

## Comprehensive Program Review: Marketing (BBA in MKTG)

### General and Overview

#### **1. Describe your program's most significant opportunities and significant challenges. (Narrative)**

The Marketing Major (MKTG) was launched in Fall 2020 but prior to that, as an emphasis of the Business Administration major (BUS ADM), it has been in existence since before 2006. It has been offered in both face-to-face and online modalities since 2018. The MKTG emphasis supported 253 students as of fall 2019 (the major is too new, so no metrics are available). Starting 2019, work began on the restructuring of the Cofrin School of Business (CSB). It has now recently been structured into three departments: Marketing and Management, Accounting and Finance and Business Administration. Under the newly created Marketing and Management Department, three majors have been recently created: Management (MGMT), Marketing (MKTG) and Human Resource Management (HRM).

Marketing is a popular field with many new innovations and disruptions leading to further growth and interest in the major. The greater need for marketing expertise is driven by technology change, industry innovations and other changes in the workforce e.g. demographics..

Thus, there are numerous opportunities for growth and success:

- a. Certificates: After Associate Degrees or non-business degrees, many entrants into the workforce desire to add specific skills related to business. This is an interesting opportunity for development in program offerings as basic certificates in business skills can be made available. Additionally, after years in specific field, due to changes in technology and industrial disruptions, higher-level executives may need to upskill their work and seek specific expertise in aspects like social media marketing. Our new MKTG certificate “Digital Marketing and Sales Management” launched in Fall 2020 is in direct response to industry demand.
- b. Undergraduate: Within our undergraduate program as well, we have introduced important and relevant courses starting Fall 2020 including: Social Media Marketing and Analytics and Digital Marketing. These courses make our program more attractive and our graduates better prepared for the workforce.
- c. Graduate Programs: many undergraduate students are continuing onto graduate programs from within UWGB itself but from elsewhere in the region as well, there is increasing demand for Graduate level programs. There is thus long-term potential in a MKTG graduate program.

#### **2. What are some things that would help make your program and its students more successful? (Narrative)**

- a. MKTG faculty need to adjust to student needs by offering experiential learning, internships and high impact practices (tours, research opportunities, consulting projects). This process is underway and many MKTG courses have either high impact practices or high engagement experiences as explained later in this document.

*Need:* additional resources for organizing tours or community projects.

- b. One-on-one or more personalized advising is critical to help with student success and retention and this is tricky to balance with faculty workloads. The CSB has one dedicated student success advisor and this model has been very successful.  
*Need:* A dedicated student success advisor for the MKTG program as we had 250+ students in 2019 (emphasis data) and are growing.
- c. Our students need to be better team-members and be shaped as future leaders faster and with newer skills such as managing the new highly diverse virtual workplace.  
*Need:* Create distance education enabled classrooms to accommodate course delivery among UW-Green Bay's four campuses and bi-directional faculty-student interactions between in-person and remote learners, including those learning from non-UWGB facilities.
- d. With the increased community connections, formal spaces are needed for professional events such as student awards or scholarship ceremonies  
*Need:* Create a semi-formal reception area for hosting professional luncheons, awards ceremonies, and community workshops.

### **3. What are some program accomplishments worth highlighting? (Narrative)**

As the major is new, many of these program accomplishments are for business students in general, but some are more specifically related to MKTG.

- a) New Certificate based on industry demand: The Digital Marketing and Sales Management Certificate is a 15-credit certificate for professionals working in the marketing functional area who desire to update their skills and knowledge. Our expert faculty use real-world examples, case studies and timely discussions to help marketing professionals become more proficient in digital aspects such as online advertising and managing social media portals while also enabling them to enhance the selling strategy of their organization. The courses in the certificate include sales-focused courses coupled with others that support the digital transformation of the marketing function.
- b) New expert faculty hired: The MKTG faculty has grown this year to add experts in international marketing (Dr. Aniruddha Pangarkar) and in digital marketing (Dr. Md. Tarique Newaz) from well-ranked AACSB accredited PhD programs.
- c) Honors: Roughly one third of all Business Administration majors graduate with honors ( $\geq 3.50$  GPA).

### **4. Have there been any significant changes that have affected your program? (Narrative)**

When it was part of the BUS ADM major as an emphasis, the Marketing emphasis was one the largest of all business emphasis. Now as a brand-new program, the new curriculum has made it a competitive program. Being new, only very recent aspects have impacted our program:

- a) Pandemic: The COVID-19 situation has impacted many of the CSB programs. Being available as a 100% online option made the situation very manageable for our program. We anticipate more students to be interested in MKTG given its online nature, going forward.
- b) Interest in Digital Marketing and analytics: The growth in analytics and the interest in data sciences, has also impacted all business fields. The MKTG major wants to ensure our students are well prepared for the growing demand of data science in marketing and have therefore

introduced a new required course MKTG 345 Digital Marketing and an elective course MKTG 447 Social Media Marketing and Analytics.

- c) AACSB accreditation reentry: The CSB is re-entering the AACSB accreditation process in 20-21 and this allows the MKTG program to become even more attractive to potential students.

#### **5. Where do you want your program to be 5 to 7 years from now? (Narrative)**

- a. Growth: Based on past growth of the Marketing Emphasis which was part of the BUS ADM major, the MKTG major is expected to grow from 253 (emphasis students in 2019) to 323 in 2024 which is a significant growth of about 27% over 5 years. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 5.0% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%).
- b. Multiple specializations: Within the major, there are no specialized tracks. Based on their focus at multiple potential specializations can be developed and as this would need curriculum changes as well as collaborations with other programs, this is something we look forward to doing over the next 5-7 years. Some of the potential specializations can be Online Marketing and Brand Marketing.
- c. Graduate program in MKTG: Given the expert faculty, local demand and increased interest in graduate programs, an MS degree in MKTG is certainly a long-term goal that the MKTG program can work towards.
- d. Transformative Business Education through faculty development: Delivering a transformative business education requires faculty to remain current and engage in and continually enhance their teaching through reflective practices. Faculty achieve this goal through active scholarship and participation in teaching-focused professional development opportunities and mentorship programs
- e. Impactful Experience: While obtaining core skills and relevant knowledge are essential to the professional success of our students, the MKTG program aims to increase the high impact practices throughout its curriculum as a tool to prepare our students to think critically while addressing complex problems. Over the next 5-7 years, we hope to actively ensure that our students have at least 4 experiences that are High Impact Practices or High Engagement Experiences (discussed later in this document)
- f. Non-credit options: We would seek to create certificates related to introduction to social media marketing and other marketing topics.

#### **Demand**

*All data in this area is provided with the materials. (Graduates, majors, minors, etc.) This space is for any commentary you would like to apply to that material. (Narrative)*

As this is a new major, projections and general demand information may help illuminate the demand aspect of this major: Student demand for business programs is growing rapidly, with student enrollment increasing by 5.3% and student credit hours increasing by 5.5% over the last three years, the highest levels of any of UW-Green Bay's colleges. Evaluating our combined request to elevate four existing emphases to majors, and including the redefined Business Administration major and existing Accounting major, the CSB is expected to support three of the

top ten and six of the top twenty largest undergraduate majors at UW-Green Bay. Over the last three years, an average of roughly 60 per year graduate from the Marketing emphases, respectively. This new MKTG program thus responds directly to UW-System’s recent call for Program Monitoring (Wis. Stats. 36, RPD 4-12), which ultimately seeks to strengthen programs and allocate resources toward institutional priorities. With specific regard to the proposed major in Marketing, three-year trends in declared emphases suggest growth from 253 to 323 student between fall 2016 and fall 2021. The bureau of Labor Statistics predicts that nationally, Professional and Business Services will grow at the fifth highest rate of any industry sector between 2016 and 2026 at 1.0% per year. Growth in Financial activities will grow at roughly the national average, or 0.6% annually. For reference, the Health Care and Social Assistance industry has the highest project growth during this period, at 1.9% annually. Marketing position are expected to increase by 8.5%. The 2018 median pay for advertising and marketing managers was \$132,620 per year with median pay per hour of \$63.76. The typical entry-level education was a bachelor’s degree. Number of jobs available as on 2018 was 286,800 with a projected increase in jobs in 2028 being 21,800. Careers like market research analysts have a median starting salary of \$63,120 per hour an 20% annual growth rate per year. The typical entry level education is a bachelor’s degree. Table 1 presents a combination of past enrollment in the existing Marketing emphasis (fall 2016-2019) and projections (2020-2024) for the MKTG program.

**Table 1: Five-Year Fall Enrollment and Projections (Headcount)**

Fall	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>New Students (#)</b>	70	80	75	77	81	85	89	94	98
<b>Continuing Students (#)</b>	166	174	177	176	185	194	204	214	224
<b>Total Enrollment (#)</b>	236	254	252	253	266	279	293	308	323
<b>Graduating Students (#)</b>	55	63	59	60	64	67	70	74	77

**Internal**

**1. Program goals (Mission, vision, learning outcomes; present as narrative/lists)**

*CSB Mission:* The Austin E. Cofrin School of Business is a community of teachers, scholars, professionals, and learners dedicated to advancing the economic prosperity and entrepreneurial spirit of northeastern Wisconsin through partnerships, quality educational programs, and impactful research.

The MKTG program aligns with these integrated missions through its alignment with regional workforce needs through its extensive internship program and robust post-graduation employment rates, its commitment to access through its dual online and face-to-face offerings for all of its emphases, and its dedication to student engagement through the activities of Collegiate DECA and the currently being reformed Student chapter for American Marketing Association. All existing undergraduate programs within the Cofrin School of Business (CSB) share the same four Association to Advance Collegiate Schools of Business (AACSB) vetted Degree-Level Learning Goals. These learning goals were initially adopted in 2013, and are drawn from the CSB’s Mission, Vision, and Values statement, and a philosophy that adaptability in the

workforce is maintained by instilling a strong foundation of core attributes within students. The CSB Assurance of Learning Committee oversees assessment and continual improvement for the School by providing annual analyses and recommendations to the appropriate program and School leadership. The four Degree-level Learning Goals for the CSB are:

1. Students will be effective communicators.
2. Students will be effective critical thinkers.
3. Students will be effective team members.
4. Students will consider corporate social responsibility (CSR) in their decisions.

These learning outcomes are supplemented with program-specific learning goals for each major. For the MKTG major, the additional program-specific learning goals are:

- 1) Apply marketing concepts and tools to make socially responsible marketing decisions.
- 2) Develop strategic marketing plans that are based upon an understanding of consumer behavior in a digital and international context

## 2. Curriculum development (Lists, brief narrative if appropriate)

For Fall 2020, when the new major was launched, many curriculum changes were made that have now gone live. The new curriculum is below in Table 2. The newest courses are:

- MKTG 198: First Year Seminar
- MKTG 345: Digital Marketing
- MKTG 447: Social Media and Marketing Analytics

Table 2: Program curriculum for the new B.B.A. in MARKeting

<b>Foundational Courses - the B.B.A. Meta-major (58 credits)</b>	
BUS ADM 202: Business and Its Environment	3
ENG COMP 200 Prof Writing for Bus Majors (WE)	3
ECON 202 Macroeconomics	3
ECON 203 Microeconomics	3
BUS ADM 220 Business Statistics <b>OR</b> MATH 260 Statistics (or 4 cr)	3
ACCTG 201 Principles of Financial Accounting	3
ACCTG 202 Principles of Managerial Accounting	3
BUS ADM 130 Spreadsheets and Databases	3
PHILOS 227 Business Ethics	3
BUS ADM 305 Legal Environment of Business	3
MKTG 322 Principles of Marketing*	3
HRM 362: Introduction to Human Resource Management	3
FIN 343 Corporation Finance	3
MGMT 389 Organizational Behavior	3
MGMT 482 Capstone in Business Strategy	3
SCM 371. Entrepreneurship	3
SCM 380 Project Management	3

BUS ADM 201: Sustainable Organizations	3
SCM 200: Principles of Supply Chain Management	3
<b>Marketing Required Courses (12 credits)</b>	
MKTG 421 International Marketing	3
MKTG 423 Advertising	3
MKTG 428 Consumer Behavior	3
MKTG 345 Digital Marketing	3
<b>Marketing Elective Courses (6 credits)</b>	
MKTG 327 Selling and Sales Management	3
MKTG 424 Research Methods	3
MKTG 426 Marketing Strategy	3
MKTG 447 Social Media Marketing Analytics	3
<b>TOTAL</b>	<b>76</b>

\* Indicates a discipline-specific course (i.e. MKTG)

### 3. Connections to other programs (Lists, brief narrative if appropriate)

- a) MKTG 198 First Year Seminar
  - i. Course open to any first year students
- b) MKTG 322 Principles of Marketing
  - i. A required course for all business majors.
  - ii. It's also an elective in programs in other colleges
    - i. Elective in in EMBI's Certificate in Sustainability
    - ii. Elective in Sustainability Minor
    - iii. Elective in ORG LEAD program in their Business Administration Emphasis
- c) MKTG 327 Selling and Sales Management
  - i. elective in Finance Major
  - ii. elective in BUS ADM Entrepreneurship emphasis.
  - iii. elective in BUS ADM General emphasis
  - iv. elective in BUS ADM Supply Chain Management emphasis
  - v. required course in MKTG certificate
- d) MKTG 345 Digital Marketing
  - i. elective in BUS ADM Entrepreneurship emphasis.
  - ii. elective in BUS ADM General emphasis
  - iii. required course in MKTG certificate
- e) MKTG 421 International Marketing
  - i. elective in Finance Major
  - ii. elective in BUS ADM Entrepreneurship emphasis.
  - iii. elective in BUS ADM General emphasis
  - iv. elective in BUS ADM Supply Chain Management emphasis
  - v. elective in International Business Minor
  - vi. required course in MKTG certificate
- f) MKTG 423 Advertising

- i. elective in Finance Major
- ii. elective in BUS ADM General emphasis
- g) MKTG 424 Research Methods
  - i. elective in Finance Major
  - ii. elective in BUS ADM Entrepreneurship emphasis.
  - iii. elective in BUS ADM General emphasis
  - iv. elective in BUS ADM Supply Chain Management emphasis
  - v. Cross-listed version i.e. MKTG 624 is a required MSM course.
- h) MKTG 426 Marketing Strategy
  - i. elective in BUS ADM Entrepreneurship emphasis.
  - ii. elective in BUS ADM General emphasis
  - iii. elective in BUS ADM Supply Chain Management emphasis
  - iv. required course in MKTG certificate
- i) MKTG 428 Consumer Behavior
  - i. elective in Finance Major
  - ii. elective in BUS ADM General emphasis
  - iii. elective in BUS ADM Supply Chain Management emphasis
- j) MKTG 447 Social Media Marketing and Analytics
  - i. elective in BUS ADM Entrepreneurship emphasis.
  - ii. elective in BUS ADM General emphasis
  - iii. elective in BUS ADM Supply Chain Management emphasis
  - iv. elective in BUS ADM Business Analytics emphasis
  - v. required course in MKTG certificate

**I. Number of courses offered (Overall number provided in materials. Chairs: short commentary if appropriate. Provide a sub-grouping of various modalities by percentage. For example, what percentage of your program is available online, hybrid, etc.?)**

The Marketing degree i.e. BBA in MKTG, can be both, completed 100% online or done in the more “traditional” format. Thus, while courses are offered in face-to-face formats usually, for all courses, online options become available frequently including over Jterm and Summer. All of these courses available below (except the FYS, independent studies, research assistantship-type courses) are offered online at least once a year online for all courses.

- a) MKTG 198 First Year Seminar
- b) MKTG 298 Independent Study
- c) MKTG 322 Principles of Marketing
- d) MKTG 327 Selling and Sales Management
- e) MKTG 345 Digital Marketing
- f) MKTG 421 International Marketing
- g) MKTG 423 Advertising
- h) MKTG 424 Research Methods
- i) MKTG 426 Marketing Strategy
- j) MKTG 428 Consumer Behavior
- k) MKTG 447 Social Media Marketing and Analytics
- l) MKTG 478 Honors in the Major

- m) MKTG 496 Project/Research Assistantship
- n) MKTG 497 Internship
- o) MKTG 498 Independent Study

**II. Diversity of students, faculty, and curriculum (Overall number provided in materials. Chairs: short commentary if appropriate; provide examples from curriculum if appropriate.)**

UW-Green Bay is committed to achieving a diverse workforce and to maintaining a community that welcomes and values a climate supporting equal opportunity and difference among its members. The campus engages in several strategic initiatives to recruit a more diverse student population, and offers a wide range of experiences and perspectives to students. As part of this process, the Chancellor's Council on Diversity and Inclusive Excellence offers a certificate program to develop and recognize commitment to the UW-Green Bay Inclusive Excellence Initiative. The Office of Admissions also supports recruiters specialized in working with multicultural, bilingual, and international students. In fall 2017, UW-Green Bay added a Vice Chancellor for Student Affairs and Campus Climate to the Chancellor's Cabinet to improve, in part, campus initiatives on diversity and inclusivity. This position will play a critical role in furthering campus efforts to attract and support a diverse campus community reflective of the metropolitan area that UW-Green Bay serves. The Cofrin School of Business drafted a College-specific diversity and inclusivity plan during the 2018-2019 academic year, with an assigned faculty lead reporting to the Dean of the School. This plan is considered a living document, undergoing annual revisions and implementation.

UW-Green Bay has a broad array of student organizations and institutional resources and offices that offer resources and services to promote academic success and personal growth of students. For example, a number of student organizations provide an environment for students to share their own culture, gain leadership skills, and participate in co-curricular activities. The UW-Green Bay's Multicultural Academic Centers promote a better understanding of diverse communities and serve as resources for students, faculty, and staff. The CATL also offers regular workshops and panel discussions to address the complexities of inclusivity and diversity. Finally, the Office of International Education facilitates international student success while at UW-Green Bay.

The CSB recognizes its responsibility as a regional comprehensive university to provide access to a quality education for all students within NE Wisconsin. The Green Bay public schools are also now majority minority, emphasizing the need to engage with a diversifying student body. In response the CSB identified a faculty diversity lead during the 2018-2019 academic year to develop a comprehensive diversity and inclusivity plan for the CSB. The faculty lead, Dr. Mussie Teclezion helped form the Diversity and Inclusivity Committee in Fall 2020. Finally, the CSB recognizes that the majority of our students work and that most of our recent growth has occurred through our online offerings. Higher education costs continue to rise, emphasizing a need to consider student costs while designing and delivering our programs and courses. The CSB understands the cost savings available to students who access local higher education offerings, and the reality that 50% of all CSB students transfer into UWGB.

As the Marketing major is new this academic year, we do not have specific metrics for many years about it but as it was included in the Business Administration major as an emphasis,



Table 3a shares some data from 2014-2018 and for the 17 students who declared the major in Fall 2020, some data is presented in Table 3b

**Table 3A.** Basic student demographics for Business Administration Major (including Marketing emphasis)

<i>Business Administration</i>	<b>2014</b>		<b>2015</b>		<b>2016</b>		<b>2017</b>		<b>2018</b>	
Women	303	50%	349	50%	409	51%	453	52%	432	52%
Students of color	50	8%	60	9%	79	10%	103	12%	114	14%
Over 26 years old	79	13%	85	12%	94	12%	94	11%	95	11%

**Table 3B.** Basic student demographics for 2020-21 (total students = 17)

<i>Marketing</i>	<b>2020-21</b>	
Women	9	53%
Students of color	1	6%
Over 26 years old	3	18%
First Generation	5	29%

The AACSB accrediting body has defined the ability to work effectively in diverse environments as a General Skills Area, and training in social responsibility, including sustainability, diversity and ethical behavior and approaches to marketing as a General Business Knowledge Area that should be present within all accredited business curricula. The program in Marketing addresses these directly in its courses in MKTG 421 International Marketing. Additional co-curricular and extra-curricular opportunities in MKTG 428 Consumer Behavior address the imperative to prepare our students for success in today's multi-cultural and multi-national workforce.

The Marketing Program is part of the Marketing and Management Department which has 10 full-time faculty members in the current year, including one who was born in Nigeria, two who were born in India, one who was born in Bangladesh and one who was born in Canada. With respect to providing an inclusionary environment for international faculty, the University has Employee Resource Groups (ERGs), which are voluntary, employee-initiated social groups of faculty and staff that share common interests, issues, backgrounds, characteristics, or pursuits. Dr. Vallari Chandna, the chair of the Marketing and Management Department started one such group, the Group for International Employee Support. The group meets monthly during the academic year in a social setting to inform members about new and available resources and provide them with local cultural experiences.

### III. Gen Ed, FYS/GPS, CCIHS (Lists)

- a. MKTG 198 First Year Seminar - FYS
- b. MKTG 327 Selling and Sales Management- WE
- c. MKTG 421 International Marketing – WE and Gen ed (global cultures)
- d. MKTG 426 Marketing Strategy - WE
- e. MKTG 428 Consumer Behavior -WE

**IV. Program support and staffing (Chairs: History, trends, and future needs. Depending on program, could be connected to accreditation.)**

As the MKTG program is new, information is limited but based on the emphasis trends of the past, our current staffing is adequate. The program hired two new tenure track faculty and one lecturer effective Fall 2020. We currently have 4 full time faculty for the MKTG program – 1 tenured, 2 tenure track and 1 lecturer. There are currently plans to hire one more full time lecturer given the rapid growth of the program.

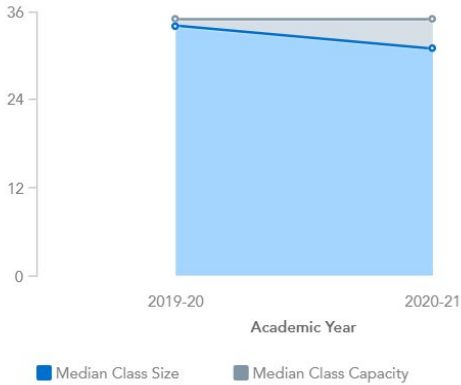
**V. Cost per credit hour (TBD)**

As the MKTG Major is a new one, data of the Business Administration major wherein marketing was a major for over a decade, is provided for the longer time period but for just 2019-2020 period as the prefix change for classes had taken place prior to the launch of the BBA, limited data is available. The program (and prior to that the emphasis) is operating with high efficiency. There are 0 classes below 10 students.

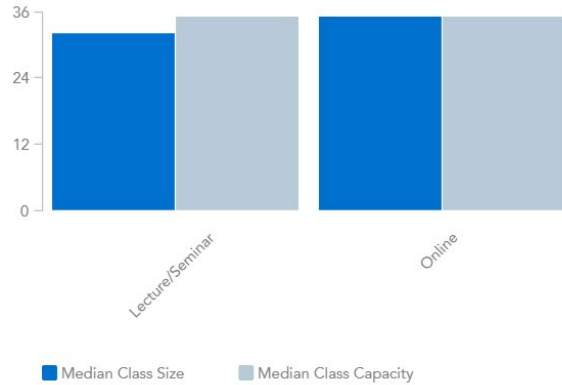
**Class Capacity Utilization**

Median Class Size 34    Median Class Capacity 35    Median Class Fill Rate 97%    % of Classes with Size <10 0.0%

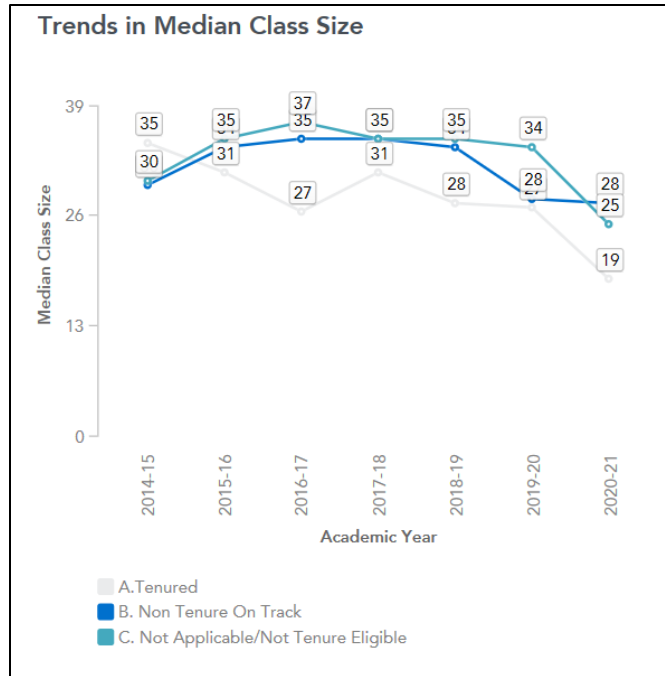
Trends in Median Class Size and Class Capacity



Median Class Size and Class Capacity by Course Type



Business Administration Data includes Marketing Emphasis:



Median Class Size	Median Class Capacity	Median Class Fill Rate	# Collapsible Sections
34	35	97%	12

**External**

In each of these sections 4 highlights are provided (in-depth data on faculty members’ external work can be provided)

**1. Outreach: student/faculty partnerships, collaborations, participation with organizations or individually (Lists)**

- a. Independent study and student research: MKTG faculty engage in independent study and research projects with their students at the undergraduate and graduate levels E.g. Dr. Sampath Kumar works with graduate students in the Professional Project class to write individual papers.
- b. MKTG faculty lead student organizations. E.g. those that are directly related to the program such as the student chapter for the American Marketing association is currently being formed by Dr. Aniruddha Pangarkar
- c. MKTG faculty work on advising newly admitted students through Focus R&R and other such events.
- d. MKTG faculty work with potential students and serve as mentors to non-UWGB individuals as well e.g. Dr. Sampath Kumar’s work as Editor of "Xpressions" a monthly e-magazine for Green Bay Indian-American kids

**2. Contributions to regional infrastructure (Lists)**

By making available new programs such as MKTG, the CSB is fulfilling its commitment to developing our regional workforce, and to promote economic development. It builds

upon ongoing partnerships with regional and national employers, exemplified by our key role in the UW-System, UW-Green Bay, Green Bay Packers, and Microsoft collaboration at TitleTown Tech.

- a) MKTG faculty serve on external organizational boards or committees e.g. Dr. Sampath Kumar serves on the editorial board of the Indian Journal of Marketing
- b) MKTG faculty serve as experts in local media and news outlets.
- c) MKTG faculty assist local businesses and organizations
- d) MKTG faculty incorporate problem-solving of local businesses into their classroom e.g. Dr. Md. Tarique Newaz’s MKTG 424 class is working on local business problem solving.

**3. Scholarly activity of faculty (Lists that are not all-inclusive; maybe seek to highlight the different areas/types of activity)**

The tenured and tenure-track faculty in MKTG are engaged in high quality research- a summary table is provided for their work followed by some highlights:

Table 4: MKTG faculty’s research output since 2013.

Faculty Member	Journal publications	Conferences	Other academic output
Kumar, Sampath	8	13	1
Newaz, Md. Tarique	2	2	
Pangarkar, Aniruddha		12	

Four highlighted projects by the MKTG faculty.

- a) MKTG faculty conduct practical research e.g. Dr. Sampath Kumar’s work “Improving Effectiveness of Public Service Advertisements to Prevent Texting and Driving of American Youth” was a highly regarded practical work that relates to testing and driving issues.
- b) MKTG faculty publish in highly regarded A-level publications e.g. Dr. Sampath Kumar’s 2013 publication titled “Emotional and Cognitive Antecedents of Customer Loyalty towards Email Service Providers”
- c) MKTG faculty publish books and chapters in books e.g. Dr. Md. Tarique Newaz’s (2019) work in “Handbook of Advances in Marketing in an Era of Disruptions- Essays in Honor of Jagdish N. Sheth”
- d) MKTG faculty present in national and international conferences e.g. Dr. Aniruddha Pangarkar’s recent presentation at Academy of Marketing Annual Conference, titled “Knowledge Transfer Intricacies between Firms and their Subsidiaries in Emerging Markets: A Resource-Advantage Theory Approach”

**Student Success**

**1. High-impact practices and individualized-learning opportunities (Some data provided; lists and/or brief narrative)**

The CSB (and thus the MKTG program) has both High-Impact Practices (HIPs) as well as High Engagement Experiences (HEEs). We distinguish these as follows: HIPs– These courses are challenging and involve hands-on learning in the context of real-world application, critical thinking, frequent feedback from faculty, and meaningful interactions with peers, often through discussions and group projects; HEEs– These courses include many of the criteria listed above for HIPs but to a lesser degree. These courses are recognized as being engaging to a great degree. The CSB also has a process in place to assess curriculum and designate courses as being HIPs or HEEs.

- a. In terms of traditional HIPs, we have: MKTG 198 First Year Seminar , MKTG 298 Independent Study, MKTG 478 Honors in the Major; MKTG 496 Project/Research Assistantship; MKTG 497 Internship; MKTG 498 Independent Study
- b. Embedded HIPs: MKTG 322 Principles of Marketing and MKTG 345 Digital Marketing
- c. Embedded HEEs: MKTG 423 Advertising and MKTG 424 Research Methods

## **2. Retention (TBD. Note: if program-level data is not provided, maybe list some things your program does that you believe aid in retention.)**

As the MKTG program is brand new, retention metrics are not available. With regard to the BUS ADM major which included the MKTG emphasis in the past, on average, 88.5% persisted within the same major, the same College, or graduated from Fall 2016 to Spring 2017, and from Fall 2017 and Spring 2018. Some of the elements helping contribute to student success and retention are laid out here.

Recognizing that student success depends in part on effective advising, CSB has supported a full-time professional staff advisor since June 2015 who also advises students of MKTG. The student success advisor works with incoming freshmen and transfer students, and students with cumulative GPAs <2.5 (the minimum requirement for enrolling in upper-level courses). All other students are advised by full-time instructional staff within the College. The student success advisor reports to the Dean, and provides scheduling guidance to Chairs, develops four-year completion plans for all programs including MKTG, engages in quality mentoring with students, promotes student engagement, addresses issues related to student retention, and oversees a mandatory faculty advisor training program initiated in Spring 2019.

To improve retention, cumulative GPAs are monitored throughout each students' undergraduate career, not only at their beginning and end, enabling faculty and advisors to better track and assist students throughout degree progress. The goal is to provide positive intervention and support for students as early as possible. The MKTG faculty make sure to participate in the early alert system setup by UWGB. Advisors follow-up with students to create a plan that may involve use of on-campus resources, such as The Learning Center, The Writing Center, Multi-Ethnic Student Affairs Office, Veteran's Lounge, Counseling and Health, and the Dean of Students Office. Depending on the student's performance in a course, dropping the class may also be discussed to avoid earning a non-passing grade.

In the weeks prior to the start of course registration the Student Success Advisor emails those students falling below the minimum 2.5 GPA requirement and requests an appointment. During

the one-on-one appointment, the advisor discusses the student's performance in current courses, calculates an expected term and cumulative GPA after grades are posted, and helps students select courses for the following semester. As students below the 2.5 GPA requirement are unable to register for upper-level majors courses, the advisor reviews each student's remaining courses/credits, and potential course retakes, provides referrals to support services on-campus (The Learning Center, Writing Center, Counseling and Health, etc), and may register students into one or more upper-level courses, assuring that students have courses for the next semester should their grades improve.

Following the close of regular registration, the Student Success Advisor sends personalized emails to unregistered students, noting that they have not registered and encouraging them to seek assistance. Responses to this correspondence are typically positive, with many first generation, non-traditional, or minority students unaware that they missed their assigned registration appointment. Some students face financial or other holds preventing them from registering. Students also often require advising guidance, have decided to step-out for at least one semester to deal with personal or family challenges, or are deploying for military service. No matter the reason, the goal is to try to provide assistance, options, and referrals.

Faculty provide a number of high-impact experiences inside and outside the classroom to improve student retention, such as company tours, the use of guest speakers, student competitions, case studies, research experiences, and more.

### **Mission Relevant**

#### **1. Relevance to mission (Narrative or lists as appropriate)**

UW-Green Bay gained approval for a revised Select Mission from the UW System Board of Regents on April 25, 2019 and the Higher Learning Commission on May 14, 2019. The revised mission solidified the strategic vision of UW-Green Bay in its role as the primary campus serving the third largest metropolitan and economic region in the state, with campuses directly serving the Green Bay, Sheboygan, Manitowoc, and Marinette communities.

The B.B.A. in Marketing meets the responsibility in the new mission, by providing a local, cost efficient option that responds to both student interest and employer demand. For example, as of fall 2019 student enrollment already sits at 253 within the Marketing emphasis of the existing Business Administration major, highlighting an existing demand for which we are neither providing the full credentialing owed to these students or upon which enhanced professional opportunities can be built. Thus, this immediately became the largest major on the UW-Green Bay campus when launched by virtue of its previous status as an established emphasis. Our access oriented (online and face-to-face), flexible delivery model provides the flexibility essential for non-traditional students to both begin and complete degrees, and which is demanded by traditional students seeking to capitalize on the rich internship and professional experiences available within the NE Wisconsin economic ecosystem. This flexible delivery model is also essential to fully integrate our four campus locations and realize our vision of a single University of Wisconsin-Green Bay serving NE Wisconsin. Expansion of programmatic offerings by the Cofrin School of Business is essential to developing our regional workforce, and to promoting economic development. Our charge is clearly articulated within the Greater Green Bay

Economic Development Strategic Plan. This program is building upon ongoing partnerships with regional and national employers, relationships exemplified by our growing partnership with TitleTown Tech. This program represents the natural maturation and evolution of business at UW-Green Bay from a department, to an endowed school, to the stand-alone, endowed college created in July 2016, and identified in our revised select mission.

## **2. Cultural enrichment (Narrative or lists as appropriate)**

The CSB and in turn the MKTG program, makes sure to play a pivotal role in the cultural enrichment of its students.

- a) Curriculum: MKTG 421 International Marketing is a WE course that all MKTG students take and it relates directly to international business.
- b) International perspectives: The predominantly international faculty share their experience and expertise across the CSB as do the faculty in MKTG. Additionally, guest lecturers also bring more diverse perspectives into the classroom.
- c) Study abroad courses: the CSB students (including MKTG) have had a business course taught in Cuernavaca, Mexico for the last few years. In the upcoming years, our international faculty are expecting to design more such courses
- d) International partnerships: the MKTG program has benefitted from international partnerships set up by UWGB. The Chinese students that have been participating in on-line offerings through Lion Education enroll in many of our MKTG courses especially during jterm and summer. The local students thus are able to engage with international students through this avenue as well.

## **3. Access (Does the program have any agreements with other institutions? For example, a transfer agreement with a technical college.)**

To improve regional attainment of Bachelor's degrees, the CSB has approved transfer guides with five area technical colleges (Fox Valley Technical College, Gateway Technical College, Lakeshore Technical College, Northeast Wisconsin Technical College, and Northcentral Technical College) for students completing their associate degrees in Business. Transfer guides clearly identify how each course required for the associate degree will transfer to UWGB, and has a semester-by-semester guide for students to complete their remaining bachelor-level coursework at UWGB.