College of Business Administration

NNMC Academic Program Review

Program: Bachelor of Business Administration
Concentrations: Management, Project Management and Accounting
Dean: Lori Baca, D.B.A.
Presented by: Mr. Simon Vaz and Dr. Lori Baca
Date: April 26, 2019

(Adopted July 2018)

Northern New Mexico College

Academic Program Review Report

Introduction

Academic Program Review is the ongoing, high quality, peer review of all Northern New Mexico College's academic units and programs. The purpose of the academic program review at all levels is to advance academic excellence and to provide guidance for administrative decisions in support of continual future improvement. Academic Program Review operates in the conceptual framework of Northern New Mexico College's accreditation process.

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The responsibility for scheduling program review rests with the Provost and will typically follow this timetable as closely as possible:

First week of August: The Provost notifies the program selected for review and that the review process will take place in April of the following spring. The Provost provides (if needed) documents from the previous Program Review including recommendations for the program. The Faculty Senate will be informed and, as a courtesy, the Federation representative will be informed.

April 15: The program will submit its draft of the program review documents and presentation to the Provost's Office.

Last Friday of April: Program leader presents the program review document to the academic leadership, which is formed by Academic Deans, Chairs, Directors, one representative from Educational Policy Committee, and leaders for Institutional Research, Admissions, Registrar, Distance Ed, Library & Financial Aid.

May and early June: The Provost and the Academic Deans will complete a report that includes findings and recommendations within two weeks of the review. With the concurrence of the Provost, a formal meeting with the program will be held to discuss the findings and recommendations and to formally sign the Program Review Report. The recommendations may include program elimination, continued level funding, probation of program pending compliance with recommendations and annual review, increase in funding or other resources, or other recommendations as deemed appropriate during the review process.

June: The Provost will complete a report on the Program Review results and submit this report to the President who will present the report to the Board of Regents. The Provost will inform the Faculty Senate at the same time and, as a courtesy, the report will be sent to the Federation representative.

<u>NOTE: Any program undergoing state, national or industry accreditation will produce Section A and the program's accreditation documents will replace the rest of the sections.</u>

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A. Enrollment and Fiscal Data

1. Enrollment Definitions: a) Student Credit Hours generated by Students in the Program: This is the total number of student credits hours that was generated only by declared students in the program that is being reviewed and includes any courses that the declared students complete; b) Student credit hours generated by any student taking courses in the courses in the major: This will include only the student credit hours generated by those course codes in the major by any student taking them (not only the declared ones), for example, if the program under reviewed is Information Technology, you can include codes like EECE, IT, ENGR, etc. which are the typical courses taken by students in the major but possibly, by other students as electives; c) Number of declared students in the program: this includes all students who declared the major as a main or secondary degree; d) Number of graduates in the program: this is the graduates per term of the program. If the program is a bachelor program articulated with an associate, please include both. For example: Information Technology graduates 7 associate degrees and 4 bachelors, you then report it as 7/4. The table will always cover the last three academic years.

Table 1. Bachelor of Business Administration Program.

Term	Student credit hours completed by students in the program	Student credit hours completed by any students taking courses in the program	Number of declared students (Headcounts) in the program	Number of graduates in the program.
Spring 2018	855	855	141	15
Fall 2017	635	635	136	1
Summer 2017	30	30	33	1
Spring 2017	514	514	132	17
Fall 2016	400	400	137	7
Summer 2016	30	30	19	0
Spring 2016	510	510	123	14
Fall 2015	462	462	123	4
Summer 2015	42	42	22	1
Total	3478	3478	866	60
Average per year (Total divided by 3)	1159	1159	289	20

Table 2. Declared Majors.

Term	Major	Student credit hours completed by students in the program	Student credit hours completed by any students taking courses in the program	Number of declared students (Headcounts) in the program	Number of graduates in the program.
Spring 2018	Accounting	105	105	17	2
Fall 2017	Accounting	84	84	17	
Summer 2017	Accounting			3	
Spring 2017	Accounting	99	99	18	6
Fall 2016	Accounting	109	109	22	1
Summer 2016	Accounting			4	
Spring 2016	Accounting	135	135	19	2
Fall 2015	Accounting	129	129	26	
Summer 2015	Accounting	3	3	3	
**Spring 2018	Management	645	645	109	11
Fall 2017	Management	464	464	105	1
Summer 2017	Management	30	30	27	1
Spring 2017	Management	346	346	102	9
Fall 2016	Management	207	207	100	1
Summer 2016	Management	18	18	12	
Spring 2016	Management	297	297	91	6
Fall 2015	Management	273	273	91	4
Summer 2015	Management	33	33	18	1
Spring 2018	Project Management	105	105	15	2
Fall 2017	Project Management	87	87	14	
Summer 2017	Project Management			3	
Spring 2017	Project Management	69	69	12	2
Fall 2016	Project Management	84	84	15	5
Summer 2016	Project Management	12	12	3	
Spring 2016	Project Management	78	78	13	6
Fall 2015	Project Management	60	60	6	
Summer 2015	Project Management	6	6	1	

The Bachelor of Business Administration (BBA) has three degree concentrations which include: Accounting, Management and Project Management.

The accounting concentration is our lowest enrolled, and has the fewest graduates. Our class size is usually 6 to 7 students each semester, and we graduate on average 2 students per year.

Most of the Project Management courses have a class size of approximately 8 to 10 students each semester, and we graduate on average 5 students per year. BA 330 is a course taken by all BBA majors. Enrollment in BA 330, Principles of Project Management, is approximately 20 students each semester.

Management is our most popular concentration. Our class size is usually 20 to 30 students each semester, and we graduate on average 11 students each year.

**During the fall of 2017, College of Business decided to offer an accelerated Bachelor degree in Management. Due to these efforts, we had a huge bump in student credit hours completed by students. Our declared head count also increased, and the number of graduates were among the highest since 2010 when we had our first BBA graduate. Most students who attended the program were returning students who had already taken courses which were counted toward their electives. These students were able to complete their BBA degree within 12 months, while the rest completed their degree within 16 months.

2. The estimated revenues are calculated below using the tuition generated and calculated by using the NM State funding formula.

Table 3. *Bachelor of Business Administration Program estimated revenues.*

	Revenue ($)
Average per year (from previous table, column "Number of declared students in the program") **times** current tuition ($5,000).	289*$5000.00=$1,445,000
Average per year (from previous table, column "Number of graduates in the program") **times** NM state funding formula factor ($289 per graduate, $389 per at-risk graduate)	20*$289=$5,780 16*$389=$6,224
Average per year (from previous table, column "Student credit hours completed by students in the program") **times** NM state funding formula factor	$8.789/3=$2,929
Total	$1,459,933.00

3. Below in Table 4 are the expenditures generated by the Bachelor of Business Administration programs during the previous 3 years.

Table 4. Expenditures generated by BA programs for the previous 3 years.

	Fall 2015 - Summer 2016	Fall 2016 - Summer 2017	Fall 2017 - Summer 2018	Average (sum divided by three)
Faculty Salaries Full-time	202,928	202,927	225,771	210,542
Faculty Salaries Adjunct	75,000	85,000	85,000	81,667
Faculty honorarium/stipends	1,575	1,575	8,000	3,717
Staff Salaries-FT	112,000	112,000	114,500	112,833
Benefits	97,724	105,469	107,447	103,547
Dues and Memberships	1000	2150	2600	1917
Supplies and Expense	1904	1600	1150	1551
Accreditation	0	0	0	0.00
In-State Travel	350	500	500	450
Out-State Travel	0	0	0	0.00
Equipment	0	800	800	533
Others	209,772	60,575	64,656	111,668
Total Budget	702,253	572,597	610,424	628,425

Table 5. These expenditures include fall 2015 through summer 2018 (these academic years are added to get the I & G totals below).

	I & G	Grants and others
Faculty Salaries Full-time	631627	
Faculty Salaries Adjunct	245000	
Faculty honorarium/stipends	11150	
Staff Salaries-FT	338500	
Benefits	310640	
Dues and Memberships	5750	
Supplies and Expense	4654	
Accreditation	0	
In-State Travel	1350	
Out-State Travel	0	
Equipment	1600	
Others	335003	
Total Budget	1,885,274	

The budget for the 3 bachelors programs are reflected in tables 4 and 5. These figures do not include any expenditures made on equipment/labs and do not include expenditures made from 'soft money'. Full-time and adjunct faculty are 100% faculty members within the College of Business Administration and are not shared with other departments/programs. The College of Business Administration (COBA) is now fully staffed with 4 full-time faculty members in the Bachelor (BA) degree programs. Most of the expenditures include: salaries and benefits for full-time, staff and adjunct faculty members. Accreditation dues make up a small portion of the expenditures.
The average total expenditures for academic years fall 2015 to summer 2018 is $628,425.00 and the average total revenue for the same years is $1,459,933.00. This shows that the COBA has generated a contribution margin of $831,508.00 over the past 3 academic years.

4. Table 6 shows the numbers of students enrolled in the program on a part-time or full-time basis for the previous 3 years.

Table 6. Bachelor of Business Administration Program

Term	Part-Time Declared/Enrolled Students	Full-Time Declared/Enrolled Students
Spring 2018	43	98
Fall 2017	47	89
Spring 2017	44	88
Fall 2016	37	100
Spring 2016	35	88
Fall 2015	30	93
Average (Sum divided by 3)	103	186

Table 7. Table above broken out by declared majors:

Term	Major	Part-Time Declared/Enrolled Students	Full-Time Declared/Enrolled Students
Spring 2018	Accounting	9	8
Fall 2017	Accounting	8	9
Summer 2017	Accounting	3	
Spring 2017	Accounting	6	12
Fall 2016	Accounting	9	13
Summer 2016	Accounting	4	
Spring 2016	Accounting	7	12
Fall 2015	Accounting	13	13
Summer 2015	Accounting	3	
Spring 2018	Management	80	29
Fall 2017	Management	69	36
Summer 2017	Management	1	26
Spring 2017	Management	65	37
Fall 2016	Management	76	24
Summer 2016	Management		12
Spring 2016	Management	63	28
Fall 2015	Management	74	17
Summer 2015	Management		18
Spring 2018	Project Management	5	10
Fall 2017	Project Management	3	11
Summer 2017	Project Management	3	
Spring 2017	Project Management	1	11
Fall 2016	Project Management	4	11
Summer 2016	Project Management	3	
Spring 2016	Project Management		13

Fall 2015	Project Management		6
Summer 2015	Project Management	1	

Tables 6 and 7 show the number of students enrolled both full-time and part-time in the College of Business Administration. As mentioned before, the bachelor of Management is the concentration with the highest enrollment of students, then Project Management and Accounting follows. The same is true with the graduation rates as indicated in Tables 8 and 9.

5. Table 8 provides data on declared majors or admitted student enrollment, retention, completion for the past 3 years.

Table 8. Bachelor of Business Administration Program

Term	Total Enrollment	New Students	Returning students from previous semester (do not count new)	Number of Graduates
Spring 2018	141	12	129	15
Fall 2017	136	21	115	3
Spring 2017	132	3	129	17
Fall 2016	137	26	111	7
Spring 2016	123	6	117	14
Fall 2015	123	20	103	4
Total	866	91	775	60

Table 9. Table above broken out by declared majors:

Term	Major	Total Enrollment	New Students	Returning students from previous semester (do not count new)	Number of Graduates
Spring 2018	Accounting	17	2	15	2
Fall 2017	Accounting	17	3	14	
Summer 2017	Accounting	3	0	3	
Spring 2017	Accounting	18	1	17	6
Fall 2016	Accounting	22	2	20	1
Summer 2016	Accounting	4	0	4	
Spring 2016	Accounting	19	1	18	2
Fall 2015	Accounting	26	2	24	
Summer 2015	Accounting	3	1	2	
Spring 2018	Management	95	9	86	11
Fall 2017	Management	90	16	74	2
Summer 2017	Management	24	1	23	1
Spring 2017	Management	82	1	81	9
Fall 2016	Management	78	23	55	1
Summer 2016	Management	7	0	7	
Spring 2016	Management	53	4	49	6
Fall 2015	Management	35	18	17	4

Spring 2018	Project Management	15	1	14	2
Fall 2017	Project Management	14	2	12	
Summer 2017	Project Management	3	0	3	
Spring 2017	Project Management	12	1	11	2
Fall 2016	Project Management	15	0	15	5
Summer 2016	Project Management	3	0	3	
Spring 2016	Project Management	13	1	12	6
Fall 2015	Project Management	6	0	6	
Summer 2015	Project Management	1	0	1	

Tables 8 and 9 show that there were graduates from summer 2015 to spring 2018. The breakdown is as follows: Management 34, Project Management 15 and Accounting 11. Retention rates over the same 3 academic years include: Management 84%, Project Management 79% and Accounting 91%. These rates do not include the students who graduated within these same years.

6. Table 9 provides the current and next year's projected budget, explaining any significant changes.

Table 9. Projected Budget for current and Next Year's Budget estimate.

Term	Budget
Current Budget	655060
Next Year Budget Estimate	671908

According to Table 9, the COBA has a current budget of $655, 060 and an estimated budget estimate of $671, 908 which indicates an increase of $16,848 or ~2.5%.

Based on the information provided for the bachelor degree concentrations on revenues, expenditures, retention and graduation rates; the College of Business Administration would like to retain at least 5% or $41,575.00 of the contribution margin it generates to develop the current programs by offering students opportunities to complete their program of study more quickly and more conveniently. (Accelerated programs and online deliveries). The data from tables 1 and 2 clearly show the impact the accelerated BA program had on the overall student credit hours in the management program and the number of graduates in the program. The COBA would like to start the next BA accelerated program in Management in the fall 2019.

Another reason for retaining the 5% is to recruit students to the existing certificate and associate degrees which are feeders to our bachelors degrees. We have faculty members with experience and credentials which are underutilized. For example, we offer a certificate in Hospitality, Tourism, and Restaurant Management. One of our faculty members has a MBA and will complete another Master's in Hospitality by the end of 2019. He is also a Certified Hospitality Educator which is essential for offering this certification to casino, hotel and restaurant customers. We also have the capability of offering students the Microsoft Office Specialist training and certification. The 5% of funding will also allow us to provide our students with a boot camp for passing the Project Management Professional (PMP) certification which will give them the advantage over others who do not have the PMP certification. Having his credential could earn our students an average of $92,000/yr.

Professional development opportunities for faculty and staff are needed and may include attending conferences, training and research opportunities. No one from the COBA has attend an Accreditation Council for Business Schools and Programs (ACBSP) conference since we received our accreditation in 2015. Trainings for developing and teaching on line courses is needed to improve the quality of teaching we provide to our students. We want to provide funding for at least one faculty/staff member to attend training or a conference each semester.

I. Program Review Recommendations

Recommendation	Justification
Increase funding or other resources	
Continued level funding	
Probation pending compliance *requires annual program review for 2 cycles to show program improvement or recommend program elimination	
Program Elimination	
Other	

Provost ______________________________ **Date**____________________