

**Comprehensive Program Review  
Master of Business Administration with a Major in General Business  
Robinson College of Business  
Georgia State University  
June 2021**

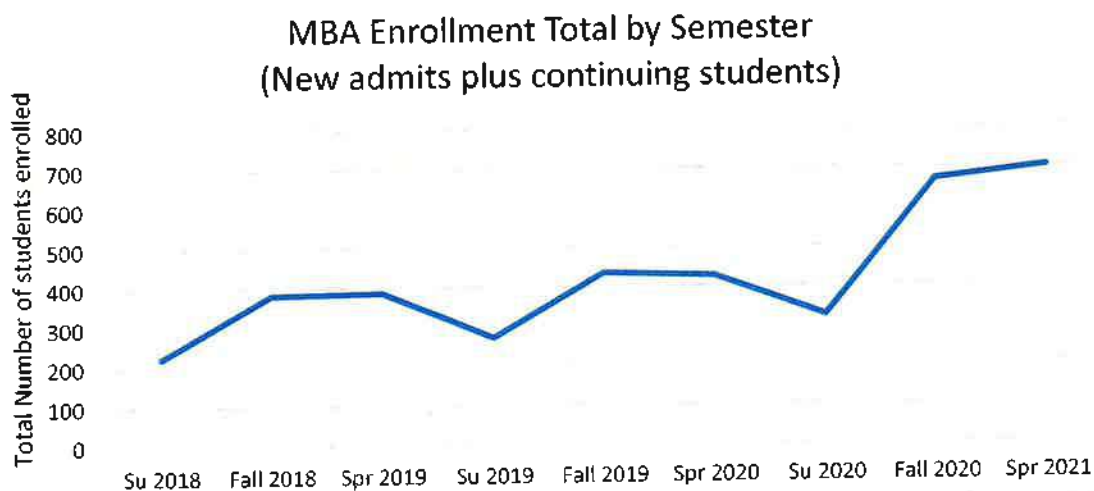
**The Master of Business Administration with a Major in General Business (MBA) is critical to the institutional mission and thus MEETS the institution’s criteria for retention.**

The following report on the MBA program at RCB presents data for the past three academic years, beginning with the Summer semester of 2018, and ending with the Spring semester of 2021.

**1. Viability**

The total enrollment in the MBA program over the last 3 years has grown significantly. There was a slight increase of about 10% from 2018 to 2019, and then a surge in 2020, most likely the result of changes in the job market due to the pandemic. Figure 1 below shows the growth in enrollment.

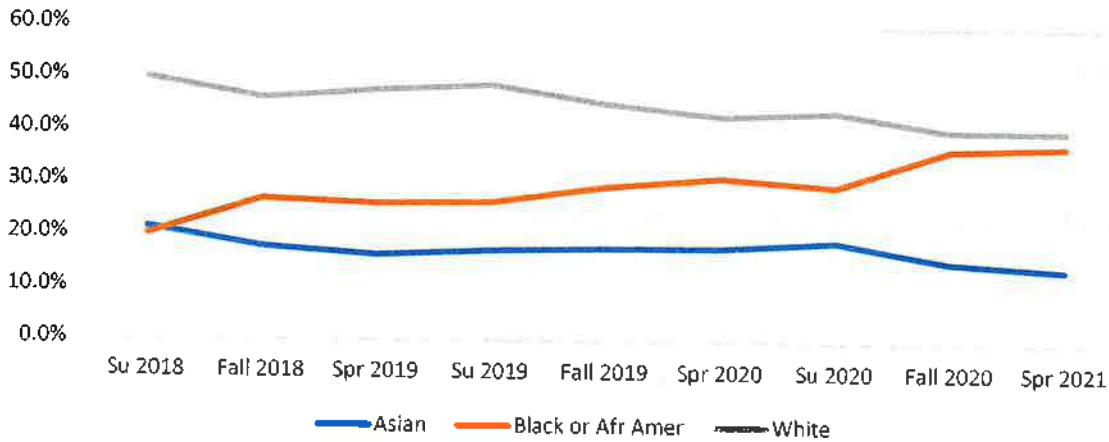
**Figure 1: Enrollment by Semester**



In terms of enrollment by Race, Figure 2 shows the trend for the three largest groups, Caucasian, Black/African American, and Asian as a percentage of total enrollment. There was steady growth in the percentage of African Americans, with a decline in the percentage of Caucasians and Asians.

**Figure 2: Enrollment percent by Race/Ethnicity**

### Percentage Enrollment by Race/Ethnicity



Tables 1 and 2 below show the enrollment details by semester based on Gender and Race, in absolute numbers (Table 1) and Percentages (Table 2). In the last year, the gender ratio has flipped, with Female students now making up over 55% of the total.

	Term								
	Su 2018	Fall 2018	Spr 2019	Su 2019	Fall 2019	Spr 2020	Su 2020	Fall 2020	Spr 2021
<b>Enrollment Total</b>	<b>225</b>	<b>384</b>	<b>388</b>	<b>273</b>	<b>435</b>	<b>426</b>	<b>324</b>	<b>666</b>	<b>698</b>
F	101	171	173	131	197	190	147	348	387
M	124	213	215	142	238	236	177	318	311
Amer Ind/Alaskan	3	4	5	1	2	2	1	2	2
Asian	48	68	63	47	77	76	62	102	98
Black or Afr Amer	45	103	101	72	128	133	96	245	262
Hawaiian/Pacific	2	1	1	0	0	0	0	0	0
Two or More Races	7	16	18	14	19	15	13	31	37
Unknown	8	15	15	6	12	17	10	17	17
White	112	177	185	133	197	183	142	269	282

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F	44.9%	44.5%	44.6%	48.0%	45.3%	44.6%	45.4%	52.3%	55.4%
M	55.1%	55.5%	55.4%	52.0%	54.7%	55.4%	54.6%	47.7%	44.6%

Amer Ind/Alaskan	1.3%	1.0%	1.3%	0.4%	0.5%	0.5%	0.3%	0.3%	0.3%
Asian	21.3%	17.7%	16.2%	17.2%	17.7%	17.8%	19.1%	15.3%	14.0%
Black or Afr Amer	20.0%	26.8%	26.0%	26.4%	29.4%	31.2%	29.6%	36.8%	37.5%
Hawaiian/Pacific	0.9%	0.3%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Two or More									
Races	3.1%	4.2%	4.6%	5.1%	4.4%	3.5%	4.0%	4.7%	5.3%
Unknown	3.6%	3.9%	3.9%	2.2%	2.8%	4.0%	3.1%	2.6%	2.4%
White	49.8%	46.1%	47.7%	48.7%	45.3%	43.0%	43.8%	40.4%	40.4%

In summary, the data show overall growth, and a growth in female and minority enrollment in the last 3-year period.

### Degree Conferrals

The number of degrees conferred over the past 3 years is shown in Table 3 below.

**Table 3: Degrees Conferred**

Academic Year		
2018/2019	2019/2020	2020/2021
103	149	120

The numbers are relatively steady, with some fluctuation due to admission and retention numbers in previous years, as well as fluctuations in time to graduation. Based on the recent spike in admissions, there is an expectation of increase in degree conferrals in 2022/23.

## II. Productivity

### Student Time to Degree

Table 4 below shows the time taken to graduate based on the term of entry of the student.

**Table 4: Duration to Graduation**

Student Entry Term	Incoming Class Size	Graduated by					
		Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Fall 2013	172	62.80%	79.10%	83.10%	86.00%	86.00%	86.60%
Fall 2014	126	54.00%	73.80%	80.20%	80.20%	81.70%	
Fall 2015	116	60.30%	83.60%	83.60%	86.20%		
Fall 2016	103	58.30%	79.60%	85.40%			
Fall 2017	79	43.00%	86.10%				
Fall 2018	180	38.30%					

As seen above, graduation rates stay between 80% and 85% overall. By year 3, about 80% of the students graduate. By the fourth year, the number goes up to about 85 or 86%. The only exception to that was the class that entered in 2014, that had a slightly lower graduation rate overall, peaking at 81.7%.

Table 5 shows the average number of semesters it took for students to graduate, based on the graduation term.

**Table 5: Average Number of Semesters to Graduate**

Graduation Term								
Su 2018	Fall 2018	Spr 2019	Su 2019	Fall 2019	Spr 2020	Su 2020	Fall 2020	Spr 2021
7.1	7.45	5.86	6.73	8.08	6.32	7.38	7.17	6.22

While this overall number hovers around 7 semesters, the average is 5 semesters for EMBA students, and closer to 8 for Flex MBA students.

### Retention Rates

Table 6 shows the rates of retention based on the Student Entry Term.

**Table 6: Retention Rates**

Student Entry Term	Incoming Class Size	Retained in					
		Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
Fall 2013	172	87.20%	84.90%	84.30%	86.60%	86.60%	86.60%
Fall 2014	126	81.70%	81.00%	81.00%	81.00%	81.70%	
Fall 2015	116	86.20%	87.10%	87.10%	87.10%		
Fall 2016	103	84.50%	83.50%	85.40%			
Fall 2017	79	92.40%	91.10%				
Fall 2018	180	77.80%					

Consistent with the duration to graduation, the percentages in this table reflect the fact that between 80 and 85% of the students remain in the program through to graduation. The only anomaly in this data is the decline in retention for Fall 2018 admits. Fall 2018 is also the largest group of admitted students in this table. The reason for this decline of retention among students admitted in that term is unclear. Data for the next couple of years as it becomes available will indicate if that is a trend or an anomaly.

### III. Quality

#### Admissions

Table 7 shows the number of newly enrolled students by term over the past three years.

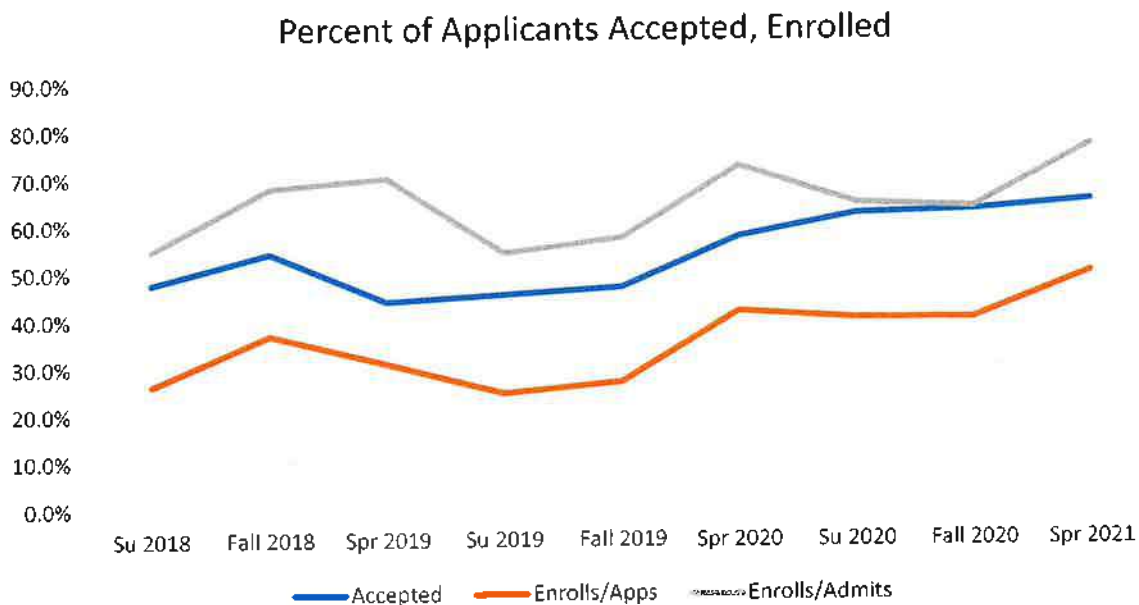
**Table 7: Applications and New Enrollment**

	Su 2018	Fall 2018	Spr 2019	Su 2019	Fall 2019	Spr 2020	Su 2020	Fall 2020	Spr 2021
<b>Applicants</b>	65	502	175	77	460	177	77	843	251
<b>Accepted</b>	31	272	77	35	216	102	48	531	163
<b>New Enrolls</b>	17	185	54	19	124	74	31	338	125

	Su 2018	Fall 2018	Spr 2019	Su 2019	Fall 2019	Spr 2020	Su 2020	Fall 2020	Spr 2021
<b>Applicants</b>	65	502	175	77	460	177	77	843	251
<b>Admits/Apps</b>	47.7%	54.2%	44.0%	45.5%	47.0%	57.6%	62.3%	63.0%	64.9%
<b>Enrolls/Apps</b>	26.2%	36.9%	30.9%	24.7%	27.0%	41.8%	40.3%	40.1%	49.8%
<b>Enrolls/Admits</b>	54.8%	68.0%	70.1%	54.3%	57.4%	72.5%	64.6%	63.7%	76.7%

Admissions and enrollment numbers remained steady from 2018 to 2019, and then rose sharply in 2020. Admission rates (Enrolls/Applications) grew steadily over this period, as did the conversion rates – number of new students enrolled as a percentage of those admitted increased. Figure 3 shows the growth in conversion rates.

**Figure 3: Admission and Enrollment rates**



Despite the increase in admission rates, quality of incoming students was not compromised, with average GPAs of incoming students rising from **3.16 in 2018** to **3.24 in 2019** and to **3.30 in 2020**, indicating that the applicant pool, while getting larger, consisted of equally qualified or more qualified students.

### **Student/Faculty Ratios**

The ratio of Full Time / TT faculty to students is shown below by term for core MBA prefix courses. Since students take different concentrations and electives that are run by several individual departments, that data has been excluded in Table 8 below:

**Table 8: Student to FT/TT faculty ratios**

<b>Su 2018</b>	<b>Fall 2018</b>	<b>Spr 2019</b>	<b>Su 2019</b>	<b>Fall 2019</b>	<b>Spr 2020</b>	<b>Su 2020</b>	<b>Fall 2020</b>	<b>Spr 2021</b>
37.5: 1	48: 1	38.8: 1	54.6: 1	36.3: 1	47.3: 1	81: 1	55.5: 1	77.6: 1

The ratios are much higher over the last year, as the surge in admissions in the last year and the move to online course delivery resulted in several large sections with a capacity as high as 80 students. As we move back to in person teaching in Fall 21, the ratio should reduce.

## Career Outcomes

Table 9 below shows the percentages of graduates that found employment, and the average salaries.

**Table 9: Graduate outcomes**

	Graduation Term		
	Spring 2018 - Fall 2018	Spring 2019 - Fall 2019	Spring 2020 - Fall 2020
<b>Total Graduates</b>	93	67	112
<b>Number with Employment Data (within 3 months after graduation)</b>	73	59	112
<b>% Employed (of those who sought employment)</b>	<b>87.88%</b>	<b>85.29%</b>	<b>94.31%</b>
<b>% Internships After Graduation</b>	0%	3.39%	0.90%
<b>% Pursuing Further Education</b>	6.85%	5.08%	3.57%
<b>Average Salary</b>	<b>\$77,691</b>	<b>\$70,647</b>	<b>\$74,694</b>
<b>Median Salary</b>	\$70,425	\$72,000	\$71,750
<b>75th Percentile Salary</b>	\$89,250	\$78,000	\$87,589
<b>Average Top Quartile Salary</b>	\$116,965	\$93,714	\$107,533
<b>Maximum Salary</b>	\$150,000	\$130,000	\$160,000

Average salaries after graduation have remained reasonably consistent over the past three years, with a dip in 2019 and a recovery in 2020. Similarly, the percentage of graduates employed dipped slightly in 2019 from 87.88% to 85.29%, but recovered to a strong 94.31% in 2020.

### Changes in the program over the past three years

#### Admissions

As with most things in 2020, the admissions process was changed to eliminate the requirement for GRE/GMAT test scores. Due to the pandemic, most business programs around the country that we consider peer schools eliminated this requirement as well. However, we still considered undergraduate GPA, statements of purpose, interviews, work experience, and co/extra-curricular activities in making admission decisions, and believe we maintained incoming student quality at the same levels as in the past. We are currently conducting some analysis to compare the performance of students admitted under this new process with those that were admitted previously to see if the quality was maintained.

Student orientation and onboarding usually occurred in one event at the beginning of Fall in person in the past. Instead, we replaced that with a series of webinars to ensure that students were adequately prepared to begin the program.

**Course Delivery**

Once again, faculty transformed each course to be able to deliver it fully online or in hybrid formats, thus creating a significant amount of online content, that should enhance course delivery even as we go back to in person teaching in Fall 2021.

**Student Experiences**

Co-curricular activities like skill-based workshops (Excel, R, Python training, etc.) were conducted online for students, as were National Case Competitions that students participated in. The key experiences that students missed out on during the past year were the study abroad programs, which were shut down.

**Proposed Changes to the MBA program**

Two key changes have been proposed that would affect the MBA program. First, the MBA program requirement will be reduced from 54 credit hours to 48 credit hours. The requirement of 18 hours of electives will be reduced to 12 hours to achieve this. This proposal was voted on by the college faculty, and approved by CAP. It is pending final approval from the University. If approved, it can take effect starting with the students admitted for Fall 2021.

The second change proposed was in the fee structure of all the RCB graduate programs, so that premium/cohorted MS programs and the Flex MBA program will all have the same tuition rates. This will increase the rate for MBA students, but decrease it for all other programs. The increased rate and the reduced total number of credits would balance each other somewhat, with the net effect of a slight increase in the overall cost of the MBA.

In addition to the above, the college is in the process of rethinking the co-curricular activities and signature experiences for students and how they will be delivered over the next few years, as part of RCB’s strategic planning exercise.

Provost/VPAA Signature and Date \_\_\_\_\_

---OR---

Provost/VPAA’s Designee Signature and Date  6/8/21