

Contact: Rachel Boon

**REQUEST FOR NEW PROGRAM AT IOWA STATE UNIVERSITY:
BACHELOR OF SCIENCE IN HUMAN RESOURCE MANAGEMENT**

Action Requested: Consider approval of the request by Iowa State University for a Bachelor of Science in Human Resource Management in the Ivy College of Business.

The Council of Provosts and Board office support approval of this program.

Description of proposed program. The Department of Management and Entrepreneurship in the Ivy College of Business is proposing a new undergraduate major in Human Resource Management (HRM). This proposal furthers the strategic goals of the Ivy College of Business to provide innovative and effective educational opportunities. HRM is an area of high growth potential, both in general (www.shrm.org) and in terms of interest from our prospective students (per our Undergraduate Recruiting Office, and based on surveys we have conducted). The primary objective for the new HRM major is to train students to be immediately employable in HRM functional roles with the potential for future leadership positions. The program will combine development of knowledge in functional areas of HRM with an integrated approach to skill building necessary for HRM professionals, such as an emphasis on data-driven decision-making skills and foundational professional skills. A survey conducted of departmental faculty; personnel in the advising, recruiting, and career services offices; members of our departmental Executive Advisory Council (several of whom are HR professionals); and current and former MGMT 471 (HR) students (which is currently a required course for our MGMT students) showed an overall perceived importance/value of an HR major of 4.10 on a 5-point scale.

HR is currently a track within the Management (MGMT) major, but offering this as a major instead of merely as a track is more in keeping with the professionalization of the HR field (www.shrm.org), where deeper expertise is now required to effectively manage the human capital of organizations, even in entry-level HR positions. It will address the needs and interests of more stakeholders, including employers and especially students and prospective students who have indicated for years they would like an undergraduate degree in HR specifically. As one student noted, "As a management student with a passion for HR, but no specific HR major to study from, I have had to focus my broad major of management into HR. But, there are limited classes to choose from that would further my education in HR and still does not allow me to achieve a degree specifically in Human Resources. Adding any sort of HRM major will greatly benefit students with a desire to have a higher education in HR."

A major is also preferable to a track in the view of employers. Career Services staff noted on the survey that "our students compete with others who can list a specific HR major on resumes – again, this will keep our students competitive." Employers agree, noting that "I think it would be definitely valuable to have an HR Degree." Another notes that "As an employer, when we are looking at a candidate, it is really hard to see who fits if they do not have an HR background right out of school. We definitely could see it as a valuable program to be able to see that on somebody's resume and for them to have some formalized training."

Academic objectives. The primary objective for the new HRM major is to train students to be immediately employable in HRM functional roles with the potential for future leadership roles. To meet this goal and to set this program apart from HR majors at other schools, this major and its curriculum target three general categories of learning objectives:

- HR content knowledge (knowledge and technical expertise in the functional areas of HRM, including recruiting, selection, training and development, performance management, compensation and benefits, employment law)
- Foundational professional skills (relationship management skills, professionalism and business partnering skills, teamwork and collaboration skills, listening skills, and leadership skills)
- Data-driven decision-making skills (critical and analytical thinking, analytical skills, data interpretation and communication skills)

Students majoring in HRM will be students of the Ivy College of Business. The admission requirements to the College and to its professional program for students wishing to major in HRM will be the same as for all other majors. The curriculum will require 31 credits of general education coursework, 23 credits of foundation coursework, 9 credits of supporting courses, 24 credits of core coursework, 21 credits of major coursework, and 14 credits of general (free) electives (122 total credits). The general education, foundation, supporting, core, and general electives coursework is similar to that for other majors in the Ivy College of Business. This curriculum can be completed in eight semesters (four years).

Relationship to existing programs at the institution. The proposed program does not duplicate any existing programs at the university. Survey responses from a variety of stakeholders found no duplication between this new program and others at ISU. The one exception is some duplication with the management major (in terms of one required course and two elective courses). However, the department is in the process of revising the management major to remove such redundancy and to improve in other ways since creating entrepreneurship and HRM as their own majors. Notably, ISU does not have a degree program in Industrial-Organizational Psychology or in Labor and Industrial Relations, which is often where overlap with HR would occur.

The proposed HRM major will complement existing majors in both the Ivy College of Business and ISU. First, it would be a useful second major for the current majors in the Ivy College of Business. Second, the survey explicitly asked respondents about complementarity with other majors on campus. Respondents indicated that other programs most likely to benefit (in terms of the new HR courses being potentially relevant to curriculum programs or students possibly being interested and deciding to double major) included Psychology, Communications, Sociology, Leadership Studies, Event Planning, and other majors in the College of Human Sciences.

Relationship to existing programs at other colleges and universities. With this new program, Iowa State University would be the only Iowa public university with a major in human resource management. The University of Iowa offers a BBA degree in management where students can choose to take a human resource track which includes four human resources courses (strategic HR, HR law, staffing, and performance management). Similarly, the University of Northern Iowa offers an emphasis in human resources within the management major- students take four human resource management courses (introduction, law, staffing, and compensation). As noted above, the standalone major offers advantages over a track or emphasis approach.

With regard to other colleges and universities in Iowa, according to the CyBiz Lab report, the only other schools within the state of Iowa to offer an actual major and 4-year degree in HRM include Upper Iowa University, the University of Dubuque, Mount Mercy University, and William Penn University (only available as an online and evening program).

Hawkeye Community College and Western Iowa Tech Community College also offer an HR major, but these are not 4-year degrees. None of these other schools have the number of PhD-

level faculty that ISU does, nor with the same depth of scholarly expertise in HR, which is critical for the development of the curriculum.

This proposed degree also differs in that it is built around a comprehensive set of required courses in HRM, rather than just a subset of electives, and that it emphasizes data-driven decision-making skills (critical and analytical thinking, analytical skills, data interpretation and communication skills) and an integrative approach to foundational professional skills across the curriculum. All of these features set the proposed program apart from other HR programs in Iowa.

Unique features. The proposed Bachelor of Science in Human Resource Management is a natural fit for ISU. Iowa State is close to Des Moines, which has a strong technology and services sector, in which HRM plays a critical role. This creates a ready and easily accessible market for our students. The close proximity of this market makes it easy to maintain contact with the companies hiring our students and to stay up-to-date on current changes in industries which might affect our program. The program would also draw on the existing unique strengths of the Ivy College of Business, including the fact that HR is a core competency amongst faculty in the Department of Management and Entrepreneurship, and business analytics (which will be incorporated into the HR degree) is a core competency of the Ivy College.

Resources to establish a high-quality program. The Department of Management and Entrepreneurship is well-prepared to offer the proposed program. The Gerdin Business Building is a superb resource and is undergoing an expansion, which will allow for more courses to be offered in the facility. Faculty members in the Department of Management and Entrepreneurship have expertise in the functional areas of human resources, as well as in data analytics. The department also has strong capabilities in the support areas of organizational behavior and strategic management, wherein many courses are offered that teach the foundational professional and strategic skills that round out this degree program.

Student demand. There appears to be a great deal of interest in this program from students, based on survey responses from students and UG recruiters in Ivy referenced above. The survey asked respondents “based on your experience, how interested are students likely to be in this new HRM major?” Cumulatively 84% of respondents endorsed one of the top three options: extremely interested (22%), very interested (32%), and moderately interested (30%). As noted earlier, the UG recruiting office has indicated that they get requests for this major from prospective students on a weekly basis. In addition, the CyBiz research included examining similar HR programs at institutions in other states, given that the existing HR programs in Iowa are not as comparable to ISU’s proposed major. They identified three comparable HR major programs (at Michigan State, the University of Minnesota, and Penn State). The enrollment for the HR major at those large state universities is 72 students, 82 students, and 250 students, respectively. The HR enrollment at Upper Iowa University and University of Dubuque is 175 and 107 students, respectively. All of this suggests there is sufficient student demand to justify the development of this program at ISU.

Workforce need/demand. According to the BLS, the occupational outlook for HRM is very promising. Specifically, jobs for human resource specialists are expected to grow by 5% between 2018 and 2028, and jobs for human resource managers are expected to grow by 7% during that same period. A second source of data comes for the CyBiz Lab market research and report, wherein 12 HR employers in the state of Iowa were contacted to better understand the job market and desire for college graduates with a major in HRM. These employers were overwhelmingly supportive of this degree.

Cost.

	Total Costs
Year 1	\$107,560
Year 2	\$219,422
Year 3	\$447,622
Year 4	\$913,148
Year 5	\$1,164,264
Year 6	\$1,425,059
Year 7	\$1,695,820

The proposed degree program will be funded through ISU's existing proven financial model (Resource Management Model), and is expected to be fully self-sustaining over time. In addition, financial resources may also come from internal reallocations made within the college during the program's startup phase. The level of reallocation will depend, in part, on the numbers of new students attracted to the proposed program, and the number of existing students who choose the proposed program over another program, based on standard and differential tuition rates. The proposed program will not be dependent on grants, contracts, gifts, central university resources, or reallocations between academic colleges.

In short, the financial resources for the program will come almost entirely from student tuition, and the program is projected to be self-sustaining. The level of reallocation will depend, in part, on the numbers of new students attracted to the proposed program, and the number of existing students who choose the proposed program over another program, based on standard and differential tuition rates. The proposed program will not be dependent on grants, contracts, gifts, central university resources or reallocations between academic colleges.

The department has the necessary full-time faculty in-place to begin offering the program and will have a couple of term faculty teaching a few specific courses within the program. Through the budget model described above, tuition revenue associated with student credit hour production will support the cost of teaching classes for this program. This program will not require investments in fixed expenses such as facility renovations, information technology software or licenses. Printed information for all undergraduate majors is updated each year, so there will be no miscellaneous expenses associated with the major. There is no anticipated need to expand recruiting, advising or career coordinator staffing with the addition of this new major.

Projected student enrollment.

	Y1	Y 2	Y3	Y4	Y5	Y6	Y7
Undergraduate	10	20	40	80	100	120	140

The CyBiz market research looked at enrollment in HR programs at comparable universities as well as the HR programs in the state of Iowa, relative to college enrollment, to project enrollment for this new HR major. Their enrollment predictions suggest there could be up to 6.16% of Ivy College of Business UG students enrolled in the HR major. Via a more conservative weighted average method, this prediction would be 3.77% of Ivy UG students (used for these projections). Current UG enrollment in the Ivy College of Business is 4,714 students; thus, there could eventually be as many as 178 students in the HR major.

Accreditation. The Ivy College of Business is reviewed every five years as part of the AACSB (Association to Advance Collegiate Schools of Business) Continuous Program Review process.

The HRM program will be included as part of our business programs to be reviewed by AACSB at our next Continuous Improvement Review.

Evaluation plan. This program will be incorporated into the university's normal academic review process. That review process assesses whether the program is achieving its mission, providing high quality academic experiences, and fulfilling the enrollment and success metrics identified for the program. In addition to the academic program review, as a part of the college budgeting process the program will be monitored annually for achievement of enrollment goals. Assessment of learning outcomes will be monitored to ensure students are meeting the desired learning objectives and for continual improvement of the program. Student internships and student placement will be monitored to evaluate the success of the program with respect to job placement.

Date of implementation. August 2021.

Letters of Support

IOWA

Tippie College of Business

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October 15, 2020

Dean David Spalding
Ivy College of Business
Iowa State University
2200 Gerdin Business Building
2167 Union Drive
Ames, IA 50011

Dear Dean Spalding,

I am writing to offer our support for the Ivy College Department of Management and Entrepreneurship to launch a new major in human resource management. The Tippie College has an established track in the Department of Management & Entrepreneurship management major specializing in human resource management, and it has been quite successful for years. The state of Iowa would benefit from our universities producing even more talented human resource professionals for Iowa companies to hire.

We wish you all the best in this important endeavor.

Sincerely,



Amy Kristof-Brown, Ph.D.
Henry B. Tippie College of Business Interim Dean
and Henry B. Tippie Research Professor of Management & Entrepreneurship

UN Business

UNIVERSITY OF NORTHERN IOWA
COLLEGE OF BUSINESS ADMINISTRATION

September 23, 2020

Dean David Spalding
2200 Gerdin Business Building
2167 Union Drive
Ames, IA 50011-2027

Dear David,

I am happy to support your proposed Human Resource Management major. Interestingly, we have been working on moving our Human Resource Management Emphasis to a standalone major as well. Our current courses include HRM, Staffing & Employee Development, Compensation and Performance Management Systems, Dynamics of Negotiations, Employment and Labor Law and Organizational Behavior. We plan to add a People Analytics course and maybe a Leadership course as an elective.

I certainly believe that there is room in our state for two additional HRM majors, so I have no problem providing this letter of support for your proposed undergraduate major in HRM .

Sincerely,



Leslie K. Wilson