

**RESOLUTION TO ESTABLISH A DUAL DEGREE MASTER'S IN BUSINESS
ADMINISTRATION PROGRAM IN COOPERATION WITH THE NAVAL
POSTGRADUATE SCHOOL**

WHEREAS, the Master's in Business Administration (MBA) degree has become increasingly in demand within the military branches of the United States and within defense industry generally; and

WHEREAS, educational preparation of students for a career in defense-related industries differs from preparation for a career in non-military sectors; and

WHEREAS, substantial interest has been expressed by prospective students for a defense-focused MBA program; and

WHEREAS, Virginia Tech has a strong presence in the metropolitan area around Washington, D.C. where the defense industry is concentrated as well as a highly-regarded Executive MBA offering in that area; and

WHEREAS, the Graduate School of Business and Public Policy (GSBPP) and its Naval Postgraduate School (NPS) have a particular expertise in defense-related graduate business education; and

WHEREAS, the Pamplin College of Business of Virginia Tech and the Graduate School of Business and Public Policy (GSBPP) and its Naval Postgraduate School (NPS) wish to collaborate with each other in offering a Master's in Business Administration (MBA) with a defense focus for Executives in defense-related industries; and

WHEREAS, both MBA degree programs have been approved as separate offerings;

NOW, THEREFORE, BE IT RESOLVED, that a dual degree Master's in Business Administration program between Virginia Tech and the Naval Postgraduate School be approved, effective fall 2011.

RECOMMENDATION:

That the above resolution creating a dual degree Master's in Business Administration program between Virginia Tech and the Naval Postgraduate School be approved and forwarded to the State Council of Higher Education for Virginia (SCHEV) and to the Southern Association of Colleges and Schools (SACS) for notification.

March 28, 2011

DEGREE PROPOSAL SUMMARY

Justification for the Degree

Virginia Tech's Pamplin College of Business is a leader in global management education instruction and research. The Naval Postgraduate School (NPS) is recognized as the national leader in defense education and research. The Graduate School of Business and Public Policy (GSBPP) focuses in particular on defense management and public policy instruction and research. GSBPP also has the unique distinction of being accredited by both NASPA and AACSB which is emblematic of its unique ability to integrate best private sector management practices with the unique contexts of the defense environment.

This dual MBA degree fills an important niche in the greater Washington, D.C. area. Currently, only George Mason offers an MBA that focuses on defense professionals. However, that program lacks the depth that NPS's expertise in defense instruction and research provides. Furthermore, this MBA, unlike George Mason's, integrates Pamplin's expertise in private sector management with a strong technology and global focus with GSBPP's expertise in all aspects of defense management including acquisition, financial management, Department of Defense policy, purchasing, and defense strategy and innovation. The two degrees provided by this program also give graduates significant flexibility with their future career choices.

Finally, this program will strengthen each school's brand in the greater Washington area. In addition, this VT and GSBPP collaboration creates possibilities for joint research projects between faculty.

Proposed Graduate Curriculum

The program is comprised of 54 semester hours of coursework. Virginia Tech will offer 27 semester hours covering core MBA courses; its faculty will be solely responsible for teaching courses that make up this program block. Similarly, NPS will offer 27 semester hours; its faculty will be solely responsible for teaching this defense-focused course block. After completing both schools' program requirements, students will receive a MBA from Virginia Tech and an additional MBA from NPS. To be awarded these two degrees, students must adhere to the academic standards and policies of both Virginia Tech and NPS.

The program will be 19 months long and meet on alternate Fridays and Saturdays. NPS faculty will travel to the Northern Virginia Center campus to teach their courses face-to-face. In addition, NPS faculty will supplement instruction with on-line material.

This partnership falls under 10 U.S.C. Section 2195, which authorizes the establishment of cooperative education programs for undergraduate and graduate education.

Proposed Schedule		
Course #	Course Name	Credits
MGT 5604	Team Building (Leadership Residency)	1 cr
FIN 5604	Financial & Economic Environment of Business	2 cr
BIT 5644	Management of Information for Business Decisions	2 cr
ACIS 5604	Accounting Fundamentals	2 cr
MGT 5614	Designing and Managing Organizations	2 cr
Module 2		
FIN 5654	Principles of Financial Management	2 cr
ACIS 5704	Managing Information Systems for Executive Decision Making	2 cr
BIT 5604	Modeling Decision Making for Competitive Advantage	2 cr
FIN 5634	Legal and Ethical Issues in High Tech Environments	2 cr
Module 3		
MKTG 5654	Managing Professional Relationships for Marketing	2 cr
MKTG 5624	Business Negotiations	2 cr
MGT 5674	Leadership for Change Management	2 cr
ACIS 5614	Implementing Management Controls	2 cr
Module 4		
MGT 5684	Global Management and Strategy	2 cr
GJ 3999	Seminar in Applied Defense Management (D.C. Residency)	3 cr
GJ 4053	Defense Budget and Financial Management	3-2 cr
GJ 3510	Defense Financial Management Practice	3-2 cr
Module 5		
GJ 4372	Acquisition and Contracting Policy for Senior Executives	3-2 cr
GJ 3306	Strategic Purchasing	3-2 cr

GJ 4002A	Collaborative Problem Solving I: Project Design	3 cr
Module 6		
GJ 3420	Defense Supply Chain Management	3-2 cr
GJ 4013	Strategic Management and Innovation in the Public Sector	3-2 cr
GJ 4999	Defense Industry Strategies, Processes, and Innovations (East and West Coast Residency)	4 cr
GJ 4100	EMBA Research Project II: Analyzing and Persuasively Communicating Results	3 cr
Total GSBPP Quarter Credits 37; Total Semester Hours: 27		
Total Program Credits		54 cr

Evidence of Occupational Demand

The demand for graduate level business education within the military and in defense-related industries has been well chronicled. For example, in its March 2008 edition, *Business Week* featured an article entitled, "Even the Brass is Hitting the Books." The article discussed how managing the logistics, human resource policies and practices, multi-billion dollar budgets, and other business-related aspects of conducting military actions in multiple countries have created pressures for both military personnel and defense contractors to possess an ever more sophisticated knowledge of best business practices. It went on to describe how officials in Washington are increasingly sending their top officers to business schools to take advantage of traditional business education. This program is designed specifically for the defense industry and also carries the outstanding reputation of Virginia Tech, its proud military heritage, and its highly-respected Executive MBA program, and combines that reputation with that of the Naval Postgraduate School and its specialized expertise. As both the military and defense-related companies have embraced the value of business education, the demand for this program is expected to be quite strong.



**Proposal to Establish Dual Degree Master's
in Business Administration Program
in cooperation with
the Naval Postgraduate School**

Virginia Tech Board of Visitors
Academic Affairs Committee
March 2011

Stephen Skripak, Associate Dean
Pamplin College of Business



Background

- Defense-focused dual Master's in Business Administration (MBA) targeted to aspiring defense industry executives and military personnel
- Partnered with the Naval Postgraduate School (NPS), Monterey, CA
- Program offered in the National Capital Region
- Leverages the defense expertise of NPS and the Virginia Tech presence around Washington, D.C. as well as our overall reputation for MBA excellence
- Both universities are accredited by the Association to Advance Collegiate Schools of Business and have established MBA programs
- Planned launch in fall 2011



Proposal

- Proposed Degree Actions: combine two existing degrees into dual degree with defense focus
 - ✓ Half of total credits to be taught by each partner institution
- Goal: Prepare students for successful senior-level careers with:
 - ✓ Military
 - ✓ Defense suppliers
 - ✓ Supporting agencies



Degree Requirements for Dual Degree Master's Program

- 54 Credit Hours
- Virginia Tech teaches core MBA courses (27 credits)
- NPS teaches defense-focused concentration courses (27 credits)
 - ✓ Note: NPS courses are translated from quarter-hour system
- Transfer credits in both directions to reach required credit hours on transcripts
- Two practica taught in residency fashion to enhance hands-on learning
- Cohort structure (no free electives)



Core Business Content (Virginia Tech)

- Financial and Accounting Principles
- Economics
- Information Systems Management
- Organizational Behavior
- Ethics
- Negotiations
- Teamwork
- Leadership for Change Management



Defense-Focused Content (NPS)

- Procurement, acquisition and contracting policy
- Department of Defense supply chain management
- Defense industry strategy, processes, and innovation
- Defense budget and financial management
- Research project
- Applied learning practica



Program Benchmarks

- Recruit at least 20 students for the initial cohort
- Reach full capacity of 30-35 students starting in second year
- Graduation rate of at least 85% consistent with established program goals



Questions?

RECOMMENDATION:

Establish a dual degree Master's in Business Administration program between Virginia Tech and the Naval Postgraduate School for launch effective fall 2011.

Proposal to be forwarded to the State Council of Higher Education in Virginia (SCHEV) and the Southern Association of Colleges and Schools (SACS) for notification.