



# LOYOLA UNIVERSITY MARYLAND

— 1852 —

*Office of the President*

*Sent via EMAIL*

July 23, 2020

James D. Fielder, Jr., Ph.D.  
Secretary of Higher Education  
Maryland Higher Education Commission  
6 N. Liberty Street, 10<sup>th</sup> Floor  
Baltimore, MD 21201

RE: Loyola University Maryland Response to Salisbury University's Objection – International Business BBA

Dear Secretary Fielder:

Thank you for the opportunity to respond to the objection letter submitted by Salisbury University (SU) regarding Loyola University Maryland's proposed Bachelor of Business Administration (BBA) in International Business. Loyola received notification of SU's objection on July 16, 2020. Pursuant to MHEC's instructions, we have reviewed the objection and offer this response in due course.

The objection from Salisbury University, in following the parameters for objection laid out in COMAR 13B.02.03.27, centers on a claim of "unreasonable program duplication which would cause demonstrable harm to another institution" and erroneously claims that "Loyola's objective is to triple its enrollment from 36 (IB concentration) to 108 (IB major) within 3 years . . ." We respectfully assert that the objection is not justified and that it misinterprets the data and projections shared in Loyola's proposal.

To be clear, the projected enrollment mirrors the established enrollments in Loyola's existing international business concentration of the BBA program. Those projections do not show growth, rather they demonstrate that as rising sophomore students become eligible to declare majors, we anticipate that they will declare the international business major in the same proportions as they declare the existing concentration. On average, 36 students per class year graduate with a concentration in international business, so it follows that three class years of majors will equate to 108 enrolled majors once the program has been fully implemented. The concentration has been offered continuously at Loyola since 1992, and its graduation trends are stable. This means that the implementation of the international business program will not "dilute the enrollment pool," as claimed by Salisbury University. We project no new net enrollments.

Loyola's proposed program remains central to its mission to inspire students to learn, lead, and serve in a diverse and changing world. The critical and compelling need is established by the long-running enrollments in the existing area of concentration. Loyola's current international business concentration of the BBA degree program has produced 178 graduates in the last five years. This demonstrates existing demand and the potential success for the proposed major. We project a similar size for our major, which would take three years to phase in, beginning with rising sophomores when they declare their majors. Loyola anticipates no net new enrollments as it expects a redistribution of enrollment from the existing concentration.

### Graduated Concentration Trends from 2015-2019

Concentration	2015	2016	2017	2018	2019	Total	Average
International Business	34	36	39	33	36	178	36

(Source: Loyola University Maryland Office of Institutional Research)

### Enrollment Projections – Proposed BBA in International Business

	Enrollment Projections*				
	Year 1 declared majors	Year 2 declared majors	Year 3 declared majors	Year 4 declared majors	Year 5 declared majors
Proposed major	Class Year 2024	Class Years 2024+2025	Class Years 2024+2025+2026	Fully implemented	Fully implemented
International Business BBA	36	72	108	108	108

\*Enrollment projections for the major are based on the average graduation numbers of the existing concentration.

While we compliment Salisbury University for the strength of its program, we adamantly support Loyola’s international business program, faculty, and student success. The deliberation about the curricular renewal and design of the major was robust, including faculty, Sellinger School of Business leadership, the curriculum committee, the Sellinger Board of Sponsors, the department’s Board of Advisors, Graduate Alumni Board, Student Advisory Board, Academic Senate, and Loyola’s Board of Trustees.

As stated earlier, the study of international business has existed at Loyola for decades. However, the proposal to create a discrete major for the program results from university-wide discussions about student success, continuous improvement, and curricular renewal. Loyola’s faculty asked large programs to engage in a reduction of course requirements in concert with minor reductions to the core curriculum so that students could benefit from greater flexibility in the degree programs and have more autonomy in exploring academic areas of interest. Students desired the academic flexibility, faculty sought to provide them that flexibility, and the campus engaged in deep, serial conversations at the university, school, department, and program levels.

The management and international business department and faculty discussed the curricular changes and the proposal from March-October 2019. Program stakeholders and constituents, including the board of sponsors, the board of advisors, students, and alumni, provided input along the way through a transparent and collaborative process. The Undergraduate Curriculum Committee endorsed the program proposal, and the Academic Senate and the Board of Trustees each approved the program proposal. The table below depicts the many conversations held about business foundational courses and the advanced course of the discipline.

### Input Processes – Sellinger Business Programs

Body/Action		Foundational Courses	Advanced Courses
		Date	Date
Sellinger Leadership Team timeline discussion		12/5/18	12/5/18
Departmental Work			March-October 2019
Curriculum Committee		8/12/19, 8/23/19, 9/11/19, 10/14/19	9/11/19 and 10/24/19
Sellinger School Faculty	Retreat	5/2/19	
	Retreat	8/29/19	8/29/19
	Assembly Meeting	9/9/19	9/9/19
	Open Forum		10/2/19
	Open Forum		10/11/19
	Assembly Meeting	10/21/19	10/21/19
Sellinger Board of Sponsors Review		5/2/19; 9/26/19	5/2/19; 9/26/19
Management & International Business Board of Advisors Review		10/4/18; 11/26/18; 1/24/19; 2/13/19; 4/3/19; 4/11/19	10/4/18; 11/26/18; 1/24/19; 2/13/19; 4/3/19; 4/11/19
Graduate Alumni Board Review		9/13/19	
Student Advisory Board		9/30/19	
Academic Senate		11/19/19 and 12/10/19	11/19/19 and 12/10/19
Board of Trustees		2/12/2020	2/12/2020

Our institution is committed to academic excellence and the education of the whole person through a Jesuit, Catholic liberal arts-based education. The faculty, physical facilities, infrastructure, instructional equipment, library resources, and financial resources already exist in support of the concentration and will remain adequate for the future support of the program. More importantly, we stand in great respect for the work our faculty have done to renew this program, in concert with larger mission-based curricular renewal of Loyola's core curriculum. The program will serve Loyola students well without harm to other Maryland institutions.

Loyola University Maryland's Evergreen campus in Baltimore, Maryland, resides 120 miles away from Salisbury University in Salisbury, Maryland. Loyola is a private Jesuit, Catholic institution with a highly residential urban campus, and Salisbury University is a public institution in a rural location on the Eastern Shore. The campuses are not geographically proximate, and the institutions are not similar. The two institutions do not share an overlapping enrollment pool. According to the most recent fall 2019 data from the National Student Clearinghouse, Salisbury University is ranked 48<sup>th</sup> (with eight students) in the list of institutions from Loyola's cross-application data for all business majors.

No other college or university objected to Loyola's proposed international business program.

We believe the Salisbury objection is not merited. We ask you, Secretary, for your recommendation to implement the Loyola University Maryland BBA in International Business. We truly wish to serve Loyola's students well and do not believe the program will cause harm to the Salisbury University program.

Sincerely,

A handwritten signature in cursive script that reads "Brian F. Linnane, S.J.".

Rev. Brian F. Linnane, S.J.  
President

cc: Dr. Amanda M. Thomas, Provost and Vice President for Academic Affairs, LUM  
Dr. Kathleen A. Getz, Dean, Sellinger School of Business and Management, LUM  
Dr. Jennifer Frank, Executive Vice President, MICUA  
Dr. Emily A.A. Dow, Assistant Secretary for Academic Affairs, MHEC