

## PROVOST'S ACADEMIC PROGRAMS COMMITTEE RESOLUTION

Fuqua's Concept for a Global Master of Management Sciences Program and Degree  
January 10, 2011

The Academic Programs Committee (APC) has reviewed Fuqua's proposal for a Global Master of Management Sciences program and degree (MMS-Global). This review was limited to the concept of MMS-Global. It did not include consideration of specific sites in which the program could be administered. APC (or the newly established GPC) will need to review all site proposals – e.g., for the location of an MMS-Global program in the United Arab Emirates, China, India, and Brazil – as part of the faculty governance process for obtaining approval to launch the MMS program in particular locations around the world.

APC supports the concept of MMS-Global. The Committee's members are particularly enthusiastic about the interdisciplinary nature of the proposal – its "Fuqua-Plus" aspect – both because of its inherent significance to Duke and because it provides the "value added" that will give Fuqua an advantage in relation to its more singularly-focused competitors as it enters this new educational market. Of course, the Committee also understands the value to the global initiative of the intra-disciplinary MMS in Finance. The members were also interested in the opportunities MMS-Global can provide for Duke's faculty and pre-professional students to immerse themselves on location in issues of domestic and international importance. In this regard, Fuqua's stated approach to global education and to the MMS-Global curriculum in particular – education that comprehends not only local needs but also relevant aspects of local politics, culture, and history – was important to the Committee's support.

The three central issues of concern to the Committee relate to faculty, students, and assessment, as follows:

### **1. Faculty**

The Committee understands that the interest and availability of Duke faculty who have long-term commitments to the program is central to its feasibility and success. Indeed, one or more faculty "champions" for each eventual site may be important to its success over time. We understand Fuqua faculty are committed to the concept in general and to specific potential sites. We also understand that many have experience when it comes to teaching abroad. The same is not necessarily true of the faculty associated with schools and institutes with which Fuqua may partner. The committee, consequently, has two broad concerns. The first concern is that the program find adequate financial support: a) for existing Duke faculty to re-allocate time to MMS-Global; b) for the hiring of additional faculty who would be dedicated primarily, if not entirely, to MMS-Global; and c) for the purchase of educational technology that would make it feasible for some faculty to teach in the program without traveling to the sites. The second concern is that the program ensure faculty commitment to participating in the program, which may involve international travel and residence away from Durham for significant periods of time. The Committee encourages Fuqua and its University partners to remain attentive to these issues as they evolve over time, with a particular eye toward assuring that Durham-based faculty are not put in the position of having to sacrifice – beyond a degree that is reasonable – professional or personal commitments in Durham for the needs of the global program. Another concern relates to the faculty who will be hired primarily, if not exclusively, to staff MMS-Global abroad. Regardless of how Fuqua

frames these appointments, it is critical that the school remain committed to a process that guarantees Duke's standards of quality and non-discrimination.

## **2. *Students***

The Committee was pleased to see that Fuqua intends to retain responsibility for all matters relating to admissions, and specifically that it will not delegate aspects of the admissions process to local hosts or other third parties. The members understand this commitment to mean, among other things, that Fuqua will continue to adhere to its high admissions standards as it selects its MMS-Global students; will not select its admits for MMS-Global based on pools pre-selected by local hosts or other third parties; and will assure unequivocal adherence by its admissions staff to the University's non-discrimination policies. It is expected that Fuqua will return to the Committee for reconsideration of its policies should it perceive any need to deviate from this protocol in any respect. The Committee also expects that if specific locations raise such issues, Fuqua will address them directly in their site proposals.

The Committee was also pleased to know that Fuqua will make the decision about the pre-professional nature or experience of the student body jointly with any relevant University partner. Finally, the Committee was pleased that the timing of quarters and semesters will be coordinated, including with the academic calendar in Durham, to allow MMS-Global students the opportunity to move between sites and to minimize the extent to which Durham-based students are affected by associated faculty travel.

## **3. *Assessment***

Fuqua needs to develop a detailed set of learning outcomes for each MMS-Global program and a plan for assessing those outcomes, ultimately demonstrating program improvement, as appropriate. It is clear these outcomes will vary for the different tracks of the MMS degree, and the committee will expect to see a written plan for assessment with the approval of the offerings of each program as it arises.