

Proposal to Expand Stillman's MBA Program in China to an additional location in Shanghai



**Submitted to the
Faculty Senate Academic Policy Committee
January 16, 2018**

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1. **Program overview, rationale, and expectations** – This section should include an overview of the program, a justification for the program as understood in the context and demands of the discipline and academic and institutional goals and plans of the University, and should also define program objectives and expectations.

Overview

The Stillman School of Business seeks approval to extend its existing MBA program, which is currently offered in Zhuhai, Beijing and Taipei (Taiwan), PRC to an additional location in Shanghai. The current program is offered through a collaboration with Viagold International Education Management Group (Viagold), an education management company that operates private institutions of higher education, secondary vocational and technical schools, training institutions, and management consulting companies. We propose to extend the program to a new location in Shanghai, with classes taught in Mandarin. If approval is granted, we would officially launch the Shanghai cohort site in Spring 2018.

The key elements of the program are:

- **Degree Program/Curriculum.** The degree that will be awarded is the same MBA degree that is earned by students studying on the South Orange campus. The curriculum requirements will be essentially the same as those for our existing MBA program, and courses will be taught using the learning goals that have been developed by our Stillman faculty. The only differences are:
 - Students will earn an MBA with a concentration in Management. No other concentration options will be offered.
 - Topical coverage included in the MBA Pre-Qualification (PQ) courses will be taught in combination with the related Foundation course rather than in a stand-alone fashion.
 - Students will complete a 3-credit “Action Learning Project” course (BMBA 7100) as one of their required courses. In this class, students will work in teams to develop a strategic solution to a problem or challenge faced by a real company. The student teams will be mentored by a team of three individuals – a faculty member onsite in China, a faculty member from the South Orange campus and an executive from the sponsoring corporation.

- Students will travel to SHU for 1-2 weeks in the final semester of their studies to present a case analysis that will serve as one component of the assessment of their mastery of MBA program learning goals.

The Stillman School will send guidance on the content and learning goals of each MBA course to Viagold representatives in advance of each course's scheduled offering. That guidance will include sample syllabi, which will specify the textbooks, assignments and assessment methods used by our South Orange campus instructors. Using the sample syllabi as a guide, the faculty member assigned to teach the course in the MBA program will develop his/her own syllabus, which the Stillman School will review prior to the start of the course. Stillman will forward to instructors in China only those syllabi for which we have obtained a faculty member's advance approval, and the formal agreement with Viagold includes language that protects faculty members' intellectual property rights in the syllabi and teaching materials that are shared.

- **Program Format.** Courses will be offered in an accelerated format, with many offerings scheduled for weekends. Recruiting efforts will target experienced business professionals who wish to further develop their management knowledge and skills. However, the degree that students will earn is the same MBA degree that is earned by our existing students. The program will consist of 40 credits, the same credit total as would be required to earn an MBA with a concentration in Management on our South Orange, New Jersey campus. The expected completion time of approximately twenty months is essentially the same as that which would be required for students studying, at the same pace, on the main campus. Consistent with all other China MBA sites, the language of instruction for the Shanghai cohorts will be Mandarin.
- **Admissions Requirements.** Admissions requirements will be the same as those for applicants to the program offered on the South Orange campus. The Graduate Admissions Committee of the Stillman School will establish the admission criteria for the Zhuhai program and monitor all admission decisions. All students admitted to the program will be approved by and admitted through an official letter of acceptance issued by the Stillman School of Business.
- **Learning Outcomes Assessment.** Currently, all Stillman MBA students participate, as a requirement of their degree, in a direct, performance-based assessment. This assessment is administered as part of the BMBA 9210 – Integrative II Business Consulting course. Students in the Stillman School's China MBA cohorts will travel to Seton Hall's South Orange campus at the end of their final semester of study to complete the School's MBA program assessment and participate in the School's Graduate Commencement and Awards Ceremony. In addition core courses offered in the China MBA programs will include the same course-embedded learning outcomes assessments as their South Orange campus counterparts.

Justification – Alignment with Mission and Strategic Goals

Expanding our MBA program in China is consistent with the mission, goals and plans of both Seton Hall University and the Stillman School of Business. The proposed expansion, with its emphasis on an entirely new population of students studying in an international location, responds to the University's commitment to diversity and to develop leaders for a global society. This international collaboration will undoubtedly assist in providing a broader set of perspectives and opportunities for all our students, thereby enriching their educational experience. The proposed initiative will also be helpful in extending the reach and reputation of the Stillman School and the University, enabling us to attract even more talented faculty and students to our learning community. Finally, recognizing and embracing our role as inhabitants of a global society is an important element of the values-centric education that we strive to impart.

The proposed program expansion to Shanghai is also responsive to Strategic Direction Five of the University's Strategic Plan, "Ambition in Outreach," which includes the following specific action items:

- Expand and intensify recruiting to increase international students, including enrolled students and exchange or affiliation agreements.
- Organize, publicize, and promote Seton Hall programs, and recruit and support international students and faculty.
- Increase efforts to engage international alumni and evaluate feasibility of establishing field offices in key markets that would coordinate international recruitment, alumni services and fund-raising.

Given that the expanded program will represent a new revenue stream, it is also consistent with Strategic Direction Six, "Responsibility in Stewardship," which includes the action item of diversifying and increasing sources of revenue.

The Stillman School has been at the forefront of the University's efforts to actively recruit international students for both undergraduate and graduate programs. The School has educational collaborations and exchange relationships with 21 international universities, including 16 universities in China. Most of these relationships support reciprocal student exchanges. Our most productive alliances have been with universities in China, and we have benefitted from a significant number of full-degree and transfer students from our Chinese partner universities, particularly in our graduate programs. For example, in the Fall 2017 semester, 7 new students from China were admitted to one of the Stillman School's graduate programs (MBA, MSAC or MSPA), representing 10% of new graduate students entering that semester.

The proposed MBA program expansion will leverage our current relationships with educational institutions in China and enable us to target a new market – Chinese business professionals in Shanghai who would not otherwise be able to earn a degree at Seton Hall

University. This proposal is completely consistent with the goal of building partnerships and relationships, one of five overarching goals identified in the Stillman School's strategic plan.

Objectives and Expectations

Our objectives and expectations for this program expansion are to:

- Strengthen Seton Hall University's presence and reputation in China, a fertile market for students who aspire to obtain an education at a U.S. university.
- Further strengthen current relationships with Chinese universities and build new educational alliances.
- Educate and develop networking relationships with Chinese business practitioners.
- Increase MBA enrollments through an alternative model – an offsite executive-style MBA format – enabling us to increase revenues while obtaining valuable experience in operating in this domain.

The Stillman School and the Provost's Office have been encouraged by the success of the China MBA program to date. In May 2016, 100 students from the first two Zhuhai cohort groups successfully completed degree requirements and earned their MBA degrees. The program's financial contribution to the University was positive, and the University hosted a well-attended alumni reception for its May 2016 graduates in October 2016, in Zhuhai, China.

In October 2016, the School launched a third cohort of 35 students at the Zhuhai location, and a total of 59 students joined the program in Summer 2017. Forty-five students in the summer group participated in a class that was taught in a Shanghai location. Then, on November 14, 2017, the School celebrated the formal opening of our Beijing MBA location, welcoming a class of 16 students.

The opening for Taipei MBA cohort has been postponed to January 2018, unfortunately, due the untimely passing of the chairperson of our local partner in Taiwan.

While we are quite pleased with the success of the Zhuhai cohorts and the extension in Beijing and Taipei, we recognize that we could more efficiently and effectively accomplish our educational and outreach goals by expanding to an additional location in Shanghai, the commercial center of China. Viagold, our partner institution, is also eager to expand.

- 2. External and internal market assessment – This section should include components relevant to the desired program target market(s). This section could cover such items as national, local, and regional demand for the program, competitive institutional benchmarks, employment opportunities, and projections and likelihood for new and current student enrollments. If the target is the current student population external assessment is not required.**

We are confident that sufficient student demand exists in Shanghai for the following reasons:

- (1) Viagold, our partner institution, has shared some statistics that suggest robust demand in China for MBA education provided by a U.S. institution. For example, 86% of Chinese companies recruit MBA graduates. Surveys indicate that the demand for MBAs in China is higher than the global average (79%) and the Asia-Pacific average (80%).¹ We also are encouraged by our success in recruiting students for our Zhuhai site and the progress made in Beijing and Taipei as new sites.
- (2) To our knowledge, SHU's program is the only U.S. MBA program that is taught onsite in China with instruction in Mandarin. This gives us a significant competitive advantage in terms of attracting our target market, experienced business professionals and entrepreneurs who may not have the English language proficiency required to enroll in other U.S. programs.
- (3) Beginning in 2017, the institutional autonomy of MBA admissions by Chinese universities will be abolished. Instead, a unified national entry examination, operated by the Ministry of Education, will be required. The examination will include an English proficiency component. This change is likely to encourage candidates in our target market – entrepreneurs and experienced individuals from private enterprises – to look for foreign programs operating in China.

The agreement between SHU and Viagold provides that Viagold will assume the responsibility and expense of recruiting students for the program. However, all admissions decisions for the program will be made solely and completely by the Stillman School's Graduate Admissions Office. All applications from prospective students and all supporting documentation (e.g., transcripts and test scores) will be sent to Stillman. The Stillman School's Director of Graduate Admissions will make admissions decisions on China MBA program applications, in consultation with the School's Graduate Admissions Committee, consistent with the admissions requirements outlined in the agreement with Viagold. Students will be experienced business practitioners who have earned baccalaureate degrees. Students with fewer than five years of work experience will be required to take the GMAT exam and meet the same score requirement as specified for our on-campus MBA applicants. Thus, the Stillman School has complete control over the admissions process.

We recognize that the key components in recruiting students in our target market lie in our hallmark interactive teaching approach and locations that are convenient to the seasoned business professionals we hope to attract. Enrollments in the Zhuhai location remain strong in its third year, with new cohorts admitted in Fall 2016, Summer 2017 and Fall 2017. With the approval of expansion to new locations in Beijing and Taipei in early 2017, we approached potential applicants in the two cities, and we had initial success. However, soon after the approval of expansion to the above two cities, we found that significant unsatisfied demand for an American-style MBA degree existed in Shanghai, our partners at Viagold identified a well-known local agent, Shanghai Jiaotong University Education Group,

¹ <http://www.mbachina.com/html/hyxw/201607/95181.html>, accessed on October 31, 2016.

Inc., which specializes in professional business education programs. Shanghai is the financial capital and commercial center of China, with a population of 24 million citizens. We believe that extending our China MBA program to Shanghai will enable us to capitalize on a significant market opportunity.

We conservatively project enrollments in Shanghai to be 45 students in the first year, with 40 students added in the second year and 45 additional students enrolling in the third year of the program. This is in addition of our approved programs in Zhuhai, Beijing and Taipei. The following table provides projections of enrollment in all four cities.

ENROLLMENT PROJECTIONS as of November 2017			
	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>
New Students Enrolled:			
Zhuhai Location	48	40	45
Beijing Location	25	35	45
Taipei Location	0	25	35
Shanghai Location	45	40	45
Continuing Students Enrolled:			
Zhuhai Location	35	48	40
Beijing Location	0	25	35
Taipei Location	0	0	25
Shanghai Location	0	45	40
Total Enrollments	153	258	310

- 3. Internal impact – This section should describe the impact on and support needed from other schools and programs. Support may include cognate courses to be provided by other units and possible cross-listings, duplication of existing courses offered by other campus units, and competition for students in other existing programs.**

The MBA curriculum consists entirely of business courses. Thus, the China MBA program expansion will not require support from any other SHU schools or programs.

Recruiting efforts for Shanghai MBA cohorts will target experienced business practitioners whose professional commitments make it impractical for them to travel to the U.S. to further their education in an MBA program. Thus, these individuals would not be viable candidates for our South Orange campus MBA program. So, enrollments in the China MBA cohorts will not cannibalize enrollments in our existing program; instead, this program will be a viable extension of our existing on-campus program. This initiative will, in fact, tap a new market for the Stillman School and Seton Hall University.

- 4. Program needs – This section should describe resource needs relevant to meeting the desired program objectives. Considerations may include such things as faculty numbers, current and future library holdings, instructional support and materials, facilities and**

classroom space, equipment and technology, and administrative needs. Depending on the size and scope of the program proposal, more or less information will be required.

The proposed plan will require minimum initial commitment of faculty and financial resources from SHU. This program will rely on only a small number of existing SHU faculty, as much of the coursework will be taught by faculty members employed by Chinese universities. In addition, the ongoing administrative aspects of the program will be handled by Viagold. Viagold will be responsible for paying all faculty members, including those SHU faculty members who elect to teach in the program. Viagold also will be responsible for providing and financing classroom facilities, equipment, materials and all other educational resources that are required. Under the terms of our agreement with Viagold, SHU will retain 35% of the tuition revenues for students actually enrolled and 100% of the registration fees. All other tuition payments will be retained by Viagold and used to make payments for faculty, facilities and other costs.

Faculty

We expect to require 12-14 faculty instructors for the program. Faculty members must possess either a Ph.D. or a master's degree in the specific discipline area (or a closely related area) in which they will teach. In addition, faculty members must possess either an active scholarly portfolio or ongoing and significant practical experience in the field.

Viagold will be responsible for helping to identify faculty candidates for the program and will provide payment for instructors through the tuition that is collected. However, the Stillman School will review and approve each applicant and will specifically approve all teaching appointments. Each candidate's CV will be reviewed for teaching experience and scholarly accomplishments. The review of CVs will be conducted by the dean of the School (or his/her associate dean), Dr. Jason Yin (SHU faculty member responsible for oversight of the program) and the chair of the department that normally oversees the specific course to which the prospective faculty member will be assigned.

Through this review, the School will ensure that each faculty member possesses: (1) the requisite credentials to teach the course (e.g., Ph.D. or master's degree in the discipline), (2) adequate experience in teaching the subject matter and (3) an active scholarly portfolio or ongoing and significant practical experience in the field. For AACSB accreditation purposes, the School must demonstrate that instructors teaching in the proposed program meet the same standards as those applied to its on-campus faculty cohort. For first-time appointments of a faculty member who is not already known to the Stillman School, Dr. Jason Yin will conduct an in-person or Skype interview with the candidate.

The Teacher/Course Evaluation (TCE) instrument that is currently administered for all on-campus courses will be administered for all courses taught in the proposed program as an assessment of the faculty member's teaching performance. TCE results will be provided to each faculty member after his/her course is completed and grades have been submitted.

We plan to appoint a number of faculty members from the University of International Business and Economics (UIBE) in Beijing, China, an institution with which the Stillman School has had an ongoing relationship since 1981, focusing especially on those who possess the Ph.D. degree and those who have had a prior visiting scholar or teaching appointment at the Stillman School. We will also recruit faculty from other leading universities and professionals in industry with extensive business experience and expertise. Dr. Baocheng Liu, a full-time faculty member at UIBE, will teach in the program and assist in oversight efforts. Dr. Liu is a high-profile business professor who received the National Outstanding Teacher Award from the China Ministry of Education. We plan to staff all four China MBA program sites (our existing sites in Zhuhai, Beijing and Taipei, as well as the proposed location in Shanghai) with as many of the same faculty members as possible, and a number of the faculty who currently teach at our Zhuhai site have expressed their interest in also teaching at our additional locations.

Stillman faculty will have the opportunity to volunteer for in-country teaching assignments in the China MBA program, as appropriate, and will be selected by a committee consisting of the Stillman School's MBA Director, the Director of the Institute for International Business and the Director of Stillman Research and Learning. Dr. Jason Yin will teach two courses and will co-teach a third. We also hope to involve other Stillman faculty, with the assistance of translators or via a partnering arrangement with colleagues from universities in China. For example, both Dr. Hongfei Tang and Dr. Sung Shim have taught courses to the Zhuhai cohorts. Dr. Shim, who is not fluent in Mandarin, taught with the assistance of a skilled translator.

Facilities

For the Zhuhai cohort location, Viagold has dedicated an entire floor of its seven-story office building in Zhuhai, China, for use by the program. The facilities include two large classrooms with state-of-the-art computer display/projection systems and comfortable modular desks and seats. A lunchroom/meeting room is located just across the hall from the primary classroom, and two additional conference/meeting rooms are available for student use. Another two offices are available for faculty use. The Zhuhai cohort facilities are decorated with pictures of Seton Hall's South Orange campus and group photos of various visits by SHU faculty and administrators, demonstrating Viagold's commitment to creating an environment that makes students feel that they are truly part of the Seton Hall community.

Based on our very positive experience with the Zhuhai location, we are confident that our partners will demonstrate the same attention to quality and detail in equipping an additional location in Shanghai.

Viagold has contracted with the Education Group of Shanghai Jiaotong University (SJU) to provide instructional facilities for the SHU Shanghai MBA program. The lecture hall used for Jiaotong University will be designated for weekend use by the SHU Shanghai MBA program. The Education Group of SJU also will provide SHU MBA students with internet access and access to its library resources. Faculty will be housed at a local hotel within walking distance of the teaching facility.

Through his regular visits to the new locations as well as his actual experience teaching in all four cohorts, Dr. Jason Yin (program coordinator) will verify that the facilities are appropriate and that students are receiving the support that they require.

Because the China MBA students will be registered for all program coursework at Seton Hall University, they will have full access to all SHU Web-based resources, including SHU e-mail, the Blackboard course management system, online technology training offered by the Department of Information Technology, and online resources of the Seton Hall University Walsh Library.

Institutional Oversight

The Stillman School will monitor overall stability and quality by: (1) leveraging the services of Dr. Jason Yin, who will serve as primary coordinator of the program, and Dr. Baocheng Liu, a Seton Hall alumnus and full-time faculty member at UIBE, who will regularly teach in the program; (2) involving the School's department chairs in reviews of faculty candidates and faculty course evaluations; (3) regularly communicating with our Viagold partners and the students in the program; (4) regularly visiting the locations; and (5) relying on some additional assistance from our SHU China Office, located in Beijing. The specific practices that we will employ are detailed below.

Two faculty members will be instrumental in providing ongoing oversight for the program and will serve as additional advisors for the students. Dr. Jason Yin, chair of the Stillman School's Department of Management, will have primary oversight responsibility. Dr. Yin has served as coordinator for all of the Stillman School's relationships with Chinese universities for over ten years, and he receives released time to enable him to fulfill that responsibility. In addition, Dr. Yin has managed the Zhuhai MBA program since its launch in July 2014. In his role, Dr. Yin travels to China 4-6 times each year and has taught or co-taught 11 credits of the 42 (now 40) credits of coursework required for the China MBA program. Dr. Yin maintains regular communications with the students and faculty in the program. Dr. Yin's work as coordinator is supported by the assistance of a graduate student (fluent in Mandarin), who works ten hours/week on duties related to educational alliances with Chinese universities.

In his coordinator role, Dr. Yin reports directly to the dean of the Stillman School. The School's dean has also been actively involved with the China MBA program and has traveled to China 1-2 times each year to meet with our partner institution representatives as well as the program's current and prospective students.

The second faculty member who will assist in oversight efforts is Dr. Baocheng Liu, a full-time faculty member at UIBE and a high-profile business professor who received the National Outstanding Teacher Award from the China Ministry of Education. Dr. Liu is very well acquainted with the faculty, mission and degree programs of the Stillman School, as Stillman and UIBE have been engaged in educational alliances, including scholar exchanges, for 37 years. Dr. Liu previously taught for the Stillman School, and he is also a Seton Hall

alumnus, having earned both his MBA and MS in International Business at Stillman. Dr. Liu teaches or co-teaches 9 credits of coursework in the program.

In addition, the Stillman School's academic department chairs will be involved in approving the faculty who teach in the program and reviewing student learning outcomes and course evaluation results for courses taught in their discipline area. The agreement with Viagold (Section 5.2.6) specifies that Viagold representatives will be responsible for sending the Stillman School "[e]xamples of examinations, projects and other assignments" at the conclusion of each semester. Dr. Yin will review these artifacts with appropriate department chairs to ensure that the School's expectations for academic rigor are being maintained and student learning outcomes are satisfactory. The School also plans to videotape all lectures and class sessions so that they will be available for review.

Some additional assistance will be provided by the Seton Hall University China Office. The China Office was established in 2007 to assist in recruiting students, reviewing and forwarding applications and other logistical tasks associated with maintaining our relationships with Chinese universities that send us transfer students. Dr. Baocheng Liu is the director of the Office. The China Office does not have a formal oversight function relative to any of the Stillman School's educational alliances in China, but its two managers can and do help with logistical tasks necessary to help support the programs (e.g., delivering materials, facilitating communications).

The China Office operates as an independent service provider, and, accordingly, it is not a part of the Seton Hall University organizational structure. Seton Hall University makes semi-annual payments to finance the operations of the office. The China Office sends a report of its expenses and the details of the applications that it has processed twice each year as part of its request for continued funding. The expense and application reports are reviewed each year by Dr. Yin and the dean of the Stillman School prior to authorizing the semi-annual payment.

Thus, while Viagold will be primarily responsible for the day-to-day logistics of running the programs and maintaining facilities and resources, there also will be regular and comprehensive oversight by Seton Hall University personnel.

Support Services

Viagold has agreed to work with the Stillman School to establish a system whereby students receive appropriate academic advising as they progress through their studies. The proposed program is targeted to experienced business managers and entrepreneurs. We do not expect this group of students to require the level of tutoring and/or advising services that would be necessary to support an undergraduate population even a full-time graduate population. Indeed, we very rarely encounter any requests for tutoring assistance from our on-campus MBA students, many of whom are younger and have less business experience than the student population targeted for the proposed expansion. Moreover, because the curriculum will be offered in a lock-step fashion with only one concentration (management), there is no need for advice on course selection. Further, we expect that our students will be

practicing business professionals (or business owners), and we do not anticipate the need for a formal career services function. However, we fully expect that faculty members will provide informal mentoring and advice to students.

Indeed, our students in the Zhuhai program have enjoyed staying connected with their faculty members through WeChat, a cross-platform instant messaging service that is widely used in China. In addition, a full-time Viagold employee will be on hand for each class session to provide oversight for the program and administrative support for the students. We also believe that the cohort-based format of the program will encourage a close and supportive relationship among the students and will enable them to develop strong and lasting networks that they can leverage in their professional lives. As is often the case in Chinese classrooms, one of the students will be serving as a class spokesperson or “Class Monitor.” Finally, we are hopeful that successive cohorts of these MBA graduates will connect with one another to provide additional peer mentoring and business networking opportunities.

Two faculty members who will be instrumental in providing ongoing oversight for the program – Dr. Jason Yin and Dr. Baocheng Liu – will serve as additional advisors for the students. As indicated previously, Dr. Yin will have primary oversight for the program. Dr. Baocheng Liu, a full-time faculty member at the University of International Business and Economics (UIBE) in Beijing, China, will also be heavily involved. In addition to teaching stand-alone courses in the program, these two faculty members will co-teach the 3-credit “Action Learning Project,” which students will work on throughout the period of their study. Thus, Drs. Yin and Liu will have significant and continuous contact with the students in the program.

China cohort MBA students will be registered for all program coursework at Seton Hall University, and they will have full access to all SHU Web-based resources, including SHU e-mail, the Blackboard course management system, online technology training offered by the Department of Information Technology, and online resources of the Seton Hall University Walsh Library. Additional access to library resources will be provided via the holdings of the Institute for International Business and Economics, an educational subsidiary of Viagold. In addition, through its agreement with the UIBE, Viagold can provide students electronic access to UIBE’s online library resources. The Education Group of SJU also will provide SHU MBA students in the Shanghai cohort group with internet access and access to its library resources.

5. Program evaluation – This section should describe how the program will be evaluated, in light of the stated objectives and goals. Applicants should detail the need for any outside accreditation needed to open a new or expand/modify an existing program.

The learning goals that have been established for the Stillman School’s MBA program also will be applicable to the proposed program. Similar to our on-campus MBA, the program will be evaluated in terms of attainment of student learning outcomes, student and

enrollment trends and faculty qualifications and performance. The planned assessments are described below.

Student Learning Outcomes

- Like the MBA cohorts in Zhuhai, Beijing and Taipei, students in the Shanghai MBA cohorts will participate in the learning outcomes assessment generally administered in the Stillman School's MBA program. Specifically, all Shanghai students will travel to Seton Hall's South Orange campus to make a formal presentation of the results and recommendations of their "Action Learning Project (ALP)" course. This presentation will serve as an assessment of their mastery of MBA learning goals. Students will be given the choice to present their case analyses in English or Mandarin. The School will enlist faculty and alumni who are fluent in Mandarin to serve as assessors for the groups that elect to present in Mandarin. Individual and team performance will be evaluated, and results will be used to modify curriculum and/or teaching methodology as appropriate. Immediately after the case analysis presentation, students will participate in an exit interview with Seton Hall University faculty and administrators.
- With the launch of its revised MBA curriculum, the School will begin using course-embedded assessments, based on detailed rubrics with behavioral anchors, in MBA core courses. These assessments will be used to test students' mastery of material and skills that should be acquired in their coursework. Once these course-embedded assessments have been finalized, we will incorporate them in all MBA core courses, including those offered at any offsite location.
- Faculty teaching in all China locations will be involved in program assessment through their evaluation of assignments, projects and examinations in courses that they teach. The agreement between Viagold and Seton Hall University specifies that Viagold will provide the Stillman School with examples of "examinations, projects and other assignments" so that Stillman may evaluate the extent to which program learning goals were assessed in specific courses. The review of these artifacts will provide additional evidence of student mastery of learning goals. To the extent that curriculum revisions are necessary, instructors will be involved in implementing those changes.
- Students will receive feedback on their mastery of program learning goals through grades and comments provided by instructors on individual assignments and examinations, grades received in courses and, at the end of their program, through in-person and written feedback shared by assessors at the conclusion of their on-campus assessment presentations.

Student and Enrollment Trends

- We will monitor program enrollment levels and the percentage of students who successfully complete degree requirements. We will also track statistics on the profile of admitted students (e.g., undergraduate GPA, years of work experience and GMAT score, as applicable).

Faculty Qualifications and Performance

- As indicated previously, each candidate's CV will be reviewed for teaching experience and scholarly accomplishments.
- Students will complete Teacher/Course Evaluations (TCEs) for each course taken in the program using the instrument that is currently administered for all on-campus courses. The results will be used to assess faculty members' teaching performance. TCE results will be provided to each faculty member after his/her course is completed and grades have been submitted. These results will be tracked, and appropriate feedback will be provided to faculty teaching in the program.

Middle States Approval

On November 1, 2016, the Stillman School submitted a request to the Middle States Commission on Higher Education (MSCHE) for its approval of additional locations for the Stillman School's MBA program in Taipei (Taiwan) and Beijing, PRC. On January 3, 2017, MSCHE indicated that the request was approved, subject to the condition that operations at the additional locations commence within one calendar year from the date of this action (i.e., by January 2, 2018).

While submitting this proposal for expansion to a Shanghai location, we are concurrently submitting an application for approval of Shanghai as a new Stillman MBA location to the Middle States Commission on Higher Education (MSCHE).

- 6. Statements of support – Proposals should include: statements from the Chair of the Department and Dean of the College in which the program will be offered confirming adequate planning and resource availability; a statement from the Dean of the Library, after consultation with the library liaison to the unit proposing the new program, confirming that current and future library resources are available to support the program, evidence that the program has been reviewed and approved by the College Educational Policy Committee, or equivalent, and the appropriate Faculty Body. Programs requiring significant internal or external resources should also include a statement of acknowledgment from the Provost's office.**

Library Financial Support Statement
Proposed Stillman School of Business China MBA Expansion to Shanghai
February 6, 2018

In response to the Stillman School of Business Proposal to extend its current MBA program offering in Zhuhai and Beijing, PRC Taipei, Taiwan to an additional locations in Shanghai, PRC in Spring of 2018, the University Libraries have concluded that we have sufficient resources to support the newly expanded MBA program. This determination is based upon the consideration of the library resource access offered by the Educational Group of Shanghai Jiaotong University (SJU) hosting the expansion program, as well as a review of our current online resources.

The program expansion proposal states that student participating in the Shanghai MBA program will have access to the library resources of SJU. SJU's MBA program is ranked 34th in the world in the [Financial Times Global MBA Rankings](#) and includes an international MBA program in English. The SHU MBA students participating in this program expansion will have access to business research resources in both English and Mandarin through this partnership.

In addition, all Shanghai MBA students would have full access to the SHU Libraries' extensive online collection of business databases, journals and eBooks. These holdings are well developed in the broad concepts of accounting, finance, management, information technology management, international business, marketing, and related topic areas. Based upon these resources, in conjunction with the Chinese-language business resources made available by the hosting Universities, we can sufficiently support the proposed MBA program expansion.

For a list of some of the relevant resources the Seton Hall University Libraries have to offer in support of this program, please see Appendix A.

Appendix A

Seton Hall University Libraries' Business Resources

Business Databases*

ABI/INFORM Dateline

ABI/INFORM Global

ABI/INFORM Trade & Industry

Accounting & Tax Database (ProQuest)

Bloomberg

Business Source Elite

Checkpoint, Thompson Reuters

Euromonitor Passport

Hoover's Company Profiles

IBIS World

ValueLine Investment Survey

*Bloomberg is the only noted database unavailable off campus.

Business Journals

The University Libraries holdings include over 800 peer reviewed business and economics journals accessible electronically from on campus or off campus. A complete list can be viewed [here](#) or visit <http://library.shu.edu/businessandeconomics/journals>

Selected related journals and impact factors are outlined below.

	SJR Impact Factor	Embargo?
Quarterly Journal of Economics	20.8	
The Journal of Finance	17.1	12 months
Administrative Science Quarterly	10.6	
Academy of Management Journal	10.3	
The Review of Financial Studies	10	
Academy of Management Review	8.8	
Journal of Management	6.6	
Journal of Marketing	6.6	
Strategic Management Journal	6.2	
Journal of Marketing Research	5.8	
Organizational Research Methods	5.7	
Journal of Supply Chain Management	5.3	
Journal of Operations Management	5.0	
Journal of Management Studies	4.9	
Journal of Business Venturing	4.9	
Journal of Consumer Research	4.9	
The Journal of Accounting and Economics	4.8	
The Journal of Accounting Research	4.7	12 months
Review of Economics and Statistics	4.6	

Academy of Management Perspectives	4.2
Entrepreneurship Theory and Practice	4.2
Journal of International Business	4.2

Related electronic print books (published between 1990-2016)

Subject	eBooks*
Accounting	413
Finance	3,698
International Business	645
Management (Business)	2,029
Marketing	3,457
Total	10,242



STILLMAN SCHOOL OF BUSINESS
SETON HALL UNIVERSITY

Memorandum

2018-02

Date: January 16, 2018

To: Members of the Faculty Senate Academic Policy Committee

From: Joyce A. Strawser, Ph.D.

Dean, Stillman School of Business

Subject: Proposal to Expand MBA Program in China to an Additional Location in Shanghai

I enthusiastically endorse the Stillman School's proposal to expand our MBA program in China to an additional location in Shanghai. Our program is currently offered in Zhuhai, Beijing and Taipei (Taiwan), PRC. We believe that the addition of a cohort location in Shanghai – the financial capital and commercial center of China, with a population of 24 million citizens – would greatly strengthen our program.

The proposed expansion is consistent with the mission, goals and plans of both Seton Hall University and the Stillman School of Business. The expansion, with its emphasis on an entirely new population of students studying in a distinct international location, responds to the University's commitment to diversity and to developing leaders for a global society. This type of international collaboration will undoubtedly assist in providing a broader set of perspectives and opportunities for all our students, thereby enriching their educational experience. The proposed initiative will also help to extend the reach and reputation of the Stillman School and the University, enabling us to attract even more talented faculty and students to our learning community. Finally, recognizing and embracing our role as inhabitants of a global society is an important element of the values-centric education that we strive to impart.

The expansion to Shanghai will enable the School to more effectively leverage the resources it invests in providing instruction in China. For example, we hope to have

many of the same faculty members teach in all four locations, and we plan to coordinate visits to these locations in order to maximize the benefits of costs incurred for international travel.

We are quite proud of the success of our China MBA cohort program, and we look forward to expanding our base to Shanghai.