

## Program Approval

### I. General Information

**A. Institution** University of Kansas

### B. Program Identification

Degree Level:	Bachelor's
Program Title:	Operations Management
Degree to be Offered:	Bachelor of Applied Science
Responsible Department or Unit:	School of Professional Studies
CIP Code:	52.0205
Modality:	Hybrid
Proposed Implementation Date:	Fall 2023

Total Number of Semester Credit Hours for the Degree: 120

**II. Clinical Sites:** Does this program require the use of Clinical Sites? No

### III. Justification

The School of Professional Studies, based at the KU Edwards campus in Overland Park, proposes to create a hybrid Operations Management degree to meet the growing employment demands of operations management, supply chain management, purchasing, and related workforce needs in the Kansas City metropolitan area, the greater Kansas and Missouri region and nationally. The Bachelor of Applied Science in Operations Management curriculum is structured as a degree completion program that prepares students to develop, improve and manage the processes used to produce and transport products, services and people. The program explores the technical and strategic aspects of producing goods and services while providing students with the foundational operations management skills necessary to become successful business leaders. Students will learn about implementation, innovation, planning, and strategy to build a valuable knowledge base and practical skill set. In addition, students are able to partner the Operations Management degree with other School of Professional Studies programs or KU Edwards programs to gain additional expertise related to project management, information technology, or public administration. The Operations Management program will prepare students to enter careers such as supply chain management, production management, purchasing, project management or other related fields.

The degree is designed for students who have already earned an associate's degree or equivalent hours and are looking to complete the last two years necessary for a bachelor's degree. The program is offered in a hybrid format to allow students the flexibility to complete courses online and in person. It will leverage the current transfer community infrastructure to help recruit students from area community colleges. The curriculum of this program is simultaneously focused and flexible, allowing students to strengthen their academic training with minimal pre-requisite barriers and maximum ability to tailor the program to meet students' needs.

Though KU Edwards does not currently offer lower-division undergraduate (freshman-sophomore) courses, this degree intends to build on transfer credit in from other institutions. We anticipate students interested in pursuing a BAS in Operations Management to come primarily from community college partners in the KC metro area including Johnson County Community College (JCCC) and Kansas City Kansas Community College (KCKCC), and the Metropolitan Community College in Missouri (MCC).

#### IV. Program Demand

##### Market Analysis

According to the Mid America Regional Council, general and operations managers are in the top five occupations that are expected to have the highest growth in employment in the Kansas City region over the next 10 years. For those positions requiring a bachelor’s degree for entry, general operations managers, management analysts, and business operations specialists are all projected to be in the top 10 growth occupations in Kansas City. Additionally, health care, retail trade, and professional services are the largest industries in the Kansas City economy with 98,600 jobs in the Kansas City metropolitan region as reported in the second quarter of 2020. Management of companies is the region’s largest job specialization, followed by jobs within the federal government, professional, technical and scientific services; transportation and warehousing; finance and insurance; and wholesale trade (MARC, 2021). Between January 2019 to January 2020, management jobs increased by 1.4 percent equating to a net +400 jobs (MARC, JobsEQ). More recently between October 2020 to October 2021, professional and technical services increased by 7.5% (Bureau of Labor Statistics, Jobs EQ).

##### Student Demand

With KU Edwards offering baccalaureate degree completion programs, we anticipate additional student interest for the BAS in Operations Management to come from community college partners in the KC metro area. To ensure strong enrollment in the program, transfer pathways will be developed between JCCC, KCKCC, and MCC for this BAS degree. Each local community college has strong enrollment in its Business program as well as programs in construction management, food and beverage management, information technology, etc., that could serve as a pipeline

Additionally, the KU Edwards Campus regularly receives student inquiries for business-related degree completion programs that are available in a hybrid format and this program would address that need. The number of inquiries received would be in the top five requested majors for programs at KU Edwards.

##### Comparative/Locational Advantage

As an emerging degree focused on adult learner, working professional, and college transfer pathways to baccalaureate completion, there are limited Bachelor of Applied Science in Operations Management degree offerings in the region. This would be the first BAS in Operations Management degree to be offered in the hybrid format in the larger Midwest region. In the state of Kansas, FHSU offers an on-campus and online degree with the same CIP Code (BBA in Management with a concentration in Operations Management). The most similar programs nationwide are at Arizona State University, University of Arizona, and University of Massachusetts. Additional universities offer related programs such as BBA degrees with emphasis areas in supply chain management or operations management as well as few in person offerings available.

The curriculum for KU’s BAS in Operations Management differs from similar programs by giving students the opportunity to focus coursework on operations management to strengthen that skill set. The program also provides students flexibility with allowing students the opportunity to obtain a minor in another discipline.

#### V. Projected Enrollment for the Initial Three Years of the Program

Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	10	5	300	60
Year 2	20	15	600	180
Year 3	30	20	900	240

## VI. Employment

### Regional Perspective:

In 2021, according to the U.S. Bureau of Labor Statistics (BLS) Occupational Outlook Handbook, employment increased over the year in the Kansas City metropolitan area. Specifically, Kansas City, MO, which accounts for 56% of the area's total nonfarm employment, gained 35,500 jobs and Kansas City, KS, with 44 percent of area's employment, gained 11,200 jobs. Within the Kansas City region, the management employment sector is expected to see continued strong growth. According to the Mid America Regional Council, general and operations managers are in the top five occupations that are expected to have the highest growth in employment in the Kansas City region over the next 10 years. For those positions requiring a bachelor's degree for entry, general operations managers, management analysts, and business operations specialists are all projected to be in the top 10 growth occupations in Kansas City.

Additionally, health care, retail trade, and professional services are the largest industries in the Kansas City economy with 98,600 jobs in the Kansas City metropolitan region as reported in the second quarter of 2020. Management of companies is the region's largest job specialization, followed by jobs within the federal government, professional, technical and scientific services; transportation and warehousing; finance and insurance; and wholesale trade (MARC, 2021). Between January 2019 to January 2020, management jobs increased by 1.4 percent equating to a net +400 jobs (MARC, JobsEQ). More recently between October 2020 to October 2021, professional and technical services increased by 7.5% (Bureau of Labor Statistics, Jobs EQ).

In 2020, 17,496 jobs in General and Operations Managers were reported in the Kansas City region. Jobs EQ notes total demand (replacement and growth) in general and operations managers is expected to fill 15,783 jobs in the Kansas City region over the next ten years. Business operation specialists fill 7,254 job positions in KC in 2020 with a total growth and replacement need over the next ten years of 7,102 jobs.

## VII. Admission and Curriculum

### A. Admission Criteria

Students must apply to KU and be admitted by the School of Professional Studies. Prior to entering the program, students must complete two (2) years of undergraduate college course work with a total of 60 semester credit hours and a cumulative GPA of at least 2.0.

### B. Curriculum

#### Year 1: Fall

SCH = Semester Credit Hours

Course #	Course Name	SCH 15
Math 101	College Algebra (KU Core 1.2)	3
ENGL 101	Composition (KU Core 2.1)	3
	KU Core 3N Natural Science Course	3
	General Elective Course	3
	General Elective Course	3

#### Year 1: Spring

Course #	Course Name	SCH 15
COMS 130	Speaker-Audience Communication (KU Core 2.2)	3
ENGL 102	Critical Reading and Writing (KU Core 2.1)	3
	KU Core 1.1 Critical Thinking Course	3
	KU Core 3H Arts and Humanities Course	3
	General Elective Course	3

**Year 2: Fall**

Course #	Course Name	SCH 15
	KU Core 4.1 Human Diversity Course	3
	KU Core 3S Social Sciences Course	3
	General Elective Course	3
	General Elective Course	3
	General Elective Course	3

**Year 2: Spring**

Course #	Course Name	SCH 15
Math 365	Elementary Statistics	3
	KU Core 4.2 Culture, Diversity & Global Awareness	3
	General Elective Course	3
	General Elective Course	3
	General Elective Course	3

**Year 3: Fall**

Course #	Course Name	SCH 15
OMGT 300	Operations Management	3
PFS 302	Leadership in Practice OR PMGT 325 Effective Team Leadership	3
OMGT 310	Enterprise Strategy and Innovation	3
	Upper-Division General Electives or Minor	3
	General Elective Course	3

**Year 3: Spring**

Course #	Course Name	SCH 15
OMGT 320	Enterprise Planning and Implementation	3
OMGT 330	Innovation Management	3
PMGT 305	Foundations of Project Management	3
	Upper-Division General Electives or Minor	3
	Upper-Division General Electives or Minor	3

**Year 4: Fall**

Course #	Course Name	SCH 15
OMGT 420	Process Management	3
PMGT 315	Project Scheduling and Control	3
PMGT 415	Project Procurement & Supply Chain Management	3
	Upper-Division General Electives or Minor	3
	Upper-Division General Electives or Minor	3

**Year 4: Spring**

Course #	Course Name	SCH 15
OMGT 499	Operations Management Capstone (KU Core 6)	3
OMGT 440	Ethical Issues in Operations Management (KU Core 5.1)	3
	Upper-Division General Electives or Minor	3
	Upper-Division General Electives or Minor	3
	Upper-Division General Electives or Minor	3

**Total Number of Semester Credit Hours ..... [120]**

**VIII. Core Faculty**

Note: \* Next to Faculty Name Denotes Director of the Program, if applicable  
 FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Faculty Name	Rank	Highest Degree	Tenure Track Y/N	Academic Area of Specialization	FTE to Proposed Program
New Hire, Yr. 1*	Program Director & Assistant or Associate Professor of Practice	PhD	N	Operations Management or Business	1.0
New Hire, Yr. 1	Assistant or Associate Professor of Practice	MS or PhD	N	Operations Management or Business	1.0
Taofeeq Ashiru	Professor of Practice	PhD	N	Project Management	0.25
Heather McCain	Associate Professor of Practice	PhD	N	Project Management	0.25
John Bricklemyer	Acting Program Director & Associate Dean/Professor of Practice	EdD	N	Project Management	0.25
New Hire, Yr. 3	Assistant or Associate Professor of the Practice	MS or PhD	N	Operations Management or Business	1.0

Number of graduate assistants assigned to this program ..... **10**

**IX. Expenditure and Funding Sources** (List amounts in dollars. Provide explanations as necessary.)

<b>A. EXPENDITURES</b>	First FY	Second FY	Third FY
<b>Personnel – Reassigned or Existing Positions</b>			
Faculty	\$0	\$7,500	\$15,000
Administrators ( <i>other than instruction time</i> )	\$0	\$0	\$0
Graduate Assistants	\$0	\$0	\$0
Support Staff for Administration (.50 Success Coach)	\$16,700	\$17,118	\$17,545
Fringe Benefits ( <i>total for all groups</i> )	\$4,843	\$7,139	\$9,438
Other Personnel Costs	\$0	\$0	\$0
<b>Total Existing Personnel Costs – Reassigned or Existing</b>	\$21,543	\$31,757	\$41,983

<b>Personnel – New Positions</b>			
Faculty	\$188,000	\$188,000	\$291,000
Administrators ( <i>other than instruction time</i> )	\$20,000	\$20,000	\$20,000
Graduate Assistants	\$0	\$0	\$0
Support Staff for Administration ( <i>e.g., secretarial</i> )	\$0	\$0	\$0
Fringe Benefits ( <i>total for all groups</i> )	\$60,320	\$62,130	\$90,190
Other Personnel Costs			
<b>Total Existing Personnel Costs – New Positions</b>	\$268,320	\$270,130	\$401,190
<b>Start-up Costs - One-Time Expenses</b>			
Library/learning resources	\$0	\$0	\$0
Equipment/Technology	\$0	\$0	\$0
Physical Facilities: Construction or Renovation	\$0	\$0	\$0
Other: Course development	\$30,000	\$30,000	\$0
<b>Total Start-up Costs</b>	\$30,000	\$30,000	\$0
<b>Operating Costs – Recurring Expenses</b>			
Supplies/Expenses	\$0	\$0	\$0
Library/learning resources	\$500	\$500	\$500
Equipment/Technology	\$0	\$0	\$0
Travel	\$0	\$0	\$0
Other	\$13,900	\$13,900	\$13,900
<b>Total Operating Costs</b>	\$14,400	\$14,400	\$14,400
<b>GRAND TOTAL COSTS</b>	\$334,263	\$346,287	\$457,573

<b>B. FUNDING SOURCES</b> ( <i>projected as appropriate</i> )	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		\$174,600	\$378,300	\$552,900
Student Fees		\$0	\$0	\$0
Other Sources (JCERT)		\$159,663	\$0	\$0
<b>GRAND TOTAL FUNDING</b>		\$334,263	\$378,300	\$552,900
<b>C. Projected Surplus/Deficit (+/-)</b> (Grand Total Funding <i>minus</i> Grand Total Costs)		\$0	\$32,013	\$95,327

## **X. Expenditures and Funding Sources Explanations**

### **A. Expenditures**

#### **Personnel – Reassigned or Existing Positions**

The BAS in Operations Management program will utilize some existing courses that are currently offered at KU Edwards in the Project Management program. Costs of instruction are already covered by these existing programs since they have additional enrollment capacity in the courses being offered. Funds have been allocated in the second and third years to fund additional sections as needed.

A current academic success coach will be assigned to work with the Operations Management program. The Operations Management program will make up 50% of their student load and the Operations Management program will fund 50% of salary and fringe.

John Bricklemeyer will serve as Acting Program Director until the new Program Director begins (estimated start date of June 2022). As Acting Director, Bricklemeyer will begin the course development for OMGT 300 and 310 during the Spring semester. These two courses will be finalized by the new program director upon hire and ready to offer in Fall 2023.

#### **Personnel – New Positions**

The Operations Management program will hire two new faculty members with an emphasis on operations management or a related business field in the first year. One will serve as the program director and teach in the program with their time split 80% teaching and 20% administration. The second will have 100% of their load dedicated to teaching in the program. These faculty members will be responsible for developing the new OMGT courses needed for the program. More specifically, the Program Director will finalize the development of OMGT 300 and 310 during Summer 2023 (as referenced above) and both faculty will share in the development of the remaining courses: OMGT 320 and 330 during Fall 2023; OMGT 420 during Spring 2024; and OMGT 440 and 499 during Fall 2024. Additional funding has been allocated in year three to support hiring an additional faculty member with 100% of their load dedicated to teaching in the program as well as adjunct faculty as needed.

#### **Start-up Costs – One-Time Expenses**

In order to ensure a successful launch of the hybrid program, we have designated \$30,000 for course development for each of the first two years. These funds will provide faculty with additional resources to develop the courses needed for the program.

#### **Operating Costs – Recurring Expenses**

All equipment, library, and supplies have been accounted for in the existing services provided to KU Edwards students and no additional cost will be associated with the program. The KU Edwards Campus is allocating \$500 each year for instructional resources, \$2,500 each year for recruitment efforts, and \$10,000 each year for marketing efforts. In addition, the program faculty members will receive \$1,400 each year for professional development.

## B. Revenue: Funding Sources

The BAS in Operations Management program is a Johnson County Education and Research Triangle<sup>1</sup> (JCERT) funded program. The program will be fully funded through JCERT funds and tuition revenue. No state funds will be utilized. JCERT funds will be used to help fund the program during the implementation year until the program is revenue generating and sustainable on tuition funds alone. BAS in Operations Management students will be charged an all-inclusive tuition rate of \$485 per credit hour to ensure that the program is affordable and accessible to all students, nationwide.

## C. Projected Surplus/Deficit

Given the anticipated costs and revenue, the program is expected to break even the first year after implementation but expects to see a surplus in the second year. JCERT funds will be used to help fund the program during the implementation until the program is revenue generating and sustainable on tuition funds alone. With the current enrollment estimates, the program is expected to have a revenue surplus after two years. These funds will be utilized to help improve the overall student experience and provide additional funding.

## XI. References

Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Field of degree: Business, at <https://www.bls.gov/ooh/field-of-degree/business/business-field-of-degree.htm> (visited September 02, 2022).

Johnson County Community College, Degree and Certificate Award by Division: <https://www.jccc.edu/about/leadership-governance/administration/institutional-effectiveness-branch/> (visited, September 2, 2022).

Metropolitan Community College, Five Year Completion: [https://mcckc.edu/research/docs/5Year\\_Completions\\_District.pdf](https://mcckc.edu/research/docs/5Year_Completions_District.pdf) (visited, September 2, 2022).

Mid-America Regional Council, GradForce Education Asset Inventory for Greater Kansas City, 2017; university websites; College Factual Mid-America Regional Council – Regional Planning for Greater Kansas City. (n.d.). Retrieved from <https://www.marc.org/>

Elka Torpey, “Projected openings in occupations that require a college degree,” Career Outlook, U.S. Bureau of Labor Statistics, September 2021. <https://www.bls.gov/careeroutlook/2021/article/projected-openings-college-degree.htm> (Retrieved September 2, 2022)

Elka Torpey, “Education level and projected openings, 2019–29,” *Career Outlook*, U.S. Bureau of Labor Statistics, October 2020. <https://www.bls.gov/careeroutlook/2020/article/education-level-and-openings.htm#s4>

<sup>1</sup> The Johnson County Education Research Triangle (JCERT) is a unique partnership between Johnson County, the University of Kansas, and Kansas State University. Its goal is to create economic stimulus and a higher quality of life through new facilities for research and educational opportunities. In November 2008, Johnson County voters invested in the county’s future by voting for a 1/8-cent sales tax to fund JCERT initiatives, including development of the National Food and Animal Health Institute at K-State Olathe; the KU Clinical Research Center in Fairway, Kansas; and here at KU Edwards, the BEST Building with several degree and certificate offerings in business, engineering, science, and technology.