Minutes of the International Business Committee, October 13, 2006

The IB Committee met on Friday, October 13, 2006 from 11:00 am to 12:30 pm. John Francis, Kamal Haddad, Victoria Krivogorsky, Fred Raafat and Massoud Saghafi were present. Minutes of the September 27 meeting were discussed and unanimously approved.

In response to its request for information, the committee received a more detailed proposal regarding the Global Entrepreneurship MBA (GEMBA) program. A motion to approve the new proposal “as is” failed.

The committee further discussed the merits of the “new” GEMBA proposal. The committee supports the concept of GEMBA and approves its development to facilitate the CBA administration in its negotiation efforts with the partner institutions and sponsoring corporations.

The Committee realizes that not all issues can be fully addressed prior to the development and launch of the program. Therefore, the committee would like to receive continuous updates on its progress and be able to provide feedback on the program’s development and implementation.

Finally, the committee wishes to reiterate the following concerns regarding the GEMBA program and believes that ignoring these concerns could lead to the program’s failure and a significant harm to SDSU’s credibility in the San Diego region and perhaps globally.

1. **Program feasibility and long-term stability of revenue generation.** No research is conducted to measure the size of the market for such an ambitious degree program offered by SDSU. The current cost-revenue numbers are not based on realistic estimates. Questions such as “how many students will it take to reach breakeven and what happens if we don't reach breakeven?” are yet unanswered.

2. **Program quality.** The following highlights some of the committee’s programmatic concerns.

   a. Curriculum, foreign instructors and instructional quality, teaching schedule and program logistics still need discussions.
   b. The program is aimed at educating leaders with a focus on “global Entrepreneurship” but there are no courses in *International Strategic Management, Entrepreneurial Finance* and *International Finance*.
   c. Each partner institution is supposed to teach in its areas of strengths. Under the current teaching plan, except for one course, SDSU is scheduled to teach courses that are not international, entrepreneurial or strategic.
   d. Program’s academic integrity should be monitored constantly and carefully to protect SDSU’s brand equity internationally. How will this be accomplished?
   e. The feasibility of a 4 x 12 weeks teaching schedule is still unaddressed.

3. **Program value.** Other than multiple locations, what specifically is valuable about the GEMBA program? SDSU should develop a value proposition for this program before marketing it internationally.