Appendix IV-A.1

UB Undergraduate Program Summary, 2006-2010

Undergraduate enrollment in UB School of Management (UB SOM) has continued to grow in recent years, increasing by 17% between 2006 and 2009 alone. Much of the attention of the Undergraduate Program Committee (UPC) has been focused on the issue of supporting this enrollment, although not to the exclusion of a series of other initiatives. Below is a summary report of UPC initiatives and important changes to the UB SOM undergraduate programs throughout 2006-2010, grouped by topic area.

Significant Changes to the Degree Program(s)

Prior to 2008, the UB SOM undergraduate program awarded one degree, a Bachelor of Science in Business Administration (BSBA). Throughout this time, undergraduate study of accounting was organized as a major within the BSBA program, until the introduction of a Bachelor of Science in Accounting (BS Acc) in late 2008. This strategic realignment of undergraduate accounting study included transformation of a portion of the new BS Acc program into ‘lock-step’ delivery and an increase of GPA admissions requirements over the existing requirements of the BSBA. The BS Acc degree program graduated its first cohort of students in 2010.

Review of the Undergraduate Core Curriculum and Concentrations of Study.

The Undergraduate Program Committee (UPC) completed a critical review of the core curriculum shared by both the BSBA and BS Acc degree programs. This process began in late 2009 with a benchmarking study of the content of core curriculums of SOM’s peer and aspirant programs, a combined group of sixteen schools. Informed by these numbers, the review continued with gathering departmental feedback and hosting student focus groups during early 2010. In summary, the combined findings of the review were:

• UB SOM’s required core curriculum is larger than any of the sixteen-school benchmark group. UB SOM’s undergraduate curriculum requires eleven courses, whereas the average of the benchmark group is eight courses.

• UB SOM’s undergraduate program does not require more coursework overall, however. What separates UB SOM from the sixteen-school benchmark group is the fact that the benchmark programs offered more choices and greater depth of specialization than UB SOM, usually framed as multiple ‘majors’. UB’s BSBA program represents a single comprehensive business major that can be customized to a lesser degree by ‘concentrating’ a few free electives in a certain discipline area.

• Student feedback from focus groups was distinctly positive overall. Complaints from the groups were almost exclusively problems of implementation, as opposed to curricular design. Students expressed an appreciation for the broad coverage of subjects, and volunteered an understanding of the resource limitations of SOM.
Both the UPC and many department faculty expressed a preference for a revised curriculum containing multiple majors branching from a somewhat smaller common core, but recognition was given to the fact that UB SOM simply does not have enough faculty to support that model at the current time. The core review did uncover a few existing pre-requisite relationships as outdated, however, and these relationships were re-defined at the department level and approved by the faculty as a whole. Given that no single course in the current curriculum could be shown to be a weak choice with respect to the study of business, the review concluded with a resolution to continue with this comprehensive design in the near future and focus instead on correcting the implementation problems highlighted by the student feedback. These included two courses cited as being taught inconsistently in terms of content, and another course filling too fast to be taken in the junior year, when completion would be most helpful with respect to the overall curriculum. Plans are now in place to address these issues.

While the SOM BSBA represents a single ‘major’, BSBA students do have a choice of ‘concentrations’ during the course of their study. Concentrations of study are groups of courses outside of the large BSBA core curriculum that students complete to concentrate their 3-5 electives within a particular business discipline. As credentials, undergraduate concentrations saw three major changes over 2006-2010:

- A new concentration of study was introduced into the program, an undergraduate Concentration in Operations and Supply Chain Management.
- An existing undergraduate Concentration in Management Information Systems was substantially revised. Programming pre-requisites taught outside of SOM were replaced with a new ‘in-house’ course developed for the specific needs of management undergraduates, and a new ‘cap-stone’ course in MIS was added to those requirements.
- An existing undergraduate concentration of study was removed from the program, the now former Concentration in Internal Auditing.

The UB Undergraduate Program Committee completed a review of all undergraduate concentrations earlier in 2009 in preparation for the core curriculum review. This review precipitated some smaller revisions to other existing concentrations, such as:

- An update to the Financial Analysis Concentration, with the deletion of accounting course MGA 305 as a requirement and the introduction of MGF 402: Investment Management as its replacement.
- A broadening of electives suggested for one aspect of the Operations and Supply Chain Management Concentration, enabling students to explore entrepreneurship as one theme within that concentration.

Developments in Digital Access and Study-Abroad

Renovation of Jacobs 106, or the ‘John H. Shellum Room’, was completed in January 2006, allowing the six Digital Access classes of the SOM undergraduate curriculum to re-locate into permanent classroom headquarters outfitted specifically for their technical needs. Although
Digital Access had been introduced to the curriculum in 2003 and already served over 2,500 registrants a semester before the renovation of Jacobs 106, these classes had been previously ‘hosted’ in a variety of borrowed spaces around the campus. ‘Global Access’ was also piloted in early 2006, in which the first cohort of UB undergraduates studying at the Singapore Institute of Management were included in the SOM-based required course MGO 302, taught via Digital Access from the new classroom headquarters. This pilot proved so successful that the Global Access model was adopted by five of the six Digital Access offerings by 2007. These particular courses now provide five ‘bridge elements’ of instruction between the Buffalo and Singapore campuses.

An extension of the ‘Global Access’ delivery model dubbed ‘Digital Abroad’ was piloted in early 2009, in which three students spent the semester participating in credit-bearing experiences in London while simultaneously completing two core Digital Access courses, supported by a partnership between the Digital Access professors and the sociology professor leading the London study-abroad trip. This likewise proved quite successful, allowing the students to be away for a semester without falling behind on required upper division coursework, and has been repeated with 2-3 students each spring semester since. Building on this momentum in 2009, a small endowment on behalf of SOM undergraduates was dedicated to supporting future study-abroad efforts in the form of ‘Stewart Travel Scholarships’. To date, these scholarships have been used primarily to support Buffalo-based students studying for a summer on the campus of the Singapore Institute of Management, as well as a few of the most recent London trip participants.

**New Courses and Policies**

Several undergraduate courses were added to the curriculum between 2006 and 2010, including:

- **MGG 110: Entrepreneurship Training Program.** This course was added to the curriculum to serve as an outreach to area high school students seeking Advanced College Credit, developed from earlier informal piloting of this successful academic initiative.

- **MGO 303: Supply Chain Management** and **MGO 304: Service Management.** These courses were introduced as upper-division free electives initially, but then later adopted as required components of a new concentration in Operations and Supply Chain Management.

- **MGS 314: Applied Business Programming** and **MGS 425: Management of IT Projects.** These courses were added as upper-division requirements of the revised concentration in Management Information Systems.

- **MGS 410: Digital Forensics** was approved and added as an upper-division free elective.

- **MGO 450: Business Forecasting** was approved and added as an upper-division free elective.
Early 2009 also saw an important update of the rules governing supervised credit-bearing internships for undergraduate students. Recognizing the increasing value of internship experiences to undergraduate management students, these rules were reviewed and revised to allow students to complete a credit-bearing internship earlier (as juniors), and to earn credit for up to two three-credit hour internships (creating the option of one during the junior year and one during the senior year.)