

Program Approval

I. General Information

A. Institution Fort Hays State University

B. Program Identification

Degree Level:	Bachelor's
Program Title:	Applied Leadership
Degree to be Offered:	Bachelor of Applied Science
Responsible Department or Unit:	Department of Leadership Studies
CIP Code:	<u>52.0213 Organizational Leadership</u>
Modality:	Face-to-Face and Online
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

Fort Hays State University (FHSU) is dedicated to working with military and veteran students, transfer students, and community and technical college students who have extensive work experience and/or an associate degree in applied science. To this end, FHSU is proposing a Bachelors of Applied Science (BAS) degree program in Applied Leadership which would create a new pathway for AAS graduates to complete their bachelor's degree in less than a four-year period. The BAS in Applied Leadership degree offers students a shorter path towards degree completion by maximizing military, technical and vocational credit towards a bachelor's degree.

This program is specifically geared towards students who have a strong interest in applied learning and practical application. In 2020 FHSU commissioned Hanover Research to conduct a market study which explored degree completions in Kansas. This study suggested that there is a large volume of associate degree holders in fields such as liberal arts and sciences, nursing, business administration, management, law enforcement administration, and physical therapy. These individuals are likely to find the option of a BAS program appealing.

When compared to the Bachelors of General Studies (BGS) with a concentration in Organizational Leadership or the BA/BS in Organizational Leadership, the BAS in Leadership Studies is more generous in how it gives credit for the applied learning that has accrued through military training and experience, or has taken place at a technical school. Service members and transfer students are able to maximize the credit they receive for their military training and experience or through technical education. The BAS in Applied Leadership is additionally a stackable credential. Students can come to FHSU and move directly into the BAS in Applied Leadership program after completion of the AAS in Technology and Leadership and the Certificate in Leadership Studies. If students didn't receive their AAS from FHSU they can still complete the BAS in Applied Leadership. The BAS in Applied Leadership additionally has a stronger name recognition than the BGS in Organizational Leadership for graduates entering the workforce. The BGS by design is general in nature, while the BAS program is structured to apply the vocational type learning that takes place during military service and at technical schools. The BAS additionally requires 30 credit hours of Leadership Studies coursework while the BGS only requires 21 hours. This increase in hours will further equip graduates of the program to be effective leaders in their organizations after graduation.

The BAS in Applied Leadership at FHSU can build directly from the AAS program that has been developed specifically for current and former members of the U.S. Armed Services. Because of a Memorandum of

Agreement (MOA) with the U.S. Army Command and General Staff College, common core military leadership training at the lower enlisted level can be transferred to FHSU as specific Leadership Studies coursework. An MOA of this type is in the final stages of approval with Marine Corps University to provide this same opportunity for junior enlisted marines. Mid-grade non-commissioned officers in the United States Air Force are also allowed to transfer their professional military education to FHSU for Leadership Studies courses through a similar process.

As there is a growing need for graduates in related fields who have a bachelor's degree in the fields of leadership and management (as outlined in section VI. Employment), this program will help fill this specific niche within the Kansas and national workforces.

It is additionally important to address any duplication within the Kansas Board of Regents (KBOR) system to which this program may contribute. According to the KBOR program database, there are only eight other Bachelor of Applied Science Programs in the KBOR system, and only two of these programs have any similarities to the proposed program. The BAS in Technology Administration at Washburn University is largely focused on technology with a small portion of the curriculum devoted to administration and has no classes in the leadership studies discipline. The proposed FHSU BAS in Applied Leadership does have some similarities to the BAS in Organizational Leadership and Learning (OLL) at Wichita State University (WSU). [While the names of the degree programs do appear similar, the curricula are different.](#) The [proposed BAS in Applied Leadership at FHSU will focus all 30 of the required concentration hours on classes taught in the leadership studies discipline through the Department of Leadership Studies.](#) [These courses are all part of the existing BA/BS in Organizational Leadership at FHSU.](#) The existing FHSU partnerships with military organizations (i.e. US Army Command and General Staff College and US Marine Corps University) as well as the quantity of existing students coming from our newly proposed affiliated institutions (Northwest Technical College and North Central Kansas Technical College (pending accreditation approval)) make the [proposed FHSU BAS in Applied Leadership program a seamless fit for service members and transfer students from the FHSU Associate of Applied Science \(AAS\) in Technology and Leadership Program.](#) As the military experience and vocational and technical education is rife with applied learning, service members and transfer students can directly utilize the training, experience, and education they have attained, and leverage their applied learning to earn a bachelor's degree.

IV. Program Demand Market Analysis

The Defense Manpower Data Center (2022) list over 30,000 service members in Kansas alone that have technical education credit on their Joint Service Transcript. This technical credit from military training and experience could be applied to the FHSU AAS program and transition into the BAS in Applied Leadership program. As 100% of the classes in the BAS will be offered on campus AND online the market for military service members is much larger than the representation of solely Kansas based service members.

A report completed in 2020 by Hanover Research commissioned by FHSU provided an overview of the potential market for Bachelor of Applied Science programs. This report specifically highlighted degree conferral trends at regional "feeder" community colleges, technical schools, and military installations. The top five associate's degree producers in Kansas are listed below.

- Johnson County Community College
 - Tracks in Liberal Arts and Sciences, Nursing/RN, Business Administration and Management, Graphic Design, and Computer System Networking
 - 1,714 Completions in 2018

- Butler Community College
 - Tracks in Liberal Arts and Sciences, Nursing/RN, Education, Health Services/Allied Health, and Business/Commerce
 - 1,230 Completions in 2018

- Hutchinson Community College
 - Tracks in Liberal Arts and Sciences, Nursing/RN, Health Information/Medical Records Technology/Technician, Fire Science/Fire Fighting, and Physical Therapist Assistant
 - 769 Completions in 2018

- Grantham University
 - Tracks in Business Administration and Management, Medical Insurance Coding, Criminal Justice/Law Enforcement Administration, Computer Science, and Interdisciplinary Studies
 - 663 Completions in 2018

- Barton County Community College
 - Tracks in Liberal Arts and Sciences, General Studies, Nursing/RN, Clinical/Medical Laboratory Technician, Business Administration and Management
 - 539 Completions in 2018

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	5	0	120	0
Year 2	8	4	192	48
Year 3	10	8	240	96
Year 4	13	12	312	144

Projected enrollments are based off of average AAS students matriculating to bachelor degree programs since Fall 2019.

VI. Employment

National Perspective

According to the U.S. Bureau of Labor and Statistics, employment of leadership and management related fields is expected to grow continuously through at least 2031. The increased need for workers who possess technical AND interpersonal skills with bachelor's level education will widen the market for graduates of this program. The following fields of employment which fit the practical skillset of graduates of the BAS in Applied Leadership program show an increased demand for the foreseeable future.

Field of Employment	Projected Growth Through 2031
Administrative Services and Facilities Managers	7%
Construction Managers	8%
Lodging Managers	18%
Management	8%
Public Relations and Fundraising	8%
Social and Community Service Managers	12%
Training Managers	7%

State / Regional Perspective

According to Kansas Department of Labor, employment projections indicate a significant growth of demand for workers in leadership and management fields through the year 2030. It is important to note that due to the nature of education in the fields of leadership and management, graduates can transition from college to the workforce in a wide variety of occupational fields. Those fields listed below from the Kansas Department of Labor are simply the closest occupational fields measured by the state of Kansas which correlate to the disciplines of leadership and management education.

Field of Employment	Projected Growth Through 2030
Management	10.5%
Community and Social Services	7.48%
Life, Physical and Social Science	7.35%

VII. Admission and Curriculum

Students pursuing this program will need to [apply](#) and be admitted to FHSU.

A. Curriculum

The curriculum example is predicated on completion of the FHSU AAS in Technology and Leadership with a concentration in Leadership Studies. This AAS program is specifically designed for current and former service members and technical or vocational transfer students, as is the proposed BAS in Applied Leadership degree program. The general education program detailed in this proposal assumes use of the 34-hour program approved by KBOR in June 2022. FHSU is working to align with the systemwide framework.

The curriculum assumes 56 hours of credit articulating from the Joint Service Transcript (JST), including all current and future credit articulations or as transfer credit from a vocational / technical institution for classes applied in nature. All other courses / credit will be evaluated on a case by case basis.

General Education Hours	34
Leadership Studies Concentration Hours	30
ACE / Military CPL / Applied Learning Hours	56
Total	120

The below listing of hours is included in the total hours required for this program. It serves only as a purpose to demonstrate how graduation requirements are met.

4-year hours in the proposed curriculum	36
4-year hours in AAS program	24
Total 4-year hours	60
Upper division hours in AAS program	9
<u>Upper division hours in proposed curriculum</u>	<u>36</u>
Total upper division hours	45

The BAS in Applied Leadership focuses on ACE credit attained from the Joint Service Transcript (JST) or vocational / technical education courses which fits into a course by course basis transfer approach for the program.

NOTE: All classes required in the proposed BAS curriculum are available both on campus and online.

NOTE: HHP 200 Personal Wellness (FHSU Institutionally Designated General Education Course) has been articulated for US Army and US Air Force basic training. This articulation is currently in progress for the US Navy and US Marine Corps Basic Training. With this articulation in place the curriculum will include only one institutionally designated course (INF101 Intro to Computer Information Systems). The below curriculum map includes this credit articulation, with those three hours included in the 59 ACE / Military CPL / Applied Learning Hours, though they will also count toward General Education requirements.

NOTE: US Army Soldiers that achieve Skill Level 20 (rank of Sergeant or higher annotated on the JST) are awarded MGT411 Applied Management Skills. These three upper division credit hours are included in the 59 ACE / Military CPL / Applied Learning Hours.

General Education & Graduation Req	34 (+ 3 HHP 200 = 37)
Leadership Studies Concentration Hours	30
<u>ACE / Military CPL / Applied Learning Hours</u>	<u>56</u>
Total	120

*Denotes upper division course credit

Transfer Credit **SCH = Semester Credit Hours**

Course #	Course Name	SCH
	Transfer coursework Technical Education from Joint Service Transcript	30
LDRS120	Issues in Leadership (MOU Credit for Common Core Military Leadership Training)	6

Year 1: Fall

Course #	Course Name	SCH
ENG101	English Composition I - (English)	3
COMM100	Fundamentals of Oral Communication – (Communication)	3
LDRS300*	Introduction to Leadership Concepts	3
LDRS302*	Introduction to Leadership Behaviors	3

Year 1: Spring

Course #	Course Name	SCH
ENG102	English Composition II – (English)	3
MATH101	Contemporary Mathematics – (Math and Statistics)	3

INF101	Introduction to Computer Information Systems (Institutionally Designated)	3
LDRS310*	Fieldwork in Leadership Studies	3
*	Upper Division Elective	3

Award Associate of Applied Science and Certificate in Leadership Studies

Transfer Credit

Course #	Course Name	SCH
	Transfer coursework Technical Education from Joint Service Transcript	15
	Free Electives Transfer from Joint Service Transcript	11

Year 2: Fall

Course #	Course Name	SCH
*	Art & Humanities General Education Course	3
*	Natural / Physical Sciences General Education Course	3
	Natural / Physical Sciences Lab General Education Course	1
*	Leadership Studies Concentration Elective	3
*	Leadership Studies Concentration Elective	3
*	Leadership Studies Concentration Elective	3

Year 2: Spring

Course #	Course Name	SCH
*	Art & Humanities General Education Course	3
*	Social / Behavioral Sciences General Education Course	3
*	Social / Behavioral Sciences General Education Course	3
*	Leadership Studies Concentration Elective	3
*LDRS650	Principles of Organizational Leadership (Discipline Specific Writing & Information Literacy Graduation Requirement)	3

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

VIII. Core Faculty

Note: FTE Proposed to the program is representative of current inload percentage of undergraduate Leadership Studies classes. No new FTE or reallocation of positions is required to staff this degree program for the first two years.

If program meets enrollment projections a position could be added for years 3 and beyond.

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
Whitaker, Brett	Assoc. Prof.	PhD	Y	Leadership Studies	.5
Goertzen, Brent	Prof.	PhD	Y	Leadership Studies	.5
Greenleaf, Justin	Assoc. Prof	PhD	Y	Leadership Studies	.75
Kastle, Seth*	Asst. Prof.	EdD	Y	Leadership Studies	.5

Kniffin, Lori	Assoc. Prof	PhD	Y	Leadership Studies	.75
Klaus, Kaley	Asst. Prof	EdD	N	Leadership Studies	.25
Noble, Donnette	Asst. Prof.	PhD	Y	Leadership Studies	.25
Tim Fagan	Asst. Prof	PhD	N	Leadership Studies	.25

Number of graduate assistants assigned to this program **101**

IX. Expenditure and Funding Sources [List amounts in dollars. Provide explanations as necessary. Please double-check the math.]

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty			
Administrators (<i>other than instruction time</i>)	\$5,000	\$5,000	\$5,000
Graduate Assistants			
Support Staff for Administration (<i>e.g., secretarial</i>)			
Fringe Benefits (<i>total for all groups</i>)			
Other Personnel Costs			
Total Existing Personnel Costs – Reassigned or Existing	\$5,000	\$5,000	\$5,000
Personnel – New Positions			
Faculty		\$9,000	\$15,000
Administrators (<i>other than instruction time</i>)			
Graduate Assistants			
Support Staff for Administration (<i>e.g., secretarial</i>)			
Fringe Benefits (<i>total for all groups</i>)			
Other Personnel Costs			
Total Existing Personnel Costs – New Positions		\$9,000	\$15,000
Start-up Costs - One-Time Expenses			
Library/learning resources			
Equipment/Technology			
Physical Facilities: Construction or Renovation			
Other			
Total Start-up Costs			
Operating Costs – Recurring Expenses			
Supplies/Expenses			
Library/learning resources			
Equipment/Technology			
Travel			
Other (Marketing + Start Up Administration)	7,000	5,000	5,000

<i>Total Operating Costs</i>	7,000	5,000	5,000
GRAND TOTAL COSTS	\$12,000	\$19,000	\$25,000

B. FUNDING SOURCES <i>(projected as appropriate)</i>	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds*	0	\$27,225.60	\$54,451.20	\$76,231.68
Student Fees	0	0	0	0
Other Sources	0	0	0	0
GRAND TOTAL FUNDING		\$27,225.60	\$54,451.20	\$76,231.68
B. Projected Surplus/Deficit (+/-) (Grand Total Funding <i>minus</i> Grand Total Costs)		\$15,225.60	\$35,451.20	\$51,231.68

* Tuition / State funds based on current FHSU Online undergraduate credit hour cost (\$226.88)

X. Expenditures and Funding Sources Explanations

A. Expenditures

Personnel – Reassigned or Existing Positions

Establishing BAS in Applied Leadership will require no new full-time personnel. Instead, those faculty who are currently teaching in the Organizational Leadership (LDRS) degree program will teach classes filled to capacity. As the current average class size of LDRS classes is 17 with a course cap of 30, the first year of growth will be absorbed by existing open class seats. During years two and three when projected growth outpaces current capacity, new sections will be taught by adjunct professors. Based on projections, there will need to be three adjunct taught sections in year two and five adjunct sections taught in year three. In the expenditures table above an average cost of adjunct taught course sections was calculated at \$3,000 each. This staffing method maximizes existing university resources and minimizes costs.

Personnel – New Positions

No new positions are necessary to support this proposal.

Start-up Costs – One-Time Expenses

\$2,000 Director of Military Program Innovation Salary (percentage of stipend) year prior to program launch (included in year 1 expenses (Other))

Operating Costs – Recurring Expenses

\$5,000 annual marketing costs and \$5,000 annually administrative costs (25% Director of Military Program

Innovation Stipend). Adjunct taught course sections numbers based on enrollment meeting projections. Each section will cost an average of \$3,000.

B. Revenue: Funding Sources

The program will be supported by the base tuition and fees generated. No other funding sources will be necessary.

C. Projected Surplus/Deficit

Project Surplus	
Year 1	\$15,225.60
Year 2	\$35,451.20
Year 3	\$51,231.68
Total	\$101,908.50

XI. References

Defense Manpower Data Center (2022). *Military and Civilian Personnel by Service/Agency by State/Country*. Retrieved from <https://dwp.dmdc.osd.mil/dwp/app/dod-data-reports/workforce-reports>

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Wichita State University (2021). *Organizational Leadership and Learning Checksheet* Retrieved from https://www.wichita.edu/academics/applied_studies/CAS_Advising/documents/OLL.pdf

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