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January 13, 2016

MEMORANDUM

TO: State Board of Regents

FROM: David L. Buhler

SUBJECT: Utah Valley University – Bachelor of Science in Digital Marketing

Issue

Utah Valley University (UVU) requests approval to offer a Bachelor of Science in Digital Marketing effective Fall Semester, 2016. The UVU Board of Trustees approved the program on October 8, 2015.

Background

This program is being developed to meet the changing needs of the marketing industry that increasingly relies on digital technologies to support organizational marketing efforts especially in areas such as promotion, advertising, sales, and branding. UVU's program provides content in website marketing and design, organic and paid search marketing, social media marketing, content marketing, marketing and data analytics, marketing content strategy, and creative marketing strategy. The program is designed to develop workforce talent in the combined areas of creativity, quantitative analysis, and business skills. While other institutions within the Utah System of Higher Education provide coursework in digital marketing areas, UVU is the first to develop and group courses together into a degree program specific to this emerging field.

The Utah Department of Workforce Services' Occupational Explorer shows the following state-wide labor market data for people prepared in areas related to UVU's proposed program.

SOC Code	Occupational Classification	Estimated Annual Job Openings	Median Annual Wages
11-2011	Advertising and Promotions Managers	10	$ 85,390
11-2021	Marketing Managers	70	$113,010
11-2022	Sales Managers	150	$ 96,360
11-2031	Public Relations and Fundraising Managers	10	$ 85,000
13-1161	Market Research Analysts and Marketing Specialists	310	$ 54,040

While faculty members with expertise in digital marketing are currently in place at UVU, the institution plans to add an additional faculty member to support the program. Funding for the program will come from existing resources and revenue streams that are currently in place at the institution.

THE UNIVERSITY OF UTAH   UtahStateUniversity   WEBER STATE UNIVERSITY   SUU SOUTHERN UTAH UNIVERSITY   SNOW COLLEGE   DSU DIXIE STATE UNIVERSITY   UTAH VALLEY UNIVERSITY   Salt Lake Community College

Policy Issues

The proposed program has been developed through established institutional procedures and Board of Regents policy. Chief academic officers as well as faculty in related departments from the Utah System of Higher Education institutions have reviewed the proposal and have provided input. There are no additional policy issues that need to be addressed relative to approval of the program.

Commissioner's Recommendation

<u>The Commissioner recommends the Board of Regents approve Utah Valley University's request to offer the Bachelor of Science in Digital Marketing.</u>

_____
David L. Buhler
Commissioner of Higher Education

DLB/BKC
Attachment

Section I: The Request

The Marketing Department in the Woodbury School of Business at Utah Valley University requests approval to offer a Bachelor of Science in Digital Marketing effective Fall Semester, 2016. The Utah Valley University Board of Trustees approved the program on October 8, 2015.

Section II: Program Description

Complete Program Description

The Bachelor of Science (BS) in Digital Marketing provides students with an in-depth study into all facets of digital marketing. Students will be taught website marketing and design, organic and paid search marketing, social media marketing, content marketing, and marketing analytics. Students will take classes in marketing content strategy, creative marketing strategy, computer programming, and data analytics. The digital marketing major is targeted at students who want to use creativity, quantitative skills, and business skills in their future careers.

Purpose of Degree

The BS in Digital Marketing will prepare students for emerging needs that businesses and other organizations have to use social media, the Internet, and other means of technology to build brand awareness, promote products and ideas, to increase sales and revenues, and to fulfill other objectives of the marketing function. The program will build a partnership with technology companies in the region to provide well-prepared future employees who can provide value to organizations through the use of in-demand technical skills.

Institutional Readiness

Currently, UVU has two faculty devoted to teaching digital marketing curriculum. The newly created digital marketing major will use select classes from the digital media department major to supplement the curriculum. The Marketing Department currently has one open faculty position which will be filled by a new digital marketing faculty member by Fall Semester, 2016. Faculty who teach digital marketing will require continuous professional training to ensure the digital marketing curriculum meets the demands of the marketplace.

Departmental Faculty

Department Faculty Category	Dept Faculty Headcount – Prior to Program Implementation	Faculty Additions to Support Program	Dept Faculty Headcount at Full Program Implementation
With Doctoral Degrees (Including MFA and other terminal degrees, as specified by the institution)			
Full-time Tenured	3		3
Full-time Non-Tenured	4		4
Part-time Tenured			
Part-time Non-Tenured	1		
With Master's Degrees			
Full-time Tenured	2		
Full-time Non-Tenured	5		5
Part-time Tenured			
Part-time Non-Tenured	7	1	8

With Bachelor's Degrees			
Full-time Tenured			
Full-time Non-Tenured	1		
Part-time Tenured			
Part-time Non-Tenured	2		2
Other			
Full-time Tenured			
Full-time Non-Tenured			
Part-time Tenured			
Part-time Non-Tenured	1		1
Total Headcount Faculty in the Department			
Full-time Tenured	5	0	5
Full-time Non-Tenured	10	0	10
Part-time Tenured	0		0
Part-time Non-Tenured	11	1	12
Total Department Faculty FTE *(As reported in the most recent A-1/S-11 Institutional Cost Study for "prior to program implementation" and using the A-1/S-11 Cost Study Definition for the projected "at full program implementation.")*	18.90	0.38	19.28

Staff
No new staff will be needed to implement the program.

Library and Information Resources
Library and information resources are currently in place to support the needs of the program.

Admission Requirements
Students will apply to the business school and will be required to take the same core business courses required for other business majors. No additional requirements exist for admission into the program.

Student Advisement
Students will be advised using the current Woodbury School of Business advisors. No new advisors will be required.

Graduation Standards and Number of Credits
1. Completion of a minimum of 120 semester credits required in the BS degree; at least 40 credit hours must be upper-division courses.
2. Overall grade point average 2.0 or above with a minimum of 2.5 GPA in all Woodbury School of Business courses. No grade lower than a C- in core and specialization courses.
3. Residency hours: Minimum of 30 credit hours of business courses through course attendance at UVU, with at least 10 hours earned in the last 45 hours.
4. Completion of general education and specified departmental requirements. Students are responsible for completing all prerequisite courses.
5. Successful completion of at least one Global/Intercultural course.

External Review and Accreditation
No special accreditation is required for the program above and beyond what currently exists with the Woodbury School of Business' current accreditation through AACSB. The proposed program was presented and discussed at a meeting of the Woodbury School of Business National Advisory Board. In addition, industry executives at Adobe, Overstock.com, and various ad agencies reviewed the program. The institution plans to convene a Board of Advisors

for the marketing department in 2016. This group will provide on-going feedback and guidance on the skills required to meet the needs of area employers.

Projected Program Enrollment and Graduates; Projected Departmental Faculty/Students

Data Category	Current – Prior to New Program Implementation	PROJ YR 1	PROJ YR 2	PROJ YR 3	PROJ YR 4	PROJ YR 5
Data for Proposed Program						
Number of Graduates **in Proposed Program**	0	0	15	25	45	45
Total # of Declared Majors **in Proposed Program**	0	15	40	70	90	90
Departmental Data – For All Programs Within the Department						
Total Department Faculty FTE *(as reported in Faculty table above)*	18.90	18.90	19.15	19.15	19.28	19.28
Total Department Student FTE *(Based on Fall Third Week)*	394	394	398	401	403	403
Student FTE per Faculty FTE *(ratio of Total Department Faculty FTE and Total Department Student FTE above)*	20.85	20.85	20.78	20.94	20.90	20.90
Program accreditation-required ratio of Student FTE/Faculty FTE, if applicable: (Provide ratio here:_____)						

Expansion of Existing Program
The new program is an expansion of the current digital marketing emphasis in the Marketing Department at UVU.

Section III: Need

Program Need
The need for a digital marketing major exists because of increased demand from techology companies in the region and the overall change in the marketing industry to digital technologies.

Labor Market Demand
The institution reported that a job search on Indeed.com performed on April 22, 2015 for digital marketing jobs within 100 miles of UVU produced 342 digital marketing jobs. EMarketer, a leader in market research recently estimated digital ad spending to be $137.5 billion, accounting for 25% of total ad spending in 2014.[1]

The Utah Department of Workforce Services' Occupational Explorer shows the following state-wide labor market data for people prepared in areas related to UVU's proposed program.

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[1] http://www.emarketer.com/Article/Digital-Ad-Spending-Worldwide-Hit-3613753-Billion-2014/1010736

11-2021	Marketing Managers	70	$113,010
11-2022	Sales Managers	150	$ 96,360
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Student Demand

Utah Valley University's Marketing Department currently offers two sections of MKTG 3660 Digital Marketing per semester, and reported consistent full enrollment with 40 plus students. To test demand, the department created two additional courses using a special topics 459R status. One section of Marketing with Social Media has been offered for the past two years and has met student capacity enrollment requirements despite being difficult for students to find in the course catalogue. Advanced Digital Marketing and Analytics has also been offered under the 459R status for the past three semesters. This course has also met student capacity requirements and will receive a course number this fall.

Similar Programs

No other digital marketing degree program exists within USHE although other higher education institutions offer related courses. There appear to be relatively few digital marketing baccalaureate degrees in the nation.

Collaboration with and Impact on Other USHE Institutions

The program has been reviewed by the other USHE institutions and received clearance from the Chief Academic Officers to move forward to the Board of Regents.

Benefits

With few similar programs across the country and with growing demand in the market place, it is anticipated that UVU will become a recognized provider of digital marketing programs in the region and the state. Utah students seeking a degree that focuses on this specific skill-set will be able to remain in Utah to achieve their educational goals.

Consistency with Institutional Mission

The mission of a Master's Colleges and University, the classification to which UVU belongs, states that the institution will "transmit knowledge and skills primarily through undergraduate programs at the associate's and baccalaureate levels…. The institution contributes to the quality of life and economic development at the local and state levels." The proposed program meets this mission objective.

Utah Valley University's four key themes include the following: student success, inclusion, engaged learning, and serious rigor. Student success is defined as supporting students in achieving educational, professional, and personal goals. The new major in digital marketing will give UVU students knowledge and skills that will be acquired through engaged learning projects and that require in-depth specialization and rigor.

Section IV: Program and Student Assessment

Program Assessment

In addition to building on basic marketing strategies obtained in prerequisite courses, digital marketing students will learn the following key skills: e-commerce, website design and development, paid and organic search including Google AdWords, email marketing, blogging, the main five (Facebook, Twitter, Pinterest, LinkedIn and Google +) social media platforms, basic graphic design, copy writing skills, and Google Analytics.

Students will learn key concepts and skills through engaged learning opportunities. Consequently, each course has been designed to include applied learning activities. Students will be evaluated by critical thinking assessment through class papers, projects, and presentations. Students will also be evaluated by the analytics of digital marketing. Students will be evaluated for how high their AdWords campaign ranks in Google, or the number of comments on their blog post. Students will also have traditional quizzes and exams to evaluate the ideas and concepts learned from assigned readings. Lastly, students will be evaluated based on the results they achieve for the companies in which they perform engaged learning projects. The overall learning outcomes for the degree will focus on developing critical thinking, marketing strategy, digital marketing, and professional skills.

Expected Standards of Performance

Standard 1: Critical Thinking

Students will exhibit an understanding of six categories of critical thinking that can be used in their business careers and throughout their lives.

> *1.1 Cognitive skills.* Students will use critical thinking, reflective thoughts, quantitative reasoning, and logic to evaluate information. Students will use these skills to formulate ideas and strategies for personal and marketing situations.
>
> *1.2 Knowledge acquisition.* Students will be able to master key concepts and ideas in digital marketing. Digital Marketing is a self-taught field with trial and error. Students need to understand that they cannot know everything, but they must learn the process of teaching themselves new concepts through curiosity and hard work.
>
> 1.3 *Interpersonal Development.* Students will develop an ability to work with other people appreciating their teams' human weaknesses and strengths, and students must learn to motivate others to pursue a group goal.
>
> 1.*4 Practical Competency.* Students will learn to manage their own business projects, careers, and personal affairs to become self-sufficient.
>
> 1.5 *Communication.* Students will exhibit professional, clear, concise business communication in their verbal and written business communications. Students will also exhibit a high-level ability to communicate via public speaking and business presentations.
>
> 1.6 *Ethics.* Students will understand their responsibilities as a member of the business community to exhibit ethical standards and a commitment to business integrity.

Goal 2: Marketing Strategy

Students will exhibit an understanding of the marketing process using traditional marketing theory that includes:

> 2.1 *Market Research.* Students will critically analyze the marketing opportunity by researching the market and target market competition using primary and secondary data.
>
> 2.2 *Marketing STP.* Students will exhibit an awareness of the segmentation, targeting, and positioning (STP). Students will show a cohesive understanding of how these factors create a brand.
>
> 2.3 *4Ps of Marketing.* Students integrate the STP into the tactical marketing strategy and the Marketing 4Ps—Product, Price, Place, and Promotion.

Goal 3: Digital Marketing

Students will show an understanding of digital marketing practices and process for creating customer engagement and consumer purchase using the current digital marketing practices.

> 3.1 *Website and Content.* Students will understand the basic marketing concepts behind a website including design, communication, promotion, e-tailing, email marketing campaigns, Search Engine Optimization (SEO), and Google AdWords.
>
> 3.2 *Social Media.* Students will understand the basic social media platforms and how to use these platforms to engage consumers and build a brand. Students will understand the strategy behind blogging, content creation, design, advertising, affiliate marketing, analytics, and social media marketing.

3.3 *Analytics.* Students will understand and develop an analytical approach to understand consumer purchasing behavior on the Internet using Google Analytics. Students will use the information from Google Analytics to market products and services to consumers.

Goal 4: Engaged Learning with Client Consulting
Students will demonstrate behaviors and processes for managing small consulting projects including establishing goals and managing client expectations, communicating with clients, and producing an end-result project for engaged partners at UVU.

4.1 *Business Development.* Students will be able to find engaged clients and secure relationships for the engaged consulting processes. Students will define client-consultant relationships and manage those relationships through the consulting project.

4.2 *Assessment and Planning.* Students will be able to evaluate the engaged project and assess opportunities for business development. Students will write a marketing plan and proceed with the tactical marketing plan execution.

4.3 *Deliverables.* Students will deliver high-quality, professional digital marketing results for their clients in both live Internet projects and written reports at the end of engaged projects.

Section V: Finance

Department Budget

		Three-Year Budget Projection					
Departmental Data	Current Departmental Budget - Prior to New Program Implementation	Departmental Budget					
		Year 1 (2016-17)		Year 2 (2017-18)		Year 3 (2018-19)	
		Addition to Budget	Total Budget	Addition to Budget	Total Budget	Addition to Budget	Total Budget
Personnel Expense							
Salaries & Wages	$1,043,336	$0	$1,043,336	$5,450	$1,048,786	$2,834	$1,051,620
Benefits	$376,579	$0	$376,579	$578	$377,157	$300	$377,457
Total Personnel Expense	$1,419,915	$0	$1,419,915	$6,028	$1,425,943	$3,134	$1,429,077
Non-personnel Expense							
Travel	$2,000	$0	$2,000	$0	$2,000	$0	$2,000
Capital	$0	$0	$0	$0	$0	$0	$0
Library	$0	$0	$0	$0	$0	$0	$0
Current Expense	$15,692	$0	$15,692	$1,000	$16,692	$0	$16,692
Total Non-personnel Expense	$17,692	$0	$17,692	$1,000	$18,692	$0	$18,692
Total Expense (Personnel + Current)	$1,437,607	$0	$1,437,607	$7,028	$1,444,635	$3,134	$1,447,769
Departmental Funding		Year 1 (2016-17)		Year 2 (2017-18)		Year 3 (2018-19)	
Appropriated Fund	$1,437,607	$0	$1,437,607	$7,028	$1,444,635	$3,134	$1,447,769
Other:							
Special Legislative Appropriation							
Grants and Contracts							

Special Fees/Differential Tuition							
Total Revenue	$1,437,607	$0	$1,437,607	$7,028	$1,444,635	$3.134	$1,447,769

Difference							
Revenue - Expense	$0	$0	$0	$0	$0	$0	$0
Departmental Instructional Cost/Student Credit Hour* (as reported in institutional Cost Study for "current" and using the same Cost Study Definition for "projected")	$122		$122		$121		$120

Funding Sources

The funding for the proposed degrees will come from institutional funds from state allocations and new tuition revenue.

Reallocation

It is not anticipated that the program will require internal reallocation of resources.

Impact on Existing Budget

No existing budgets will be impacted by this program.

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Program Curriculum Digital Marketing Bachelor of Science Degree

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All Program Courses (with New Courses in Bold)

Course Prefix and Number	Title	Credit Hours
General Education Requirements		36
ENGL 1010	Introduction to Writing	3
ENGL 2010	Intermediate Writing	3
or ENGL 2020		
MATH 1050	College Algebra	4
Complete one of the following:		3
HIST 2700	US History to 1877 (3.0)	
And HIST 2710	US HIST US History since 1877 (3.0)	
HIST 1700	American Civilization (3.0)	
HIST 1740	US Economic History (3.0)	
POLS 1000	American Heritage (3.0)	
POLS 1100	American National Government (3.0)	
Complete the following:		
PHIL 2050	Ethics and Values	3
HLTH 1100	Personal Health and Wellness (2.0)	2
or PES 1097	Fitness for Life (2.0)	
Distribution Courses:		
ECON 2020	Macroeconomics (fulfills Social/Behavioral Science credit) *	3
Biology	Biology	3
Physical Science	Physical Science	3
Additional Biology or Physical Science	Additional Biology or Physical Science	3

Course Prefix and Number	Title	Credit Hours
Humanities Distribution	Humanities Distribution	3
Fine Arts	Fine Arts	3
Discipline Core Requirements:		**78**
Business Foundation Courses:		
ACC 2010	Financial Accounting	3
ACC 2020	Managerial Accounting	3
ECON 2010	Microeconomics	3
MATH 1100	Introduction to Calculus	4
or MGMT 2240	Business Quantitative Analysis (3.0)***	
MKTG 2200	Written Business Communication (Complete with B- Grade or higher)*	3
MGMT 2340	Business Statics I	3
MKGT 2390	Professional Business Presentations	3
Business Core Courses:		
FIN 3100	Principles of Finance*	3
INFO 3120	Managerial Information Systems	3
LEGL 3000	Business Law	3
MKGT 3600	Principles of Marketing	3
MGMT 3000	Organizational Behavior	3
MGMT 3450	Operations Management*	3
MKGT 3890	Career Preparation	3
MGMT 4860	Business Strategy Formulation and Implementation*	4
MGMT 493R	Entrepreneurship Lecture Series	1
or MGMT 495R	Executive Lecture Series	
Digital Marketing Core:		
MKGT 3660	Digital Marketing	3
MKGT 3680	Marketing with Social Media	3
MKGT 483R	Digital Marketing Internship (1.0)	2
MKGT 3690	Advanced Digital Marketing and Analytics	3
MKGT 3685	**Content Marketing**	**3**
MKGT 3695	**Digital Marketing Capstone**	**3**
DGM 1110	Digital Media Essentials I	4
DGM 2320	Digital Photography and Compositing I	3
DGM 2120	Web Essentials	3
DGM 2341	Digital Output for Mobile Media	3
Elective Courses:		6
Complete 6 credits of the following:		
MKGT 3220	Retail Management (3.0)	
MKGT 3620	Consumer Behavior (3.0)	
MKGT 3650	Professional Selling (3.0)	
MKGT 3670	Advertising and Promotion (3.0)	
DGM 2250	Principles of Digital Design (3.0)	
DGM 2271	Digital Media Design I (3.0)	
DGM 2280	Digital Effects I (3.0)	
DGM 3750	Media Traffic and Analytics (3.0)	

Course Prefix and Number	Title	Credit Hours
DGM 4000	Writing for Digital Media (3.0)*	
ART 1050	Photography I (3.0)	
ART 1420	Introduction to Graphic Design (3.0)	
ART 1400	Graphic Computer Applications (3.0)	
	Total Number of Credits	120

*Courses with an asterisk (*) cannot be taken until the student has completed matriculation.
***If MGMT 2240 is taken, an additional 1 credit of elective may be required. See Advisor.

Program Schedule

Fall of First Year (Course Prefix and Number)	Course Title	Credit Hours
ENGL 1010	Introduction to Writing	3
MATH 1050	College Algebra	4
Physical Science		3
Fine Art		3
HLTH 1100 or PES 1097		2
	Semester total:	15
Spring of First Year (Course Prefix and Number)	Course Title	Credit Hours
English 2010/2020	Intermediate Writing	3
MGMT 2240	Business Quantitative Analysis (3.0)	
or MATH 1100	Introduction to Calculus	4
Biology		3
American Institution		3
MKTG 2390	Professional Business Presentations	3
	Semester total:	16
Fall of Second Year (Course Prefix and Number)	Course Title	Credit Hours
PHIL 2050	Ethics and Values	3
MGMT 2340	Business Statistics I	3
ACC 2010	Financial Accounting	3
ECON 2010	Microeconomics	3
MKTG 2200	Written Business Communication	3
	Semester total:	15

Spring of Second Year (Course Prefix and Number)	Course Title	Credit Hours
ACC 2020	Managerial Accounting	3
ECON 2020	Macroeconomics	3
MGMT 3000	Organizational Behavior	3
Additional Biology or Physical Science		3
Humanities		3
	Semester total:	15
Fall of Third Year (Course Prefix and Number)	Course Title	Credit Hours
FIN 3100	Principles of Finance	3
LEGL 3000	Business Law	3
MKTG 3600	Principles of Marketing	3
DGM 1110	Digital Media Essentials I	4
DGM 2320	Digital Photography and Compositing I	3
	Semester total:	16
Spring of Third Year (Course Prefix and Number)	Course Title	Credit Hours
MGMT 3450	Operations Management	3
MKTG 3660	Digital Marketing	3
MKTG 3680	Marketing with Social Media	3
DGM 2120	Web Essentials	3
DGM 2341	Digital Output for Mobile Media	3
	Semester total:	15
Fall of Fourth Year (Course Prefix and Number)	Course Title	Credit Hours
MGMT 4860	Business Strategy Formulation and Implementation	4
MGMT 493R/495R	Entrepreneurship/Executive Lecture Series	1
MKTG 3890	Career Preparation	3
MKTG 3690	Advanced Digital Marketing and Analytics	3
MKTG 3220, 3620, 3650,3670) or DMG (2250,2271,2280,3750,4000) or ART (1050,1420,1400)	Digital Marketing or DGM Electives	3
	Semester total:	14
Spring of Fourth Year (Course Prefix and Number)	Course Title	Credit Hours
MKTG 483R	Digital Marketing Internship	2

MKTG 3685	Content Marketing	3
MKTG 3695	Digital Marketing Capstone	3
MKTG 3220, 3620, 3650,3670) or DMG (2250,2271,2280,,3750,4000) or ART (1050,1420,1400)	Digital Marketing or DGM Electives	3
INFO 3120	Management Information Systems	3
	Semester total:	14
	Total Number of Credits	120

Section VII: Faculty

S Paige Gardiner, MBA
Current Positions
Professional in Residence
Director of Digital Marketing, UVU
Lead Instructor MKTG 3600, UVU

Education
EdD, University of Wyoming, expected graduation May 2017
MBA, Brigham Young University
BA, Brigham Young University

Awards
Faculty of the Year, Wolverine Achievement Awards 2015
Educator of the Year, Wolverine Athletics Department 2015
Advisor of the Year, UVU Clubs 2014
Nominated top 3 Advisor of the Year, Wolverine Achievement Awards 2014

Steven C Huff, PhD
Current Positions
Associate Professor of Marketing, UVU
Visiting Assistant Professor of Marketing, UC Berkeley
Lead Instructor for:
Marketing Management (MKTG 6810 and MKTG 6600)
Creativity and Problem Solving (MKTG 6920)
Internet Marketing and Analytics (MKTG 3690)
Digital Marketing (MKTG 3660)
UVU MBA Program Committee Member
UVU Woodbury School of Business Futures Committee Member, Delta Committee

Education
Ph.D. in Marketing, Haas School of Business, UC Berkeley
MBA, Marriott School of Management, Brigham Young University
BS, Computer Engineering, Utah State University

Awards

Faculty of the Year, Wolverine Achievement Awards, 2014
Outstanding Educator of the Year, UVU Alumni Association, 2013

Certifications
Google's Google Analytics Certification 2014