

Contact: Rachel Boon

**REQUEST FOR NEW PROGRAM AT THE UNIVERSITY OF NORTHERN IOWA:
BACHELOR OF APPLIED SCIENCE IN MANAGING BUSINESS AND ORGANIZATIONS**

Action Requested: Consider approval of the request by the University of Northern Iowa to establish a Bachelor of Applied Science in Managing Business and Organizations in the College of Business Administration.

Executive Summary: The Bachelor of Applied Science in Managing Business and Organizations (BAS:MBO) streamlines the requirements for baccalaureate degree completion of Associate of Applied Science (AAS) degree holders with work experience in a field relevant to the degree. Emphasis on having work experience in the field differentiates this from existing BA in Business programs at UNI. As an entirely online program, it is designed for working professionals who hope to advance in their fields. The proposed program addresses the Board of Regents Strategic Plan objective 1.2; "The Board of Regents will incorporate strategies for a system that ensures the accessibility and affordability of higher education at Regent institutions."

Background:

◇ Description of proposed program.

The proposed Bachelor of Applied Science in Managing Business and Organizations (BAS:MBO) will offer educational opportunities to those students who have completed an AAS degree and have several years of work experience in a field relevant to this degree. The next career step for such students is likely to be in a position that includes managerial responsibilities and requires a four-year degree. The BAS in Managing Business and Organizations is designed with flexible scheduling to meet the needs of working professionals and distance learners with classes being offered online.

◇ Academic objectives.

The BAS in Managing Business and Organizations has five student learning objectives that will be measured through a comprehensive assessment procedure (which will be similar to the procedures currently followed for the MBA program):

1. Graduates will demonstrate that they understand contemporary sustainable business practices to advance an organizational mission.
2. Graduates will demonstrate that they understand how to manage daily operations across an organization.
3. Graduates will demonstrate that they can make informed business decisions.
4. Graduates will demonstrate critical thinking skills in solving organizational problems.
5. Graduates will demonstrate personal and professional ethical responsibility in solving organizational problems.

◇ Need for proposed program.

UNI is committed to promoting economic development in the State of Iowa. In past years, UNI has developed a strong pathway for community college graduates to earn a four-year degree if they come from an AA (Associate of Arts) or AS (Associate of Science) degree background. UNI

suggests that statistics indicate that more community college graduates earn an AAS (Associate of Applied Science) degree than an AA or AS degree, which suggests that there is a substantial need for a BAS degree. A BAS degree in Managing Business and Organizations will provide a new pathway for Iowa's community college students who are seeking to enhance their skills and knowledge so that they will be more effective in the workforce.

◇ Link to institutional strategic plan.

The current university Vision Statement states that UNI will "be nationally known for innovative education, preparing students for success in a rapidly changing, globally competitive, and culturally diverse world." A fully online BAS in Managing Business and Organizations will represent an innovative opportunity for place-bound students to further their education and careers.

The current university Mission Statement states that UNI will "inspire students to ... engage in critical inquiry ... and contribute to society." A BAS in Managing Business and Organizations will provide a curriculum that will allow students to engage in critical inquiry on a wide variety of topics ranging from accounting to finance to law and entrepreneurship.

AAS degree-holders will be able to enhance their contributions to society by acquiring the next level of education, a Bachelor's degree. If these individuals wish to gain employment in managerial/supervisory positions, they will most likely require a four-year degree, so the proposed BAS degree will allow AAS degree holders the opportunity to advance their careers in business/management areas, which in turn will enhance economic development, particularly in the State of Iowa.

The strong liberal arts core curriculum of the proposed BAS in Managing Business and Organizations directly supports Goal 1 "Be a leading undergraduate public university that provides a strong liberal arts foundation." The proposed program supports Goal 5 "Enhance the economic, social, cultural, and sustainable development of the state" because we expect many applicants to be Iowa residents who are familiar with UNI's strong reputation in providing an undergraduate business education. The proposed program also supports Goal 6 "Ensure accountability, affordability, and access" because the program will be available to people regardless of their current location.

◇ Relationship to existing programs at UNI.

The proposed BAS:MBO program will not duplicate any existing programs at UNI. By creating an option for community college graduates to continue their education online, the program will enhance and strengthen UNI's relationships with many Iowa community colleges. The BAS:MBO degree provides an additional option for a four-year Bachelor's degree completion program along with the BAS in Criminal Justice and the BAS in Tactical Emergency Services with Vulnerable Populations.

◇ Relationship to existing programs at other colleges and universities.

Currently, the University of Northern Iowa is the only Regent institution to offer a BAS degree. The University of Iowa offers a Bachelor of Applied Studies degree, also an online degree completion program, but it is a degree where students complete 60 hours of coursework in core requirements and three distribution areas.

Buena Vista University offers a BASc Applied Management Major, also a degree completion program, but this degree does not offer the same emphasis on the Liberal Arts Core as the proposed UNI BAS where 23-24 credit hours of liberal arts courses and 6 hours of professional

communication courses are required.¹ With the BAS in Managing Business and Organizations program, students incorporate an applied approach to critical thinking, communication and problem-solving skills. Students can expand their career opportunities by emphasizing the enhancement of management skills that builds upon the technical background obtained from the community college.

Waldorf College offers a BAS degree in Business Administration, but this degree is intended for students who complete the majority of their credit hours at Waldorf College², whereas the proposed UNI degree is a degree-completion opportunity for a student who has completed an AAS degree at a community college.

◇ Unique features.

In many ways the BAS in Managing Business and Organizations is an undergraduate version of a Master's of Business Administration because the curriculum focuses on broad concepts and skills. The courses developed for the BAS:MBO are created for people who have AAS degrees and work experience, which differentiates the program from our BA programs in business. The College of Business Administration has a long history of delivering a general MBA; we have the faculty expertise to deliver business classes that are of great value to both individuals with undergraduate business degrees or those who have non-business degrees.

◇ Resources.

The College of Business Administration has a long history of working with the Division of Continuing Education and Special Programs for the delivery of the Hong Kong MBA. The College looks forward to partnering with this Division to deliver a fully-online BAS degree. Discussions are underway about training business faculty in the Quality Matters program so that course design will use technology in the best way to deliver business classes. UNI's eLearning program will be used to communicate with students, make materials available online, and use any other UNI-supported technology as appropriate.

◇ Student demand.

Recruitment will focus on students who have earned an Associate of Applied Science degree from one of Iowa's 15 community colleges for this fully online degree completion program. Individuals with an AAS degree likely began their career using the technical skills of their degree but now may have acquired sufficient experience to pursue a management position, yet they lack a Bachelor's degree which could be a requirement of a management position. Thus, a BAS in Managing Business and Organizations can assist in their career advancement.

At UNI, the currently offered Technology Management BA provides an example of how a fully online four-year degree completion program can be successful. This program, which accepts students with AAS degrees, has accepted three separate cohorts, indicating that there is a market for online Bachelor's degrees that dovetail with AAS degrees.

◇ Duplication.

As stated above, no other Regent institution offers a Bachelor of Applied Science in Managing Business and Organizations degree. The University of Iowa offers a Bachelor of Applied Studies

¹ [Source: <https://www.bvu.edu/gps/programs/bachelor-of-applied-science/basc-applied-management>]

² [Source:<http://www.waldorf.edu/online/academics/programs-of-study/b-a-s-business-administration>]

degree while Buena Vista University offers a BAsc Applied Management Major, and Waldorf College offers a BAS degree in Business Administration.

◆ Workforce need/demand.

According to the most recent data provided by the Iowa Department of Education Community College Division, almost 5,000 students per year graduate from an Iowa community college with an AAS degree (24,877 students from AY2010-2014). Given that potential BAS students could have graduated over the last 20-30 years, the pool of potential students is quite large.

◆ Consultation with representatives of other programs.

Formal consultations with Regents institutions have not been undertaken as there is not a comparable degree at either UI or ISU, but both institutions were informed of this new offering. No formal conversations have taken place with private institutions, however, UNI submitted a Notice of Intent to Offer through the Iowa Coordinating Council of Post High School Education (ICCPHSE) on September 9, 2016.

◆ Letters of support.

Letters of support from UI and ISU institutions are attached.

◆ Cost.

Estimated cost:

Costs include an average instructional cost per section of \$12,000 and annual program expenses of \$5000 and \$5000 in advertising cost per cohort (years 1, 4, 7). It does not include indirect costs such as time spent by program manager, assessment specialist, associate dean, and dean.

	TOTAL COSTS	TOTAL NEW COSTS
Year 1 (2 BUS, 4 LAC classes)	\$82,000	\$82,000
Year 2 (3 BUS, 3 LAC classes)	\$159,000	\$77,000
Year 3 (3 BUS, 3 LAC classes)	\$236,000	\$77,000
Year 4 (Spr 2 BUS) <i>Second cohort Year 1</i> (Sum: 1 BUS, 1 LAC; Fall: 1 BUS, 1 LAC)	\$318,000	\$82,000
Year 5 (3 BUS, 3 LAC classes) <i>Second cohort Year 2</i>	\$395,000	\$77,000
Year 6 (3 BUS, 3 LAC classes) <i>Second cohort Year 3</i>	\$472,000	\$77,000
Year 7 (2 BUS, 3 LAC courses)	\$537,000	\$65,000

Single Cohort total = \$260,000;

Estimated Revenue:

SOURCES	TOTAL AMOUNT
Tuition and fees from enrolled students	\$296 per 1 credit hour; \$888 per 3 credit hour course + \$38 technology fee = \$926 per course
TUITION REVENUES YEAR 1: Spring : 2- LAC courses; Summer: 1 BUS, 1 LAC course; Fall: 1 BUS, 1 LAC course) (~ 18 credits)	(\$926 x 6 courses x 30 students) \$166,680
TUITION REVENUES: YEAR 2: Spring: 1- LAC , 1 BUS courses; Summer: 1 BUS, 1 LAC course; Fall: 1 BUS, 1 LAC course) (~ 18 credits)	(\$926 x 6 courses x 30 students) \$166,680
TUITION REVENUES: YEAR 3: Spring: 1 BUS , 1 LAC course; Summer: 1 BUS, 1 LAC course; Fall: 1 BUS, 1 LAC course) (~ 18 credits)	(\$926 x 6 courses x 30 students) \$166,680
TUITION REVENUES: YEAR 4: Spring: 2 BUS courses	(\$926 x 2 courses x 30 students) \$55,560

Total revenue from tuition = \$555,600

◆ Projected enrollment.

Undergraduate – Plan to accept a new cohort every three years, thus a single cohort will proceed through the program at any one time.

Undergraduate	Yr 1	Yr 2	Yr 3	Yr 4 New cohort	Yr 5	Yr 6	Yr 7 New cohort
Majors*	30	30	30	30	30	30	30
Non-Majors**	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**The program is a single degree without specific majors; therefore, there would be no “non-majors” enrolled in the program.

Graduate

Graduate	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Majors	N/A						
Non-Majors	N/A						

◆ Anticipated sources of students.

As mentioned above, UNI anticipates the main source of students are graduates from any of Iowa’s 15 community colleges with an AAS degree. The program is expected to be attractive to students who have work experience, so the applicant pool is not limited to recent graduates. Further, because the program will be delivered fully online, it may attract applicants from across the state of Iowa as well as outside of the state.

◆ Articulation agreement.

UNI will pursue articulation agreements with all 15 Iowa Community Colleges. This is a transfer degree, so all students entering the BAS:MBO will be required to have obtained an AAS.

◇ Off-campus delivery.

The proposed program will be delivered entirely online by UNI faculty. The department will obtain any necessary HLC approval.

◇ Accreditation.

All College of Business Administration programs are accredited by Association to Advance Collegiate Schools of Business (AACSB) International, the primary accrediting organization on management education. The next accreditation review will occur in 2019-2020.

◇ Opportunities for internships.

Because the program is for working adults, student internships are not required for the program.

◇ Marketing plan.

Once the BAS in Managing Business and Organizations is formally approved at UNI and by the Board of Regents, the department will work closely with the Office of Continuing and Distance Education to develop marketing brochures and email communications to distribute to targeted AAS degree graduates. UNI will work closely with representatives of Iowa community colleges to distribute recruiting materials.

◇ Evaluation plan.

The department will work closely with the Division of Continuing Education and Special Programs to evaluate the BAS. Adapting our MBA Learning Assurance Program to the BAS is likely. The department plans to collect data through multiple activities at different levels from all participants.

◇ Date of implementation.

Creation of the proposed program will become effective upon approval by the Board of Regents and will be included in the University's General Catalog. The anticipated implementation date is January 2018.

LETTERS OF SUPPORT



Office of the Dean

108 John Pappajohn Business Building, Suite C120
Iowa City, Iowa 52242-1994
319-335-0862 Fax 319-335-0860
www.tippie.uiowa.edu

September 8, 2016

Dean Leslie K. Wilson
College of Business Administration
University of Northern Iowa
325 Curris Business Building
Cedar Falls, IA 50614-0123

Dear Leslie,

I received your request for support of the UNI BAS program (Managing business and organizations), which will be offered online. The Henry B. Tippie College of Business at the University of Iowa supports the proposed program. You have my best wishes for success with this exciting opportunity.

Sincerely,



Sarah Fisher Gardial
Henry B. Tippie College of Business

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

College of Business
Robert H. Cox Dean's Suite
2200 Gerdin Business Building
Ames, Iowa 50011-1350
515 294-2422
FAX 515 294-6060
www.business.iastate.edu

September 8, 2016

Dr. Lisa K. Jepsen
Associate Dean and MBA Program Director
The University of Northern Iowa College of Business Administration
325 Curris Business Building
Cedar Falls, Iowa 50614

Dear Dr. Jepsen,

I received your proposal for a new BAS major in Managing Business and Organizations. After reviewing the proposal, I am pleased to report that the College of Business at Iowa State University does not have any objections to the major. The proposed major appears to fit well with the intent of your BAS program at the University of Northern Iowa and we wish you well with this new endeavor.

Sincerely,



Danny J. Johnson, PhD
Associate Dean for Undergraduate Programs
Associate Professor of Supply Chain Management