

## NEW DEGREE PROGRAM PROPOSAL

Sponsoring Campus: University of Missouri - Columbia

College or School: Robert J. Trulaske, Sr. College of Business

Department: Department of Finance

Program Title: MS in Finance

Degree: Master of Science

Options (emphasis areas): Financial Management

Investments

Real Estate

Delivery Site(s): Online, Columbia

CIP Classification: 52.0801

Implementation Date: Spring 2018

Expected Date of First Graduation: Fall 2019

Author of Proposal: Dan French, Professor of Finance

Name and Phone Number of Person to Contact for More Information:

Dan French, 573-882-3739

Individual(s) Responsible for Success of Program:

Program Director (Dan French) and also the Department Chair (John Howe)

# **Master of Science Finance**

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University of Missouri-Columbia

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## Executive Summary

The traditional master's degree in business, the MBA, is a business generalist degree. To meet demand for a specialized graduate degree in Finance, a number of universities have developed and currently offer a master's degree in Finance. These degrees, typically the MS in Finance, allow students concentrated study in the field of finance and often offer specialized concentrations such as investments, quantitative finance, managerial finance, banking and financial institution management, and real estate.

A committee of faculty members of the Department of Finance studied the feasibility of the MS in Finance and concluded that there would be sufficient demand for a program using distance delivery or a combination of distance-delivery with some on-campus students. Based on the committee's recommendations, the proposed MS in Finance has the following characteristics:

- 30 credit hours: requires 30 graduate credit hours
- Optional areas of concentration: offers students the option of one of three concentrations (Financial Management, Investments, or Real Estate)
- Distance education (online) program - executed as a distance education degree delivered online (with the exception of a one-week study-abroad experience) but allowing students to complete some of the courses on campus if they wish
- Financial viability: is a "full-pay" program that will generate surplus funds (after expenses) for the University, College, and Department. The department has already raised \$100,000 in seed funds from a private donor to support initiation of the program.
- International study: required study abroad experience distinguishes the program from others
- Interdisciplinary potential: encourages multidisciplinary work across campus in the related fields of Economics, Law, Personal Financial Planning, Statistics Architectural Studies (related to real estate).

The faculty of the Department of Finance, by unanimous vote, approved the curriculum for the MS in Finance and supports this proposal.

If projected enrollments are not realized by the end of the program's second year, Dean of the College of Business will initiate a review process to ensure a self-sustaining by the end of year 3. In the unlikely event that the program must be terminated, measures will be taken to allow all students enrolled in the program to have the opportunity to graduate.

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## 1. Introduction

- **Summary of the academic components of the program and career paths that graduates could follow**

The academic curriculum of the program requires a total of 30 credits:

- 18 credits of required courses in finance (10 courses)
- 12 credits of elective courses in finance or related fields

Consistent with interdisciplinary goals of the University of Missouri, the program encourages students whose career goals would be advanced by work in related fields to take additional courses in those fields. For example, students who want to focus on real estate could benefit from certain courses in the Architectural Studies department or School of Law. Those interested in quantitative finance and financial forecasting might be well served with courses in Economics and/or Statistics.

Students may choose elective courses to receive a concentration in one of the following specializations:

- Financial Management
- Investments
- Real Estate

The curriculum provides students with analytical skills for entering the financial profession in a varied number of areas including business financial management, investment analysis, management of investments, private equity, real estate investment, and real estate property management.

- **Evolution of the program concept and timeliness of the proposal**

The Department of Finance offers masters' level courses for the college's resident Crosby MBA and the hybrid on-line ExecMBA programs. Finance courses as electives have been in steady demand from MBA students, and the Finance concentration had been popular within the Crosby MBA program.

Given the number of existing masters' level courses and the department faculty's expertise in teaching these courses, an MS in Finance is a natural extension.

As outlined in Section 3 of this proposal, the demand for MS programs specializing in Finance has been strong, and the demand for online programs has been strong and growing.

- **Existing courses that fit into the proposed program**

The Department of Finance already teaches 8 of the 10 courses to be required in the MS in Finance program plus 14 elective courses. As outlined in Section 5, there will be 2 required courses in the proposed program that will be new courses, and new elective offerings will be added as demand for them grows.

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- **Department and person responsible for the program**

Department: Department of Finance

Person: Dan W. French, Professor of Finance.

## **2. Fit with University Mission and Other Academic Programs**

### **2.A. Alignment with Mission and Goals**

- **Program's fit within the mission of the University of Missouri Columbia and the Trulaske College of Business**

University of Missouri – Columbia - The proposed MS in Finance program is aligned with the university's mission of benefiting all Missourians via teaching, research, service, and economic development. With its distance education delivery, the program offers all Missouri citizens the opportunity to extend their education in finance regardless of where they reside. Graduates of the program will be better prepared in their careers in the financial fields and thus will better serve their employers and the economic environment in Missouri.

Robert J. Trulaske, Sr. College of Business - The MS in Finance program also supports the stated goals of in the mission statement of the Trulaske College of Business. By offering graduate education in finance via online delivery, the program is aligned with the college's goal to "prepare students in a diverse and global environment." By providing this advanced educational opportunity in finance, the program supports the college's goal to "ignite the human potential of the next generation of business leaders, innovators, and entrepreneurs to serve and advance the economic development of Missouri."

- **Program's fit within the strategic priorities of the University of Missouri Columbia and the Trulaske College of Business**

University of Missouri - Columbia

The strategic plan of the University of Missouri is Mizzou 2020, and the MS in Finance is in line with the priorities identified in the plan. The program will prepare students with advanced quantitative and analytical tools in finance that will allow them to compete in a changing technological environment, providing direct support for the university's first stated priority to "prepare graduates for tomorrow's challenges." In addition, as a "full-pay" program, the MS in Finance will generate surplus funds for the university and college. By providing these additional resources, the program will contribute the priority of ensuring that the university has "the resources and processes to support high-impact teaching and research."

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The MS in Finance program is also aligned with the Strategic Plan of the Trulaske College of Business. The college explicitly supports the plan for the MS in Finance degree and declares such as part of its first strategic priority by stating “Establish, place into operation, and grow to capacity a MS in Finance program.”

As a full-pay program, the MS in Finance will generate additional resources for the college and department. One of the planned uses of these funds is to support purchase of financial databases needed for research by finance faculty and Ph.D. students. This supports the college’s priority to “increase the quality and impact of faculty research and the PhD program.”

One of the distinguishing features of the MS in Finance program is the requirement of a one-week international experience for all students. This requisite provides support for the college’s priority to “achieve diversity and internationalization of our programs.”

Finally, execution of the MS in Finance as a “full-pay” program that generates surplus funds (after expenses) for the University of Missouri, the Trulaske College of Business, and Department of Finance is consistent with the college’s priority to “achieve financial strength.”

## **2.B. Duplication and Collaboration within Campus and Across System**

At present there is only one MS in Finance program offered within the University of Missouri System. The University of Missouri - Kansas City offers the MS in Finance degree in the Bloch School of Management. The program is for resident students only; it is not offered online.

There are no other MS in Finance programs offered by state universities in Missouri. However, three private institutions offer a masters’ in Finance. Washington University in St. Louis and Lindenwood University in St. Charles offer the MS in Finance, and St. Louis University has the MS in Financial Economics. All of these are on-campus programs.

While these existing programs have some common or similar components with the proposed MS in Finance, there are distinguishing features of the proposed program. These features are that the proposed MS in Finance program:

- will be a program offered online (a limited number of students will be able to take some of their courses on campus)
- encourages cross-disciplinary study for those students whose career goals call for knowledge in a related field (such as economics)
- offers three areas of concentration, one of which (the Real Estate Concentration) is not available at other institutions in Missouri

- requires an international experience course; no other MS in Finance has such a requirement.
- Collaboration

Finance is closely related to the field of economics, and methods of financial analysis rely heavily on a knowledge of statistics. In addition, students concentrating in real estate field can benefit from knowledge of real estate law and architectural design. Therefore, students who have career goals oriented to fields that depend on broader knowledge related to finance are encouraged and allowed to take up to nine approved credit hours from the MU departments of:

- Architectural Studies
- Economics
- Personal Financial Planning
- Statistics
- School of Law

Because the proposed program will be executed as an online program and none of other Missouri campuses offering the MS in Finance have an online program, the potential collaboration with other campuses in the state is very limited.

### 3. Business-Related Criteria and Justification

#### 3.A. Market Analysis

The traditional master's degree in business has been the Master of Business Administration which often offers students areas of concentration in one of the functional areas of business such as finance, marketing, or management. To meet demand for a specialized graduate degree in Finance, a number of universities have developed and are offering a master's degree (typically a Master of Science (MS) degree) in Finance. These MS degrees in Finance often offer areas of focus in specialized finance subject areas such as investments, managerial finance, banking and financial institution management, and real estate.

Demand for graduates of MS in Finance programs is very strong. The *Washington Post* (September 13, 2016, <http://www.washingtonpost.com/sf/brand-connect/grad-guide-finance-heats-up/>) states that in 2015, 76 percent of employers planned to hire at least as many or more than they hired in 2014, and the Graduate Management Admissions Council anticipates that the trend will continue. The article also notes that while the tuition for these programs can be significant, it appears to be well worth the cost. For example, the median salary increase for graduates of the MS in Finance at Georgetown University is 65 percent.

Salaries for MS in Finance graduates are strong. The database maintained by eFinancialCareers (<http://news.efinancialcareers.com/us-en/226401/a-visual-guide-to-how-a-masters-in-finance-will-help-your-career/>) shows that the average salary for MS in Finance graduates is \$77,000 with 84 percent being employed after graduation.

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According to Payscale compensation for graduates with a master's degree in finance ranks number 13 out of 189 different master's degrees. The average early career annual salary is \$63,900 with mid-career pay averaging \$121,000.

The U.S. Bureau of Labor Statistics predicts that between 2016 and 2020, the number of jobs for graduates of MS in Finance programs will increase by 25 percent.

### Residence Programs

A number of universities of quality level commensurate with MU offer MS in Finance residence programs. Some offer their programs on both a full-time and a part-time basis. The committee studied in detail residence MS in Finance programs at the following:

- Auburn University\*
- Boston College
- Boston University
- DePaul University
- Florida State University
- Georgia State University
- University of Miami\*
- Ohio State University
- Oklahoma State University
- Texas Tech University
- University of Arizona
- University of Texas at Dallas
- University of Tulsa
- University of Missouri – Kansas City
- University of Washington\*
- Vanderbilt

\* Institutions that offer both on-campus residence programs and 100% online programs  
 Enrollment demand for all of these programs has been strong. For example, the programs at Florida State and Ohio State began in 2010. Both programs filled their enrollment quota of 35 students in the first year. The Auburn program began in 2013 and is past its break-even enrollment with a current enrollment of 20 resident and 30 online students.

Online Programs

According to US News, the demand for online college programs in general has been increasing, even while on-campus enrollments have declined  
 (<http://www.usnews.com/education/online-education/articles/2013/01/08/online-course-enrollment-climbs-for-10th-straight-year>)

Data are unavailable on the demand for online MS in Finance programs, but the evidence shows that demand is strong for online master’s degrees in business fields. For example, the University of Illinois Urbana-Champaign launched an online MBA program in January 2016. According to Inside HigherEd (see Appendix 3) the program, called iMBA, has enrolled 270 students and an additional 80 are taking courses on a class-by-class basis.

Here at the University of Missouri, the Trulaske College of Business started its hybrid (classes taught mostly online but with an on-campus component) in 2012. The first year target enrollment was 20 students (with a program capacity of about 35 students), and the actual annual new enrollment has been

	2012	2013	2014	2015	2016
# Students	19	28	33	33	31

There is a relatively small number of online MS in Finance programs compared to residence programs, and the list includes three programs that also have a residence program. The committee surveyed the following programs at comparable institutions:

Institution	Credits	Cost*	Notes
Colorado State (CSU Global)	36	\$ 18,000	No residence requirement
Maryland (University College)	36	23,724	MS in Finance and Information Technology degree, no residence requirement
Auburn**	30	24,400	No residence required, online courses are just video recordings of on-campus courses
University of Washington**	30	27,000	MS in Computational Finance and Risk Management, no residence requirement
Penn State (World Campus)	30	31,354	One week on-campus required on Penn State - Great Valley campus
Boston University (Metropolitan College)	30-36	35,200	No residence requirement
Indiana University**	30	39,000	One 1.5 credit residence course required
Northeastern University**	30	44,280	No residence requirement
University of Miami (FL)**	32	55,500	No residence requirement
Georgetown University**	32	68,000	One week on-campus required
* Costs include tuition and other fees but do <u>not</u> include books, course materials, or expenses associated with a residence requirement.			
** Programs offered by the institution's accredited college of business (not a separate distance education entity)			

Some items of note from the above table:

- **Total program costs:** \$18,000 to \$68,000
- **Lower-cost programs:** Tend to be offered by a separate institutional distance-education division
- **Higher-cost programs:** Tend to be offered by the institution's accredited college of business and include a short on-campus residence requirement

### 3.A.1. Need for Program

Based on the market analysis in the previous section,

- The demand for MS in Finance graduates and the starting salaries indicate that there is a pool of interested potential graduate students who would prefer a specialized degree in Finance rather than a general master's degree in business administration
- There would be strong demand for the MS in Finance program at MU based on enrollments with MS program enrollments at comparable universities and the observed

interest in the finance concentration in MU's Crosby MBA program and other MBA programs

- As the only online program in Missouri, the proposed MS in Finance would serve Missouri residents who want to receive the MS degree but who are unable to attend resident programs at one of the other Missouri institutions.

### 3.A.2. Student Demand for Program

Forecasts of student enrollment in the MS in Finance program is based on the following:

- discussions with the staff of the ExecMBA program in the Trulaske College of Business. These discussions centered on the amount of promotional effort needed to generate one online student and funds needed to accomplish that level of promotion. Those levels of funding to achieve out forecasted enrollment numbers are included in the promotional budget.
- Numbers of students achieved during the first few years of operation of competing online MS in Finance programs in the U.S.

**Table 1a. Student Enrollment Projections (anticipated total number of students enrolled in program during the fall semester of given year).**

Students taking some courses on campus with the remainder of their courses online will typically be full-time (30 credits per year) and should complete their program in one year. The program will accept only a limited number of those students, constrained by the number of available capacity in courses already offered on campus to MBA students.

Fully online students may be full-time or part-time but will probably average about half-time (15 credits per year) and so should on average complete the program in two years. Enrollment projections in the following table are consistent with enrollments in programs instituted at other universities in recent years.

Students	Year 1	Year 2	Year 3	Year 4	Year 5
Full-time students	0	14	22	22	22
Part-time students	0	26	52	62	74
Part-time students in their first year	0	26	30	36	42
Part-time students in their second year	0	0	22	26	30
Total students	0	40	74	84	96

Because there is currently no MS in any business field at the University of Missouri, and the proposed program will enroll mostly online students, the enrollment generated should be virtually all new students to campus. It is possible that a very few students who would otherwise want to enroll in the Crosby MBA program or another MS (or MA) program on campus might be attracted to the MS in Finance as an alternative. Therefore, to be

conservative, Table 1b reduces the numbers of students by a small number to represent new student enrollment.

**Table 1b. Student Enrollment Projections (anticipated number of students enrolled during the fall semester of given year who were new to campus).**

Students new to campus	Year 1	Year 2	Year 3	Year 4	Year 5
Number of students taking some on-campus courses	0	12	20	20	20
Number of fully online students	0	25	50	60	70
Total students	0	37	70	80	90

Based on the forecasted numbers of students enrolling in the program and the likely retention rate (given the level of tuition and fees to be charged), Table 1c present the forecasted number of graduates from the program for the first 10 years:

**Table 1c. Projected Number of Degrees Awarded**

Year	1	2	3	4	5	6	7	8	9	10
# of Degrees Awarded	0	10	28	48	56	62	66	68	68	68

### 3.B. Financial Projections

#### 3.B.1. Additional Resources Needed

The MS in Finance Program will not need additional resources. The program will be completely self-funding and generate sufficient revenue to cover all costs of the program. For the first two years, when projected revenue will not be sufficient to cover expenses, the Department of Finance has identified three sources that will cover all of the start-up costs.

These three sources are as follows:

- \$100,000 in private donor seed funding – this amount has already been secured by the Department of Finance
- \$250,000 seed grant from Mizzou Online – this amount is available to new online programs. The University of Missouri’s share of revenue will fully repay this amount in the second year of the program
- \$76,000 (estimated) from the Trulaske College of Business Strategic Priorities Fund – the MS in Finance Program is one of the Strategic Priorities

#### 3.B.2. Revenue

MS Program annual revenue forecasts	Year 1	Year 2	Year 3	Year 4	Year 5
University share	0	259,161	476,010	528,900	581,790
College of Business share	0	72,765	133,650	148,500	163,350
Department of Finance share	0	508,620	934,200	1,038,000	1,141,800

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Total revenue generated by program	0	840,546	1,543,860	1,715,400	1,886,940
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### 3.B.3. Net Revenue

From its portion of program revenue, the Department of Finance will pay all program costs, including any new faculty that will need to be hired to cover courses, new staff, and a program director. Start-up funding will cover costs for the first two years, and the program should reach breakeven early in the third year. The third year's forecasted net revenue to the Department of Finance is forecasted to be \$293,923 growing to \$395,488 in year 5. (Net revenue to MU and the college are in the above table.) Appendix I provides a detailed breakdown of forecasted revenues and expenses.

The number of students needed in the program to breakeven in the operating budget is approximately 16 full-time students and 38 part-time students.

### 3.B.4. Financial and Academic Viability

The proposed program is financially viable based on the forecasts. The breakeven number of students is about 54 (16 full-time, 38 part-time) while the number of students should reach 90 (20 full-time, 70 part-time) in Year 5.

The number of students for academic viability of the program, 54, is equal to the number for financial viability because if the program is not financially sound then it cannot academically survive.

#### Year 5 Enrollment for the Program to Be Financially and Academically Viable.

Viability	Minimum Enrollment
Financial	54
Academic	54

**Table 2. Financial Projections for Proposed Program for Years 1 Through 5.**  
(Appendix I presents detailed financial projections)

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>I. Expenses per year</b>					
<b>A. One-time</b>					
<i>New/Renovated Space</i>					
<i>Equipment</i>					
<i>Library</i>					
<i>Consultants</i>	42,000	42,000			
<i>Other</i>	169,000	86,000			
<b>Total one-time</b>	211,000	128,000			
<b>B. Recurring</b>					

<i>Faculty</i>	0	165,000	381,000	381,000	381,000
<i>Staff</i>	151,060	277,120	277,120	277,120	277,120
<i>Benefits</i>	(included in above)				
<i>Equipment</i>					
<i>Library</i>					
<i>Other</i>	0	231,165	424,588	471,765	518,941
<b>Total recurring</b>	151,060	673,285	1,082,708	1,129,885	1,177,061
<b>Total expenses (A+B)</b>	362,060	801,285	1,082,708	1,129,885	1,177,061
<b>2. Revenue per year</b>					
<i>Tuition/Fees</i>	0	840,546	1,543,860	1,715,400	1,886,940
<i>Institutional Resources</i>	362,060	64,403			
<i>State Aid -- CBHE</i>					
<i>State Aid -- Other</i>					
<b>Total revenue</b>	362,060	904,949	1,543,860	1,715,400	1,886,940
<b>3. Net revenue (loss) per year</b>					
	0	103,664	461,152	585,515	709,879
<b>4. Cumulative revenue (loss)</b>					
	0	103,664	564,816	1,150,331	1,860,210

**Table 3. Enrollment at the End of Year 5 for the Program to Be Financially and Academically Viable.**

<b>Enrollment Status</b>	<b>Full-Time</b>	<b>Part-Time</b>	<b>Total</b>
<b>Number of Students</b>	<b>16</b>	<b>38</b>	<b>54</b>

**3.C. Business and Marketing Plan: Recruiting and Retaining Students**

The target market for students is national (with some international students), so marketing will focus on distance methods as well as recruiting locally.

- The initial marketing plan will have two main efforts (cost estimates are in Appendix 1):

First will be the development and presentation of a comprehensive internet web site that describes the program and the faculty, highlights the distinctive features of the program, contains links to application forms, and has email and phone contact information that interested students can use for further details. Internet search engine agents will be employed to generate traffic to the web site and email inquiries.

A second plan of acquiring students is via the alumni and employer network. A comprehensive email and/or postal mail campaign will be conducted informing alumni of the new program and inviting their application. In addition, employers of finance graduates will be contacted, especially those in Kansas City, St. Louis, Chicago, and Dallas, to inform them of the program and to propose partnership arrangements in which the employer covers a portion of the employee's tuition and fees. Professor Dan French, the author of this proposal and former Chair of the Department of Finance who has many alumni contacts statewide, will be responsible for overseeing this effort.

- Program growth and associated marketing and promotion expenses

Description	Year				
	1	2	3	4	5
Students taking some on-campus courses	0	14	22	22	22
Fully online students	0	26	52	62	74

Following the initial recruiting in the start-up phase of the program, annual market efforts will continue so that program growth is achieved. Annual marketing expenses will be lower than in the "jump-start" initial phase, but they will continue to be important in order to promote the growth of the program. (Appendix 1 outlines these costs.)

- Student retention program

The Coordinator of the MS in Finance program will be responsible for efforts aimed at maximizing student retention each semester. The coordinator will maintain contact with all students on a regular basis and make a special effort to encourage students who might be falling behind in staying on track for completion of their degree.

On innovative mechanism that should promote a high retention rate is the required international experience course, Multicultural and Global Finance Study Abroad Experience. The course is a distinguishing feature of the program, requiring students to participate in a week-long planned experiential trip to a foreign country. A similar course has been very successful in the college's ExecMBA program.

The fee structure for enrollment in the MS program encourages students to continue until they graduate. The cost of the international experience is built into the fee structure, so students who drop out before completing the experience "lose" that trip and those prepaid fees. Once students complete the course, they are more than half way to completion of the degree and drop-out rates among that group tend to be very low.

- Enrollment goal achievement

Every effort has been made in this proposal process to ensure that adequate demand exists to achieve the enrollment forecasts provided. In addition, the proposed marketing budget should be sufficient to generate enrollment numbers.

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Should projected numbers not be achieved during the first full year of teaching (Year 2), then the Dean of the College of Business, the Chair of the Department of Finance, and the Director of the MS in Finance program will confer to consider the program alternatives of increasing marketing efforts or canceling the program. The goal of this process should be to avoid running a program that is not self-sustaining by the end of year 3 of the program. In the unlikely event that it becomes necessary to terminate the program, the Department of Finance will ensure that courses will be offered during subsequent semesters so that students enrolled in the program prior to its termination will have the opportunity to graduate.

#### 4. Institutional Capacity

- Effect of the program on existing institutional financial resources

The MS in Finance program is designed to be “full-pay program,” meaning that the forecasted revenues from additional students should pay for all new resources needed for the program. While the program will utilize some existing capacity within the Trulaske College of Business and the Department of Finance, the projected budget for the program contains funds to cover:

- All instructional salaries (overload pay for existing faculty, part-time faculty per-course compensation, and salaries for new full-time faculty)
- All administrative salaries of the program (stipend for existing faculty member to serve as director, salaries for two new program professional staff and an administrative assistant)
- All operational costs of the program

The MS in Finance program therefore should not represent any financial burden on the University of Missouri nor of any unit thereof. In fact, the financial projections (Appendix 1) forecast a healthy financial surplus to the University, the College, and the Department by the third year of the program.

- Effect of the program on existing institutional physical resources

As an online program, the MS in Finance will make no demands for additional physical classroom space. The Trulaske College of Business will allocate sufficient physical office space as needed to house the program and its administrative staff plus provide office space for new full-time faculty. While the present physical facilities in Cornell Hall available for new programs is very limited, the Department of Finance and the College of Business will allocate space sufficient for the program. The planned Applied Learning Center for the College has been approved, but construction is yet to begin. Once that new building is in operation, ample space for new programs will be available.

## 5. Program Characteristics

### 5.A. Program Outcomes

- Learning outcomes – All graduates of the MS in Finance program should know
  - All aspects of firm capital structure including sources of capital, effects of leverage, and policy towards an optimal capital structure
  - Theories of dividend policy and the methods of setting payout policy.
  - The primary financial asset pricing models and the various sub-models that have been developed, including risk-preferences of investors, the existence of a riskless asset, and measures of risk.
  - The role of financial mediation in an economic system
- Upon completion of the MS in Finance program, graduates should be able to
  - Analyze financial statements for purposes of investment, credit analysis, risk analysis, and firm valuation.
  - Assess evidence supporting or refuting financial models such as capital market efficiency, irrelevance of dividends, irrelevance of capital structure, and “beta” as a measure of risk.
  - Build portfolios or positions for the purpose of hedging risk both from the corporate standpoint and from the investor standpoint
  - Construct arguments to support an investment position (or to reduce or abandon an existing position) and provide quantitative evidence to support the argument
- Graduates of the program will have the following skills that are specific to the MS in Finance program:
  - Ability to construct spreadsheets to represent various financial models and to use them for practical analytical situations and/or empirical financial research
  - Recognition of the ethical implications of financial decisions and the ways in which they can affect societies and economies
  - Awareness of the evolving landscape of financial markets in a global and digital world
  - Capacity to provide valuation estimates for business including publicly traded firms, private firms, and start-up business

## 5.B. Structure

### PROGRAM STRUCTURE

1. Total credits required for graduation: 30

2. Residency requirements, if any:

3. Prerequisite courses

Students who have not completed the following or their undergraduate equivalents must take:

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
ACCTCY 7310					
FINANC 7210					
FINANC 7410					

4. Major requirements

Total credits specific to degree: 30

Courses (specific course or distribution area and credit hours): 12 to 18 credit hours depending on previous coursework

Finance Foundation		Finance Common Core		International Core	
Course	Hrs	Course	Hrs	Course	Hrs
FINANC 7220	1.5	FINANC 8352	1.5	FINANC 8010	3
FINANC 7420	1.5	FINANC 8310	1.5	FINANC 8012	3
FINANC 8320	1.5	FINANC 8312	1.5		
FINANC 8350	1.5	FINANC 8450	1.5		

Approved electives in FINANC: 9 credit hours

Approved electives in FINANC or any of the interdepartmental approved courses (see item 7 below): 3 to 9 credit hours depending on previous coursework substituted in the Foundation and Core groups

5. Free elective credits

Total free elective credits: Does not apply

6. Requirement for thesis, internship or other capstone experience:

7. Any unique features such as interdepartmental cooperation:

Elective courses may be completed in any of the following departments: Accountancy, Agricultural Economics, Architectural Studies, Economics, Management, Marketing, Personal Financial Planning, or the School of Law

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## 5.C. Program Design and Content

- Process used to design the curriculum

The curriculum design process for the MS in Finance program began with a committee of three faculty members of the Department of Finance appointed by the Department Chair to study the feasibility of a program and to design a curriculum if the program were deemed feasible.

The committee studied the curriculum content of MS in Finance programs at other universities, both traditional on-campus programs and online programs. The committee considered the academic strength areas of MU's faculty within the Finance Department and other areas whose courses might be taken by MS in Finance students. The committee also factored in the strong points that exist within two institutes in the College of Business, the Jeffrey E. Smith Institute of Real Estate and the Financial Research Institute.

Following a full semester of meetings, drafts of a curriculum design, and revisions to that design, the committee reported its findings and recommendations of a curriculum to the Department of Finance. The faculty of the Finance Department considered the curriculum and approved it by a unanimous vote.

- Detailed requirements, curriculum, and course sequence

The Master of Science (MS) in Finance degree requires a minimum of 30 credit hours of graduate course work. A minimum of 18 of these credit hours must be at the 8000 level or above, and a minimum of 24 of these credit hours must be completed at the University of Missouri – Columbia.

Students who hold an undergraduate degree in business can complete the MS Program in as few as two semesters of full-time study (four semesters part-time). Students who hold non-business undergraduate degrees or do not have the prerequisite courses will normally need three semesters (five semesters part-time).

### Program Prerequisite Courses

Prerequisite courses for the program are listed below. Students who have not previously had these course equivalents may meet the prerequisite requirements by completing the courses at the University of Missouri or by completing approved substitutions at MU or another university. Students may enroll in no more than 6 credit hours in the MS Program, with the approval of the Program Director, until all prerequisite courses are completed.

ACCTCY 7310	3.0	Accounting for Managers (or equivalent)
FINANC 7210	1.5	Microeconomics for Business (or equivalent)
FINANC 7410	1.5	Managerial Finance I (or equivalent)

STAT 7070            3.0            Statistical Methods for Research (or equivalent)

MS Required Courses (12 to 18 credit hours):

The core courses in the MS program fall into two groups. Foundation Core (Group A) courses may be waived if appropriate course work has been completed at the undergraduate or graduate level at the University of Missouri or other university. For each waived course, students must complete an equivalent number of credit hours from Elective Courses Group A.

Foundation Core Courses: Group A (0 to 6 credit hours depending on waivers)

FINANC 7220	1.5	Economics for Managers
FINANC 7420	1.5	Managerial Finance II
FINANC 8320	1.5	Financial Markets
FINANC 8350	1.5	Financial Statement Analysis I

Required Common Core Courses: Group B (6 credit hours)

FINANC 8352	1.5	Financial Statement Analysis II
FINANC 8310	1.5	Financial Databases and Data Analysis
FINANC 8312	1.5	Financial Modeling
FINANC 8450	1.5	Ethics and Standards of Professional Practice

International Financial Residence Experience Core Courses: Group C (6 credit hours)

FINANC 8010	3.0	Multicultural and Global Finance Practice
FINANC 8012	3.0	International Financial Markets

Elective Courses (12 to 18 credit hours depending on Core Group A waivers):

Elective Courses Group A (a minimum of 9 credit hours from the following):

Any 7000 or 8000 level course in FINANC with the approval of the Director of the MS Program in Finance (for a complete listing of FINANC 7000 and 8000 level courses, see Appendix 2)

Elective Courses Group B (a maximum of 9 credit hours selected from the following with the approval of each department's chair or director of graduate studies and the Director of the MS Program Finance):

Any 7000 or 8000 level course in Finance, Accountancy, Management, or Marketing.

Select courses in the Departments of Architectural Design, Agricultural Economics, Economics, Financial Planning, Statistics, and the School of Law  
Any 7000 or 8000 level course approved by the Director of the MS in Finance Program as being relevant to the student's career objectives.

The recommended sequence in which a student should complete the courses is as follows:

1. All prerequisite courses
2. Required courses Group A
3. Required courses Group B
4. Required courses Group C (may be taken concurrently with Group A or B)
5. Elective courses Group A and Group B – Elective courses may be taken earlier in the program if the student has completed the necessary course prerequisite(s) from Group A and/or Group B

#### 5.D. Program Goals and Assessment

- Assessing learning outcomes
  - Course-embedded assessments – the primary vehicle for assessing student learning during the program will be through course-embedded assessments. These assessments will be administered by each course instructor. The following are two suggested methods of course-embedded assessment:
    - Specific assignments designed to provide feedback to the instructor about students’ learning experiences (e.g. identify the most difficult concept, probe background knowledge)
    - Questions embedded in exams, with the specific questions designed to give the instructor feedback about learning rather than simply the existence of subject knowledge
  - Student feedback surveys – these instruments will be delivered to all students in the program each semester. Rather than trying to measure the extent of student learning, these surveys will ask students to reflect on their learning with the goal of capturing students’ perceptions about how much they have learned
- Retention and graduation rate goals

The goal for retention of students is to retain 85 percent of students during the first year of the program and 95 percent of students in their second year.

The goal for graduation is that 80 to 85 percent of students beginning the program will graduate.

- Projected number of graduates

	Year 1	Year 2	Year 3	Year 4	Year 5
Graduates	0	10	28	48	56

- Partnership with the CFA and student achievement of the CFA designation

The finance program of the University of Missouri is designated a University CFA Program Partner by the CFA Institute, one of only 36 partner programs in the U.S. The CFA Institute offers two professional certification programs

- The CFA (Chartered Financial Analyst) – The CFA is the premier professional designation in the area of investment management. The CFA is a 3-year exam process, and courses at MU are verified to provide the body of knowledge needed for students to pass Level 1 of the CFA.
- The CIPM (Certificate in Performance Management)

- Estimated placement (employment) rates

In considering placement rates, it is important to note that the majority of MS in Finance students will be employed in a professional position in the finance profession at the time of application to the program. These students are usually seeking advancement within the profession but some will be looking to change employers. Therefore, rather than “placement” rates, the estimates below are “employment” rates.

Placement rates in the various area of finance are as follows:

Specialty	Percent
Investment management	20
Financial function in a corporation or company	20
Banking and financial institution management	10
Real estate investment and management	20
Risk management	10
Other	20

- Additional measures of success

Additional measures of program success include students passing certification exams in specialty areas in finance (in addition to the CFA noted above).

- CCIM – Certified Commercial Investment Member (real estate)
- CPCU – Chartered Property Casualty Underwriter
- FRM – Financial Risk Manager
- MAI – Member Appraisal Institute (real estate)
- SRPS – Senior Real Property Appraiser
- SREA – Senior Real Estate Analyst

### 5.E. Student Preparation

- Recommended preparation for entering students

Students entering the MS in Finance program should have completed at either the undergraduate or graduate level introductory courses in Accounting, Economics, Financial Management, and Statistics. Students who have not completed these preparatory courses must complete approved equivalents (see Section 5c above).

- Special admissions procedures or student qualifications that regular university admission standards

The MS Program intends to use the online University of Missouri Graduate School Application to receive all applications. Material to be submitted by applicants includes the following:

- 1) Application: The university online graduate application form and required fee (currently \$65 for domestic and \$90 for international applicants)
- 2) Resume and Personal Statement: A resume which includes work experience, leadership experience, and awards/honors received and a personal statement which should include a statement of career goals
- 3) Test Information: GMAT or GRE scores
- 4) Transcripts: Official transcripts from all post-secondary institutions attended.

Criteria for admission to the program will be approved by the Department of Finance MS Committee and the Trulaske College of Business Graduate Curriculum Committee.

- Characteristics of specific population to be served

Not applicable.

#### **5.F. Faculty and Administration**

- Individual responsible for the program:  
Dan W. French  
Professor of Finance  
25% time will be allocated to the position
- Instructional needs will be met in the following ways:
  - Unused seats in existing class sections – a small number of the total credit hours for the program will come by filling existing sections of courses to capacity
  - Overtime courses taught by existing full-time faculty – existing faculty in the Trulaske College of Business will be offered the opportunity to teach online courses in the MS in Finance program for overtime compensation.  
  
All overtime teaching will be consistent with the policies of the University of Missouri. Compensation for faculty overtime will be paid from program revenues to the Department of Finance (see budget forecasts in Appendix 1).
  - Part-time faculty – a limited number of qualified professionals who are experts in their area and experienced in online teaching or willing to be trained in online

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teaching will be utilized. Compensation for these part-time faculty will be paid from program revenues to the Department of Finance (see Appendix 1).

- New full-time faculty – new full-time faculty who are experienced in online teaching or who are experienced teachers willing to complete training in online teaching methods will be hired. Compensation for all of these new full-time positions will be paid from program revenues to the Department of Finance (see budget forecasts in Appendix 1).

The need for these faculty positions was determined by forecasting, using projected enrollments, the schedule of classes that will be needed for the first three years of program operation. This forecasted schedule indicated that the demand for classes could be met with the following:

- One new full-time teaching faculty member who will teach only in the MS in Finance program. As program enrollment increases (forecasted for year 4), one additional full-time teaching faculty member would be needed.
- A “Program Coordinator” who will, among other duties, teach three credit hours per semester in the MS in Finance program
- One post-doctoral scholar who will be a graduate of the Finance Department’s Ph.D. program. P. 10)
- Existing Department of Finance faculty who might teach in the program:
  - Stephen P. Ferris  
Professor
  - Dan W. French  
Professor
  - Joseph Hegger  
Teaching Assistant Professor
  - John S. Howe  
Professor
  - Andrew Kern  
Teaching Assistant Professor
  - Bridgett Kevin-Meyer  
Teaching Assistant Professor
  - Gary P. McCormick  
Teaching Assistant Professor
  - Michael O’Doherty  
Associate Professor
  - Kuntara Pukthuanthong  
Associate Professor
  - John Stansfield  
Teaching Associate Professor
  - Fred Travis  
Teaching Assistant Professor
  - Xuemin Yan  
Professor
- Special requirements for teaching in the MS in Finance program

All faculty teaching online courses in the MS in Finance program will have had previous successful experience teaching an online course or will receive training in teaching and administering an online course.

- Percentage of credit hours in the MS in Finance program that will be assigned to full-time faculty

The percentage of credit hours forecasted to be taught by full-time faculty is between 70 and 80 percent.

- Expectation for faculty involvement in professional activities, special student contact, and teaching/learning innovations
  - Professional activities – all faculty in the MS in Finance program will maintain a level of professional activity consistent with the guidelines and requirements for that faculty member's rank in the accreditation standards of AACSB International, the organization that accredits the Trulaske College of Business.
  - Student contact – As an online program, the majority of contact with students will be via email or communication via Canvas, the University's course management system. All faculty involved in the program will be expected to be available to students via email or telephone to address questions about courses and for counseling about professional opportunities.
  - Teaching/learning innovations – The proposed program budget contains a line for a person who will be responsible for being assistant coordinator and course management consultant. This individual will have the responsibility of assisting faculty with online course development, administration, and teaching. As part of these duties, the individual will hold periodic workshops and seminars on the subject of teaching online. Faculty teaching in the MS in Finance program will be expected to participate in these activities.

#### **5.G. Alumni and Employer Survey**

The MS Program will develop procedures for regular surveys of alumni and employers, drawing upon the extensive existing survey experience of the college's Career Services and Undergraduate Advising offices.

- Alumni survey and feedback

Surveys of program alumni will be conducted periodically. Upon graduation, all alumni will receive a survey instrument. The purpose of this survey is to

- Collect information regarding the graduate's employment status and employer
- Solicit feedback about the graduate's learning experience in the program

In addition, a survey will be sent to all alumni of the program periodically (approximately every two years). The purpose of this survey is to

- Collect information regarding the graduate's employment status and employer

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- Solicit feedback about the graduate's satisfaction with the program and the graduate's willingness to recommend the program to a colleague
- Solicit recommendations of colleagues who might be interested in enrolling in the MS in Finance program
- Employer survey and feedback

Periodic surveys will be conducted of all known employers of graduates of the MS in Finance program. The purpose of this survey will be to

- Receive feedback regarding the preparation and skill of graduates of the MS in Finance program
- Solicit feedback about instructional needs that the MS in Finance program might not be providing
- Collect data regarding salaries in the firm's specialty area

#### **5.H. Program Accreditation**

- AACSB International (Association to Advance Collegiate Schools of Business). accredits schools (college) of business and their degree programs in general and also has a separate accreditation process for accounting. The Trulaske College of Business is accredited by the AACSB, and the College's School of Accountancy has separate accreditation for the programs in accounting.

The AACSB does not separately accredit other individual programs, so there is no accreditation plan for the MS in Finance. However, as one of the programs of the College of Business, the program's faculty will be part of the accreditation standards that the Department of Finance and the College of Business must achieve. At present the qualifications and professional activity of the faculty of the Department of Finance substantially exceed the requirements of the AACSB. Any new faculty hired to teach in the MS in Finance program will have qualifications and will maintain professional activity standards that will maintain that status.

## Appendix 2 –7000 and 8000 Level Courses Offered by the Department of Finance

The legend identifies changes to existing courses and new courses that have been added for the MS in Finance program

<b>Key:</b>	<b>Existing course</b>	<b>Change to existing course</b>	<b>New course</b>
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Course Num.	Course Title	Cat-alog Credit Hours	Actual Credit Hours	Core ?	To Be On-line?	Note: Catalog changes or new course
7010	Financial Management	3	3.0		N	
7020	Investments	3	3.0		N	
7201	Special Topics in Finance	1-3				
7210	Microeconomics for Business	1-3	1.5			
7220	Economics for Managers	1.5	1.5	Y	Y	
7410	Managerial Finance I	1-3	1.5			
7420	Managerial Finance II	1-3	1.5	Y	Y	
7440	Managerial Finance	3	3.0		N	
7510	Real Estate Appraisal	3	3.0		N	Cross-level with FINANC 4510
7620	Investment Strategy of Warren Buffett	3	3.0			Change catalog credits from 3 to 1-3
7820	Investment Fund Management	3	3.0			Change catalog credits from 3 to 1-3
7830	Chartered Financial Analyst Exam Review	3	3.0		Y	Change catalog credits from 3 to 1-3
7840	Angel Capital Education Program	1-3	3.0		N	
8001	Topics in Finance	1-3				
8010	Multicultural and Global Finance Study Abroad	1-3		Y	Y	New course
8012	International Financial Markets	1-3		Y	Y	New course
8070	Security Markets and Investments	3	3.0			Change catalog credits from 3 to 1-3
8085	Problems in Finance	1-3				
8090	Master's Thesis Research	1-6				New course

Course Num.	Course Title	Cat-alog Credit Hours	Actual Credit Hours	Core ?	To Be On-line?	Note: Catalog changes or new course
8310	Financial Databases and Data Analysis	1-3	1.5	Y	Y	Name change from Financial Modeling and Databases
8312	Financial Modeling	1-3	1.5	Y	Y	New course (from splitting Financial Databases and Modeling)
8320	Financial Markets	1-3	1.5	Y	Y	
8330	Investment Policy and Portfolio Management	1-3	1.5			
8340	Derivative Financial Securities	3	3.0			Change catalog credits from 3 to 1-3
8350	Financial Statement Analysis I	1-3	1.5			
8352	Financial Statement Analysis II	1-3	1.5	Y	Y	
8360	Equity Securities Analysis	1-3	1.5		Y	
8370	Fixed-Income Securities Analysis	1-3	1.5			
8380	Investment Banking	1-3				New course
8410	Advanced Financial Management	3	3.0			Change catalog credits from 3 to 1-3
8420	Working Capital Management	3	1.5			Change catalog credits from 3 to 1-3
8430	Capital Budgeting	3				Change catalog credits from 3 to 1-3
8440	Financing Multinational Business	1-3	1.5			
8450	Ethics and Standards of Financial Practice	1-3	1.5	Y	Y	
8460	Mergers & Acquisitions	1-3				New course
8510	Management of Financial Institutions	3	3.0			Change catalog credits from 3 to 1-3
8520	Real Estate Investment I	1.5-3	1.5		Y	Change name: Real Estate Investment to Real Estate Investment I
8522	Real Estate Investment II	1-3	1.5			New course (result of splitting Real Estate Investment)
8530	Real Estate Portfolio Analysis	1.5-3	1.5		Y	
8540	Real Estate Finance	1-3	1.5			New course
8550	Real Estate Valuation I	1-3	1.5			New course
8552	Real Estate Valuation II	1-3	1.5			New course

Course Num.	Course Title	Cat-alog Credit Hours	Actual Credit Hours	Core ?	To Be On-line?	Note: Catalog changes or new course
8560	Real Estate Securities Analysis	1-5-3	1.5		Y	
8570	Real Estate Development	1-3	1.5		Y	New course
8620	Investment Strategy of Warren Buffett	1-3	3.0			
8630	Corporate Risk Management	1-3	3.0			
8632	Corporate Insurance and Alternative Financing	1-3	3.0			

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OPEN – AS&EA 4-33

## Appendix 3 – Article from Inside HigherEd

Re: University of Illinois's MOOC (Massive Open Online Course) MBA

<https://www.insidehighered.com/news/2016/10/07/growth-illinoiss-mooc-powered-mba-degree-exceeds-universitys-expectations>

◀ Back to News

TECHNOLOGY

### 'Dream Big, Start Small'

| The University of Illinois's iMBA program offers encouraging news about the viability of graduate degrees built

By Carl Straumsheim // October 7, 2016

1 COMMENT



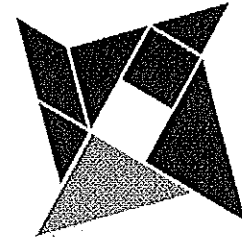
Less than a year after the University of Illinois at Urbana-Champaign's M.B.A.-through-MOOCs program launched, its College of Business says it is seeing the contours of a model it can use to promote the university abroad, enroll previously untapped groups of students and attract corporate partners.

Since launching in January, the roughly \$22,000 online program, called the iMBA, has brought 270 new degree-seeking and tuition-paying students to the college. Another 80 are paying to take individual courses, priced at about \$1,000 each. The college has also seen more than 950,000 people sign up for free versions of the courses, which have been offered on Coursera, a massive open online course platform, for 18 months. About 27,000 of them have paid a fee to receive an identity-verified certificate (see more information about the program here).

The college has previously described the iMBA program and its four configurations as "Lego blocks" that build on one another. Most of the content is delivered through the Coursera MOOCs, but credit-seeking students – who need to apply and be admitted to the college -- can access additional case studies and assessments through the university's content management system.

"We are beyond excited," Rajagopal Echambadi, the college's senior associate dean of M.B.A. programs and strategic innovation, said about the enrollment numbers.

"We seem to have tapped into a market where people were completely underserved."



The college had expected to enroll fewer degree-seeking students -- about 200 -- and up to 300 students taking individual courses. But combined with the interest in the free MOOCs, the numbers have surpassed the expectations of the university, which Echambadi said is redefining itself "as being in the education business and not exclusively in the degree business."

The iMBA is one of a handful of programs that use the scale of MOOCs to both find new students and teach more of them than can fit in a residential program. The Georgia Institute of Technology's low-cost online master's degree in computer science, created in partnership with the online education provider Udacity, is another early and prominent example. The program launched in 2014, and UIUC cited it as one of the main influences guiding the development of the iMBA program.

Graduate degrees that use MOOCs appear to be close to an inflection point. Last month, MOOC provider edX announced that more than a dozen of its partner universities around the world would participate in an expansion of its MicroMasters program, bringing 19 new programs to the marketplace. The programs allow students to finish between one-quarter to half of the curriculum through MOOCs before transferring to the residential program.

The demographic makeup of the cohorts UIUC has recruited for the iMBA so far suggests the program appeals to students not served by the college's other M.B.A. programs, Echambadi said. The college doesn't offer a separate online M.B.A. program, but runs three residential programs: an executive program that draws exclusively from Chicago and central Illinois, a professional program that attracts students living in the Champaign-Urbana metropolitan area, and a full-time program in which half of the students come from the Midwest, half from other regions. The full-time program usually has a small group of international students from between eight and 10 countries, Echambadi said.

The people who applied as degree-seeking students to the iMBA program are the most diverse group of applicants the college has seen -- at least based on national origin. The college received more than 1,100 applications, and although 82.5 percent of them came from people based in the U.S., the international applicants represented a greater variety of countries than applicants to the college's other M.B.A. programs -- about 50, Echambadi said.

The demographics also reveal areas where the college needs to improve, Echambadi said. Gender is one of them. The typical student admitted to the iMBA program is a 37-year-old man with 12 years of work experience (three times as much as the average student in the full-time program). Women make up only 26 percent of the 270 students admitted.

"We thought by virtue of being flexible and convenient that we'd have larger numbers [of women]," Echambadi said. "We are not there yet."

The gender gap resembles what Georgia Tech experienced when it admitted its first cohort to the computer science program. While men in the residential program at the time outnumbered women by a three-to-one margin, the gap widened to nine to one among the first 401 students admitted to the online program.

Carol Aslanian, president and founder of Aslanian Market Research, said in an interview that she was "stumped" by the gender disparity, calling it "totally out of line" with national numbers. While computer science is a traditionally male-dominated field, data collected by the firm suggest that women are overrepresented in online graduate business degree programs, 60 to 40 percent.

Aslanian said she could not point to a clear reason why women are showing less interest in the iMBA program, but speculated UIUC's marketing efforts, the cohort model or the experimental nature of the program could be less attractive to women.

"Women are not as risk taking as men when it comes to taking that real degree they need to do well in business," Aslanian said.



The college admits cohorts to the iMBA program twice a year – in January and August. Echambadi said the college plans to admit about 175 students for the January 2017 cohort and then continue to expand the program until it reaches 1,000 total degree-seeking students (though that number is not “set in stone,” he said).

The program will grow “responsibly,” Echambadi stressed. At the moment, students are sorted into 25-person sections, each with an assigned teaching assistant drawn from the college’s pool of graduate students. The college likes that ratio and does not intend to build the program to a point where it would need to increase the size of the sections, he said.

The college is also paying attention to demands on instructor time. While most of the course work can be completed asynchronously, faculty members are required to host two live sessions a week to accommodate students in different time zones. The college has about 100 faculty members, and roughly 20 of them have so far been involved in creating the iMBA program, Echambadi said.

In a statement, Nikhil Sinha, Coursera's chief business officer, said the growth of the iMBA program suggests the master’s degree market is “ripe for innovation.” The MOOC provider has found UIUC’s results promising enough to launch a master of computer science in data science degree following the same model at UIUC.

“The University of Illinois has been a fantastic partner as we explore ways to make degrees from high-quality institutions more accessible through a model that is entirely online and extremely flexible,” Sinha said. “We’re confident these programs will pave the way for other educational institutions to establish flexible, stackable and affordable graduate programs in the future.”

Although the iMBA program has attracted fewer non-degree-seeking students than expected, Echambadi said the college has yet to take advantage of two initiatives that could quickly boost those numbers.

Corporate partnerships is one of them. Since the launch, the college has heard from companies eager to sign up their employees for a single course of the iMBA program, for example strategic leadership or digital marketing, Echambadi said. The college has also been approached by other business schools interested in awarding transfer credit to their own students if they complete courses in UIUC’s program.

Both options are being considered as the iMBA program moves beyond its launch phase, Echambadi said, adding, “Our mantra is dream big, start small.”

*Read more by Carl Straumsheim*



#### Appendix 4 – Elective Course

Select elective courses in the Departments of Architectural Design, Agricultural Economics, Economics, Financial Planning, Statistics, and the School of Law

ARCHST 7100	3.0	Allied Architecture and Urban Design
ARCHST 7323	3.0	Sustainable Technologies
ARCHST 8630	3.0	Design Theory
ARCHST 8887	3.0	Environment and Behavior
AG EC 7430	3.0	Rural Real Estate Appraisal
AG EC 8520	3.0	Economics of Transaction and Contracting
ECONOM 7326	3.0	Economics of International Trade
ECONOM 7329	3.0	The Banking System and the Money Market
ECONOM 7370	3.0	Quantitative Economics
ECONOM 8451	3.0	Microeconomic Theory
ECONOM 8453	3.0	Macroeconomic Theory
ECONOM 8472	3.0	Econometric Methods I
ECONOM 8473	3.0	Applied Econometrics
FINPLAN 7187	3.0	Tax Planning
FINPLAN 7382	3.0	Financial Planning: Risk Management
FINPLAN 7386	3.0	Employee Benefits and Retirement Planning
FINPLAN 7393	3.0	Estate and Gift Planning
FINPLAN 8389	3.0	Financial Planning Case Studies
LAW 5360	3.0	Banking Law
LAW 5395	4.0	Business Organizations
LAW 5430	2.0	Commercial Real Estate Leasing
LAW 5460	3.0	Corporate Finance
LAW 5785	3.0	Mergers and Acquisitions
LAW 5856	2.0	Real Estate Finance
LAW 5857	1.0	Real Estate Finance Skills Training
LAW 5858	2.0	Real Estate Transactions
LAW 5859	1.0	Real Estate Transactions Skills Training
LAW 5890	3.0	Securities Regulation
STAT 7110	3.0	Statistical Software and Data Analysis
STAT 7210	3.0	Applied Nonparametric Methods
STAT 7310	3.0	Sampling Techniques
STAT 7510	3.0	Applied Statistical Models I
STAT 8220	3.0	Applied Statistical Models II

## Appendix 5 – Letters of Support



3810 Bultenwood Drive  
Columbia, Missouri 65201  
www.bankofmissouri.com

Phone (573) 874-4700  
Fax (573) 874-4701

October 27, 2016

Professor Dan French  
Jeffrey E. Smith Missouri Professor of Finance  
Director, Jeffrey E. Smith Institute of Real Estate  
Robert J. Trulaske, Sr. College of Business  
University of Missouri  
Columbia, MO 65211

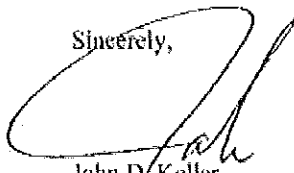
To whom it may concern:

I am writing today to express support for the proposed MS in Finance program that is to be offered on-line. I see several important benefits to the proposed program:

1. allows working professionals to maintain their full-time work schedule
2. flexibility for the student to select some on-campus courses
3. offers a specialized MS in Finance as opposed to the more generic MBA
4. creates a niche for MU to compete against those simply offering the traditional MBA
5. once created, the program creates a sustainable, low cost revenue driver for MU

With Professor French leading the charge of this exciting program, I'm confident this will be a huge success for Mizzou.

Sincerely,



John D. Keller  
Sr. Vice President

December 5, 2016

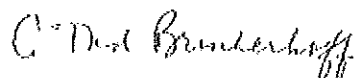
Re: Letter of Support for Master of Science in Finance at the University of Missouri.

The Finance Department at the Trulaske College of Business (TCoB) has recently proposed adding a Master of Science in Finance (MSF). The Crosby MBA would support this degree for several reasons. By offering an MSF degree it would increase the finance course options for MBA students who have an interest in finance as well as fill seats in elective courses in marketing and management courses as described in the MSF curriculum.

Since the program will be offered online it is less likely to attract students who are looking to do a traditional, residential two-year MBA program since each model attracts a certain kind of student. We find that most students are generally looking specifically for one particular model -- be it residential or online. While the Crosby MBA program will remain residential, it would be useful to the TCoB to have a more flexible type of degree like an MSF that offers specialization in addition to the broader based MBA degree.

The MS degree is one that has proved to be a viable alternative for individuals who aren't prepared or are not interested for the broad curriculum and career outcomes of the traditional MBA degree. During my time at Purdue, I managed both the traditional two year MBA and one year MSF degree and found both degrees tend to attract different type of students with different career goals. The MBA and MSF offer differing road to differing goals and it will be our job to articulate that to prospective students who are exploring options.

Overall, we are very supportive of Dr. French and his efforts to establish an MSF degree here at TCoB. It will increase the number of graduate students overall in the college as well as allow us to offer more options to all graduate students which for us is a win-win situation.



C. Tad Brinkerhoff

Assistant Dean for MBA programs,

Trulaske College of Business

**From:** Harmon, Cindy S. (Curators)  
**To:** Whitehurse, Jessica S.  
**Subject:** RE: MS Finance for BOC  
**Date:** Tuesday, May 02, 2017 4:26:27 PM

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Dear Jessi,

The recommendation below was approved by the Board of Curators on April 27, 2017.

Sincerely,  
Cindy Harmon  
Secretary of the Board of Curators

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**From:** Whitehurse, Jessica S.  
**Sent:** Wednesday, April 19, 2017 11:45 AM  
**To:** Harmon, Cindy S. (Curators) <harmonc@umsystem.edu>; Hawk, Phyllis W. <hawkp@umsystem.edu>  
**Subject:** MS Finance for BOC

Attached is the MS Finance degree program proposal.

Thanks!  
Jessi

Jessi Whitehurse  
Project/Program Coordinator II  
Office of Academic Affairs, Research and Economic Development

**BOARD RECOMMENDATION  
ACADEMIC, STUDENT AND EXTERNAL AFFAIRS COMMITTEE**

April 27, 2017

**TO:** Robert Schwartz, Interim Vice President for Academic Affairs, Research and Economic Development  
**SUBJECT:** The University of Missouri-Columbia proposes a new Master of Science in Finance, to begin in the Spring Semester of 2018, for Approval at the April 27-28, 2017, **Board of Curators Meeting**

I recommend that the item listed below be submitted to the Academic Affairs Committee for consideration, and to the Board of Curators for approval at the April 27-28, 2017, Board of Curators Meeting:

- 1) The Master of Science in Finance program has been developed by a number of universities to meet demand for a specialized graduate degree in Finance that is separate from the traditional MBA. This allows students concentrated study in the field of finance and often

offer specialized concentrations such as investments, quantitative finance, managerial finance, banking and financial institution management, and real estate. A committee of faculty members of the Department of Finance studied the feasibility of the MS in Finance and concluded that there would be sufficient demand for a program using distance delivery or a combination of distance-delivery with some on-campus students.

The faculty of the University of Missouri-Columbia, therefore, recommends to the President and to the Board of Curators of the University of Missouri that a new Master of Science in Finance be established to begin in the spring semester of 2018.

Approved:

Hank Foley, Chancellor