



OKLAHOMA STATE REGENTS
FOR HIGHER EDUCATION

Improving our future by degrees

Agenda

April 1, 2020

NOTE

This document contains recommendations and reports to the State Regents regarding items on the April 1, 2020 special meeting agenda. For additional information, please call 405-225-9116 or to get this document electronically go to www.okhighered.org State System.

Materials and recommendations contained in this agenda are tentative and unofficial prior to State Regents' approval or acceptance on April 1, 2020.

OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION

655 Research Parkway, Oklahoma City

A G E N D A

Wednesday, April 1, 2020 – 10 a.m.
Via Zoom Teleconference Call
Chairman Joseph L. Parker, Jr., Presiding

1. **Announcement of filing of meeting notice and posting of the agenda in accordance with the Open Meeting Act.**
2. **Call to Order.** Roll call and announcement of quorum.
3. **Comments from the Chairman.** A brief comment on current activities. (No Action, No Discussion.)
4. **Comments from the Chancellor.** A brief comment on current activities. (No Action, No Discussion.)
5. **E & G Budget.** Allocation of Cigarette and Tobacco Tax Revenue. Page 1.
6. **Master Lease Program.** Approval of listing of projects for submission to the Council of Bond Oversight of the 2020 Master Lease Equipment Projects. Page 3.
7. **Revenue Bonds.** Review and approval for transmittal to Attorney General the Oklahoma State University's Statement of Essential Facts a 2020 A/B (tax exempt) and 2020 C (taxable) General Obligation Bonds. Page 9.
8. **New Program.** University of Oklahoma. Approval to offer the Executive Master of Business Administration in Aerospace and Defense via traditional and electronic delivery. Page 11.
9. **Adjournment.**

Meeting of the
OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION
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AGENDA ITEM #5:

E&G Budget.

SUBJECT: Allocation of Cigarette and Tobacco Tax Revenue.

RECOMMENDATION:

It is recommended that the State Regents approve the allocation of \$817,825.36 to Oklahoma State University Center for Health Sciences (OSU CHS) and \$817,825.36 to the University of Oklahoma Health Sciences Center (OUHSC) from revenue collected from the taxes placed on the sale of cigarettes and tobacco products.

BACKGROUND:

The Oklahoma Legislature passed House Bill No. 2660 in May 2004, designating a portion of the revenue collected from taxes on the sale of cigarettes and tobacco products to be allocated for specific purposes at OUHSC and OSU CHS. This revenue will be deposited into dedicated funds, the “Comprehensive Cancer Center Debt Service Revolving Fund,” at the Health Sciences Center and the “Oklahoma State University College of Osteopathic Medicine Revolving Fund,” at OSU CHS. The bill stated that the revenue collected shall be evenly deposited into accounts designated at these entities, for the purpose of servicing the debt obligations incurred to construct a nationally designated comprehensive cancer center at the OU Health Sciences Center and for the purpose of servicing debt obligations for construction of a building dedicated to telemedicine, for the purchase of telemedicine equipment and to provide uninsured/indigent care in Tulsa County through the OSU College of Osteopathic Medicine. In 2007, the Oklahoma Legislature updated the purpose for use of the “Comprehensive Cancer Center Debt Service Revolving Fund” to include Cancer Center operations. The State Regents approved the first allocation of these funds in the meeting of May 27, 2005.

POLICY ISSUES:

The recommendation is consistent with Regents’ policy and approved budget principles.

ANALYSIS:

The fund currently has on deposit \$1,635,650.72. This amount is sufficient for a transfer of \$817,825.36 each to OSU CHS and OUHSC. The OU Health Sciences Center will use their funds for debt service and operations of the Comprehensive Cancer Center. The OSU Center for Health Sciences will expend their funds on the following approved program components: (1) indigent patient clinical care, (2) telemedicine equipment and (3) facility upgrades.

The current accumulated allocation to each institution, including this allocation, totals to \$87,667,703.75

A five-year history of allocations by fiscal year is included below:

5-Year History of Allocations	Amount to Each Entity
FY2016 Total	\$5,704,842.55
FY2017 Total	\$5,707,375.33
FY2018 Total	\$6,185,257.93
FY 2019 Total	\$5,170,195.74
FY 2020 Y-T-D	\$4,034,123.02

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AGENDA ITEM #6:

Master Lease Program.

SUBJECT: Approval of listing of projects for submission to the Council of Bond Oversight of the 2020 Master Lease Equipment Projects.

RECOMMENDATION:

It is recommended that the State Regents authorize for submission to the Council of Bond Oversight the 2020A/B Equipment Master Lease Series. The projects from three institutions total \$7,200,000.

BACKGROUND:

The Oklahoma State Legislature approved in May 1999, Senate Bill 151, which authorized the State Regents to establish a master lease program. State System entities may enter into lease agreements for projects having a project value of \$50,000 up to a maximum of \$10 million. The terms of the lease agreements will vary by the useful life of the equipment purchases.

The State Regents' office works in conjunction with the Oklahoma Development Finance Authority (ODFA) to administer this program with each institutional lease purchase agreement submitted to the Council of Bond Oversight for approval. The institutional governing boards will have given prior approval of all equipment purchases submitted under this program.

POLICY ISSUES:

Recommendation is consistent with current State Regents' policy.

ANALYSIS:

The Master Lease Purchase Program provides the State System entities a method of financing major personal property acquisitions at significant efficiencies from both financing aspects and administration. This program is designed to provide flexibility in acquiring new capital equipment by allowing lease purchase payments or debt service payments to be made on a monthly basis from current capital and operating funds. Individual sub-lease agreements will be entered into with each participating institution and the State Regents, under the terms of the Master Lease Purchase Agreement. The institution's fee structure shall be based on the individualized purchase package and interest rates available on the day of bond pricing.

The first two equipment issuances for 2020 include three system institutions with an estimated total of \$7,200,000 in equipment purchases and network upgrades. The following tables summarize these series of project totals by institution.

Institution	Total Amount to be Financed
Cameron University	\$3,000,000
Northwestern Oklahoma State University	700,000
OSU Center for Health Sciences	3,500,000
Total	\$7,200,000

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION
 MASTER LEASE-PURCHASE DETAILED LISTING
 Fiscal Year 2020**

Name of Institution: Cameron University										
Item #	State Regents' Campus Master Plan Project #	Description--Be Specific (i.e., size, model, series)	Estimated Cost	Number of Years you wish to finance the debt service	Estimated Date Funding Needed mm/dd	Estimated Useful Life in Years	Estimated Replacement Strategy Life* in Years	Will a Third Party Benefit Economically by use of this Equipment (i.e. Taxable Third Party such as For-Profit Entity)	Point of Contact (Name and Phone Number)	Remarks
1	100-0120	Replacement of 9 elevators and installation of additional elevator	\$3,000,000	20	Apr-20	20		No	Ninette Carter, (580) 581-2226	
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
Total (Subtotal if multiple sheets)			\$3,000,000							

* If the requested capital lease item is part of an ongoing replacement program within the institution, provide how often such equipment is replaced.

Please return your survey to smauck@osrhe.edu or by fax to 405-225-9230.

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION
 MASTER LEASE-PURCHASE DETAILED LISTING
 Fiscal Year 2020**

Name of Institution: Northwestern OK State University										
Item #	State Regents' Campus Master Plan Project #	Description--Be Specific (i.e., size, model, series)	Estimated Cost	Number of Years you wish to finance the debt service	Estimated Date Funding Needed mm/dd	Estimated Useful Life in Years	Estimated Replacement Strategy Life* in Years	Will a Third Party Benefit Economically by use of this Equipment (i.e. Taxable Third Party such as For-Profit Entity)	Point of Contact (Name and Phone Number)	Remarks
1	505-0034	Residence Halls Internet Infrastructure Project	\$700,000	TBD	6/1/2020	20	N/A	No	Dr. David Pecha (580) 327-8528	
2										
3										
4										
5										
6										
7										
8										
9										
10										
11										
12										
13										
14										
15										
Total (Subtotal if multiple sheets)			\$700,000							

* If the requested capital lease item is part of an ongoing replacement program within the institution, provide how often such equipment is replaced.

Please return your survey to smauck@osrhe.edu or by fax to 405-225-9230.

**OKLAHOMA STATE REGENTS FOR HIGHER EDUCATION
 MASTER LEASE-PURCHASE DETAILED LISTING
 Fiscal Year 2021**

Name of Institution: OSU-CHS										
Item #	State Regents' Campus Master Plan Project #	Description--Be Specific (i.e., size, model, series)	Estimated Cost	Number of Years you wish to finance the debt service	Estimated Date Funding Needed mm/dd	Estimated Useful Life in Years	Estimated Replacement Strategy Life* in Years	Will a Third Party Benefit Economically by use of this Equipment (i.e. Taxable Third Party such as For-Profit Entity)	Point of Contact (Name and Phone Number)	Remarks
1	none	Purchase and installation of a functional magnetic resonance imaging or functional MRI (fMRI) on the OSU Center for Health Sciences campus.	\$3,500,000	10 years	Early in Fiscal Year 2021 (July or August)	10 years	At 10 years, equipment will likely be converted to clinical use, and replaced with a new research MRI.	Research grants from federal agencies and private foundations. There isn't a clinical mission for the fMRI at this time but it is conceivable that there may be patient care occurring at some point.	Mitchell Emig 405-744-5671	Debt service will be paid from Research IDC funds.
		Total (Subtotal if multiple sheets)	\$3,500,000							
* If the requested capital lease item is part of an ongoing replacement program within the institution, provide how often such equipment is replaced.										
Please return your survey to smauck@osrhe.edu or by fax to 405-225-9230.										

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AGENDA ITEM #7:

Revenue Bonds.

SUBJECT: Review and approval for transmittal to Attorney General the Oklahoma State University's Statement of Essential Facts for 2020 A/B (tax exempt) and 2020 C (taxable) General Obligation Bonds.

RECOMMENDATION:

It is recommended that the State Regents certify to the Attorney General of Oklahoma that the Statement of Essential Facts for the Oklahoma State University's General Obligation Revenue Refunding Bonds, Series 2020A in an amount of approximately \$118,870,000 (tax-exempt) and 2020B in an amount of approximately \$25,445,000 (tax-exempt) and 2020C in an amount of approximately \$108,505,000 (taxable) is substantially accurate.

BACKGROUND:

For revenue bonds issued pursuant to Title 70, O.S., Supp. 2005, Sections 3305(n) and 3980.1 *et seq.*, a Statement of Essential Facts shall be prepared by the issuing Board of Regents for the use of and information of prospective bond purchasers and requires that the State Regents examine the Statement of Essential Facts and, if found to be substantially accurate, certify such to the Attorney General of Oklahoma. This series represents the tenth series to be issued under the "General Obligation" legislation for Oklahoma State University.

POLICY ISSUES: None

ANALYSIS:

The proceeds received from the sale of the Series 2020A, 2020B, and 2020C bonds will be used (1) to construct, renovate and/or equip certain facilities on the Stillwater Campus, (2) refund and/or advance refund and acquire previous leases with ODFA and General University Bonds, (3) make any necessary deposits to required escrow accounts, and (4) to pay costs of issuance.

The bonds to be issued as fully registered bonds will be payable each March 1 and September 1 each of the years 2021 through 2051, with interest payments commencing on March 1, 2021, and semiannually each year thereafter. The bonds are special obligations of the Board of Regents for the Oklahoma Agricultural and Mechanical Colleges. These bonds are being issued on parity with the following general obligation bond issuances: 2010B, 2013A, 2016A, 2017A, 2018A, 2018B, 2019A, and 2019B. These bonds are the fourteenth, fifteenth, and sixteenth issued under the University's General Bond Obligation authorization.

The University has pledged, as security for the bonds, the General Revenues of the University Financing System. The pledged revenues exclude appropriated revenues from tax receipts and restricted revenues that are inconsistent with the purpose of paying bonds. No reserve requirement will be established with respect

to these series of bonds. The pledged revenues as anticipated by the University's Board will provide sufficient revenue to pay principal of and interest on the Bonds.

The Statement of Essential Facts as reflected in the Preliminary Official Statement for the projects has been reviewed and found to be substantially accurate. Projected revenue, as described in the Statement, will assure that revenues will be adequate to cover debt service requirements. Oklahoma State University maintains compliance with their Board of Regents' "Debt Policy," and will support the bonds by an achievable financial plan that will include servicing the debt, meeting new or increased operating costs, and maintaining an acceptable debt service coverage ratio.

Projects that will be included in the Series 2020A financing as refunding General Obligation Bond projects include the following for \$141,680,000:

1. Series 2010A, General Obligation Bonds, \$30,125,000
2. Series 2010C, General Obligation Bonds, \$111,555,000

The savings anticipated to be generated from this issuance is approximately \$27.8 million dollars, or 19.6%.

Projects that will be funded in Series 2020B include the following new projects for \$30,000,000:

1. Engineering South Renovations, \$14,000,000
2. Michael and Anne Greenwood Music School, \$11,000,000
3. Flight Training Center, \$5,000,000

Projects that will be funded in Series 2020C include the following new and refunding projects for \$98,119,000:

1. Art Education and Learning Center, \$2,000,000
2. Advanced Refunding of the Series 2013B, \$9,175,000
3. Advanced Refunding of the Series 2013C, \$63,125,000
4. Series 2010A (Refunding), Master Lease Equipment, Energy Savings Master Lease
5. Series 2011C (Refunding), Master Lease Equipment, Utility Project
6. Series 2010B (Refunding) Master Lease Real Property, Venture I Parking
7. Series 2011A (Refunding) Master Lease Real Property, Wentz Parking Garage
8. Series 2011C (Refunding) Master Lease Real Property, Colvin Annex Renovation

The savings anticipated to be generated from this issuance is approximately \$9.6 million, or 10%.

A copy of the Preliminary Official Statement is available for review.

Financial data was provided by Oklahoma State University and reviewed by Mr. Mike Newman, Financial Consultant to the University and Mitchell Emig, Director of Administration and Finance Business Operations, and internally reviewed by Sheri Mauck, Interim Vice Chancellor for Budget and Finance.

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AGENDA ITEM #8:

New Program.

SUBJECT: University of Oklahoma. Approval to offer the Executive Master of Business Administration in Aerospace and Defense via traditional and electronic delivery.

RECOMMENDATION:

It is recommended that the State Regents approve the University of Oklahoma's requests to offer the Executive Master of Business Administration in Aerospace and Defense via traditional and electronic delivery, with the stipulation that continuation of the program will depend upon meeting the criteria established by the institution and approved by the State Regents, as described below.

- **Executive Master of Business Administration in Aerospace and Defense.**
Continuation beyond 2025 will depend upon meeting the following criteria:
Majors enrolled: a minimum of 45 students in Fall 2024; and
Graduates: a minimum of 21 students in 2024-2025.

BACKGROUND:

Academic Plan

The University of Oklahoma's (OU) 2019-2020 Academic Plan lists the following institutional priorities and new funding initiatives:

- We will continue our aggressive recruitment of large freshmen classes and improve the processing of graduate student applicants for admission. We have been using the Common Application for undergraduates and joined the Coalition Application last year to expand our reach even further. We also have an internally built "OU application" hosted by our CRM product, Slate, if students would prefer to only apply to OU. For graduate admissions, we have been using CollegeNET software as our application platform but are in the process of transitioning to the OU application in Slate. This will save money and be more user-friendly. Additionally, we are currently implementing a transition from College-Net to Slate software and are in the fourth year of using the College-Net software for processing applications for graduate students. This will create efficiencies in communication, marketing and recruitment of prospective graduate students, save money, and create shared services between undergraduate and graduate admissions.
- We will continue an intense focus on undergraduate retention and graduation rates by 1) utilizing data from holistic admissions to provide early invention/mentoring/tutoring for students whose profiles suggest they will profit from aggressive intervention, 2) increasing the coordination of undergraduate academic advising across campus, and 3) enhancing course offerings during summer session. Additionally, we will continue to work to get undergraduate students taking 30 or more hours per year via the flat rate tuition policy to get them on a 4/5 year timeline to degree completion.

- Several retention analyses are being undertaken at the university, including broad cohort analyses by University College and the Provost's Office.
- We will continue to manage undergraduate course offerings to adequately meet student needs for courses by requiring course sections to be close to fully enrolled and by adding sections (or increasing course size) as needed to meet student demand by utilizing qualified instructors, lecturers, and other adjunct instructors. We have identified a director position in University College (George Bogaski). This process has been steadily improved and has increased in impact – more deans, chairs, and directors are responding to identify needs in order to avert enrollment crises.
- We continue to collect mid-semester grades at the end of the eighth week of the Fall and Spring semesters in order to help students and advisors understand how the students are performing academically. Grades are required of instructors to submit for students in all 1000 level courses, but grading is available in the system for all courses. The following week, University College and other academic advisement/coaching units are provided with a list of students and their mid-semester grades. Appropriate contact and interventions follow. Mid-semester grades are available to all students in ONE.
- We will continue to support undergraduate retention and graduate rates by providing data from the student systems to provide early detection of at-risk students.
- The Office of Admissions and Recruitment (OAR) has implemented a Customer Relationship Management (CRM) system, Slate by Technolutions. Slate has provided greatly enhanced ability to communicate with prospective students and track events and ongoing communication through the point of enrollment. It has also allowed OAR to create its own branded, easy-to-manage application for admission, which is adaptable by type of student, as well as a post-admission portal so that the tasks that need to be performed after a student is admitted are easily known and can be acted upon. Slate has also become the primary admissions tool for the office, creating additional efficiencies and consistency in making admission decisions.
- The Office of Admissions and Recruitment has engaged with an econometric-centered enrollment management firm that assists with financial aid strategy, revenue optimization, and recruitment and admission strategy for incoming freshmen.
- The Office of Admissions and Recruitment piloted an artificial intelligence web bot, Ivy, to be even more responsive to the needs of prospective students and with the goal of connecting students with their admission counselor earlier on in the process.
- OAR transformed its National Scholars Programs recruitment strategy to be more inclusive of high achieving students who were not quite National Merit level. This has worked to great effect and OU is enrolling more non-National Merit but high achieving students, by a large margin, than ever before.

Future Plans

- In 2019, OU plans to make the switch of the graduate application and CRM from CollegeNET to Slate. This will create efficiencies in communication, marketing and recruitment of prospective graduate students, save money, and create shared services between undergraduate and graduate admissions. OAR is also assisting PACS and OU-Tulsa with a switch to Slate in 2019. With our transition from CollegeNet to Slate, we will improve the student experience with the application portal, and departments will have new and more powerful tools for marketing and communication with students.
- We are actively finding ways to better connect students with the Health Sciences Center, Law School, etc. as incoming freshmen. Strong programs such as these help make the university attractive to prospective freshmen, and the more we can work together to promote programs and find new pathways for earlier integration and completion of two degrees, the better.
- We are actively working on new ways to enhance the personalized student experience through

Slate. We have a Slate portal for admitted students, but are working to back the personalization up earlier so that students and their parents at the point of first interest in OU have a portal-like, individualized experience.

APRA Implementation

In August 1991, the State Regents launched the Academic Planning/Resource Allocation (APRA) initiative, which was based on the principle that institutional officials would prioritize their programs and activities, and then fund higher priority activities at levels that ensured quality. In times of flat or declining budgets or financial constraints, institutions are expected to reallocate resources from lower priority activities to higher priority activities, rather than reducing quality by funding lower priority activities at the same rate as higher priority activities.

Since 1992, the University of Oklahoma (OU) has taken the following program actions in response to APRA:

91	Degree and/or certificate programs deleted
132	Degree and/or certificate programs added

Program Review

OU offers 319 degree and/or certificate programs as follows:

47	Certificates
0	Associate in Arts or Science Degrees
0	Associate in Applied Science Degrees
126	Baccalaureate Degrees
91	Master's Degrees
55	Doctoral Degrees
0	First Professional Degrees

All of these programs were reviewed in the past five years with the exception of those programs with specialty accreditation. Programs with specialty accreditation are aligned with OU's program review schedule as appropriate. Thus, if a professional program received a ten-year accreditation, it would not be reviewed for ten years, which is an approved exception to State Regents' policy.

Program Development Process

OU's faculty developed the proposals, which were reviewed and approved by institutional officials. OU's governing board approved delivery of the Executive Master of Business Administration in Aerospace and Defense at their October 23, 2019 meeting. OU is currently approved to offer the following degree programs and certificates through electronic delivery:

- Master of Science in Civil Engineering (038);
- Master of Environmental Science (076);
- Master of Library and Information Studies (151);
- Bachelor of Arts in Information Studies (343);
- Bachelor of Science in Criminal Justice (365);
- Bachelor of Arts in Liberal Studies (231);
- Bachelor of Arts in World Cultural Studies (390);

- Master of Arts in Liberal Studies (232);
- Bachelor of Arts in Administrative Leadership (375);
- Master of Arts in Administrative Leadership (373);
- Master in Prevention Science (374);
- Master of Science in Construction Administration in Construction Administration (243);
- Master of Science in Criminal Justice (391);
- Bachelor of Arts in Lifespan Care Administration in Lifecare Administration (394);
- Graduate Certificate in Applications of Educational Research and Evaluation (400);
- Graduate Certificate in Natural Gas Technology (401);
- Master of Science in Natural Gas Engineering and Management in Natural Gas Engineering and Management (344);
- Master of Arts in Global Affairs (404);
- Master of Education in Education Administration (050);
- Master of Science in Data Science and Analytics (406);
- Master of Education in Special Education (219);
- Master of Education in 21st Century Teaching (412);
- Graduate Certificate in Media Management (419);
- Graduate Certificate in Strategic Planning (420);
- Graduate Certificate in Non-Profit Management (426);
- Graduate Certificate in Drug and Alcohol Counseling (428);
- Graduate Certificate in School Counseling (427);
- Master of Accountancy in Accounting (265);
- Graduate Certificate in Fundamentals of Special Education (442);
- Graduate Certificate in Human Relations in Diversity and Development (389);
- Master of Arts in International Relations (409);
- Graduate Certificate in Restorative Justice Administration (410);
- Graduate Certificate in Corrections Management (411);
- Graduate Certificate in Data Science and Analytics (448);
- Graduate Certificate in Data Analytics for Information Professionals (449);
- Graduate Certificate in Arts Management and Entrepreneurship (447);
- Executive Master of Business Administration in Energy (451);
- Master of Science in Finance (450);
- Graduate Certificate in Archaeoastronomy and Astronomy in Culture (053);
- Master of Social Work in Social Work (211);
- Graduate Certificate in Executive Management in Aerospace/Defense (384);
- Graduate Certificate in Learning Design and Technology (454);
- Certificate in Criminal Investigation and Intelligence Analysis (455); and
- Certificate in Restorative Justice (456).

OU requests authorization to offer these programs as outlined below.

POLICY ISSUES:

These actions are consistent with the Oklahoma State Regents for Higher Education’s Academic Program Approval and Distance Education and Traditional Off-Campus Courses and Programs policies.

ANALYSIS:

Executive Master of Business Administration in Aerospace and Defense

Program purpose. The proposed program is designed to provide working professionals with experience in aerospace and defense or related industries with fundamental business knowledge that will prepare them for leadership and management positions.

Program rationale and background. OU's Price College of Business engaged Elsmere Education (EEI) to complete a market opportunity analysis, which examined demand for business education in the aerospace and defense industry. Regarding industry trends, EEI found that the aerospace industry includes two major sectors: defense and commercial aviation. Defense spending in the United States far surpasses that of other countries, and according to Deloitte, the global defense sector is expanding, while the commercial sector's growth has somewhat slowed. However, leading commercial aerospace companies, such as Airbus and Boeing, also operate in the defense sector. According to Airbus, the United States is one of the world's largest markets for civil and military aircraft, helicopters and space activities. In their market analysis, EEI determined that Indiana University and the University of Tennessee currently have executive management education programs focused on aerospace defense that should be considered strong competitors for the proposed program. EEI also identified a few commercial/civil aviation focused programs that are offered across the United States.

Employment opportunities. Oklahoma has identified ecosystems, which drive wealth generation in the state. One of the driver ecosystems is Aerospace and Defense. Training provided in the proposed program could potentially contribute greatly to this ecosystem. Employers in the defense sector include the United States Military with over 2 million employees, and private defense contractors, who employ over 780,000 employees. While the growth rate in the aerospace defense industry is moderate, given the size of the defense market even with moderate growth there will be a sizable number of new jobs in the industry. Commercial aviation growth is also moderate, but the growth in non-passenger air traffic along with a growing global middle class suggests that this sector will continue to expand. Since prospective students will already be employed in these industries, the proposed program has been designed to help them gain the knowledge and expertise needed to advance in their careers.

Student demand. The proposed program is expected to meet the enrollment and graduation standards by the established deadline prior to final approval by the State Regents as shown in the following table.

Productivity Category	Criteria	Deadline
Minimum Enrollment of majors in the program	45	Fall 2024
Minimum Graduates from the program	21	2024-2025

Duplication and impact on existing programs. The proposed program may share similar content with the following programs:

Institution	Existing Program
Southeastern Oklahoma State University	Master of Business Administration - Aerospace Logistics option (075)
Southeastern Oklahoma State University	Master of Science in Aerospace Administration and Logistics (079)

A system wide letter of intent was communicated by email on January 23, 2020. Oklahoma State University

(OSU) requested a copy of the proposal, which was sent on February 12, 2020. Neither OSU nor any other State System institution notified State Regents’ staff of a protest to the proposed program. Due to employment demand and distance between institutions, approval will not constitute unnecessary duplication.

Curriculum. The proposed Executive Master of Business Administration in Aerospace and Defense will consist of 32 total credit hours as shown in the following table. Eighteen new courses will be added and the curriculum is detailed in the attachment (Attachment A).

Content Area	Credit Hours
Core Courses	12
Electives	20
Total	32

Faculty and staff. Existing and adjunct faculty will teach the courses in the proposed program.

Delivery method and support services. Some courses for the proposed program will be delivered via the Canvas learning management system. The Canvas platform allows students to access course materials, readings, PowerPoint slides and recorded lectures from computers and mobile devices. The library, classrooms, and lab space are adequate for the proposed program.

Financing. The proposed program will be offered on a self-supporting basis and the tuition and fee structure will be sufficient to adequately fund the program. Approval will be sought for a special tuition rate for this program. No additional funding is requested from the State Regents to support the program.

Program resource requirements. Program resource requirements for the Executive Master of Business Administration in Aerospace and Defense are shown in the following table.

A. Funding Sources	Year of Program				
	1 st Year	2 nd Year	3 rd Year	4 th Year	5 th Year
Total Resources Available from Federal Sources	\$0	\$0	\$0	\$0	\$0
Total Resources Available from Other Non-State Sources	\$0	\$0	\$0	\$0	\$0
Existing State Resources	\$0	\$0	\$0	\$0	\$0
State Resources Available through Internal Allocation and Reallocation	\$952,242	\$85,943	\$0	\$0	\$0
<i>Explanation: Start-up costs for marketing and initial staff and faculty support will be covered by the Provost’s Office from revenue generated through existing online master’s programs.</i>					
Student Tuition	\$1,032,000	\$2,064,000	\$2,408,000	\$2,752,000	\$3,096,000
<i>Explanation and Calculations: The tuition projections are based on two starts per year (fall/spring). Starting with the fall of the 1st year, OU estimates the following enrollment each fall/spring through the 5th year: 15,15,17,17,20,20,22,22,25,25). OU assumes a 12-month program with a retention/graduation rate of about 88 percent and a cost per credit hour of \$2,150.</i>					
TOTAL	\$1,984,242	\$2,149,943	\$2,408,000	\$2,752,000	\$3,096,000

B. Breakdown of Budget Expenses/Requirements	Year of Program				
	1st Year	2nd Year	3rd Year	4th Year	5th Year
Administrative/Other Professional Staff	\$645,420	\$432,500	\$438,000	\$441,370	\$444,370
<i>Explanation: The amounts above include salaries and fringe for the Program Director, Advisor/Operations Support personnel, Recruiting/Conversion/Admission personnel, and marketing support personnel. First year numbers include expenses related to these hires made prior to the start of the program's launch.</i>					
Faculty	\$646,031	\$993,693	\$1,025,259	\$1,067,772	\$1,127,673
<i>Explanation: The amounts above include estimated overload instruction costs for current faculty across the years listed. The potential costs of hiring two renewable term instructors/lecturers and two tenured/tenure-track faculty are also included in the estimates.</i>					
Graduate Assistants	\$0	\$0	\$0	\$0	\$0
Student Employees	\$0	\$0	\$0	\$0	\$0
Equipment and Instructional Materials	\$18,000	\$36,000	\$38,700	\$38,700	\$45,000
<i>Explanation: The amounts above include the estimated cost of software and licenses related to the program.</i>					
Library	\$2,000	\$4,000	\$4,300	\$4,300	\$5,000
<i>Explanation: The amounts above include the estimated cost of purchasing library books, periodicals, and other research materials related to the program.</i>					
Contractual Services	\$478,000	\$413,000	\$425,000	\$435,000	\$447,000
<i>Explanation: The amounts above include costs for marketing the program, leadership/career coaching for students, and on campus residency weeks for students.</i>					
Other Support Services	\$73,190	\$46,550	\$46,550	\$46,550	\$46,550
<i>Explanation: The amounts above include cost of a half-time instructional designer in the Office of Digital Learning to support the program. First year costs are higher, as they include some costs incurred prior to the start of the program.</i>					
Commodities	\$0	\$0	\$0	\$0	\$0
Printing	\$4,667	\$3,000	\$3,333	\$3,333	\$3,333
<i>Explanation: The amounts above include the estimated cost of printing materials for the class. The first year includes estimated costs needed prior to the start of the first year.</i>					
Telecommunications	\$4,667	\$3,000	\$3,333	\$3,333	\$3,333
<i>Explanation: The amounts above include the estimated costs associated with phone and telecommunication associated with the program. The first year includes estimated costs prior to the start of the first year.</i>					
Travel	\$112,267	\$218,200	\$239,533	\$295,333	\$295,333
<i>Explanation: The amounts above include the estimated costs associated with providing students a one-week study abroad experience.</i>					
Awards and Grants	\$0	\$0	\$0	\$0	\$0
TOTAL	\$1,984,242	\$2,149,943	\$2,224,008	\$2,335,691	\$2,417,592

Attachment

**UNIVERSITY OF OKLAHOMA
EXECUTIVE MASTER OF BUSINESS ADMINISTRATION IN AEROSPACE AND DEFENSE**

Degree Requirements	Credit Hours
Core Courses	12
*EMAD 5302 Financial Management in Aerospace and Defense	2
*EMAD 5312 Information Technology and Cyber Security in Aerospace and Defense	2
*EMAD 5322 Managing Supply Chain and Logistics in Aerospace and Defense	2
*EMAD 5332 Legal Environment for Aerospace and Defense	2
*EMAD 5342 Project Management for Aerospace and Defense	2
*EMAD 5352 Global Aerospace and Defense Strategy	2
Electives	20
*EMAD 5362 Field Project in Aerospace and Defense (Analysis)	2
*EMAD 5372 Field Project in Aerospace and Defense (Implementation)	2
*EMAD 5382 Quantitative Methods & Models for Aerospace and Defense	2
*EMAD 5392 Organizational Behavior in Aerospace and Defense Organizations	2
*EMAD 5402 Aerospace and Defense Marketing Fundamentals	2
*EMAD 5412 Innovation and Entrepreneurship in Aerospace and Defense	2
*EMAD 5422 Lean Six Sigma Tools for Aerospace and Defense	2
*EMAD 5432 Investment Strategy in Aerospace and Defense	2
*EMAD 5442 Mergers and Acquisitions in Aerospace and Defense	2
*EMAD 5452 Managing Aerospace and Defense Government Contracts	2
*EMAD 5472 Data Management and Security in Aerospace and Defense	2
*EMAD 5482 Data Analytics for Aerospace and Defense	2
Any graduate level courses approved by the liaison	Variable
Total	32

*Denotes new course

