

MEMORANDUM

To: Dean John Elliott

From: Chris Koutsoutis
Bob Stolinsky

Date: May 4, 2004

Re: Administrative Reorganization of Executive and Executive Style Programs
Zicklin School of Business – Baruch College

This memorandum is in response to your request to submit a preliminary proposal for the reorganization of the administrative and operational structure of Executive and Executive Style programs in the Zicklin School of Business.

The programs affected are the Executive Master of Business Administration (EMBA), the Executive Master of Science in Finance (EMSF), the Executive Master in Science in Industrial and Labor Relations (MSILR) and the Baruch/Mt. Sinai MBA in Health Care Administration (Baruch/Mt. Sinai).

Objective

The changes in the programs, are designed to reduce costs and increase efficiency through:

1. More efficient and effective administration and management of the programs;
2. Increasing student pools and incoming classes for the Baruch/Mt. Sinai MBA in Health Care Administration and Executive MS in Industrial and Labor Relations
3. Sharing in costs resulting in greater profitability;
4. Elimination of duplication of services, while providing back up for all staff functions;
5. Equal treatment of students in each program.

Proposed Changes in the Delivery of the Baruch/Mt. Sinai MBA in Health Care Administration

We propose one of the following options:

Option: A

1. Program duration to be shortened from current three (3) year program to two and one-half (2 ½) year format.
2. This change will be accomplished from a switch from trimester system to quarter system. Below please find a sample 2 ½ year program.
3. Each Quarter will be 10 weeks long, with each class day expanded from 3 hours per class to 4 hours per class. This change will expand the current academic year by one (1) week, while increasing the number of classes taken to 8 from 6 per academic year.
4. This change will:
 - a. Accelerate the pace completion for the students in the program.
 - b. Accelerate tuition income for the college.

- c. Switch the program from a part-time program to a full-time program, making financial aid in the form of student loans easier to obtain and open the program to international students.
5. The program will continue to be cohort style, but we recommend the introduction of a part-time option for students unable to take classes under the new accelerated schedule.
6. Introduce added services for the student in the Baruch/Mt. Sinai program in the form of a light meal before classes, providing textbooks, etc. We feel that this is a necessary change to insure equal treatment of all students in this new “umbrella”.
7. Raise program fees to cover costs of additional services.

Sample Baruch/Mt. Sinai Course Schedule

Year One

<u>Quarter # 1</u>	<u>#2</u>	<u>#3</u>	<u>#4</u>
Class 1	Class 3	Class 5	Class 7
Class 2	Class 4	Class 6	Class 8

Year Two

<u>Quarter 1</u>	<u>#2</u>	<u>#3</u>	<u>#4</u>
Class 9	Class 11	Class 13	Class 15
Class 10	Class 12	Class 14	Class 16

Year Three

<u>Quarter #1</u>	<u>#2</u>
Class 17	Class 19 (Capstone)
Class 18	

Option B

Maintain the existing schedule, but increase the fee to include the purchase of textbooks and light supper for students. This option will result in students in the program remaining as part time.

Proposed Changes in the Delivery of the Executive MS in Industrial and Labor Relations

We recommend the following structure for this program:

1. Program duration to be shortened from current three (3) year program to one and one-half (1 ½) year format.
2. This change will be accomplished from switch from semester system to quarter system. Below please see example of proposed new course schedule.
3. This change will;
 - a. Accelerate the pace of studies and completion of the program.
 - b. Accelerate income for the college.
 - c. Switch the program from a part-time program to a full-time program, making financial aid in the form of student loans easier to obtain and open the program to international students.
4. The program will continue to be cohort style, but we recommend the introduction of a part-time option for students, unable to take classes under the new accelerated schedule.

MSILR Course Sequence

Year One

<u>Quarter # 1</u>	<u>#2</u>	<u>#3</u>	<u>#4</u>
Class 1	Class 3	Class 5	Class 7
Class 2	Class 4	Class 6	Class 8

Year Two

<u>Quarter 1</u>	<u>#2</u>
Class 9	Class 11
Class 10	Class 12

If the number of students in the recruited cohort does not support the exclusive cohort proposal, flex time MBA and MS students can be allowed to continue to register for the classes in the Program, with Quarter 1 and 2 being Fall semester classes and Quarters 3 and 4 being Spring semester classes.

Proposed Merging of Administrative Support Offices

In order to create savings and efficiencies, the administrative and operational support services will have to be consolidated into one physical central location. The major move will be the relocation of the current offices of the Baruch/Mt. Sinai program from the "J" Annex Building to the Vertical Campus with the Executive Programs.

When this move is completed the job functions of the professional and support staff will be reallocated so that student support services will be horizontal (functional) rather than vertical (per program). For example one staff member will be responsible for tuition collection for all the programs, or another staff member will be responsible for textbook ordering for all programs.

This change will permit the professional staff to focus on program growth and qualitative improvements and the support staff manage day-to-day operations and administration.

Organizational Structure of Executive Programs

The administration of the program will be restructured to divide the responsibilities into two categories. We also recommend that even though the primary functions of the professional staff will be divided into spheres of responsibility, an overlap of functions should also exist as a contingency back up. Both professional staff members with the title of Director of Executive Programs will be reporting to the Dean or his designated representative.

One Director will be responsible for Marketing and Recruitment and the other for Academic and Administrative operations.

Director of Executive Programs, for Marketing and Recruitment: will be primarily responsible for student recruitment and for ushering program candidates through the process of becoming a student from creating awareness and interest through preprogram orientation.

Responsibilities will include:

1. Program Advertising and Marketing
2. Open House Events and Outreach
3. Student Recruitment
4. Program Publications
5. Supervision of the Admissions Process
6. Student Residency and Immunization processing
7. Web Site
8. Liaison with College Advancement
9. Alumni Relations
10. Employer Relations
11. Preprogram Orientation

Director of Executive Programs, for Academic and Administrative Services will be primarily responsible for office administration, student services and class day operations. (This position would have an Assistant Director for Academic Support services in a line relationship, responsible for class day preparation and operations)

Responsibilities will include:

1. Course and Class Scheduling
2. Faculty support
3. Class Day Operations (meals, class room set up)
4. Program Finance (tuition collection, faculty and vendor payments)
5. Academic Counseling
6. Academic Administration and recording keeping
7. Event planning
8. International trip planning and preparation
9. Accreditation and demographic reporting
10. Human Resources

Operational and Administrative ethos

One of the most important aspects in the operation of all the Executive and Executive style programs is the close personal relationship that the Program administration has with the students. This close relationship will be maintained through the reorganization.

Not divorcing and separating the admissions functions with the academic and administrative support functions will accomplish this. Those involved with the admission function will continue to have other administrative responsibilities to facilitate contact with students.

We will designate a member of the office staff as “primary” contact for each program, this will enable them to be aware of the special and unique requirements of each program.

Administrative Flexibility and Growth

This administrative structure with functional responsibilities permit's the Executive Program office to accept management of new programs by incorporating them into the existing administrative structure, eliminating the need to create new program offices.

Academic Direction of the Programs

Academic direction of the programs will continue to be a faculty function. Academic direction shall include faculty selection and supervision, curriculum decisions and matters involving student academic standing.