

## Comprehensive Program Review Report

Academic Program Name: MSM

School: SOBUS

Department: SOBUS

CPR Review Schedule AY24-25

### Provosts Response:

I concur with the findings of the comprehensive review for the MSM program, which highlight its strong enrollment, consistent graduation trends, and alignment with workforce demands. With an average of 31 graduates over five years and a curriculum centered on strategic thinking, analytical reasoning, and leadership, the program meets and exceeds USG expectations for graduate programs. Its fully online format and emphasis on applied, career-relevant competencies make it an accessible and impactful option for both recent graduates and working professionals.

As we continue to support this high-performing program, the School of Business is encouraged to pursue initiatives that will expand employer partnerships, engage alumni more deeply, and integrate emerging areas such as ethical leadership, data-informed decision-making, and industry certifications. The MSM remains a vital part of MGA's graduate portfolio, and I support efforts to strengthen its visibility and enhance its value across the region and beyond.

### Categorical Summation

Check any of the following to categorically describe action(s) the institution will take concerning this program.

☐ Program MEETS Institution's Criteria

**X Program is critical to the institutional mission and will be retained.**

☐ Program is critical to the institutional mission and is growing or a high demand field and thus will be enhanced.

☐ Program PARTIALLY MEETS Institution's Criteria and will be re-evaluated in

☐ Program DOES NOT MEET Institution's Criteria

☐ Program will be placed on a 1 year monitoring status.

☐ Program will undergo substantive curricular revisions.

☐ Program will be deactivated.

☐ Program will be voluntarily terminated.

☐ Other (identify/add text):

Provost or VPAA Signature:

Date:

 9/10/25



## Comprehensive Program Review AY 2024 – 2025

**Institution:** Middle Georgia State University  
**Academic Program:** Master of Science in Management  
**College or School:** School of Business  
**Department:** N/A  
**CIP Code:** 52.0201  
**Date of Last Internal Review:** N/A  
**Faculty Completing Report:** Marc Miller  
**Current Date:** April 1, 2025

### 5 Year Enrollment by Campus and Graduation Trends Enrollment (headcount)

Campus	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2024	5 YR Growth	Fall 2020 compared to Fall 2024 only
Online	102	79	82	80	91	434	-11`
Macon							
Total	102	79	82	80	91	434	

### Graduates

AY 2020	AY 2021	AY 2022	AY 2023	AY 2024	5 YR Growth	AY2020 compared to AY2024 only
7	20	52	40	36	155	29

## Comprehensive Program Review: Master of Science in Management Narrative

### Program Purpose and Mission

The Master of Science in Management (MSM) at Middle Georgia State University equips students with the knowledge, skills, and ethical grounding needed to succeed as business professionals in a global economy. The program emphasizes critical thinking, effective communication, technological fluency, and a broad understanding of key business functions such as management, marketing,

finance, and accounting. The MSM is designed to prepare graduates for careers in both the private and public sectors, as well as for graduate study in business and related disciplines.

The mission of the MSM degree is to develop early- to mid-career professionals into effective, ethical, and strategic leaders equipped to manage people, processes, and organizations in an increasingly complex and data-driven global environment.

*The mission of the MSM program is to develop early- to mid-career professionals into effective, ethical, and strategic leaders equipped to manage people, processes, and organizations in an increasingly complex and data-driven global environment.*

This degree-level mission supports and aligns with the School of Business mission, which is to:

*“Deliver high-quality, accessible undergraduate and graduate business programs that prepare students to thrive in a dynamic, global economy. We are committed to student success, regional economic development, and the advancement of knowledge through teaching, scholarship, and community engagement.”*

Together, these mission statements reflect a unified purpose: to develop competent, ethical, and innovative business leaders who can contribute meaningfully to their communities and to the broader economy.

The MSM program is fully aligned with the mission of the Department of Business, the School of Business, and MGA as a whole. The program supports the School’s commitment to high-quality, accessible, and career-focused education, and it reflects the University’s emphasis on applied learning, regional economic development, and lifelong success for its students. Through its focus on professional preparation and community engagement, the MSM program advances the University’s mission to serve the educational and economic needs of the region.

In addition, the MSM program directly supports the University System of Georgia’s strategic plan, which prioritizes the development of career-ready and work-ready graduates. Through its emphasis on experiential learning, professional skill development, and employer engagement, the MSM equips students with both the academic foundation and the practical competencies needed to thrive in Georgia’s evolving workforce.

### Program Age, Tracks, and Concentrations

The program offers four active concentrations: **Organizational Management, Supply Chain Management, Aviation Management, and Sport Management**. These options allow students to tailor their graduate education to specific career goals and high-demand sectors in Georgia and beyond. The degree was created in Fall of 2020 and has been growing steadily since.

### Method(s) of Delivery

The MSM is delivered fully online, with select hybrid opportunities based on demand. This flexible format serves working professionals and adult learners across the region and beyond, with intentional design elements that promote ongoing engagement and curriculum relevance. All four concentrations are offered online, and students may complete the entire degree asynchronously. Occasional in-person workshops and networking events may be offered to enhance the graduate experience.

Location	Offering	Format
<b>Macon</b>	Organizational Management Concentration	Some classes are offered hybrid to accommodate HB-1 Visa requirements.
<b>Online</b>	Organizational Management, Aviation Management, Sport Management, and Supply Chain Management	Online

### Changes Since Last Review

Since the last comprehensive program review, the MSM has undergone several key developments since its inception:

- Integration and iterative refinement of course learning outcomes related to AI, problem solving, critical thinking, and ethical decision-making, based on assurance of learning results.
- Increased focus on experiential learning, including internships, business simulations, and capstone projects.
- Alignment of curriculum with AACSB standards, including updated assurance of learning processes.
- New faculty to teach in the program including Dr. Greg McAmus in Marketing, Dr. Marc Miller, in Strategic Management, and Dr. Everod Davis in Organizational Behavior.

### Benchmarks of Progress

Progress benchmarks for the MSM program include:

- Positive results from our own major field test, showing above-average performance in key business domains.
- High levels of student satisfaction and engagement, based on survey data and course evaluations.
- Employer feedback confirming preparedness and professionalism of MSM graduates, which is used to refine curriculum and improve graduate outcomes.

### Plans for Action

The program has several strategic priorities for the next review cycle:

- Expand concentrations in high-demand fields such as supply chain management and marketing analytics.
- Add a new concentration in
- Increase opportunities for internships, undergraduate research, and faculty-student collaboration.
- Strengthen partnerships with local employers to improve career placement pipelines.
- Continue to enhance the online learning experience through systematic investments in instructional design and structured faculty development initiatives.

- Deepen integration of societal impact themes, including financial literacy, entrepreneurship, and character development.

One of the most significant strategic priorities for the Master of Science in Management (MSM) program is its central role in the School of Business's pursuit of AACSB accreditation. Achieving this distinction represents a commitment to continuous improvement, academic excellence, and alignment with the highest international standards in business education. As the School moves through the AACSB Initial Accreditation process, the MSM program is actively evolving in several key areas to meet and exceed accreditation expectations.

The School has already made considerable progress, including the implementation of a robust Assurance of Learning (AoL) framework that measures student outcomes tied to critical thinking, ethical reasoning, and strategic decision-making. This framework ensures that program-level learning goals are clearly defined, assessed, and used to drive meaningful curriculum improvements.

As part of the AACSB journey, the program is also:

- Enhancing faculty qualifications and engagement in scholarly activities.
- Refining curriculum to ensure greater integration of societal impact, global awareness, and responsible leadership.
- Expanding student experiential learning opportunities, including internships, case competitions, and research.
- Strengthening stakeholder engagement through structured advisory boards, employer feedback mechanisms, and collaborative community partnerships that inform program improvement.
- Improving the documentation and communication of how the program advances the School's mission and strategic objectives.

The pursuit of AACSB accreditation not only validates the quality and rigor of the MSM program, but also serves as a catalyst for continuous innovation, reflective practice, student success, and measurable regional impact. The faculty and leadership are committed to sustaining the momentum and culture of excellence required to achieve this milestone and to maintain it as a foundation for future growth.

### Shifting Trends and Market Forces That May Impact Program Demand

The MSM program operates in a dynamic environment where emerging trends and market forces continually reshape the expectations of students, employers, and higher education stakeholders. Understanding and adapting to these shifts is essential for the program's continued relevance and growth.

One of the most significant trends affecting business education is the rapid integration of artificial intelligence (AI), analytics, and automation across industries. Employers increasingly seek graduates who are not only familiar with traditional business concepts but are also proficient in data analysis, AI-enhanced decision-making tools, and emerging technologies that drive efficiency and innovation. In response, the MSM program is incorporating these competencies into the curriculum through updated course content, technology-enabled instruction, and co-curricular opportunities.

Simultaneously, student expectations have evolved, with a growing demand for flexibility, accessibility, and real-world relevance. The rise in nontraditional learners—including working adults, transfer students, and first-generation college students—has accelerated the need for online and hybrid course delivery. The fully online MSM option addresses this shift by offering students a high-quality, asynchronous learning experience that fits their personal and professional schedules.

On the employer side, there is an increasing emphasis on career readiness. Companies are looking for graduates who not only understand core business functions but also demonstrate critical soft skills such as communication, teamwork, ethical judgment, and adaptability. The MSM program is responding by expanding internship pathways, fostering experiential learning through simulations and applied projects, and embedding professional development throughout the student journey.

Regionally, Middle Georgia continues to experience growth in sectors such as logistics, defense, aerospace, and healthcare, creating new demand for business professionals who can operate effectively in industry-specific contexts. The MSM program is well-positioned to serve these workforce needs, especially through its potential to develop new concentrations in high-growth areas like supply chain management, marketing analytics, and healthcare administration.

Lastly, the broader business and academic landscape is placing greater importance on social responsibility, inclusion, and ethical leadership. The MSM program has begun to integrate these values into coursework and co-curricular experiences, preparing graduates to make principled decisions in a complex global economy.

### Skills Demand Analysis

The **skills demand analysis** shows that our degree learning outcomes are aligned with the needs of the employment outlook as identified by the BLS.

By remaining responsive to these shifting trends and proactively evolving the curriculum and student experience, the MSM program is committed to maintaining its role as a vital contributor to student success and regional economic development.

Skills Demand Analysis





## Labor Market, Career Placement Outlook, and Salary

Graduates of the Master of Science of Science in Management (MSM) program are well-prepared to enter a diverse array of occupations within the business and financial sectors. These fields are experiencing steady growth, offering promising career opportunities and competitive salaries.

### Employment Outlook

According to the U.S. Bureau of Labor Statistics (BLS), overall employment in business and financial occupations is projected to grow faster than the average for all occupations from 2023 to 2033. Specifically, about 963,500 openings are projected each year, on average, in these occupations due to employment growth and the need to replace workers who leave the occupations permanently.

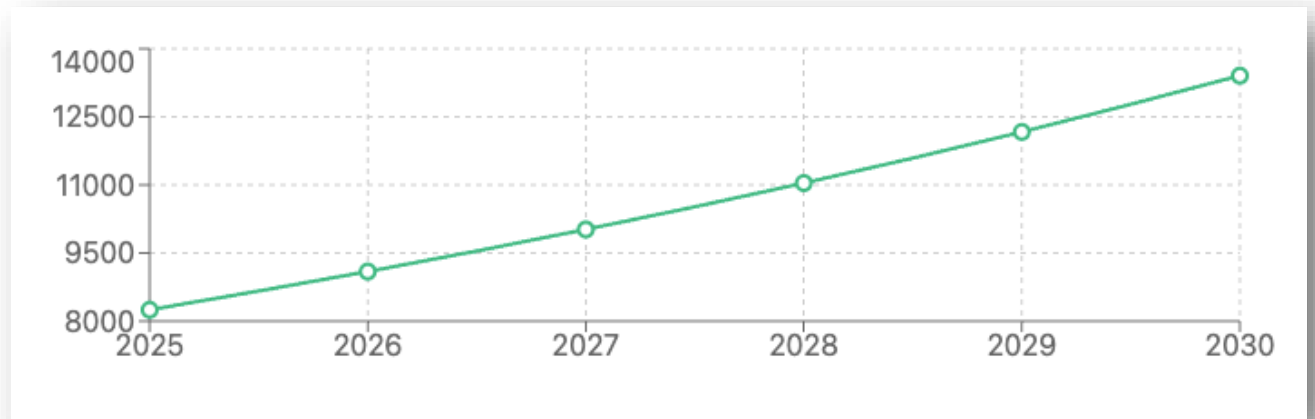
Similar or Related Degrees/Programs	CIP Code	Supply* (Graduates/Completers)	Competitor Institutions**
Business Administration and Management General	52.0201	342	Mercer University, Georgia College & State University, Fort Valley State University
Management Science	52.1301	43	Mercer University, Georgia College & State University
Supply Chain Management	52.0203	67	Mercer University, Georgia College & State University
Operations Management	52.0205	35	Mercer University, Georgia College & State University
Aviation Management	49.0104	30	None
Sport Management	31.0504	93	Georgia College & State University, Fort Valley State University, Georgia Southern University, and Clayton State University

### Data Sources:

- Graduate numbers estimated from IPEDS data for institutions in the Middle Georgia region
- CIP codes verified through the National Center for Education Statistics
- Competitor institutions identified through the University System of Georgia (USG) and IPEDS

Specifically in the Middle Georgia Region, we identified 57,850 business-related jobs in Middle Georgia with 7,340 annual openings and an average growth rate of 8.8%. Data Analysis (14.8%), Operations (10.2%), and HR (9.5%) show the strongest growth trends, suggesting curriculum focus areas especially in the areas of supply chain management and general management.

In another key growth area, **Operations and Logistics** shows current employment of 8250 jobs with annual job openings of 1240 with a median salary of \$67,900. The growth rate is 10.2% annually and represents 14.3% of all business jobs in the Middle Georgia region. Projected growth will increase from the current 8,250 to approximately 13,408 by 2030. The annual job openings of 1,240 represent a substantial opportunity for graduates.



#### Operations and Logistics Job Outlook in Middle Georgia Region

#### Salary Expectations:

Salaries in business-related occupations are generally higher than the median wage for all occupations. As of May 2023, the median annual wage for business and financial operations occupations was \$79,050, while management occupations had a median annual wage of \$116,880.

Occupation	O*Net <sup>1</sup>	Current Employment	% Growth	Average Salary (O-Net data)	Future Earnings Potential (O-Net data)
Organizational Management	11-1021.00	9,800	5.7%	\$84,300	\$97,500
Aviation Management	13-1161.00	5,300	7.1%	\$61,200	\$74,500
Supply Chain Management	11-3071.00	3,850	10.2%	67,900	\$86,400
Sport Management*	11-9068.00)	400-500	7%	65,000	\$79,500

Sport management is a complex job classification, hence we used a single O-Net Code for Recreation and Fitness Studies Managers as a surrogate for this major.

<sup>1</sup>National Center for O\*NET Development. *O\*NET OnLine*. Retrieved [April 1, 2025] from <https://www.onetonline.org/>

#### Conclusion

The MSM program equips students with versatile skills applicable to a broad range of careers in the business and financial sectors. With a favorable employment outlook and competitive salaries, graduates are well-positioned to enter a dynamic job market that values analytical abilities, strategic thinking, and leadership skills.



## IEB's Comprehensive Program Review Rubric and Evaluation

Date Reviewed: April 25, 2025

Program Reviewed: Masters of Science in Management

**Contextual Notes:** Summarize any demographic or environmental factors described in the introduction that might significantly impact assessment of the program

No observable demographic or environmental concerns identified.

Area of Focus	Exemplary Area	Satisfactory Area	Area of Concern	No Evidence	Notes
Enrollment	<i>This <b>program</b> has significantly positive enrollment trends and robust credit hour production</i>	<i>This <b>program</b> has stable or moderately positive enrollment trends and healthy credit hour production</i>	<i>This <b>program</b> has negative enrollment trends and weak credit hour production</i>		<b>Satisfactory Area:</b> <i>This <b>program</b> has stable enrollment trends and healthy credit hour production.</i>
<b>Graduation Trends</b> USG benchmark:  <b>Bachelor's Degrees:</b> 10 graduates/year  <b>Graduate, Associate's or Certificates:</b> 5 graduates/year	<i>Three year rolling average greatly exceeds USG minimum benchmark for degrees conferred</i>	<i>Three year rolling average meets or exceeds USG minimum benchmark for degrees conferred</i>			<b>Exemplary Area: five-year average of 31.</b>

IEB’s Comprehensive Program Review Rubric and Evaluation

Programs falling under these benchmarks are designated as “low performing”					
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**Program Strengths of Note:** The MSM program equips students with versatile skills applicable to a broad range of careers in the business and financial sectors. With a favorable employment outlook and competitive salaries, graduates are well-positioned to enter a dynamic job market that values analytical abilities, strategic thinking, and leadership skills.

**Areas of Concern:** None overtly seen.

**Other Comments:** Appears to be a strong and vibrant program.

## **Comprehensive Program Review Report**

**Academic Program Name:** Masters of Science in Management

**College or School:** School of Business

**Department:** N/A

**Date of Last Internal Review:** N/A

**Outcome of Previous Program Review (brief narrative statement, if applicable):** N/A

**Current Date:** 5/25/2025

### **Executive Summary:**

The Comprehensive Program Review for the Master of Science in Management (MSM) identifies the program as strong and vibrant, with stable enrollment trends and a five-year average of 31 graduates—exceeding the USG benchmark for graduate programs. The review notes that the program effectively equips students with versatile, high-demand skills applicable to a wide range of professional roles in business, management, and related sectors. No demographic or environmental concerns were identified that would adversely impact the program.

The MSM curriculum emphasizes strategic thinking, analytical reasoning, and leadership development, aligning closely with the university's mission and the evolving needs of the regional and national job markets. The program's flexibility and relevance, including its fully online delivery format, make it an attractive option for working professionals and recent graduates alike.

### Categorical Summation

Check any of the following to categorically describe action(s) the institution will take concerning this program. *Include a statement of plans for action based on the overall categorical summation contained in this section.*

☒ Program MEETS Institution's Criteria (also indicate 1 subcategory below)

☐ Program is critical to the institutional mission and will be retained.

☒ Program is critical to the institutional mission and is growing or a high demand field and thus will be enhanced.

#### Required statement of plans for action:

We are pleased with the positive evaluation of the MSM program and fully concur with the assessment of its quality and productivity. The program continues to meet a critical need for graduate-level management education in the region and beyond. Going forward, we will build on this momentum by exploring opportunities for expanded employer partnerships, enhancing alumni engagement, and further differentiating the program through emerging topics such as data-informed decision making and ethical leadership. We will continue the MSM program with confidence in its impact, relevance, and contribution to the institutional mission.

Academic Dean Signature:  Date: 5/27/2025

Graduate School Dean  Signature: Date: 05/27/2025