Name of the school or college academic planner who you consulted with on this proposal:

Name:

Ella Mae Matsumura - BUS

Proposal Abstract/Summary:

Demand for a more flexible Professional MBA option has increased alongside increased interest in the Evening MBA program. However, the enrollments for the Evening MBA have not increased due to the increasing number of millennial prospective candidates who require a more flexible MBA option that meets the demands of their professional and personal lives.

Market potential for the Professional MBA program is strong, as inquiries for the MBA program have been increasing, and the target population within Madison is growing as well. However, the Evening MBA current program structure does not appeal to this segment of the market potential applicants; many millennials with strong career prospects are unable to commit to a three-year face-to-face program because their career advancement demands substantial travel and they see themselves as geographically mobile. We conducted a conjoint analysis to examine how the current structure of the program is perceived by the market, and to design an optimal structure for the proposed Professional MBA program. Survey data from a large sample of potential applicants suggests a utility maximizing structure of a blended learning experience with some online and some in person content, with the ability to complete the program in 2 years (but take as much as 4-5 years if necessary), with only a 50% cohort experience in a program that allows some degree of specialization through grouped elective tracks and face-to-face class instruction taking place monthly on the weekends.
School/College:
The program will be governed by the home department/academic unit as specified. Will an additional coordinating or oversight committee be established for the program?
  No
Parent is in the Graduate School:
  Yes
School:
SIS Code:
SIS Description:
Transcript Title:
  Professional MBA
Named Options:
  EMBA: Executive MBA
  EVMBA: Evening MBA
  Sub Plan 1126: No Title Found

Does the parent program offer this as an additional major as well?
  No

Roles by Responsibility: List one person for each role in the drop down list. Use the green + to create additional boxes.

<table>
<thead>
<tr>
<th>Role Type</th>
<th>Name (Last, First)</th>
<th>Email</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Director</td>
<td>Siemsen, Enno</td>
<td><a href="mailto:esiemsen@wisc.edu">esiemsen@wisc.edu</a></td>
<td></td>
</tr>
<tr>
<td>Primary Dean’s Office Contact</td>
<td>Matsumura, Ella Mae</td>
<td><a href="mailto:emmatsum@wisc.edu">emmatsum@wisc.edu</a></td>
<td>608/262-9731</td>
</tr>
<tr>
<td>Primary Contact</td>
<td>Petty, Leslie</td>
<td><a href="mailto:lpetty@wisc.edu">lpetty@wisc.edu</a></td>
<td>6088902499</td>
</tr>
<tr>
<td>Department Chair</td>
<td>Siemsen, Enno</td>
<td><a href="mailto:esiemsen@wisc.edu">esiemsen@wisc.edu</a></td>
<td></td>
</tr>
</tbody>
</table>

List the departments that have a vested interest in this proposal.

<table>
<thead>
<tr>
<th>Departments</th>
</tr>
</thead>
<tbody>
<tr>
<td>School of Business (BUSINESS)</td>
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</tbody>
</table>

Are all program reviews in the home academic unit up to date?
  Yes
Are all assessment plans in the home academic unit up to date?
  Yes
Are all assessment reports in the home academic unit up to date?
  Yes
Mode of Delivery:
  Face-to-Face (majority face-to-face courses)
Will this program be part of a consortial or collaborative arrangement with another college or university?
  No
Will instruction take place at a location geographically separate from UW-Madison?
  No
Parent has outside accreditation:
  Yes
The Assistant Dean and support team will deploy and execute the following timeline.

• May 2020: Upon program approval, the Marketing & Strategic Communications team will launch dedicated Professional MBA marketing, and will continue an ongoing media plan.
• May 2020: Director of Admissions will work with the technology team to develop the admissions application.
• July-August 2020: Admissions team commence recruiting at local, regional, and national events.
• September 2020: Finalize application review process. Admissions team to accept applications September 2020-July 2021.
• Spring 2021: Director of Academic Resources and Student Affairs will work with new Academic Advisor to advise admitted students and Evening MBA students who express interest in the Professional MBA. Advisor will share the pathway to transfer for Evening MBA students. Advising timeline will continue through September 2021 and will continue with students through graduation.
• Spring-Summer 2021: Director of Career Management will develop virtual resources for career management for in-person and virtual career coaching sessions and professional development.
• Summer 2021: Operations Manager and new Technology Specialist will onboard students through Bring Your Own Device (BYOD) program and ensure devices meet necessary technology requirements. Assistant Dean and Director of Academic Resources and Student Affairs will develop and deploy new student orientation (NSO).
• Summer 2021: Director of Career Management will lead team formation in which students are assigned to a cohort team. The Director will prepare team professional development for NSO.
• August/September 2021: Delivery of orientation and courses for Professional MBA students and transfer eligible Evening MBA students.

Rationale and Justifications

How does the named option relate to the major and to other named options in the major, if relevant?

The current Evening MBA Program is a 33-month, lock-step face-to-face part-time program. Students join a cohort and, together, take classes for 33 months. There are currently no online course offerings in the program. The program has 48 credits, out of which only 6 credits are required electives – students choose to take two courses out of a set of six. The current format of the program prevents several target audiences from applying or completing the program.

This new named Professional MBA option answers market needs for an accessible MBA and allow us to tap into additional market segments. As a new named option, the Professional MBA program will be offered as a blended learning experience with the majority of courses including both an online and face-to-face component. The face-to-face component would involve...
meeting one weekend per month. This program can be completed in 2 years with flexibility to extend up to 5 years.

Why is the program being proposed? What is its purpose?
The market potential for the Evening MBA program remains strong, as inquiries for the program have been increasing, and the target population within Madison is growing as well. However, the current structure of the Evening program does not appeal to specific segments of the market of potential applicants; many millennials with strong career prospects are unable to commit to a three-year face-to-face program because their career advancement demands substantial travel and they see themselves as geographically mobile. We conducted a conjoint analysis to examine how the current structure of the program is perceived by the market, and to design an optimal structure. Survey data from a large sample of potential applicants suggests that the market need is a utility-maximizing structure of a blended learning experience with some online and some in person content, with the ability to complete the program in 2 years (but take as much as 4-5 years if necessary), with only a 50% cohort experience in a program that allows some degree of specialization with face-to-face classes taking place monthly on the weekends.

We proceed to propose the addition of a new named option for a Professional MBA program that allows a blended learning experience with the majority of courses including both an online and face-to-face component, which can be completed in as little as 2 years but allows students to take up to 5 years, with monthly face-to-face meetings on the weekends, with classes grouped into specialized electives that students can earn. More broadly, this new program can serve as a modular platform to provide customized services to different target audiences while allowing for scale through common elements.

Our current Evening MBA Program is a 33-month, lock-step face-to-face part-time program. Students join a cohort and take most classes with the same cohort for the duration of 33 months. Given the 3-year time frame, 3 cohorts of students exist in parallel. There are currently no online classes in the program, although some classes have incorporated blended learning. Students attend a global learning experience as part of the program, which is required for all students. The program has 48 credits, out of which only 6 credits are required electives – students choose to take two courses out of a set of six, one in their 2nd year, and one in their 3rd year. Courses are predominantly taught on Monday and Thursday evenings every week. By taking the right electives, and by taking additional courses in our Full-Time MBA program, students can earn a variety of certificates in addition to their degree.

Our goal for the Professional MBA program is to enroll twice annually into a cohort of a total of 80-100 students per year.

Do current students need or want the program? Provide evidence.
The market for the program will grow within Madison, given the population growth and demographics in Dane County. The projected population growth in Dane County from 2010 to 2040 is 24.3% or a total of about 120K citizens; this growth is both due to natural increases as well as net migration, in about equal parts. An additional market that we already access is Milwaukee. While Milwaukee has a larger population base than Dane Country (948K vs. 488K in 2010), its population growth is projected to be about 1/3 in percentage terms compared to Dane Country. The flexible, blended program format of the Professional MBA program can unlock many additional markets for the program, such as the Fox Valley area, Racine, Rockford, and even Chicago. Brown County (Green Bay) had a population of 248K in 2010, and is projected to grow by 26% by 2040; Kenosha County south of Racine had a population of 166K in 2010, and is also projected to grow by 26% by 2040. In general, we are looking at a market that is growing, particularly in terms of young professionals that are the target audience for a flexible Professional MBA program.

What is the market, workforce, and industry need for this program? Provide evidence.
The target audiences as segments the program will reach:
• Young professionals with an intense travel schedule: Madison is home to a significant population of this type of professional and these students often do not apply to our current programs or withdraw during the program.
• Young professionals seeking career flexibility: Our current format asks prospects to sign up for a three-year lock-step program. They need to stay in the Madison area for three years to complete their degree. This is a time commitment that many potential applicants do not want...
Faculty and Staff Resources

List the core program faculty and staff with title and departmental affiliation(s) who are primarily involved and will participate in the delivery and oversight.

<table>
<thead>
<tr>
<th>Name (Last, First)</th>
<th>Department</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Siemsen, Enno</td>
<td>School of Business (BUSINESS)</td>
<td>Associate Dean, MBA &amp; MS Program</td>
</tr>
<tr>
<td>Petty, Leslie</td>
<td>School of Business (BUSINESS)</td>
<td>Assistant Dean, Evening and Executive MBA</td>
</tr>
<tr>
<td>Snyder, Lynn</td>
<td>School of Business (BUSINESS)</td>
<td>Director, Academic Resources and Strategy</td>
</tr>
<tr>
<td>Matsumura, Ella Mae</td>
<td>School of Business (BUSINESS)</td>
<td>Senior Associate Dean, Academic Pr</td>
</tr>
<tr>
<td>Hausch, Don</td>
<td>Operations &amp; Information Mgmt (O I M)</td>
<td>Professor in Operations and Informa</td>
</tr>
<tr>
<td>Mello, Antonio</td>
<td>Finance (FINANCE)</td>
<td>Professor in Finance</td>
</tr>
<tr>
<td>Gaertner, Fabio</td>
<td>Accounting and Information Sys (ACCT I S)</td>
<td>Associate Professor in Accounting an</td>
</tr>
<tr>
<td>Triana, Maria</td>
<td>Management and Human Resources (M H R)</td>
<td>Associate Professor in Management</td>
</tr>
</tbody>
</table>

What gap in the program array is it intended to fill?

The Professional MBA program is intended to fill the gap of a flexible, blended option for the Master of Business Administration. The existing MBA offerings include the Evening MBA, Executive MBA, and Full-time MBA. All three options are cohort-based and require 100 percent face-to-face participation. The curriculum will overlap from existing MBA programs for the creation of the Professional MBA (PMBA) flexible, blended option. The curriculum is being addressed and revised to work in a blended delivery format for this new program.

The Professional MBA (PMBA) program creates a program that is flexible and addresses the needs of lifelong learners. The broader reach of the PMBA program expands elective options in which alumni, corporate partners, and other graduate business students can partake. Current requests by alumni or corporate partners in taking a course or elective series is limited based on the structure of the cohort programs. Corporate partners have some leaders who are ideal for the program, but due to travel schedules are unable to commit to the existing MBA programs. This flexible option provides support and learning for corporate partners across Wisconsin, the Midwest, and across the nation.
The goal is to ensure faculty and staff are successful in their work. The program office will hire a new academic advisor to support student advising, orientation, and registration.

Two additional student workers will be hired to help troubleshoot technical issues and assist with online learning. They will be accessible to students for their online needs while coordinating efforts with DoIT Help Desk to address technical problems.

The WSB will provide strong instructional support to faculty and instructional staff. All of the classrooms in the building – both general assignment and school-specific – have instructional technology built into them. We are working with the Division of Continuing Studies to secure instructional designers for course development. The individuals will provide training and support on the following: 1) classroom technology, 2) web-conferencing technology, 3) technology for content creation for pedagogical support (i.e., assistance with developing learning outcomes, assessments, and appropriate instructional methods for classroom-based and online learning), and 4) technology for content housing.

This includes a Windows-based computer that is managed by the school’s IT unit, connections for personal laptops, and ceiling/wall-mounted projectors or wall displays. Classrooms are supported locally by the school’s IT and AV support teams.

What resources are available to support faculty, staff, labs, equipment, etc.? 

Program advisor(s) with title and departmental affiliation(s).

<table>
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<td>Snyder, Lynn</td>
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<td>Director, Academic Resources and Student Affairs</td>
</tr>
<tr>
<td>Petty, Leslie</td>
<td>School of Business (BUSINESS)</td>
<td>Assistant Dean, Evening and Executive MBA Program</td>
</tr>
<tr>
<td>Burnett, Matt</td>
<td>School of Business (BUSINESS)</td>
<td>Assistant Director, Academic Resource and Student Affairs</td>
</tr>
</tbody>
</table>

Describe how student services and advising will be supported.

Professional MBA (PMBA) students will be supported by the existing staff and administration in the Evening and Executive MBA programs and through the additional hiring at the PMBA launch and within one to three years post-launch.

The new PMBA structure will require the initial hiring of an academic advisor, office manager, technology specialist, and program assistant (undergraduate student worker). The academic advisor role will be required to guide Professional MBA students through course enrollment, program requirements, elective tracks, and graduation requirements. The existing director and assistant director of academic resources and student affairs will manage the timetable and provide support of program resources during the students’ time on campus, facilitate distribution of materials from faculty, and provide continuity of support and experience between the on-campus and online portions of the program and each course.

The office manager will oversee the daily business operations for all programs and processing of related reimbursements and office expenses for the new program and existing programs as well as the communications to all current students in the Evening MBA, Executive MBA, and Professional MBA programs and coordinate with admissions and student services on communication to incoming students in the new program as well.

The technology specialist is required to expand the technical support for students and faculty outside of regular business hours; this role will support incoming and ongoing PMBA students as well as faculty teaching in the PMBA program. This person will work with students to ensure their devices meet technology requirements and will support any faculty-required software. This role will also have direct responsibility, in partnership with the existing technology manager, related to the distance-learning platform and online/blended learning platform.

The program assistant will directly support the on-campus weekends when PMBA students are in class, as well as working with the program office staff in delivery of student services content and material for these students.
Confirm that the program advisor(s) or coordinator(s) have been consulted and reviewed this proposal.

Resources, Budget, and Finance

Is this a revenue program? Yes

What is the tuition structure for this program?
Market-based tuition - separate proposal to be submitted

Select a tuition increment:
$1,700/credit

What is the rationale for selecting this tuition increment?
The current tuition for the Evening MBA program is $73,965 for the entire program, or approximately $1,540 per credit. For the Professional MBA program, we propose a per credit payment system. The total number of credits in the program decreases, but our costs will increase due to the increased number of offerings. We propose to charge students $1,700 per credit, or $74,800 for the program ($13,600 for the functional core, $20,400 for the leadership core, and $10,200 per elective track). Alumni and other audiences would be invited to enroll in electives at a cost of $10,200 per elective. The global elective track would require extra fees to facilitate the global trip.

Competitors in the regional market include the following schools, as well as their tuition rates.
• University of Minnesota Carlson School of Management offers a flexible Professional MBA that requires 54 credits and costs $80,000, which is $1,482 per credit hour.
• Indiana University’s online MBA is $72,000 and 54 credits, which is $1,333 per credit hour.
• Michigan Ross online Professional MBA program, a 57 credit online program, charges $123,000 or $2,158 per credit hour.

Note that if tuition is collected per credit, the cost of the program can be spread out over a longer time horizon for students intending to take more time. This structure could help ease student overall cost concerns.

Upload the proposal for market based tuition:
Market Based Tuition
Form - PMBA - Final.docx

Provide a summary business plan.

We propose creation of a blended Professional MBA program, where the majority of courses include both an online and face-to-face component, where the face-to-face component meets only monthly on the weekends, and can be completed in 2 years with flexibility to extend up to 5 years. Students can start twice per year: in Fall/Spring. We also propose to introduce elective track credits that students can earn during their program.

Value Proposition
The value proposition of this new program to students includes:
• Schedule flexibility – come to Madison only once a month for immersion
• Be part of a cohort – strong cohort experience during first year, flexible curriculum afterwards
• Best of both worlds – learn through online classes remotely, and then practice what you learned during our experiential immersion weekends
• Customize your experience – through courses like analytics, healthcare, social responsibility

Classes
All classes are 2-credit classes. We propose the following structure for each 2-credit class:
• 1 weekend (Saturday + Sunday) of immersion, face-to-face instruction one weekend monthly. Students are expected to attend in person, although the course will be accessible via web-conferencing. Students can only miss up to 4 of these immersion weekend sessions.
• Classes can be classified as either flexible or synchronous. This class format is conducive to applied learning, live interactions with the instructor/classmates, and immediate feedback. Students will access these courses via web-conferencing or face-to-face in the classroom. Unlike the immersion content,
accessing these sessions through web-conferencing is not limited.

Learning Outcomes
The program learning outcomes across all of our MBA programs are 1) Managing Ambiguity, 2) Strategic Thinking, 3) Collaborative Leadership, 4) Effective Communications, and 5) Cultural Awareness.

Core Instruction
During their first year, students will take courses in their functional and leadership core. Ethics content will be delivered through extra-curricular coaching and will be reinforced in several core classes. The leadership core is designed to help students become better leaders and managers.
• Functional core: Finance, Marketing, Supply Chain & Operations, and Financial Accounting
• Leadership core: Managerial Economics, Leading Teams, Negotiations, Data to Decisions, Project Management, and Business Strategy

Elective Tracks
An elective track demonstrates the student’s mastery of specific skills and acquired knowledge in a specialized area. Students complete their program by earning 4 elective tracks out of a set of the following 8 elective tracks.
• Corporate Elective Track: Corporate Finance, Mergers & Acquisitions, Managerial Accounting
• Responsibility Elective Track: Diversity in Organizations, Corporate Social Responsibility, Sustainability
• Innovation Elective Track: Entrepreneurial Management, Entrepreneurial Finance, Management of Innovation
• Analytics Elective Track: Data Visualization, Machine Learning, Databases
• Supply Chain Elective Track: Supply Chain Analytics, Logistics Management, Prod. Planning & Control
• Marketing Elective Track: Strategic Pricing, Consumer Behavior, Digital Marketing
• International Elective Track: International Business, Global Business Management, Global Learning Experience

Provide an overview of plans for funding the program including but not limited to program administration, instructional/curricular delivery, technology needs and program experience.

Some of the existing MBA courses will be leveraged for the expansion of elective tracks, which minimizes costs for the development of the eight elective tracks. Funding required for launching the online portion of the program will be secured through donor contributions. Ongoing program costs will be supported through the proposed tuition model. Students will also pay a technology fee that will cover the costs of instructional learning and program assessment.

It is clear that we will need to invest approximately $1M into the new program until it turns profitable in AY22. The Professional MBA program should allow for a steady generation of more than $3M in annual profits. At an interest rate of 8%, the net present value of the change in profits until AY30 amounts to about $11.3M. It is likely that after AY30, a review and revision of the Professional MBA program will be necessary to sustain it into the future.

The program will run as a cost-center where the revenue will cover the operational, instructional, and staff costs. As the current structure of the Evening MBA and Executive MBA programs, this cost-center model has been critical to ensuring the financial, operational, and salary expenses.

What is the marketing plan?
The Integrated Marketing Communication department has started an initial discussion and development of the Professional MBA communications plan. Specific tactics and media will be developed more fully in early 2020 to prepare for a marketing launch end of FY20 and start of FY21.
As the proposal is approved, the communication goal targets announcing the Professional MBA program, creating awareness for the new named Professional MBA program, and celebrating innovation at WSB.

Marketing tactics will include event sponsorships, email subscribers like business journals in the new markets, social emails such as LinkedIn InMails, social displays on Facebook, LinkedIn, and other platforms that match our demographics, out-of-home advertising, paid search with Google AdWords, and video development for use on the website and in email and social marketing.

The recruitment plan will include a variety of delivery and outreach methods that will connect with candidates on a local, regional, and national level. The focus will be to broaden outreach to existing candidates who previously may not have been physically able to attend the existing Evening MBA program.
as well as local candidates who were seeking a flexible Professional MBA option due to personal and professional constraints. The recruitment plan will also include a focus on increasing diversity in the PMBA program. This will be done via recruitment at various minority-led professional organizations as well as through paid media channels and publications that target women and underrepresented populations.

Recruitment Emails
- Create a nurture campaign for validated and non-validated leads to build awareness about the new program format and create a channel for a specific call-to-action (e.g., complete the request-for-information, sign up for an event, or apply).
- Continue email communication series, which includes marketing, student profile, and event-specific emails.

Virtual Events
- Host PMBA information sessions for candidates to learn about the program details and benefits of the Wisconsin MBA. These events will be held throughout the year on a varied schedule to accommodate candidate schedules. This method allows for a national reach at a low cost.
- Host webinars on how to create a competitive application. This webinar series allows candidates to learn the program benefits and receive a value add. This method also allows for a national reach at a low cost.
- Participate in the Forté virtual event in April. This partnership with the FT MBA promotes our programs and showcases the new blended learning option.
- Deliver a podcast series to promote on-demand candidate recruitment. The series will include topics about the delivery, curriculum, career and student resources, and student testimonials about their experiences.

MBA Fairs and Service Purchases
- Attend MBA Tour, QS MBA, Forté and inside the MBA events in partnership with FT MBA to promote the new blended learning. These events, which are hosted in cities across the US, will be particularly of interest for PMBA recruitment in Chicago and Minneapolis.
- Purchase of GMASS and GRE names will have a new expanded criteria for those candidates interested in online/blended programs. These resources will allow us to connect with a larger number of candidates on a monthly basis.

Campus Events
- Host one to two PMBA weekend events per semester. These events will occur when students are on-campus to create campus community and highlight the blended learning opportunities and flexible schedule.
- Host GMAT/GRE prep sessions. Continue to offer GMAT/GRE preparation workshops two to three times per semester, in partnership with FT MBA and Master's programs.

Corporate Hosted Events
- Continue to build on-site events at corporations like CUNA Mutual, American Family Insurance, Rockwell Automation, Johnson Controls, GE Healthcare, John Deere, and others. This list will expand as we review regional employer partnerships that may benefit from the blended learning format, like at Epic. Explore new markets such as Wausau, Iowa City, and Chicago to host events.
- Connect with current students and alumni to host informal events before or after work. In this first year, we will need to leverage students in the current format to help us promote the new PMBA program.
- Review partnerships with BRAVA and other community organizations.

Does the program or change require substantial new resources other than those just described? Describe the needs. Confirm that the dean is committed to providing the resources. The new PMBA structure will require the hiring of an academic advisor, office manager, technology specialist, and program assistant. As noted in the attached letter, the Dean is in complete support of the new program and its required resources.

Are new Library resources needed to support this program?

No

Describe plans for funding students including but not limited to funding sources and how funding decisions are made.

Through the admissions process, students will learn about employer support, loans, and scholarships. This information is shared at information sessions, admissions meetings, and in-person interviews. As working adult learners, many employers offer tuition reimbursement and recognize the benefits of providing professional development opportunities for their staff.

Merit-based scholarships will cover up to 20 percent of tuition. They are awarded to exceptional candidates who meet the academic criteria.
Curriculum and Requirements

Parent Plan Admissions/How To Get In Requirements

Students apply to the Master of Business Administration in Business: General Management through one of the named options:

Business: General Management: Evening, MBA
Business: General Management: Executive, MBA

Guide Admissions/How to Get In tab

Graduate admission to the Professional MBA Program follows the guidelines set by the Graduate School for the University of Wisconsin-Madison. The Graduate School at t Madison offers an open, dynamic and respectful learning and working environment for all members of our community. We are committed to a strong, conscious effort to build diversity across our learning community, so it can reflect the richness of the world around us in race, ethnicity, sexu status, physical limitation, religious beliefs or cultural background.

The Admissions Team conducts a holistic review that considers many factors - including personal and professional achievements.

Admissions Requirements for the Professional MBA Program

Complete an online application
One essay
Current résumé
One professional recommendation
Official transcripts
Graduate Management Admissions Test (GMAT) score or Graduate Record Exam (GRE) score
Applicants with a JD, MD, PhD or other terminal degree(s) from an accredited US institution, or completed five (5) or more years of work experience and an undergraduate or higher may qualify to waive the GMAT or GRE exam.
Test of English as a Foreign Language (TOEFL) score (for non-native English speakers)
Copy of H1-B Visa or Permanent Resident Status (international applicants only)

Other Requirements

A target of two years of full-time professional work experience
Admissions interview (by invitation of the admissions committee)
Application fee

Describe plans for recruiting students to this program.

Professional MBA Recruitment Plan AY20-21

The recruitment plan will include a variety of delivery and outreach methods that will connect with candidates on a local, regional, and national level. The focus will be to broaden outreach to existing candidates who previously may not have been physically able to attend the existing Evening MBA program as well as local candidates who were seeking a flexible Professional MBA option due to personal and professional constraints. The recruitment plan will also include a focus on increasing diversity in the PMBA program. This will be done via recruitment at various minority led professional organizations as well as through paid media channels and publications that target women and underrepresented populations.

Recruitment Emails

• Create a nurture campaign for validated and non-validated leads to build awareness about the new program format and create a channel for a specific call-to-action (e.g. complete the request-for-information, sign up for an event, or apply).
• Continue email communication series, which includes marketing, student profile, and event-specific emails.

Virtual Events

• Host PMBA information sessions for candidates to learn about the program details and benefits of the Wisconsin MBA. These events will be held throughout the year on a varied schedule to accommodate candidate schedules. This method allows for a national reach at a low cost.
• Host webinars on how to create a competitive application. This webinar series allows candidates to learn the program benefits and receive a value add. This method also allows for a national reach at a low cost.
• Participate in the Forté virtual event in April. This partnership with the FT MBA promotes our programs and showcases the new blended learning option.
• Deliver a podcast series to promote on-demand candidate recruitment. The series will include topics about the delivery, curriculum, career and student resources, and student testimonials about their experiences.

MBA Fairs and Service Purchases
• Attend MBA Tour, QS MBA, Forté and Inside the MBA events in partnership with FT MBA to promote the new blended learning. These events, which are hosted in cities across the US, will be particularly of interest for PMBA recruitment in Chicago and Minneapolis.
• Purchase of GMASS and GRE names will have a new expanded criteria for those candidates interested in online/blended programs. These resources will allow us to connect with a larger number of candidates on a monthly basis.

Campus Events
• Host one to two PMBA weekend events per semester. These events will occur when students are on-campus to create campus community and highlight the blended learning opportunities and flexible schedule.
• Host GMAT/GRE prep sessions. Continue to offer GMAT/GRE preparation workshops two to three times per semester, in partnership with FT MBA and Master’s programs.

Corporate Hosted Events
• Continue to build on-site events at corporations like CUNA Mutual, American Family Insurance, Rockwell Automation, Johnson Controls, GE Healthcare, John Deere, and others. This list will expand as we review regional employer partnerships that may benefit from the blended learning, like at Epic. Explore new markets such as Wausau, Iowa City, and Chicago to host events.
• Connect with current students and alumni to host informal events before or after work. In this first year, we will need to leverage students in the current format help us promote the new PMBA program.
• Review partnerships with BRAVA and other community organizations.

Projected Annual Enrollment:

<table>
<thead>
<tr>
<th>Year</th>
<th>Projected Enrollment</th>
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<tbody>
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<td>Year 1</td>
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</tr>
<tr>
<td>Year 2</td>
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<tr>
<td>Year 5</td>
<td>250</td>
</tr>
</tbody>
</table>

Maximum enrollment that can be supported with existing instructional and student services resources: 140

Those who are not familiar with using the html editor fields may upload a document with information about the curriculum for use by those who will format and edit the content that will appear in the Guide.

Parent Requirements

Approved Shared Content from /shared/graduate-minimum-degree-requirements-and-satisfactory-progress/

Last Approved: Oct 25, 2018 11:29am

Minimum Graduate School Requirements

Review the Graduate School minimum academic progress and degree requirements, in addition to the program requirements listed below.

Major Requirements

https://next-guide.wisc.edu/courseleaf/approve/?role=GRAD SCH Dept. Approver
## CURRICULAR REQUIREMENTS

### University General Education Requirements

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Credit Requirement</td>
<td>44 credits</td>
</tr>
<tr>
<td>Minimum Residence Credit Requirement</td>
<td>22 credits</td>
</tr>
<tr>
<td>Minimum Graduate Coursework Requirement</td>
<td>Half of degree coursework (22 credits out of 44 total credits) must be completed graduate-level coursework; courses with the Grad attribute are identified and searchable in the university's Course Guide (<a href="https://registrar.wisc.edu/course-guide/">https://registrar.wisc.edu/course-guide/</a>).</td>
</tr>
<tr>
<td>Overall Graduate GPA Requirement</td>
<td>3.00 GPA required.</td>
</tr>
<tr>
<td>Other Grade Requirements</td>
<td>The Graduate School requires an average grade of B or better in all coursework (400 or above, not including research credits) taken conditions for probationary status require higher grades. Grades of Incomplete are considered to be unsatisfactory if they are not r enrolled semester.</td>
</tr>
<tr>
<td>Assessments and Examinations</td>
<td>Contact the program office for information on required assessments and examinations.</td>
</tr>
<tr>
<td>Language Requirements</td>
<td>Contact the program office for information on any language requirements.</td>
</tr>
</tbody>
</table>

### Required Courses

Select a [Named Option](#) for courses required.

## Named Options (Sub-Majors)

A named option is a formally documented sub-major within an academic major program. Named options appear on the transcript with degree conferral. Students pursuing General Management must select one of the following named options:

**Business: General Management: Evening, MBA**

**Business: General Management: Executive, MBA**

Guide Requirements tab

## NAMED OPTION REQUIREMENTS

## MINIMUM GRADUATE SCHOOL REQUIREMENTS

Review the Graduate School minimum academic progress and degree requirements, in addition to the program requirements listed below.

## MODE OF INSTRUCTION

<table>
<thead>
<tr>
<th>Mode of Instruction</th>
<th>Face to Face</th>
<th>Evening/Weekend</th>
<th>Online</th>
<th>Hybrid</th>
<th>Accelerate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td></td>
<td>Yes</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Mode of Instruction Definitions

Approved Shared Content from /shared/graduate-school-mode-instruction-definitions/

Last Approved: Oct 25, 2018 11:30am

**Evening/Weekend**: These programs are offered in an evening and/or weekend format to accommodate working schedules. Enjoy the advantages of on-campus courses and kep your day job. For more information about the meeting schedule of a specific program, contact the program.

**Online**: These programs are offered primarily online. Many available online programs can be completed almost entirely online with all online programs offering at least 50 program work online. Some online programs have an on-campus component that is often designed to accommodate working schedules. Take advantage of the convenienc participating in a rich, interactive learning environment. For more information about the online nature of a specific program, contact the program.

**Hybrid**: These programs have innovative curricula that combine on-campus and online formats. Most hybrid programs are completed on-campus with a partial or complete Information about the hybrid schedule of a specific program, contact the program.

**Accelerated**: These on-campus programs are offered in an accelerated format that allows you to complete your program in a condensed time-frame. Enjoy the advanages...
Accelerated: These oncampus programs are offered in an accelerated format that allows you to complete your program in a condensed timeframe while maintaining minimal disruption to your career. For more information about the accelerated nature of a specific program, contact the program.

**CURRICULAR REQUIREMENTS**

<table>
<thead>
<tr>
<th>Requirements</th>
<th>Detail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Minimum Credit Requirement</td>
<td>44 credits</td>
</tr>
<tr>
<td>Minimum Residence Credit Requirement</td>
<td>22 credits</td>
</tr>
<tr>
<td>Minimum Graduate Coursework</td>
<td>34 credits out of 44 total credits must be completed graduate-level coursework; courses with the Graduate Level Coursework attribution searchable in the university’s Course Guide (<a href="https://registrar.wisc.edu/course-guide/">https://registrar.wisc.edu/course-guide/</a>).</td>
</tr>
<tr>
<td>Overall Graduate GPA Requirement</td>
<td>3.00 GPA required.</td>
</tr>
<tr>
<td>Other Grade Requirements</td>
<td>The Graduate School requires an average grade of B or better in all coursework (300 or above, not including research credits) taken conditions for probationary status require higher grades. Grades of Incomplete are considered to be unsatisfactory if they are not re-enrolled semester.</td>
</tr>
<tr>
<td>Assessments and Examinations</td>
<td>No required assessments or examinations beyond course requirements.</td>
</tr>
<tr>
<td>Language Requirements</td>
<td>No language requirements.</td>
</tr>
</tbody>
</table>

**required courses**

The Professional MBA named option requires 8 credits in the Functional Core, 12 credits in the Leadership Core, and 24 credits in the Elective Tracks. Coursework in the Functional Core is completed in the first year in the program; the Elective Tracks coursework is completed in the second and subsequent years.

### Course List

<table>
<thead>
<tr>
<th>Code</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>FINANCE 700</td>
<td>Introduction to Financial Management</td>
</tr>
<tr>
<td>MARKETING 700</td>
<td>Marketing Management</td>
</tr>
<tr>
<td>OTM 700</td>
<td>Operations Management</td>
</tr>
<tr>
<td>ACCT I S 700</td>
<td>Financial Accounting</td>
</tr>
</tbody>
</table>

**Functional Core**

The Functional Core courses represent the essential business competency areas in finance, marketing, operations, and accounting. Each listed course is required totaling 8 credits in the Functional Core.

**Leadership Core**

The Leadership Core courses focus on key concepts and skills through strategic thinking, team building, managing projects, economics, analytics, and negotiations. Each listed course is required totaling 12 credits in the Leadership Core.

**Elective Tracks**

Students must complete required coursework in four of the eight Elective Tracks, totaling 6 credits in each track for 24 total credits among the Elective Track options.

**Corporate**

Study quantitative and theoretical approaches to managing corporate finances, managerial accounting, and mergers and acquisitions.

**Healthcare**

Gain skills to manage and logistically support medical professionals through coursework in healthcare operations, healthcare economics, and leadership in healthcare.

**Supply Chain**

Develop skills to create market-driven products and services for industry managers. Coursework emphasizes understanding in supply chain analytics, logistics management planning.

**Responsibility**

Learn the challenges of sustainability, responsibility, and ethics in developing practices that impact all stakeholders through coursework in diversity in organizations, corporate responsibility, and sustainability.
Establish a foundation comprising of essential skills, knowledge, and critical thinking that promote entrepreneurial enterprises and creative thinking through coursework in management, entrepreneurial finance, and management innovation.

- R M I 650: Sustainability, Environmental and Social Risk Management
- GEN BUS 713: Role of Business in Society
- M H R 722: Entrepreneurial Management
- M H R 715: Strategic Management of Innovation
- FINANCE 757: Entrepreneurial Finance
- GEN BUS 720: Machine Learning for Business Analytics
- GEN BUS 760: Data Visualization for Business Analytics
- FINANCE 757: Data Technology for Business Analytics
- MARKETING 705: Consumer Behavior
- MARKETING 730: Strategic Pricing
- MARKETING 755: Marketing in a Digital Age
- FINANCE/INTL BUS 745: Multinational Business Finance
- INTL BUS 766: Global Business Management
- INTL BUS 767: Global Learning Experience

Total credits required: 44

Parent Plan Graduate Policies

Graduate Work from UW-Madison and other Accrediting Institutions
With program review and approval, students may be allowed to transfer up to 12 credits of graduate coursework or comparable from UW-Madison and other institutions to satisfy requirements in Functional core, Leadership core, or Elective Tracks. Grade B or better (3.0 on a 4.0 scale) or higher.

UW–Madison BBA Undergraduate Alumni
With program review and approval, UW-Madison BBA undergraduate alumni with an accumulative 3.0 GPA and courses with a grade B or above who have graduated may apply to waive the Functional core requirement and possibly one (1) elective track, transferring a maximum of 14 credit hours. Students are required to satisfy the remaining requirements.

UW–Madison University Special Student
With program approval and tuition differential payment (the cost between special student status and graduate tuition), students are allowed up to 12 credits of elective options taken as a UW–Madison University Special Student status. If students choose to pursue the Professional MBA program, they will have up to five (5) years to complete their last elective course to have credits applied.

UW - Madison alumni may take unlimited elective tracks as a special student status. The graduate tuition rate applies. If applying to the Professional MBA program, the requirement is waived. Students will have up to five (5) years to enroll from the completion date of their last elective course to have credits applied.

PROBATION
The Graduate School regularly reviews the record of students who earned grades of BC, C, D, F, or Incomplete in a graduate course (300 or above), or grade of U in re
could result in academic probation with a hold on future enrollment or in being suspended from the Graduate School.

**ADVISOR**

Every graduate student is required to have an advisor. To ensure that students are making satisfactory progress toward a degree, the Graduate School expects them to consult with their advisor on a regular basis.

In many cases, an advisor is assigned to incoming students. An advisor is a staff member from the program department responsible for providing advice and guidance.

**CREDITS PER TERM ALLOWED**

15 credits

Discuss expected progress to degree and time to degree. For undergraduate programs discuss considerations for supporting students to complete the degree in four academic years.

Professional MBA (PMBA) students will be expected to progress through the functional core and leadership core, as well as completion of four elective tracks. Students who are admitted to the PMBA will be able to progress through the program at a pace of as little as two years, but may take up to five years to complete degree requirements. However, in a scenario where a student transfers in credits or waives credits (e.g. UW BBA student who meets the requirements may waive the functional core) a matriculated student may complete the PMBA in fewer than two years.

Students can take one elective track prior to matriculating into the program and would complete overall in two years, though from matriculation to graduation would appear to be one quarter earlier in completion. Students who have been absent for five or more consecutive years will forfeit the application of PMBA credits toward degree completion.

A dedicated academic advisor will track graduation requirements and progression to degree completion. Students will also have the ability to track their own requirements.

---

**Program Learning Outcomes and Assessment**

<table>
<thead>
<tr>
<th>Parent Program Learning Outcomes</th>
<th>Strategic problem solving: Demonstrate the ability to diagnose and solve problems by drawing on accumulated knowledge, understanding correlation vs. causation, integrating inductive and deductive reasoning, and being aware of perceptual and conceptual biases.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Managing ambiguity: Demonstrate the ability to lead and operate effectively with uncertainty and conflicting directions in an unpredictable situation or environment.</td>
</tr>
<tr>
<td></td>
<td>Effective communication: Demonstrate skills in presenting ideas and reasoning effectively and persuasively in a business setting, through both written and oral means. Develop skills in sending and receiving information in a logical manner while considering the audience and the nature of the information.</td>
</tr>
<tr>
<td></td>
<td>Transformational leadership: Demonstrate an understanding of leadership skills that empower, influence, motivate, and stimulate creative problem solutions and innovative ideas.</td>
</tr>
<tr>
<td></td>
<td>Cultural competence and perspective: Understand the advantages of a diverse and inclusive workforce, and demonstrate the cultural competencies necessary to manage such a workforce. Exhibit openness, awareness, appreciation, and ability to adjust to diversity across cultures and markets; seeking experiences to explore intercultural and socio-cultural systems.</td>
</tr>
</tbody>
</table>

Summarize the assessment plan.

The PMBA assessment plan includes five areas: 1) strategic problem solving, 2) managing ambiguity, 3) transformational leadership, 4) communications, and 5) cultural competence/perspectives.

The assessment of the learning objectives for each content area are:

- **Strategic Problem Solving** will assess critical thinking and learning outcomes based on one in-course deliverable (MHR 723, 1st year PMBA), one-page white paper, per student, assessed in 3 blocks (course rubric), and a white paper evaluated to ensure baseline competency via rubric.
- **Creative Problem Solving** will assess comfort with decision-making: overall ability to make decisions competently and confidently, flexibility: assesses whether a person's attitude toward problem-solving is open-minded and flexible, openness to creativity: overall attitude toward change, innovative solutions, out-of-the-box thinking; ability to think creatively, and sense of self-efficacy: assesses whether a person believes in his or her ability to solve a problem effectively.
- **Transformational Leadership** - an assessment (MHR 704) that measures intellectual stimulation, inspirational motivation, and idealized influence in the fall semester.
- **Communications** will assess written and oral communication skills for effectiveness (exceeds, meets, or does not meet standards as per assessment rubrics) through individual and team assignments, which includes individual written briefs and critiques and team presentations and formal reports.
- **Cultural Competence and Perspectives** will leverage the Global Competence Aptitude Assessment to...
evaluate PMBA students via a frame called the Global Competence Model. This model is a composition of the skills and attitudes necessary for global competence focused on two key areas: 1) internal readiness: description of the personal characteristics and attitudes that enable individuals to effectively understand and interact across cultural boundaries and 2) external readiness: describes the global knowledge and people skills acquired throughout one’s life and work experiences that enables one to effectively navigate the complexities of today’s interdependent world.

Commitments

All required courses are approved through the school/college level.
Yes

Courses are offered on a regular basis to allow timely completion.
Yes

Courses have enrollment capacity.
Yes

Students may complete only 1 named option within a plan code.
Yes

The program faculty/staff will ensure the program website, Advance Your Career materials if applicable, and other presentations are consistent with the Guide information.
Yes

Credential will not be awarded retroactively to students who completed all of the requirements before the credential was approved.
Yes

Supporting Information

List name and department of those who are in support of this proposal.

<table>
<thead>
<tr>
<th>Name (Last, First)</th>
<th>Date of contact/support letter received</th>
<th>School, College, or Department</th>
<th>Comment by contact person</th>
</tr>
</thead>
<tbody>
<tr>
<td>Posen, Hart</td>
<td>December 4, 2019</td>
<td>School of Business (BUSINESS)</td>
<td>This program will allow us the ability to enhance the quality of the learning experience while providing the flexibility demanded by the marketplace.</td>
</tr>
<tr>
<td>Gaertner, Fabio</td>
<td>December 13, 2019</td>
<td>School of Business (BUSINESS)</td>
<td>This is an innovative program that is long overdue at the Wisconsin School of Business. We will offer a quality program that will reach a larger market than the Madison region.</td>
</tr>
<tr>
<td>Mello, Antonio</td>
<td>October 10, 2019</td>
<td>School of Business (BUSINESS)</td>
<td>Congratulations on the initiative to improve the EEMBA. The new program and its model are excellent.</td>
</tr>
</tbody>
</table>

If those supporting the proposal provided a letter or email of support upload here. A letter is NOT required. Upload any other explanatory information about support from other UW-Madison units.

Additional Information:

- Dean Samba Letter of Endorsement.pdf
- Gaertner_PMBA Endorsement letter (004).docx
- Professional MBA - 131 Budget 2-24.xlsx

Approvals

Department Approval - This proposal has been approved by the faculty at the department/academic unit level. The program faculty confirm that the unit has the capacity and resources (financial, administrative) to meet the responsibilities associated with offering the program, including offering the necessary courses, advising students, maintaining accurate information about the program, conducting student learning assessment and program review, and otherwise attend to all responsibilities related to offering this program.

Enter any notes about approval here:

Entered by: Dana Outhouse	Date entered: 3/20/2020

School/College Approval - This proposal has been approved at the school/college level and it is submitted with the Dean’s support. The Dean and program faculty confirm that the unit has the capacity (physical, instructional, and administrative) to meet the responsibilities associated with offering the program, including offering the necessary courses, advising students, maintaining accurate information in the Guide and elsewhere, conducting student learning assessment and program review, and otherwise attend to all responsibilities related to offering this program.
WSR Full faculty approved this proposal on 2/24/2020