

Proposal for an MS in Leadership  
Management Division, September 3, 2009

**Approved by the full-faculty of Columbia Business School on September 10, 2009**

## Summary

- Program to target seasoned executives;
- A combination of management courses, executive education offerings, and a final writing project;
- Benefits to the School and Division:
  - Revenue for PhD program and other purposes
  - Teaching and research contact with an important constituency
  - Relevance to the School's mission to "educate for a career" and move away from a narrow technical focus in our degree programs.
- Is not incompatible other Management MS offerings, for example, a pre-PhD program, or a computational strategy program, if members of the Division want to develop those options in the future.

## Purpose and Target Students

The Columbia Business School would be well served by educating more leaders, and by bringing more leaders into our classrooms and alumni network. The Management Division is uniquely positioned to contribute to this goal by attracting degree students with substantial business experience, call them "seasoned executives." Applicants will be expected to have a prior degree and ten or more years of increasingly successful business experience, including at least five years in management positions. These would include seasoned executives who are planning a career change, on corporate sabbatical, or planning on writing or teaching in their retirement, and even those who want to study at Columbia for intrinsic rewards. As a first-class department located in a leading business and cultural city, we will be particularly well positioned to attract this type of student. The possibility of studying at Columbia while living in New York may advantage us even over leading schools in Boston, Chicago, or elsewhere. LBS and Stanford, which have a geographic appeal like ours, already offer the Sloan MS for seasoned executives; these are the current comparables. Columbia is also appealing because we have a strong Senior Executive Program (ranked 2<sup>nd</sup> in the world, behind only HBS, in the last Financial Times ranking of these programs). The combination of a Senior Executive Program, which allows executives to learn from our faculty, in a class of similarly accomplished business people, and a degree program, which offers exposure to the best relevant courses at Columbia, will make the MS in Leadership unique among even the small set of comparable options.

Seasoned executives can pay tuition, so the MS in Leadership will contribute to the School's revenue goals (with some revenue from the program going to Management's PhD program). Perhaps even more important, the seasoned executives will be a resource for our faculty, PhD students, and even MBA students. Their presence in some of our MBA elective classes will improve the sophistication and maturity of classroom discussion, and help deliver the message to

younger MBAs that “management matters.” They may be able to provide data sources and case-writing opportunities for faculty and PhD students.

The MS in Leadership thus promises to be not only a viable degree program, but central to the School’s aspirations to bridge theory and practice, and the Management Division’s role in that important effort.

### **Structure**

- MS Leadership Students will take six semester-long courses. Course availability for the program will be managed by the Deans’ Office to ensure that MS Leadership program does not reduce the space available in popular courses for our MBA and EMBA students. To this end, funds from the MS Leadership program could be used as additional compensation to add sections of popular courses and increase the course availability for MBA and EMBA students. In essence, this would allow the MS Leadership program to “buy capacity” in popular courses, at a rate that is favorable to the EMBA and MBA students, such as one seat in a popular course for an MS Leadership student for every two seats the program creates for MBA/EMBA students. For example, if the MS Leadership program funded an additional offering of a 60-student session of a capacity-constrained course, then MS Leadership students would earn the right to 30 spaces in capacity-constrained courses. In this way, MS Leadership students can get access to courses and course availability to MBA and EMBA students will actually increase. Our initial budget allows for one capacity-expanding course addition.

While courses could conceivably be in the MBA or EMBA program, EMBA courses are likely to be particularly appealing to MS Leadership students, because the Friday/Saturday class format allows flexibility for students outside New York. While we allow that MS Leadership students may choose MBA courses (space permitting), we recommend that they choose from these EMBA courses:

7011	Leadership and Organizational Change
7017	Strategic Management
7202	Modern political economy
7462-01/02	Managerial negotiations
7708	Corporate growth and development
7711	Turnaround management
7712	Managerial decision making
7714	Power and influence in organizations
7720	Executive leadership
7799-15	Corporate governance
7799-026	Personal leadership and success
7799-13	Napoleon's glance
7799-16	Analysis for general managers

- Columbia Senior Executive Program. This four week residential program includes 160 hours of class time, with content that draws on the best efforts of the faculty of the Columbia Business School to bridge theory and practice. The program is rigorous and demanding, with almost every minute of the four weeks taken up with class work, class preparation, and other programmed activities. The Faculty Director of the program is a member of the School's full-time faculty, and more than twenty members of the School's full-time faculty presenting in the program in recent years, representing all of the Division's of the School. And while our regular faculty members teach in this program, there is minimal overlap between CSEP and E/MBA courses the students may take. Only 20% of CSEP sessions are drawn from E/MBA courses, and no more than one three hour session from any E/MBA course is represented in CSEP. Most important, the style of delivery in CSEP is different from the MBA classroom, as are the participants, so even in the infrequent instances where the same material is covered in CSEP and an E/MBA class, the educational experience is sufficiently different to deflate any concerns regarding overlap.
  - With one-hundred and sixty hours of class time (not including preparation and after hours projects) CSEP is equivalent to the class-work of four semester long courses. MS Leadership students will be evaluated by the faculty director to make sure that they meet the School's standards for learning during the program. The system of evaluation will include participation, and four other projects, one representing the theme of each week of the program:
    - 1) Graded participation by class session, complimented by mid-program feedback from the faculty director on participation.
    - 2) Preparation of a written "Strategic Review" of the MS students department, using the frameworks and tools from the program's first week. The review will consist of three major parts: (a) a review of the organizations environment (e.g., competition, regulation); (b) a proposal for developing and maintaining competitive advantage in that environment; and (c) a plan for aligning organizational structures and resources in support of the strategy. Strategic Reviews will normally be 1500 words and will be expected to employ some systematized analytic and strategy process tools presented in the program.
    - 3) Submission of a "Leadership Profile Exercise", a paper in which they explicitly plan change in response to the 360 feedback they get in CSEP; paper will be graded.
    - 4) Preparation and public presentation of leadership speech, designed for a specific audience and strategic purpose. These speeches are 8-12 minutes long, and employ a specific format designed to engage the audience, explain to them their role in the

organization's strategy, and motivate them. Leadership speeches for MS students will be presented to the class, and videotaped. They will be graded.

- 5) Submission of 1500 word paper on their proposed solutions to their personal case, which is a "living case" where they apply concepts from the program to a pressing problem in their organization. This paper will also be graded.
- Final writing project. Ideally these would be projects that help the faculty, for example cases for use in our classes, or work on our research projects. Faculty supervising these assignments would be compensated.

### **Timeline for Program**

The program would be one-year in length. One of the coursework semesters would be "CSEP", one will be a full semester of courses, and the final semester would consist of thesis writing, and additional courses to make the required six. MS students could do CSEP in the spring or fall (and eventually, the summer), and could do that program before or after their full-time semester of coursework. So the MS in Leadership could be almost completely flexible as to when students start. We are not concerned that staggered start times will inhibit the capacity to create an MS "cohort"; as the MS students will all be part of a cohesive class of CSEP participants of similar career stage, providing a career-long support network. We offer core and elective courses relevant for the program in every semester; CSEP is currently offered in spring and fall, with a Summer offering planned for 2011.

### **Resource Implications**

The program would use existing courses and executive education offerings, none of which are currently at capacity. Faculty time would be required for supervising writing projects, and for overseeing the program as whole. The School promises compensation (money or teaching credit) for additional requirements of the MS (e.g., \$3000 for supervising a writing project; one course credit for overseeing the program). The School will handle marketing of the program and administration for the students

The tuition is proposed to be \$90,000 (Stanford charges \$89,400 for their MS for executives program; LBS 45,000 GBP), with half of that coming to the School directly (the other half is the tuition going to Executive Education for CSEP tuition). The School is the ultimate claimant on the revenue that goes to Executive Education, but Executive Education is a profit center, and will be responsible for direct marketing of the program, and incurs marginal costs for each CSEP participant (e.g., room and board and executive coaching). Therefore, this proposal treats the revenue that goes to Executive Education separately and considers the money the remaining \$45,000 as the money that comes to the School as part of the MS program.

The Deans' Office has proposed dividing net revenue from the MS program between the School, Division, and PhD program, according to this formula: the first \$50,000 of net income goes to the Division; after that 45% goes to each of the Division and School; 10% to the PhD program.

Net income for this purpose is defined as total income minus all incremental costs of the program, such as faculty buyouts for additional teaching, new hires required by program, web and marketing costs, and materials as specified in the budget below. Costs will only be allocated if expenses are incurred specifically for the MS program.

This budget was developed in conjunction with budgets for all proposed MS programs, in order to ensure consistent planning across all divisions. All personnel, advertising, and material estimates were made based on conversations with faculty and staff at Columbia Business School. These costs will be allocated to divisional programs on a per-student basis.

Here are projections, based on an enrollment of seven students:

<b>MS in Leadership (Management)</b>	
Category	Amount
<b>INCOME</b>	
CBS Tuition	315,000
Executive Education Tuition (for Leadership)	315,000
<b>Total Income</b>	<u>630,000</u>
<b>EXPENSES</b>	
MS Degree Teaching (Classes offered because of new programs)	29,400
Additional Leadership Course/thesis/ program director	49,000
Contingency Adjunct Cost for extra teaching needs	22,400
Course materials distributed to students	6,650
Incremental Increase in PhD Program Budget	5,961
Incremental Increase in Student Affairs Budget	5,961
Incremental Increase in ITG Budget	5,961
Incremental Increase in Career Management Center Budget	
Website and application design and maintenance	6,000
Student events and orientation	3,500
Marketing of the Programs (e-mail lists/ google ads )	8,400
Executive Education Tuition	315,000
<b>Total Expenses</b>	<u>458,232</u>
<b>Net Revenue</b>	<b>171,769</b>

## SUMMARY of Revenue Sharing

# of Students	7
Total Net Revenue	171,769
To Division	104,796
To School	54,796
To PhD Program	12,177

As the analysis shows, with seven students, the Division's gain from the program is substantial. For example, a program of seven MS students would allow us to add three students to our PhD program (each student costs us approximately \$30,000 per year). The revenue could be used for other purposes, such as to acquire data sets, fund subjects in experiments, host major conferences and seminars in the Division and so on.

### Next Steps

1. Following the vote at the September faculty meeting Stephen Rittenberg takes the approved proposal to the Faculty Senate and the State (approval of the Trustees is not required)
2. Executive Education and the PhD program can begin recruiting efforts for students to be admitted in September, 2010

### EVALUATION

*Describe the criteria by which the institution will evaluate the academic quality and effectiveness of the proposed program (e.g., completion rates and other evidence of student achievement, placement data, graduates' accomplishments, faculty performance, employer evaluations).*

In order to assess the academic quality and effectiveness of the Master of Science in Leadership Program, the division, with the help of the executive education office, will survey program students by e-mail at the end of their second semester, 12 months after graduation, and five years after graduation. Survey data will be archived over time, and analyzed and summarized each year to allow for program improvements and to provide feedback to program directors and faculty.

The data to be collected and analyzed will include:

- Teaching evaluations by MS in Leadership students.

- Overall program evaluations by MS in Leadership students addressing: advising, curriculum, and research seminar experience.
- Information regarding a graduate's future career will be maintained by the Doctoral Office or the Marketing Division to the extent possible. Prior to a regular evaluation cycle, those students who have graduated since the prior evaluation will be contacted and asked their opinions as to the quality of the program and the extent to which it prepared them for their current position.

## **RESOURCES**

**Describe traditional and electronic library holdings and access to them, indicating the approximate number of titles and periodical subscriptions in the present collection that would support the program. Describe the equipment, computers, laboratories, and other facilities available or to be acquired for the program. If current holdings are considered inadequate for the proposed program, list items to be purchased and indicate how much has been budgeted for the proposed acquisitions and schedule of acquisitions.**

Students in the Master of Science in Leadership Program will have access to traditional and electronic library holdings, equipment, computers, laboratories, and other facilities at Columbia Business School and Columbia University.

## **ADMISSIONS**

**List the admission requirements for students in this program, including any special or optional admission requirements for this program. Describe how these requirements are intended to help assure that students are prepared to complete the program. Describe how the admission procedure will encourage enrollment by persons from groups historically underrepresented in the discipline or occupation.**

The student body of the MS program will have the combination of successful business experience and intellectual qualifications such that their participation in our Senior Executive Program and in Management Division course offerings.

The admissions process for the MS degree would be administered by the PhD office which currently manages applications for the PhD program. Applicants will be required to take the GRE &/or GMAT, complete an application including an essay on their leadership experience career goals, provide transcripts from all post-secondary courses of study, and submit letters of recommendation. Non-native English speakers will be required to take the TOEFL exam and participate in a phone conversation with a representative of the PhD office before admission. Admitted students will have academic records similar to admitted PhD Students.

As with PhD applicants, initial screening and preparation would be provided by the PhD office. Within each department, the final review of applications would be completed by a Masters Degree committee of 2 to 3 faculty members--with other members of the department each reviewing a handful of applications annually.

### **Strategies to Increase Student Diversity**

There is likely to be a fairly small self-selecting applicant pool for this specialized MS program. Nevertheless, the MS program admissions and recruitment process will take several steps to make sure that qualified applicants from under-represented groups are completely considered.

- The MS Degree program director will identify promising candidates and encourage them to apply to the program. This could take place by contacting Human Resource Departments of companies and asking them for targeted recommendations.
- The MS Degree Admissions administrator will flag all applicants that fall into under-represented groups and guarantee that applicants who do not make the initial cuts receive an additional review to confirm that the right admissions decision has been made about them.
- If targeted electronic marketing to potential applicants takes place through degree discipline mailing lists, marketing to under-represented target groups will take priority if appropriate lists are available.