



October 4, 2018

The Honorable James D. Fielder, Jr., Ph.D.
Secretary of Higher Education
Maryland Higher Education Commission
6 North Liberty Street
Baltimore, Maryland 21201

Re: Response to Morgan State University Objection to Capitol Technology University's proposal for Technical Master of Business Administration in Construction Science and Management

Dear Secretary Fielder,

On August 1, 2018, Capitol Technology University submitted to the Maryland Higher Education Commission (MHEC) a new degree program proposal to offer and deliver a fully online Technical Master of Business Administration (T.M.B.A.) in Construction Science and Management program. On September 24, 2018, Morgan State University (MSU) objected to the degree proposal based on the premise of program duplication and violation of the equal opportunity obligation. This letter outlines Capitol Technology University's response to the assertions in the MSU objection.

1. Program Duplication Assertion

MSU Objection: "Unreasonable duplication that would cause demonstrable harm to another institution."

CAPITOL TECHNOLOGY UNIVERSITY RESPONSE:

The assertion that Capitol Technology University's proposed degree program would cause "unreasonable duplication" and "demonstrable harm" to MSU does not pass a prima facie test.

- A. MSU's assertion that Capitol Technology University's T.M.B.A. is "unreasonable duplication" is not supported by the facts. First and foremost, Capitol Technology University's degree proposal is not a proposal for a Master of Science degree. The Master of Science (i.e., Magister Scientiæ) degree is primarily a research-based Master's degree in an area of science that normally requires extensive research as well as writing and defending a thesis. Capitol Technology University's degree program proposal is for a Technical Master of Business Administration (T.M.B.A.). A Master of Business Administration is a management degree that typically includes core courses in traditional management disciplines (e.g., accounting, management, finance, marketing, and business law) and a smaller subset of management courses focused on a specific economic sector. Capitol Technology University's T.M.B.A. degree program proposal has a traditional M.B.A. set of core classes in traditional management disciplines (i.e., eight courses composing a total of 24 credits) and a smaller subset of management courses focused on a specific economic sector (i.e., four courses composing 12 credits). As a result, Capitol Technology University's proposed degree program comprises a total of 36 credits. Of the 36 credits, only 3 credits are focused on an introduction to graduate-level research. Capitol Technology University's proposed degree program does not involve extensive research or writing and defending a thesis.

MSU attempts to justify its assertion of “unreasonable duplication” by extracting short phrases out of context from the proposed degree Program Description. If the full Program Description is examined, it is clear the degree is focused on management and business. The following is the complete text from Page 2 of Capitol Technology University’s proposed T.M.B.A. degree program:

Technical Master of Business Administration in Construction Science and Management Program Description:

The Technical Master of Business Administration (T.M.B.A.) in Construction Science and Management program is designed to meet the growing needs of today’s business and government environments where Construction Science and Management is now a major business consideration. The T.M.B.A. in Construction Science and Management provides advanced graduate-level management education where the latest Construction Science and Management concepts are reviewed and analyzed with a laser focus. Throughout the program, the latest technological developments, applications, and considerations in the construction industry are explored and applied to real-life industry challenges. Students will learn optimum methods and techniques to define resources and associated risks at an executive level in order to maintain profitability, manage work effectivity and efficiently, and ensure customer satisfaction.

The T.M.B.A. in Construction Science and Management will prepare students for advanced management and leadership positions throughout the construction industry and related businesses.

The T.M.B.A. in Construction Science and Management provides the student with the ability to integrate business and decision-making skills in the technologically complex construction and business environment. Capitol Technology University graduates will be able to apply their cutting-edge skills in construction, management, and technology to every day work situations in the industry. While studying Construction Science and Management at the graduate level, the student will learn how organizations function effectively and efficiently. Students will develop a clear picture of how business areas meld to create a successful organization. Students will learn the latest technological developments, applications, and considerations in the construction industry. The required core courses will build a foundation that encompasses technology, management, marketing, accounting, finance, Information Technology and human resource management.

The T.M.B.A. in Construction Science and Management will prepare the student to become a technologically smart, metrics-driven leader in the construction industry. The student will learn to analyze patterns, employ powerful technological tools, and to drive business decisions in the Construction Science and Management field. The student will get hands-on use of the latest technology in business, Construction Science, and Management.

If analyzed for specific content, the reader finds the words “management” and “business” are used twenty-three (23) times in the four short paragraphs in the program description. The reader also finds the words “Technical Master of Business Administration” and the abbreviation

“T.M.B.A.” are used six (6) times in the four short paragraphs in the program description. Therefore, it is unreasonable that Capitol Technology University’s T.M.B.A. degree program description could be mistaken for a Master of Science degree or anything close to it. The fact that Capitol Technology University’s proposed T.M.B.A. is focused on management and business is also clearly expressed in the Student Learning Objective and Student Learning Outcomes on Pages 15-16 of Capitol Technology University’s proposal. The following is the complete text of Pages 15-16 of Capitol Technology University’s proposed T.M.B.A. degree program:

Educational Objectives:

- a. Students will critically analyze problems in a variety of disciplines and synthesize relevant information to support the attainment of desired outcomes.
- b. Students will identify, formulate, and solve complex construction and management problems by selecting and applying appropriate tools and techniques.
- c. Students will identify and synthesize problems in construction processes, communications, methods, materials, systems, equipment, planning, scheduling, safety, economics, accounting, cost analysis and control, decision analysis, and optimization in order to develop optimum solutions.
- d. Students will conceptualize, apply and integrate effective strategies to use information effectively in the decision-making process.
- e. Students will evaluate executive decisions in the context of the modern construction industry and business environment to determine the potential impact on resources and profitability.
- f. Students will evaluate the legal, social, economic, environmental, and global ramifications of leadership actions and business decisions within the construction industry.

Learning Outcomes:

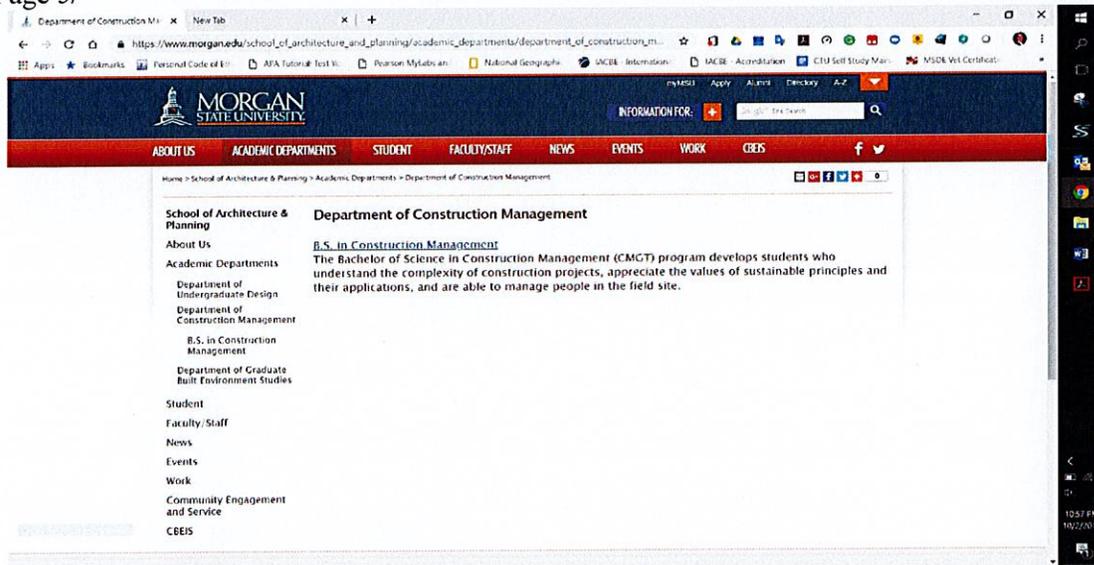
Upon graduation:

- a. Graduates will critically analyze problems within the construction industry, synthesize the relevant information, and formulate solutions to attain desired outcomes.
- b. Graduates will demonstrate highly developed traditional and technological techniques and skills in communicating ideas effectively and persuasively.
- c. Graduates will evaluate the legal, social, economic, environmental, and global ramifications of their leadership actions and business decisions within the construction industry.
- d. Graduates will integrate advanced knowledge of Construction Science and Management in the application of concepts, plans, processes, project management, and team leadership skills on the job.
- e. Graduates will identify, formulate, and solve complex construction problems by selecting and applying appropriate tools and techniques.
- f. Graduates will demonstrate advanced knowledge of finance and contract management, organizational behavior, the impact of technology, personnel management, and technology-enabled operations in an integrated manner within the construction industry.

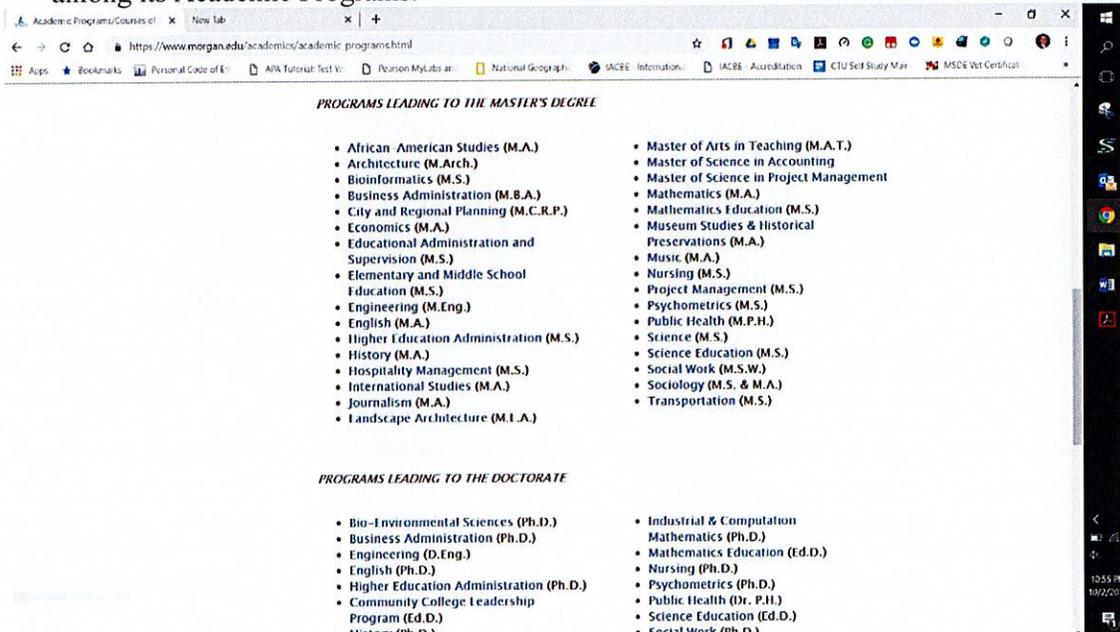
The Capitol Technology University degree program proposal also delineates the T.M.B.A.'s management and business focus by its choice of specialized accreditation that the University will pursue for the degree. The proposal states on multiple pages (i.e., Pages 8, 16, 17, 19, 54, 57, 58) that Capitol Technology University will pursue specialized accreditation through the International Accreditation Commission on Business Education (IACBE) for the T.M.B.A. On Pages 17-19 of the Capitol Technology University degree program proposal, the University states it will use the IACBE Assessment Pyramid to assess student achievement of learning outcomes. On Pages 20-25 of the Capitol Technology University degree program proposal, the University provides an example of the IACBE Outcome Assessment Plan that it uses for its current M.B.A. program and will use for the proposed T.M.B.A. On Pages 26-35 of the Capitol Technology University degree program proposal, the University provides an example of the IACBE Report of Student Learning and Achievement that it uses for its current M.B.A. program and will use for the proposed T.M.B.A.

- B. MSU's assertion that Capitol Technology University's T.M.B.A. would cause "demonstrable harm" to MSU is contradicted by MSU's actions -- most notably on its website. MSU's website did not display a Master's degree -- of any type -- in Construction Management on its "Department of Construction Management" webpage (https://www.morgan.edu/school_of_architecture_and_planning/academic_departments/department_of_construction_management.html) or on its "Academic Programs" webpage (https://www.morgan.edu/academics/academic_programs.html) prior to Capitol Technology University's T.M.B.A. degree program submittal to MHEC on August 1, 2018. Moreover, MSU has not displayed a Master of Science -- or any other Master's degree -- in Construction Management since that date. It would not be possible for Capitol Technology University to cause "demonstrable harm" to MSU in a degree program that is not even mentioned by MSU on its official website on the MSU "Academic Programs" webpage or the MSU "Department of Construction Management" webpage.

Below is a screen shot of the MSU's "Department of Construction Management" webpage from October 2, 2018. The MSU webpage does not show MSU offering a Master of Science in Construction Management.



Below is a screen shot of the MSU’s “Academic Programs” webpage from October 2, 2018. The MSU webpage does not show MSU offering a Master of Science in Construction Management among its Academic Programs.



C. Capitol Technology University’s proposed T.M.B.A. is a fully online degree. Since MSU does not display a Master of Science in Construction Management on its website (Section B above pertains), our University must rely on MSU’s letter of objection to deduce the modality of its degree. Based on MSU’s letter of objection, the modality of MSU’s Master of Science in Construction Management appears to be a traditional, face-to-face, classroom program. Merely stating in an objection letter that MSU “was heading towards a hybrid online program” with its

Master of Science in Construction Management, does not constitute a formal degree program Substantial Change Request to MHEC or create an implied approval from MHEC. As a result, whether or not MSU “was heading towards a hybrid online program” is not relevant since it does not describe an approved modality for an MSU degree program. As a result, not only is Capitol Technology University’s proposed program a different degree (i.e., T.M.B.A. vice a Master of Science), Capitol Technology University’s proposed T.M.B.A. will use a completely different modality (i.e., online vice a traditional, face-to-face, classroom) than MSU.

- D. As a small private university, Capitol Technology University supports MSU’s newfound status as “Maryland’s preeminent public urban research university” as of October 1, 2017. However, for the record, Capitol Technology University directs attention to the full text of SB 1085 from the 2017 Maryland General Assembly that states MSU has “responsibility, with other educational institutions, for providing higher education research and graduate study in the Baltimore area.” The text clearly expresses that MSU is not, and will not be, the sole provider of higher education and graduate study in the Baltimore area – and by extension in the State of Maryland – with its newfound status as “Maryland’s preeminent public urban research university.”

2. Equal Opportunity Violation Assertion

MSU Objection: “Violation of State’s equal opportunity obligation under state and federal law.”

CAPITOL TECHNOLOGY UNIVERSITY RESPONSE:

The assertion that Capitol Technology University’s proposed degree program would create a “violation of the State’s equal opportunity obligation” is another assertion that does not pass a prima facie test (i.e., at first sight).

- A. Capitol Technology University is still not aware of any similar high-demand programs at Maryland’s Historically Black Institutions (HBIs), including MSU. Section 1 of this letter provides extensive detail on the significant differences between the degree type (i.e., T.M.B.A. vice Master of Science), modality (i.e., online vice a traditional, face-to-face classroom), and program visibility to the public (i.e., MSU’s “Department of Construction Management” and “Academic Programs” webpages being devoid of any indication that MSU has any type of Master’s degree in Construction Management). Additionally, there is no indication on MSU’s website that its Master of Science in Construction Management is a “high-demand program.” There is no indication of a “high-demand program” or any MSU Master’s degree program in Construction Management in the latest MHEC “Trends in Enrollment by Program” Report. (<https://mhec.maryland.gov/publications/Documents/Research/AnnualReports/2017EnrollbyProgram.pdf>)
- B. Capitol Technology University still strongly believes its proposed T.M.B.A. will not have any impact on the uniqueness, institutional identities, and missions of Maryland’s Historically Black Institutions (HBIs), including MSU. MSU’s “About” MSU webpage (<https://www.morgan.edu/about.html>) states it provides “instruction to a multiethnic, multiracial, multinational student body and offering more than 100 academic programs leading to degrees from the baccalaureate to the doctorate.” The same webpage states MSU is located in “northeast

Baltimore near the historic neighborhoods of Morgan Park and Wilson Park” on an “impressive, 152-acre campus” that “features state-of-the-art facilities.” MSU has over seven thousand seven hundred (7,700) students and charges \$7,766 tuition for in-state residents. Capitol Technology University is a small private university in Laurel, Maryland with only two small academic buildings and one residence hall on campus. The University has just over seven hundred (700) students and charges over \$24,000 tuition for both in-state residents and out-of-state residents. There is no possible manner that such a small private university’s single proposed degree – a T.M.B.A. -- could impact the uniqueness, institutional identity, and mission of a large public urban research university in the City of Baltimore with over 7,700 students, a 152-acre campus with state-of-the-art facilities, significant state funding, and in-state tuition that is less than one-third (1/3) of Capitol Technology University’s tuition.

- C. Capitol Technology University strongly objects to the assertion that an equal opportunity violation exists with its proposed degree. Despite MSU claims to the contrary, the University is aware of MSU’s history and role in the state. Capitol Technology University is a diverse multiethnic and multiracial institution with a long history of serving minority populations. The University has a 51% minority student population with 7% undisclosed. The Black/African American population is 34%. The University has military/veteran population of 22%. The University also has a 22% female population – a significant percentage given its status as a technology institution of Higher Education.
- D. Capitol Technology University is in full compliance with all State of Maryland and federal equal opportunity laws. Capitol Technology University expressly states its policies on diversity and Title IX on the Capitol Technology University website (<https://www.captechu.edu/policies>). The following is the text from the Capitol Technology University website “Policies” webpage:

Diversity and Inclusion

Diversity Statement

The Capitol Technology University community is committed to creating and maintaining a mutually respectful environment that recognizes and celebrates diversity among all students, faculty, and staff. Capitol values human differences as an asset, works to sustain a culture that reflects the interests, contributions, and perspectives of members of diverse groups; and delivers educational programming to meet the needs of diverse audiences. We also seek to instill those values, understandings and skills to encourage leadership and service in a global multicultural society.

Affirmative Action

Capitol Technology University does not discriminate on the basis of race, color, national origin, sex, age, sexual orientation, or handicap in admission, employment, programs, or activities.

Title IX

Equal opportunities: Capitol Technology University actively subscribes to a policy of equal educational and employment opportunity and, in accordance with Title IX of the education amendments of 1972, does not discriminate on the basis of race, color, religion, gender, gender identity or expression, gender orientation, sexual orientation, national or ethnic origin, genetics, disability, age, or veteran status in admission, treatment of students or employment.

- E. There is no supportable deductive logic to MSU's assertion that Capitol Technology University's proposed T.M.B.A. program creates an equal opportunity violation under State of Maryland or federal laws. The University's proposed T.M.B.A. will not in any way hinder or compete with MSU's Master of Science in Construction Management. The two degrees are fundamentally different as detailed in Section 1 of this letter. As a result, both degrees can thrive in the State of Maryland if promoted in the digital economy; the graduates of the respective institutions will also find employment in the Construction business sector given the continuing large shortage of construction managers/leaders in the state. Please see Sections B and C of Capitol Technology University's proposed T.M.B.A. for a full discussion of the critical and compelling need for the degree as well as the evidence of the market demand in this business sector.

The mission of Capitol Technology University is to educate individuals for professional opportunities in engineering, computer and information sciences, and business. The University provides relevant learning experiences that lead to success in the evolving global community. In accordance with the Capitol Technology University Mission Statement, the University's 2025 Vision is for its constituents and the public to see the University as:

- A STEM focused institution of higher education, providing undergraduate and graduate degrees in engineering, information sciences, and technology leadership, that has flexibility and opportunities to grow, and that adapts offerings to emerging workforce needs.
- A provider of hands-on, career-relevant learning that is conducted in an interdisciplinary and interactive environment, where faculty and staff support student achievement and success.
- A university that delivers programs of similarly outstanding quality through face-to-face and virtual classrooms, and other forms and mixtures of teaching methods that align with the learning needs of our students.
- An organization with faculty and leadership who stimulate and implement new curricula, research and entrepreneurial activities for the professions we serve, and that benefit a diverse community of learners.
- An organization that is closely linked to its constituency of local, regional and national partners in business, government, non-profits, and professions that provide influence for future technology development and policies.
- An organization that engages the global community, through educating international students, coordinating with educators, and supporting multinational professional associations.
- A university that develops graduates with communications, analysis and critical thinking skills that allow them to be successful in a global environment and pursue lifelong learning as technical professionals, leaders and innovators.
- A university that prepares graduates for jobs and careers, and that serves the broader purpose of education to address national needs-based policies through scientific consideration.
- An organization appropriately sized for quality education and financial viability, with sustainable assets for faculty and staff to provide a best-value STEM education.

The Capitol Technology University Core Values are the characteristics the University embraces in working together to fulfill its mission and achieve the 2025 Vision of the institution. The Core Values are:

- **Quality** - always striving for continuous improvement
- **Growth** - expanding and changing to meet new needs of society
- **Leadership** - offering creative, supportive and shared leadership
- **Balance** - maintaining a balance between competing needs
- **Integrity** - being honest, ethical and open
- **Teamwork** - exercising collective effort to support students and staff
- **Communications** - providing timely and useful information
- **Flexibility** - discovering and seizing opportunities
- **Safety** - maintaining awareness and prevention of accidents and threats

Capitol Technology University's Learning Objectives also describe four characteristics that the University will prepare all of its graduates to demonstrate:

- **Employability**
The ability to enter and advance in technical and managerial careers, appropriate to their level and area of study, immediately upon graduation.
- **Communications**
Mastery of traditional and technological techniques of communicating ideas effectively and persuasively.
- **Preparation of the Mind**
The broad intellectual grounding in technical and general subjects required to embrace future technical and managerial opportunities with success.
- **Professionalism**
Commitment to lifelong learning, ethical practice and participation in professions and communities.

3. CONCLUSION

Capitol Technology University believes that it has presented substantive evidence in this response to address the assertions raised by the MSU objection to the University's proposed T.M.B.A. degree program. We request Commission approval for the program based on:

- Capitol Technology University's longstanding mission, vision, core values, and learning goals.
- Capitol Technology University's online program delivery/modality.
- Capitol Technology University's degree type (T.M.B.A).
- Capitol Technology University's longstanding service to minority populations and its diverse, multiethnic, and multicultural student population.
- Capitol Technology University's full and continuing compliance with all equal opportunity laws.
- The ability of both the Capitol Technology University and MSU degrees to thrive if promoted in the digital economy given the marketplace need and workforce shortage of construction managers/leaders in the Construction business sector.

We are available to provide additional information on request if you desire. Thank you for your consideration of our response. We respectfully request approval of our degree proposal.

Sincerely,



Bradford L. Sims, PhD