students' experiences mirror those of marketing analytics professionals.

In their first semester, students begin to consider potential data sets and analytic tools. In their second semester in the "Tools and Insights" (MKT 7820) and "Big Data and Predictions" courses (MKT 7950), students learn multiple tools for applied data analysis and select a data set, perform introductory data analysis, and develop a data analysis proposal.

The culmination of the integrated learning experience for the MS MAI program is the required capstone project (MKT 7970, 3 credit hours) in the final semester. This project gives students experience working with a real dataset by completing a thorough data analysis, interpretation, and data-driven recommendations suitable for a business. Typically, the data involves a real business situation or challenge. The deliverable of the project will be a comprehensive presentation and report that includes analysis, insights, and recommendations.

Academic Quality Assessment (see Part A., Section II, B-1a)

The MS MAI program differs distinctly from undergraduate degree programs at Wright State and in RSCOB. Although an undergraduate concentration in Business Analytics was recently approved by Wright State for RSCOB, this program is "housed" in the MIS (ISSCM) department of RSCOB and includes multiple required MIS courses. If an undergraduate marketing major chooses to pursue a marketing analytics concentration, the student can enroll in a select number of marketing-analytics-related courses. However, the graduate courses include cases, assignments and/or projects that differ from course content at the undergraduate level. Students in the graduate courses are expected to show a higher level of integration, problem solving, and critical thinking than students in the undergraduate courses.

The MS MAI program emphasizes the theoretical basis of the discipline by ensuring foundational knowledge for each student, with courses in marketing strategy, consumer behavior, marketing research, and marketing analytics. This ensures that students are educated broadly enough so that they understand the major concepts of the discipline. Students then move on to courses which require more specific skills in gathering information, generating consumer insights, and recommending courses of action, typically with real company data. This allows students to master both the theory and application of the discipline. Thus, the program arms students with valuable marketing theory and skills, while emphasizing business analysis, problem-solving and decision-making.

As mentioned in “Integrated Learning Experience” above, students are required to complete a culminating experience in the form of a capstone course (MKT 7970). In this course, students work with a real dataset (often identified as early as their first semester) from analysis to recommendations to a comprehensive presentation. Thus, the curriculum provides students with the knowledge and skills needed for generating marketing insights, backed by faculty experienced in both practical business operations and marketing theory (see “Program Faculty” above).

Academic Quality Assessment (see Part A., Section II, B-1b)

As mentioned in the “Students” section above, the admissions criteria relevant to assess the potential academic and professional success of students include their prior academic record as well as demonstrated skills and experience.

Applicants for the program must possess a bachelor’s degree and should have two years of business experience (or comparable experience) in Marketing, Analytics, or related business areas.

As with RSCOB’s MBA program, no GMAT or GRE is required so long as the candidate’s cumulative undergraduate GPA is at least 2.7 out of 4.0. Applicants with a 3.0 or higher GPA will be admitted fully to the program. Applicants with a 2.70-2.99 GPA will be admitted conditionally to the program. Applicants with a GPA of 2.50 to 2.69 may petition for admission so long as that application is accompanied with a GMAT score of at least 400. All students admitted by petition will be conditional. If accepted for conditional admission, that student must maintain a GPA of at least 3.0 out of 4.0 for the first 9 hours of course work.

Academic qualifications include an undergraduate GPA of at least 2.7 out of 4.0, or a GPA of at least 2.5 with a GMAT score of at least 400. Applicants with a 3.0 or higher GPA will be admitted fully to the program. Students must maintain at least a 3.0 GPA for the first 9 hours of course work. All admitted students must satisfactorily complete MBA 7600 (Marketing Strategy) prior to taking any other courses in the MS MAI program, as well as either a) having completed six credit hours in statistics within the five years before admission, b) passing an opt-out test for the stat requirement, or c) completing the MBA Quantitative Business Analysis course (MBA 5800).

International students must meet the language requirements set forth by the Wright State graduate school on its website:

<https://policy.wright.edu/policy/5070-international-students>

Students gain applied experience throughout the program with courses using company data and cases. The culmination of the student experience is the capstone course (MKT 7970), in which students intensively analyze a real data set and generate marketing insights and practical recommendations (see Integrated Learning Experience above for more information). The goal of this academic experience is to prepare students with the theory, knowledge, and practical problem-solving skills to produce valuable marketing insights for business.

All of our marketing faculty are heavily involved in building students' knowledge and providing practical experience through hands-on projects and assignments in the MS MAI courses. The faculty provide individual and group student consultation, transfer valuable knowledge, and instill a problem-solving mentality backed up by academic and business expertise. All faculty are appropriately qualified for this professional graduate degree program. Specific qualifications are summarized in the Program Faculty section above and are also detailed in the CVs provided for each faculty member in Appendix A.

For the intensive capstone project, our primary faculty member will be our Ph.D. in marketing analytics, Bin Li, who has over 10 years of IT and marketing executive experience. Dr. Li is proficient with multiple data analytic tools and has successfully used these tools in both business and academia (e.g., as lead author of a paper recently accepted by *MIS Quarterly*). He has the practical and academic skills to help guide students through a successful capstone experience and optimize their growth toward a superior completed project. Anticipated student activities and requirements for each course include cases, assignments and projects using real business problems.

The MS MAI program emphasizes marketing theory by requiring courses such as marketing strategy, consumer behavior, marketing research, and marketing analytics, so that students have broad enough knowledge to understand major issues in the discipline. Later courses require the application of more advanced analytical skills and data-driven recommendations. This allows students to master both theory and application, preparing them to make a valuable contribution to the business field.

The MS MAI program's 30 total credit hours are consistent with credit hour norms for this type of specialized master's degree program and adhere to established minimum credit hours for master's degrees. RSCOB's Master's in Economics is comprised of 30 total hours and 24 required hours. RSCOB's Master's in Information Systems (33 hours), and Supply Chain Management (33 hours) are comparable. UC's MS MAI program totals 32 hours with 16 hours each for required and elective courses (vs. 6 hours of electives for Wright State's proposed MS MAI program). UC's and Kent

State's MS in Business Analytics programs total 33 hours (25 required) and 30 hours (24 required) respectively. The national norm for specialized master's programs like an MS MAI appears to be one year of study (EAB 2015, Bloomberg 2012, Forbes 2012).

Inspection of top universities with master's in marketing programs from a college research website (CollegeChoice, 2017) indicates a norm of 30-36 credit hours (e.g., 30 hours for Columbia, University of Maryland, and Temple; 36 hours for Texas A&M). Inspection of several other individual university websites from this list was consistent with the 30-36 credit hour range. Professional and academic experiences can influence potential credit for required foundational courses needed prior to the program.

The curriculum and experiences for the MS MAI program will support outcomes consistent with the mission and objectives of accreditation bodies such as AACSB. The program will leverage RSCOB's processes to foster continuous improvement through ongoing quality assessment.

The MS MAI curriculum covers the essential areas outlined by AACSB, especially in the earlier courses of the program. The general skill areas outlined by AACSB and applicable courses are listed below:

- Written and oral communication (all courses, for assignments and course projects)
- Ethical understanding and reasoning (all courses, especially MBA 7600, MKT 7050, MKT 7100, and MKT 7500)
- Analytical thinking (all courses)
- Information technology (all research and analytics courses)
- Interpersonal relations and teamwork (all courses, for team projects)
- Diverse and multicultural work environments (all courses, especially MBA 7600, MKT 7050, MKT 7100, and MKT 7500)
- Reflective thinking (all courses, especially MBA 7600, MKT 7050, MKT 7100, and MKT 7500)
- Application of knowledge (all courses)
- General business knowledge (all courses, especially (all courses, especially MBA 7600, MKT 7050, MKT 7100, MKT 7500, and MKT 7800)

Completion of the degree program is not required for professional accreditation in the field. However, we will also continue to monitor certification bodies in the customer insight/marketing analytics field. If a particular type of certification (e.g., Certified Analytics Professional) becomes accepted as an industry standard, this will potentially be incorporated into the program.

2. Need

Program Rationale and Market Need

Master's degrees are projected to grow faster than any other degree level over the next decade, with new growth coming primarily from specialized master's programs (e.g., in marketing, laws, finance, etc.), which have already nearly doubled in enrollment the past 10 years (EAB, 2015).

One specialized master's degree showing such promise is the Master's in Marketing (EAB, 2015). Demand for marketing professionals is growing. Employment of market research analysts and marketing managers is forecasted to grow by 19% and 9%, respectively from 2014 to 2024 according to the Bureau of Labor Statistics (2015). Spending on marketing analytics—quantitative data about customer behavior and marketplace activities—is expected to leap from 4.6% to almost 22% of marketing budgets in the next three years, representing a 376% increase (Forbes, 2017). In addition, sales representatives who can sell big data solutions have been in increased demand (Forbes, 2016). Thus, there are multiple promising employment tracks for the marketing talent coming out of a well-positioned MS MAI program.

In particular, the demand for data-literate marketers is growing. McKinsey & Company (Ad Age, 2015) estimated a shortfall of 1.5 million data-literate marketers in the United States. The trend toward democratization of data means that individuals will be able to collect data more easily and apply user-friendly tools to secure meaningful value (CIO, 2016). As a result, analytics and data science roles are blurring and will become one and the same (Hale, 2016), contributing to a boom in the need for analytics expertise and consequent demand for advanced degree programs that include a data analytics component. In a report by Deloitte, fully 96% of CEO respondents feel that analytics will become more important to their organizations over the next three years. Although talent within organizations is lacking and job opportunities are emerging to meet the skills gap, universities aren't keeping up with business demands (Deloitte, 2016).

Not surprisingly, the increased demand for professionals holding master's degrees in marketing has driven increases in applications for such programs. Application volume for Master's in Marketing programs is growing for 75% of programs (Graduate Management Admission Council (GMAC), 2015), pointing to healthy demand for such degrees.

Our marketing advisory board of regional marketing executives has reviewed the parameters of the MS MAI Program and the majority have specific plans to hire graduates of the program.

Besides the potential student/institutional/societal needs specified in this section, which includes relevant findings from consultants such as McKinsey and Deloitte, a survey was conducted among our marketing advisory board (local marketing executives with major companies). The survey results indicated that 70% of these companies would want to

1) annually enroll employees into the program and 2) hire students coming out of the program.

Thus, we expect there to be strong local and regional need for the program, mirroring the tremendous growth mentioned earlier nationally and internationally.

Fulfilling the Market Need in a Financially Sustainable Manner

The goal of our MS MAI program is to provide a new, forward-looking degree for our students that addresses the business need for professionals with applied marketing insight. Students will gain advanced foundational marketing knowledge in marketing strategy, marketing research, and consumer behavior, as well as contemporary practical knowledge of marketing analytics and digital marketing. We will work with the latest tools and with real data from real business environments, to produce versatile, highly qualified graduates.

We have carefully planned the introduction of the MS MAI program to meet needs of our new graduate students and the demands of employers. The program takes advantage of existing capacity, so it requires few new classes (just the capstone and MKT 7950), no new faculty resources, and no new facilities. Additionally, all courses except the capstone will supplement current MBA Marketing concentration offerings. The MS MAI program will therefore draw on existing resources in a cost-effective manner.

Enrollment is expected to start at 15 in year 1, ramping up to 18 in year 2, 20 in year 3 and 22 in year 4. This is a conservative estimate, given:

- Comparable enrollment in other specialized master's programs at RSCOB,
- Market demand for the skills taught in the program, and
- Current, robust growth in popularity of marketing analytics classes at RSCOB. Enrollment in marketing analytics courses in RSCOB has increased from 25 students (12 undergrad, 13 grad) in the 2015-2016 academic year to 93 (53 undergrad, 40 grad) in the 2016-2017 year.

The budget and assumptions for the MS MAI program are attached in Appendix B. Under the aforementioned forecasts, the program is expected to be financially sustainable and increasingly profitable over time.

Wright State University's Graduate School encompasses nearly 80 master's programs that embody Wright State's spirit of innovation through cutting-edge projects, outstanding faculty and educational opportunities, and rich connections to the outside world. RSCOB currently offers five graduate degrees (MBA and MS's in Accounting, Economics, MIS, and SCM). Both Wright State and RSCOB's goal is to transform our students and their communities through top-quality education. The MS MAI program will achieve these goals by offering a superior-quality advanced education in generating and using valuable marketing insights in the business world.

3. Access and Retention of Underrepresented Groups

Wright State has a demonstrated commitment to multiculturalism through designated multicultural centers, programming, and executive staffing. Furthermore, RSCOB administers for WSU the Association of Black Business Students (ABBS), which enriches the undergraduate business experience for minority students through learning activities and experiences. Our MS MAI program will emphasize communication and recruitment with this group of ABBS students.

Also, RSCOB will strive to include information on the MS MAI program in WSU communications to underrepresented groups, such as at graduate fairs, events at HBCUs, and communications to McNair Scholars.

The Wright Fellows Program is aimed at attracting high-quality, underrepresented minority graduate students to the WSU campus. For the 2018-2019 academic year, up to four one-year fellowships will be awarded. Colleges and departments that house these Fellows will provide a second year of support (tuition support at the minimum) through their own budget, their allocation of tuition scholarships, or external research grants. The fellowship includes tuition remission for three semesters, typically starting in the fall, and a stipend of \$13,000. The Scholar is not expected to provide a service for the award, but is expected to register for six credit hours per semester (summer excepted)

Wright State enjoys a national reputation for disability services. Our Office of Disability Services (ODS) recognizes disability as an aspect of diversity that is integral to our campus community and society at large. Over 750 students with ADD/ADHD, learning, medical, physical, and/or psychological disabilities participate in our programs. In particular, Ohio's STEM Ability Alliance assists students in achieving their academic and career goals through scholar meetings, peer mentoring, and internships. We will utilize our strong relationship with WSU ODS to ensure that students are apprised of our new MS MAI program.

Females represent 48% of RSCOB undergraduate Marketing majors. Thus, there is a strong flow of female marketing graduates from Wright State entering the workforce and gaining marketing experience. These alumni are a good target for communications about our MS MAI program. Also, business networking groups such as WIBN (Women in Business Networking) are an excellent source of experience female professionals. Finally, communications with our board of marketing advisors and other local companies/groups (e.g., LexisNexis "Women Connected" group) could also yield substantial numbers of female professionals.

Specific enrollment statistics for Wright State and RSCOB (Fall 2016) are summarized below:

https://www.wright.edu/sites/www.wright.edu/files/page/attachments/fl6_factbook.pdf

Wright State Enrollment Statistics

	Wright State total	RSCOB Graduate	RSCOB Undergrad	Marketing Undergrad (grad not available)
Male	48%	59%	58%	52%
Female	52%	41%	42%	48%
African-Amer.	10%	8%	7%	12%
Hispanic	3%	2%	3%	2%

Specific statistics on Wright State degree recipients (Summer 2015-Spring 2016) compared to national norms are summarized below:

<https://nces.ed.gov/fastfacts/display.asp?id=37>

	Nat'l Undergrad Business	Nat'l Grad Business	RSCOB Graduate	RSCOB Undergrad	Marketing Undergrad (grad not available)
Male	53%	54%	55%	58%	33%
Female	47%	46%	45%	42%	67%
African-Amer.	11%	14%	4%	6%	11%
Hispanic	11%	7%	3%	2%	2%

4. Statewide Alternatives

In the state of Ohio, the following Public Universities have degree programs related to the proposed Wright State MS MAI Program:

- University of Cincinnati – MS MAI
- University of Cincinnati – MS in Business Analytics
- Kent State University – MS in Business Analytics

Graduate Marketing or Business Analytics Degrees, by Ohio Public University

	WSU	UC - Marketing	UC - Analytics	Kent - Analytics
Graduate Marketing or Business Analytics Program?	Proposed, MS in Marketing Analytics & Insights	Yes, MS in Marketing	Yes, MS in Business Analytics	Yes, MS in Business Analytics
Hours of Core	24 (3 hrs each)	16	25	24 (3 hrs each)
Core Courses	Marketing Strategy	MKT Strategy - 2	Statistical Computing - 2	Data Mining
	Marketing Research	MKT Research - 4	Statistical Methods -4	Advanced Data Mining/Predictive Analytics
	Marketing Analytics	Buyer Behavior – 2	Data Management -2	Quantitative Mgt Models
	Digital Marketing	Intl Mkting - 2	Statistical Modeling - 2	Analytics in Practice
	Social Media & Viral Marketing	Marketing Ethics - 2	Optimization - 3	Database Mgt and Analytics
	Consumer Behavior	Capstone – 4	Data Mining I - 2	Big Data Analytics
	Advanced Mktng Analytics		Simulation Modeling - 3	Capstone (6 hrs)
	Capstone Project		Data Mining II - 2	
			Probability Modeling - 4	
			MS Capstone - 1	

**BGSU has MS Analytics (offered by Graduate College) and MS Applied Statistics (offered w/Math dept)

The Cincinnati MS MAI program focuses on traditional required courses (strategy, research, consumer behavior, international, ethics) for its program. However, our Wright State proposal focuses on both traditional marketing as well as digital marketing and marketing analytics, occupying a unique position in the market. Similarly, Cincinnati and Kent State each offer a general business analytics curriculum, but do not focus on

marketing analytics. Feedback from our marketing board of advisors (local marketing executives) indicated strong interest in sending employees to this type of program.

All major Ohio Public Universities have undergraduate marketing majors. Furthermore, OSU, Miami, UC, BGSU, and Wright State all offer minors or specializations in business analytics. Students who have graduated from these programs, as well as regional businesses in need of employees with advanced marketing expertise, provide a strong base of potential applicants for the Wright State MS MAI program.

Wright State would consider opportunities for collaboration with other institutions. For example, several of our marketing courses are offered in online form, many of which leverage our analytics and digital marketing capabilities. Similarly, we would consider evaluating potential ideas for collaboration for unique courses from other institutions.

Both RSCOB faculty/administration and Wright State's Graduate School management have reviewed the proposals for the MS MAI program, and are fully supportive of its success. As mentioned earlier, this program is very efficient and will require no new faculty and few new courses. Furthermore, there is no need for additional facilities or equipment. Under current forecasts, the program is expected to be profitable (see Appendix B).

5. External Support

a) Community, foundation, governmental, and other resources.

Wright State has developed alliances with several local companies, from whom we obtain data for analysis and recommendations in classes and student class projects. We will continue to increase the number of datasets to which we have access, through both our Marketing advisory board and other local firms. Management professionals at these companies are also a valuable resource, serving as guest speakers and on evaluation committees for class projects.

The Wright State Marketing department manages a consumer research foundation (with spendable funds in the six figures) which can be used to support incisive marketing analytics research and associated software tools.

The Marketing department has also developed alliances with local government agencies such as the Small Business Development Center (SBDC, with office on campus) and Air Force Research Labs (AFRL), which provide access to innovative companies and processes for student projects. We will work toward evaluating and bringing in relevant project opportunities for the MS MAI.

The RSCOB Data Analytics Visualization Environment (DAVE) Lab allows our students, faculty, and staff to explore big data like never before, with 1000 sq. ft. space for learning and collaboration. DAVE is fully-equipped with professional hardware and software tools, offering unique opportunities for hands-on analytics.

Wright State University										Senario #1 - Revenue & Expenditure Analysis using Faculty (direct) expenses from Kendall Goodrich/Tom Traynor's Fiscal Impact template 09/19/18 (see row 62)																								
Academic Program Financial Analysis																																		
Program Name:		MS in Marketing																																
College or School:		RSCB																																
Program Contact:		Kendall Goodrich / Tom Traynor																																
Date Prepared:		5/30/2017; Updated 7/07/17; Updated 9/19/18																																
DESCRIPTION										Assumptions:																								
Definition: A program that generally prepares individuals to undertake and manage the process of developing consumer audiences and moving products from producers to consumers. Includes instruction in buyer behavior and dynamics, principle of marketing research, demand analysis, cost-volume and profit relationships, pricing theory, marketing campaign and strategic planning, market segments, advertising methods, sales operations and management, consumer relations, retailing, and applications to specific products and markets.										It is assumed that each student will enroll in 30 credit hours per year over two terms (Fall & Spring) at All Completed FTE are subsidy eligible and are not considered At-Risk for subsidy purposes. All Degrees Awarded are by In-State students and are not considered At-Risk for subsidy purposes. SSI Rates are held constant and not adjusted for inflation or any changes in the subsidy model. I&G Fees not discounted and adjusted annually by: 2%																								
CIP Code:		52.1401 CIP Title: Marketing/Marketing Management, General.																																
IPEDS National Center for Education Statistics http://nces.ed.gov/ipeds/cipcode/cipdetail.aspx?y=55&cipid=87810																																		
										Note: The numbers shaded in yellow are values which can be adjusted as needed																								
										Cohort 1					Cohort 2					Cohort 3					Cohort 4					Cohort 5				
										New UG					Summer Full Time					Initial cohort - Full Time														
Projected Enrollment		Yr of Program		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26		12		Initial cohort - Full Time Headcount		15		Initial cohort - Full Time Headcount								
Headcount Full Time (12 credit hours in both Fall & Spring terms)		1st Yr		12.0		15.0		18.0		20.0		20.0		20.0		20.0		20.0		15		Cohort 2 - FT Headcount		18		Cohort 2 - FT Headcount								
		2nd Yr		0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0		18		Cohort 3 - FT Headcount		20		Cohort 3 - FT Headcount								
		3rd Yr		0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0		20		Cohort 4 - FT Headcount		20		Cohort 4 - FT Headcount								
		4th Yr		0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0		20		Cohort 5 - FT Headcount		Same as FT		Estimated # of Part Time Students per year:								
Total Hdct Fall/Spring Full Time		12.0		15.0		18.0		20.0		20.0		20.0		20.0		20.0		20.0		6		Estimated average credits per Part-Time Student per year:		0%		1st to 2nd Year Retention								
Summer Full Time Headcount		0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0		0.0		0%		1st to 3rd Year Retention		0%		1st to 4th Year Retention								
Part Time Student Headcount		12		15		18		20		20		20		20		20		20		6		Estimated average credits per Part-Time Student per year:		0%		1st to 2nd Year Retention								
Part Time Student Avg. SCH per Student		6		6		6		6		6		6		6		6		6		0%		1st to 3rd Year Retention		0%		1st to 4th Year Retention								
Part Time Students - TOTAL SCH		72		90		108		120		120		120		120		120		120		0%		1st to 2nd Year Retention		0%		1st to 3rd Year Retention								
Full Time Equivalent (FTE) Enrollment - Full & Part Time Students (30SCH = 1 FTE)		12.0		15.0		18.0		20.0		20.0		20.0		20.0		20.0		20.0		0%		1st to 2nd Year Retention		0%		1st to 3rd Year Retention								
Course Completion Rate		97.2%		97.2%		97.2%		97.2%		97.2%		97.2%		97.2%		97.2%		97.2%		97.2%		2015-16 Graduate Course Completion Rate (ADS data- Marketing)		97.2%		2015-16 Graduate Course Completion Rate (ADS data- Marketing)								
Course Completion FTE		11.7		14.6		17.5		19.4		19.4		19.4		19.4		19.4		19.4		6		Estimated average credits per Part-Time Student per year:		0%		1st to 2nd Year Retention								
3yr Avg. Course Completion FTE		3.9		8.7		14.6		17.2		18.8		18.8		19.4		19.4		19.4		0%		1st to 3rd Year Retention		0%		1st to 4th Year Retention								
Estimated Avg. SSI Received per Completed FTE		\$4,141		\$4,141		\$4,141		\$4,141		\$4,141		\$4,141		\$4,141		\$4,141		\$4,141		\$4,141		Estimated Avg. SSI Received per Completed FTE @ BES 7 subsidy mo		\$ 4,141		Estimated Avg. SSI Received per Completed FTE @ BES 7 subsidy mo								
Total SSI Received - Course Completion		\$0		\$16,100		\$36,225		\$60,375		\$71,109		\$77,817		\$80,500		\$80,500		\$80,500		97.2%		Master's graduation rate (using Marketing Course Completion Rate)		97.2%		Master's graduation rate (using Marketing Course Completion Rate)								
Degrees Awarded		11.7		14.6		17.5		19.4		19.4		19.4		19.4		19.4		19.4		6		Estimated average credits per Part-Time Student per year:		0%		1st to 2nd Year Retention								
3yr Avg. Degrees Awarded		3.9		8.7		14.6		17.2		18.8		18.8		19.4		19.4		19.4		0%		1st to 3rd Year Retention		0%		1st to 4th Year Retention								
Estimated SSI Received per Bachelor Business Degree Awarde		\$6,496		\$6,496		\$6,496		\$6,496		\$6,496		\$6,496		\$6,496		\$6,496		\$6,496		\$6,496		Estimated Avg. SSI Received per Completed FTE @ BES 7 subsidy mo		\$ 4,141		Estimated Avg. SSI Received per Completed FTE @ BES 7 subsidy mo								
Total SSI Received - Degrees Awarded		\$25,257		\$56,829		\$94,715		\$111,554		\$122,078		\$126,287		\$126,287		\$126,287		\$126,287		6		Estimated average credits per Part-Time Student per year:		0%		1st to 2nd Year Retention								
PROJECTED TOTAL SSI		\$ -		-\$41,357		\$93,054		\$155,091		\$182,662		\$199,894		\$206,787		\$206,787		\$206,787		97.2%		Master's graduation rate (using Marketing Course Completion Rate)		97.2%		Master's graduation rate (using Marketing Course Completion Rate)								
PROJECTED REVENUE																																		
Tuition (I&G Fees)		2018-19		2019-20		2020-21		2021-22		2022-23		2023-24		2024-25		2025-26																		
Total Fall/Spring Full Time Terms (Full Time Headcount x 2 terms)		24		30		36		40		40		40		40		40																		
Total Full Time Terms including Summer Full Time		24.0		30.0		36.0		40.0		40.0		40.0		40.0		40.0																		
Main Campus UG I&G Fees per Term		\$7,149		\$7,292		\$7,438		\$7,587		\$7,738.3		\$7,893		\$8,051		\$8,212																		
Projected Full Time I&G Fees		\$171,576		\$218,759		\$267,762		\$303,463		\$309,532		\$315,723		\$322,037		\$328,478																		
Total Part Time Credit Hours		72		90		108		120		120		120		120		120																		
Main Campus Part Time UG I&G Fee Rate per Credit Hour		\$660		\$673		\$687		\$700		\$714		\$729		\$743		\$758																		
Projected Part Time I&G Fees		\$47,520		\$60,588		\$74,160		\$84,048		\$85,729		\$87,443		\$89,192		\$90,976																		
PROJECTED TOTAL TUITION (I&G FEES)		\$219,096		\$279,347		\$341,921		\$387,511		\$395,261		\$403,166		\$411,229		\$419,454																		
PROJECTED GRAND TOTAL SSI & FEE REVENUE		\$219,096		\$320,705		\$434,976		\$542,601		\$577,923		\$603,061		\$618,017		\$626,241																		
PROJECTED EXPENSE																																		
Direct Expense																																		
Full Time Faculty Cost (Including benefits)		\$ 32,620		\$ 32,620		\$ 32,620		\$ 32,620		\$ 32,620		\$ 32,620		\$ 32,620		\$ 32,620																		
Supplemental Faculty Cost		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																		
GTA Cost		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																		
Operational Expenses		\$ 62,750		\$ 57,750		\$ 57,750		\$ 57,750		\$ 57,750		\$ 57,750		\$ 57,750		\$ 57,750																		
PROJECTED DIRECT EXPENSES		\$ 95,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370																		
Other Expense																																		
Start Up Cost																																		
GTA Fee Waivers		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																		
PROJECTED OTHER DIRECT EXPENSES		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -																		
PROJECTED TOTAL DIRECT EXPENSES		\$ 95,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370		\$ 90,370																		
PROJECTED INDIRECT EXPENSE		\$ 59,129		\$ 56,029		\$ 56,029		\$ 56,029		\$ 56,029		\$ 56,029		\$ 56,029		\$ 56,029																		
PROJECTED GRAND TOTAL EXPENSE		\$154,499		\$146,399		\$146,399		\$146,399		\$146,399		\$146,399		\$146,399		\$146,399																		
PROJECTED INCOME OR LOSS		\$64,597		\$174,305		\$288,576		\$396,202		\$431,524		\$456,661		\$471,617		\$479,842																		
REVENUE/ EXPENSE RATIO		1.42		2.19		2.97		3.71		3.95		4.12		4.22		4.28																		