

## AGENDA

### **UW-GREEN BAY FACULTY SENATE MEETING NO. 8**

Wednesday, May 6, 2020

The Comfort of Your Home, 3:00 p.m.

Presiding Officer: Mark Klemp, Speaker

Parliamentarian: Steve Meyer

#### **1. CALL TO ORDER**

#### **2. APPROVAL OF MINUTES OF FACULTY SENATE MEETING NO. 7**

**April 8, 2020** [page 2]

#### **3. INTERIM CHANCELLOR'S REPORT**

#### **4. OLD BUSINESS**

- a. Request for Authorization to Implement B.B.A in Finance, Marketing, Management, and Human Resource Management at UW-Green Bay (second reading) [page 9]  
Presented by Dean Matt Dornbush, Vallari Chandna, and Mussie Teclezion

#### **5. NEW BUSINESS**

- a. Resolution on Granting Degrees [page 61]  
Presented by Speaker Mark Klemp
- b. Election of 2020-2021 Speaker of the Senate
- c. Update on Extending the Grading Deadline  
Presented by Academic Actions Committee Chair Joan Groessl
- d. Request for Future Business

#### **6. PROVOST'S REPORT**

#### **7. OTHER REPORTS**

- a. Academic Affairs Council Report [page 62]
- b. Graduate Academic Affairs Council Report [page 66]
- c. University Committee Report – Presented by UC Chair Jim Loebel
- d. Faculty Rep Report – Presented by Jon Shelton
- e. Academic Staff Report – Presented by Lynn Niemi [page 70]
- f. University Staff Report – Presented by Kim Mezger [page 71]
- g. Student Government Report – Presented by Abbie Wagaman

#### **8. ADJOURNMENT**

[draft]

**MINUTES 2019-2020**  
**UW-GREEN BAY FACULTY SENATE MEETING NO. 7**  
Wednesday, April 8, 2020  
From All Across Northeastern Wisconsin

Presiding Officer: Mark Klemp, Speaker of the Senate  
Parliamentarian: Steve Meyer, Secretary of the Faculty and Staff

PRESENT: Mike Alexander (Provost, *ex-officio*), Jason Cowell (PSYCH), Joan Groessl (SOCW), Richard Hein (Manitowoc-NAS), Maruf Hossain (NAS), Amy Kabrhel (NAS), Mark Karau (HUS), Mark Klemp (Marinette-NAS-UC), Sampath Kumar (BUA), Jim Loebel (BUA-UC), Kaoime Malloy (THEATRE), Tetyana Malysheva (RSE), Eric Morgan (DJS), Paul Mueller (HUB), Dianne Murphy (BUA), Val Murrenus-Pilmaier (HUS), Rebecca Nesvet (HUS), Megan Olson Hunt (NAS), Uwe Pott (HUB), Matthew Raunio (Sheboygan-BUA), Stephanie Rhee (SOCW), Bill Sallak (MUSIC), Stephanie Shedrow (EDUC), Jon Shelton (DJS-UC), Courtney Sherman (MUSIC), Heidi Sherman (HUS-UC), Christine Smith (PSYCH-UC), Karen Stahlheber (NAS), Gail Trimberger (SOCW-UC), Katie Turkiewicz (CIS), Sheryl Van Gruensven (Interim Chancellor, *ex-officio*), Christine Vandenhouten (NURS), Sam Watson (AND), Brian Welsch (NAS), and Julie Wondergem (NAS-UC)

NOT PRESENT: Marcelo Cruz (PEA), Kristy Deetz (AND), Stefan Hall (HUS), Ray Hutchison (PEA), and Dean VonDras (PSYCH)

REPRESENTATIVES: Kim Mezger (USC), Lynn Niemi (ASC), and Abbie Wagamann (SGA)

GUESTS: Sherri Arendt (Vice Chair, ASC), Scott Ashmann (Assoc. Dean, CHESW), Scott Berg (ATS), Sue Bodilly (Marketing and Communications), Vallari Chandna (Chair, Marketing and Management), Matt Dornbush (Dean, AECSOB), Kate Farley (CATL), Susan Gallagher-Lepak (Dean, CHESW), Clif Ganyard (Assoc. Provost), Paula Ganyard (Asst. Vice Chancellor of IT and Library Director), Bill Gear (Asst. Prof., HUB), Kpoti Gunn (Asst. Prof., RSE), Jamee Haslam (ASC member), Patricia Hicks (ASC member), Doreen Higgins (Assoc. Prof., SOCW), Ben Joniaux (Chief of Staff), John Katers (Dean CSET), Holly Keener (Provost Asst.), Luke Konkol (CATL), Amanda Nelson (Assoc. Dean, CSET), Mary Kate Ontaneda (SOFAS Asst.), Alision Staudinger (Chair, DJS), Mussie Teclezion (Chair, Accounting and Finance), Jessica Van Slooten (Assoc. Prof., HUS), and Mike Zorn (Assoc. Dean, CSET)

### **1. CALL TO ORDER.**

Just like an experienced car salesman, Speaker Mark Klemp took the first 10 minutes of the senate meeting to acquaint all senators with the fancy details of their “new wheels,” otherwise known as BlackBoard Collaborate (BBC). Once the “rich Corinthian leather” (shout out to Ricardo Montalbán, for those old enough to remember the 1975 Chrysler Cordoba commercial) and other fine appointments of BBC were made known, the seventh Faculty Senate meeting of the 2019-2020 academic year senate meeting officially began at 3:10 p.m.

### **2. APPROVAL OF MINUTES OF FACULTY SENATE MEETING NO. 7, April 8, 2020**

A couple of senators tried out their “new wheels” by moving to approve the minutes of February’s senate meeting using the “chat” feature. Minutes were then approved via consensus.

### **3. INTERIM CHANCELLOR’S REPORT**

Sheryl Van Gruensven addressed senate for the last time as Interim Chancellor. She first wished to acknowledge and congratulate our new Chancellor-elect, Michael Alexander, promising her full support as the university moves forward and transitions to the new Chancellor. Sheryl and Chancellor Alexander will host an online Coffee Chat on May 1. Next, Interim Chancellor Van Gruensven extended her deepest thanks to all faculty and staff for demonstrating tremendous leadership and mentorship during these strange and chaotic times. Sheryl encouraged faculty and staff to continue to recruit and retain our students by providing as much support and encouragement as possible (that is one of the few things we can control at this time).

UW Chancellors have been in contact via conference calls three times a week trying to work through issues. One of those issues is a decision regarding whether students will be back on campus this Fall; look for a System-wide collective decision the first week of July. UWGB has made a commitment to pay all employees through April 30. In the meantime, we will continue to gather information to see how the financial picture looks before making other revenue decisions. We were on a strong financial track to finish out the year, but we have lost revenue from student housing, dining commissions, and program revenue (on-campus events). The state is losing a lot of tax revenue, so that will likely hurt the UW System. UWGB is receiving a \$3.4M federal stimulus package, half of which must go directly to students (distributed to students in the form of emergency funds to help students survive or tuition to help them remain in school). We have provided \$400K of campus revenue for emergency grants for students this past month, with more emergency funding anticipated in the future. The other \$1M we receive will go to operations.

Gov. Evers stated that Wisconsin is receiving about \$3B in aid, for which he has quite a bit of discretion. System is making a case for getting a share of that revenue based on revenue lost because of COVID-19. Gov. Evers has requested a meeting with UW System leadership to better understand UW’s financial position and needs. UWGB and System are both working on potential scenarios at various timescales to prepare for what the landscape may look like next month, over summer, and next fall, if students are not back on campus.

In opening the floor to questions, some wondered why spring break was not extended an extra week. Administration wanted to prevent extending the semester out any longer, which would require students remaining on campus an extra week, faculty and staff supporting those students for an extra week, and the potential of butting up against summer activities (camps, summer courses, etc.). At that time, everyone thought this would be a 2-3 week disruption and at some point in the semester we would come back.

Before moving on to old business, Faculty Rep Jon Shelton expressed his appreciation to Interim Chancellor Van Gruensven acknowledging the outstanding job she did serving as UWGB’s Chancellor this past academic year. Ever so humble, Sheryl stated it was an honor to serve the institution. Meanwhile, the “Chat” sidebar blew up with thunderous applause from senators (my computer was “binging” so much, my screen almost vibrated off the desk). In related news, reports indicated that stock in clapping hands icons skyrocketed for several minutes at this point.

#### 4. OLD BUSINESS

##### a. Revised Faculty Reviews Procedures (and the accompanying Twenty-four Credit Hour Teaching Load Policy)

In presenting the proposed revision to the faculty review procedures (Faculty Handbook section 3.10 (1)), UC Chair Jim Loebel informed senate there were no substantial changes made since the first reading. However, the UC made it clear that these procedures will supersede the current annual review procedures currently found on pages 91-92 of the Handbook. Regarding the accompanying 24 credit hour teaching load policy, Provost Alexander is waiting until after the senate votes on the revisions to the review procedures before he will amend the workload policy (which UC Chair Loebel promised would happen – it involved ropes and tying the Provost down to make sure he signs, it all sounded rather messy – but we will take Jim at his word). The new 21 credit hour teaching load policy would go into effect in Fall 2020. **Senator Shelton moved acceptance of the revised faculty reviews procedures, seconded by Senator Sallak.** One senator wondered if the 21 credit hour teaching load would affect the minimum number of students needed in a course before it is canceled. The Provost noted it should not make a difference. Another senator wondered if sending the Annual Evaluation Form to HR was new. Under a new UW policy, evaluation forms are now sent to HR. **The senate accepted the revised review procedures by a vote of 31-0-1.**

#### 5. NEW BUSINESS

##### a. Resolution in Support of Equitable and Accommodating Academic Grading

Given the unusual circumstances associated with the COVID-19 crisis, some campuses have decided to go to a pass/fail grading system for this semester. Provost Alexander, after consulting the UC, elected not to take this route for UWGB. Representing the UC, Senator Jon Shelton proposed a resolution that would let students know faculty are aware of the serious impediments to learning that many of them are facing. The resolution states that, given the unprecedented set of circumstances, faculty have the discretion (but not required) to adjust their personal grading standards for this semester only. The resolution provided some options faculty might consider in adjusting their grading standards. **Senator H. Sherman moved acceptance of the resolution, seconded by Senator Morgan.** Responding to a senator's question, Senator Shelton reiterated that any grading adjustments are at the discretion of the instructor, nothing is mandatory. Cliff Ganyard mentioned that CATL and Distance Ed are helping provide assistance in support of this resolution. Another senator asked if the university will extend the due date for the submission of grades this semester (administration has worked with the Registrar to extend the grade submission deadline to May 22 or 23). Senator Shelton wanted to make it clear that we also need to balance this resolution against our workload expectations. The resolution is not intended to create even more work for faculty by doing whatever it takes to help students, rather it is simply to let students know the faculty are aware of the uniqueness of the situation and that they are compassionate bunch. **The senate accepted the slate of candidates, 32-0-0.**

##### b. Resolution in Support of the Guidelines for the Administration and Use of Student Evaluations of Teaching in Spring 2020 Recommended by the Co-Chairs of the Evaluating Teaching Effectiveness Working Group

In the wake of having to move all courses to online delivery, the Co-Chairs of the Evaluating Teaching Effectiveness (ETE) Working Group, Caroline Boswell and Jessica Van Slooten (both of whom are on sabbatical this semester), drafted a "Guidelines for Faculty on Student Evaluations for Spring 2020" document and a course evaluation "Student Feedback Form" for

use this semester. The form gives the students the opportunity to share their experiences when forced to shift to an online delivery form of learning, but does so by trying to guide the students to focus on the positive strategies and approaches the professor and the student use to learn.

The UC stressed that no data from Spring 2020 student evaluations should be included in a faculty member's PAR, nor their annual review next year. However, faculty are encouraged (but are not required), to include in their PARs a self-reflection of their experience teaching online this spring semester. **Senator Shelton moved acceptance of the resolution, seconded by Senator Hossain.** In response to a senator's question, UC Chair Loebel reiterated that there is to be no use of these data in any evaluative way (contract renewals, merit reviews, annual reviews, etc.). Responses from students are only for the instructor to use in improving online delivery of their course; the instructor may, at their own discretion, include any student comments in their PAR, but are not required to do so. **The senate accepted the resolution, 33-0-0.**

c. Request for Authorization to Implement B.B.A in Finance, Marketing, Management, and Human Resource Management at UW-Green Bay

Austin E. Cofrin School of Business (AEC SOB) Dean Matt Dornbush introduced the RAI to senate by providing some background on what brought us to this point. The AEC SOB started with the endowment of the Cofrin School of Business in 2010, was elevated to a "College" in 2016, was reorganized in Fall 2019, and now is seeking B.B.A. majors in four of its highest enrolled programs/majors – Finance, Marketing, Management, and Human Resource Management. This proposal is based on feedback from faculty, students, external stakeholders, and university administration (including admissions). Our current structure does not allow UWGB to properly credential our students for the skills they are acquiring. This, in turn, hampers the students' ability to easily communicate with prospective employers, the College's ability to easily communicate its programs to external partners, and the university's ability to effectively recruit and market the program to prospective students. Our current structure reflects a smaller, private liberal arts college, not a regional comprehensive university.

The proposal seeks to change our current Business Administration emphases of Finance, Marketing, Management, and Human Resource Management to independent majors. AEC SOB would still retain its independent majors in Accounting and Business Administration, with emphasis options for General Business Administration, Supply Chain Management, Entrepreneurship, and Business Analysis. Finance and Accounting would be housed in the Department of Accounting and Finance. Marketing, Management, and Human Resource Management would be housed in the Department of Marketing and Management. Business Administration and its associated emphases would be housed in the Department of Business Administration.

Current enrollment in these programs is as follows: Accounting (202) and Finance (167); Marketing (266), Management (265), and Human Resource Management (169); General Business Administration (194), Supply Chain Management (75), Entrepreneurship (49), and Business Analysis (31).

The principles around which the AEC SOB designed their undergraduate programs include: 1) create a simple pathway to degree progression, 2) minimize prerequisites when possible, 3) provide the opportunity to explore without losing progress toward degree, 4) create foundational

competencies that prepare students for future careers (critical thinking, problem solving, team work), and 5) provide specialty skills in a marketable, clearly defined discipline. All programs in AECSOB are regionally aligned based on feedback from external stakeholders – the people who will be hiring our graduates.

Dean Dornbush will return in May for a second reading of the RAI and a vote of approval by senate.

d. Request for future business

The Senate is meeting online

With this I'm actually fine

But connecting issues

Lead to tear-soaked tissues

and multiple glasses of wine

(There was no new business brought forward)

## **6. PROVOST'S REPORT**

Reporting for the last time as Provost Alexander, Mike thanked the faculty and staff for all the work done to move the University to teaching through alternative delivery methods. He made a point of saying how proud he was of the way we have reacted to our new normal, for the compassion we have shown our students, and the way we have been able to adjust midstream. He also wanted to acknowledge the work of Interim Chancellor Sheryl Van Gruensven. He referred to her as a "remarkable person" who served as the Provost's "mentor" these past nine months – "we all owe her a huge debt of gratitude."

Together with the Administrative Council, the Provost will make a decision on April 15 regarding the status of summer courses. We will likely offer only online courses, while also expanding the number of course offerings. In early to mid-July, UW System will give us guidance on Fall courses. In the meantime, we are doing as much contingency planning as possible to plan for any eventuality for the Fall semester.

There are lots of unknowns in relation to the coming budget, but the one thing we control in terms of budget is enrollment. Our enrollment projections look incredibly well, but we do not know how students are going to react to this current crisis. Universities around the country are preparing for 10-25% reductions in their student population for the Fall but, fingers crossed, we do not anticipate those reductions here. As of 8 April 2020, we have 581 students signed up for Green Bay Orientation (GBO) and 67 students at the three Additional Locations, so we are on target for hitting our enrollment goals. Graduate student enrollment is up considerably (15%). Also, our enrollment in CCIHS is up 10%.

Before taking questions, the Provost acknowledged the work the University Committee has done all year and, especially, recently given the current state of the world. Important conversations regarding governance issues have occurred all year [NOTE: the transparency of those conversations and the flow of information being exchange this year has been appreciated].

Questions directed to the Provost included:

- Assuming we will be teaching online only for the summer, will the campus be open for faculty to pursue their scholarship activities? The number one priority is the safety of faculty, staff, and students, so that would be the guiding principle we would use in making that decision. As soon as it is safe, we would allow people back on campus.
- Many large organizations are canceling their summer programs and activities nationwide. Do you have an inkling which way UWGB is leaning regarding on-campus summer activities? It is almost certain summer courses will be online, but we will wait until 15 April 2020 to make any announcement.
- Regarding an Interim Provost, do you see that as a one-year position and are you going to fill that role as soon as possible? UWGB is hoping to name an Interim Provost in the next week or so. The Provost/Chancellor-Elect is fully committed to a national search for our next Provost.
- Is the decision to open up UWGB a local decision or is that up to UW System? We would work in collaboration with System on this decision. The Provost is not sure System would prevent us from opening, but we would not make a decision without System's input. Also, we would likely work in unison with the other UW comprehensives and Brown County Health Department.

## 7. OTHER REPORTS

a. Academic Affairs Council Report. The AAC report is found on page 72 of the agenda.

b. Graduate Academic Affairs Council Report. The GAAC report is found on page 74 of the agenda.

c. University Committee Report. At the request of the Provost, UC Chair Loeb1 has been serving as the faculty representative on the Emergency Operations Committee. Chair Loeb1 expressed how impressed he was with all of the administrative heads who serve of this committee, keeping things running smoothly in these uncertain times, and emphasizing that UWGB is certainly in good hands. As Chair Loeb1 gave each member of the committee a shout out, the chat column of Blackboard crazily binged away as faculty senators joined Loeb1 in celebrating the outstanding contributions of this committee. (Seriously, you should invest in clapping hands icons stock!).

Chair Loeb1 also extended his heartfelt thanks (were those tears I saw welling up in his eyes) to the faculty and staff members on the Chancellor search and screen committee: Mike Draney, Jenell Holstead, and Sgt. Cindy Estrup (more binging on the Chat column).

The UC has been busy discussing resolutions (those voted on today). They have also been working with the Provost to create the statement on extending the tenure clock of probationary faculty by one year (if they so desire) as a result of potentially losing time that could have been spent on scholarship, courtesy of COVID-19. This statement, read aloud by Chair Loeb1, was signed into effect on Monday, 30 March 2020 by UC Chair Jim Loeb1, ASC Chair Lynn Niemi, and Provost Alexander. The UC has also made progress on a Lecturer Policy (a second draft has been sent to Christopher Paquet); the UC was going to meet with the Academic Staff Committee on 25 March 2020 to discuss the policy, but then the world went crazy. This policy will likely become an agenda item for next year's UC.

d. Faculty Rep Report. Senator Shelton reported the UW System President search is moving forward. The first round consideration of all applications is complete and the list of viable candidates has narrowed, but is not down to a list of finalists. It is possible COVID-19 will delay the search as candidates will not be able to interview on-site.

The opportunity for the public to provide feedback on a UW System policy (RPD 20-2) was extended to April 24. According to Senator Shelton, the policy, entitled “Student Evaluation of Instruction,” does not contain substantial changes. Anyone who wants to provide feedback on the policy can do so through a link that Senator Shelton will send to SOFAS who, in turn, will send it out campus-wide.

e. Academic Staff Committee Report. Patricia Hicks reported that the Academic Staff Assembly scheduled for May is canceled; it will likely be rescheduled for Fall. Academic Staff are working on a document regarding annual reviews; the document states that employees cannot be held accountable for unattained annual goals as a result of working remotely due to COVID-19.

f. University Staff Committee Report. Kim Mezger reported the last USC meeting was canceled (the first week of working remotely); the next meeting will be on April 16. USC is sending a survey to its membership just to check in and determine if there are challenges being faced that others can help with.

g. Student Government Association Report. SGA President Abbie Wagemann reported SGA is reaching out to the student body regarding concerns such as housing, student workers, commencement, academics/grading scales, refunds, etc. These concerns have been brought to administration. SGA general assembly met to discuss a resolution on academic grading under the alternative delivery methods; they are holding off on passing their resolution until they see the faculty resolution. SGA will no longer be meeting unless absolutely necessary. UW System student reps are meeting Saturday, April 18.

**8. ADJOURNMENT** at 4:55 p.m.

Respectfully submitted,

Steve Meyer, Secretary of the Faculty and Staff

**REQUEST FOR AUTHORIZATION TO IMPLEMENT A  
B.B.A in Finance**

**AT UW–GREEN BAY  
PREPARED BY UW-GREEN BAY**

**ABSTRACT**

The Cofrin School of Business (CSB) at the University of Wisconsin (UW)-Green Bay seeks a B.B.A. in Finance to provide future financial professionals with practical and theoretical knowledge of investments, corporate finance, capital markets, banking, risk management, international financial management, and related content. The program has existed as an emphasis within the B.B.A. in Business Administration for more than a decade, and is scheduled to be fully available in both face-to-face and online modalities beginning in fall 2020. The requested elevation to a major will provide more accurate credentialing for the roughly 170-180 students enrolled in the program (existing 3-year average) and a more understandable designation for potential students, their families, and potential employers. This request also represents the natural maturation of UW-Green Bay's business offerings from those of a department to those expected of the stand-alone Cofrin School of Business established in July 2016. The proposed Finance major was designed in partnership with Cofrin School of Business Advisory board, the UWGB Council of Trustees, and the regional finance and banking industry. The CSB serves the State's third (Green Bay) and tenth (Sheboygan) largest Metropolitan and fourth (Manitowoc) and eighth (Marinette) largest Micropolitan Statistical Areas. The program curriculum includes 75 credits, 57 of which are from a meta-major shared with the CSB's other B.B.A. offerings. Courses are offered during the fall, January-term, spring, and summer semesters in both face-to-face and online modalities. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business (AACSB), and positions the program to develop a Certified Financial Planner Board of Standards, Inc. Certified Financial Planning (CFP<sup>®</sup>) Certification option for our students. Graduates from the Finance program will be prepared to work as financial analysts, financial managers, financial advisors, security analysts, portfolio managers, insurance underwriters, stock brokers, mortgage underwriters, bank branch managers, and in other finance-related positions with an expected starting salary around \$50,000 per year.

**PROGRAM IDENTIFICATION**

**Institution Name**

University of Wisconsin – Green Bay

**Title of Proposed Program**

Bachelor of Business Administration (B.B.A.) in Finance

**Degree/Major Designation**

Bachelor of Business Administration (B.B.A.) in Finance

**Mode of Delivery**

Single institution. The programs will be delivered in both face-to-face and online modalities, allowing for access across all four of our campus locations in Sheboygan, Manitowoc, Green Bay, and Marinette.

**Projected Enrollments and Graduates by Year Five**

Table 1 presents a combination of past enrollment in the existing Finance emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Finance. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 3.5% annual growth (the actual 3 year mean annual growth rate for the CSB is 6.3%). Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 284 students to have enrolled and 224 students to have graduated by the end of the fifth year of the new major.

**Table 1: Five Year Fall Enrollment and Projections (Headcount)**

Fall	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>New Students (#)</b>	58	57	48	51	53	55	57	59	61
<b>Continuing Students (#)</b>	138	124	115	117	121	125	129	134	139
<b>Total Enrollment (#)</b>	196	181	163	168	174	180	186	193	200
<b>Graduating Students (#)</b>	46	45	38	40	42	43	45	46	48

**Tuition Structure**

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay.

**Department or Functional Equivalent**

Department of Accounting and Finance

**College, School or Functional Equivalent**

Cofrin School of Business

**Proposed Term and Year of Implementation**

Fall 2020

## DESCRIPTION OF PROGRAM

### Overview of the Program

The proposed B.B.A. in Finance will graduate students with skills vital to the region's financial services industry and responds to the Greater Green Bay Economic Development Strategic Plan's call for UW-Green Bay to serve the needs of regional employers by developing and retaining talent in Northeast Wisconsin. For example, data from Bureau of Labor Statistics 2016-2026 projections predicts that positions for Finance Managers will grow by 18.7%, for Financial Analysts by 10.8%, for Personal Financial Planners by 14.9%, for Credit Counselors by 13.8%, and for Credit Analysts by 8.3%. Similar projections apply to Wisconsin as well, with Financial Manager positions projected to grow by 23%; Financial Analysts by 15.2%, Personal Financial Advisors by 22.7%, Credit Counselors by 12.5%, and Credit Analysts by 9.6%. The proposed program has existed as an emphasis for more than a decade, with expansion of online availability dating back to at least 2012. The emphasis supported 168 students as of fall 2019. Majors will require approximately 39 credits of lower-level supporting courses (e.g. ethics, statistics, introductory business courses, economics, etc.), 18 credits of shared upper-level core courses (providing cross-disciplinary breadth in business) that includes FIN 343: Corporation Finance, and an additional 18 credits of upper-level disciplinary specialization for a 75 credit major. The upper-level offerings form a core from which specialized certificates and short-courses can be offered in both credit and non-credit formats to current students and working professional. The overall credit requirements of the major align with those of other AACSB accredited programs in the State. Curricular experiences within the finance major will be enforced with a rich suite of extra-curricular and co-curricular activities, such as internships, engagement with student organizations, and student trading competitions.

### Student Learning Outcomes and Program Objectives

The University of Wisconsin-Green Bay has seven Institutional Learning Outcomes stating that upon graduation, students will have: 1) demonstrated the **specialized knowledge, skills and perspectives** in their chosen field or fields of study.; 2) demonstrated **broad and integrative knowledge** across a variety of fields of study.; 3) developed a variety of **intellectual skills**, including analytic inquiry, information literacy, diverse perspectives, ethical reasoning, quantitative fluency, and communicative fluency.; 4) engaged in **applied and collaborative learning activities**, in both academic and non-academic settings.; 5) demonstrated **engaged citizenship** in the United States and the world.; 6) developed an understanding of and appreciation for environmental and cultural **sustainability**.; and 7) demonstrated the ability to **identify and address problems from an interdisciplinary perspective**.

All existing and proposed undergraduate programs within the Cofrin School of Business (CSB) share the same four Association to Advance Collegiate Schools of Business (AACSB) vetted Degree-Level Learning Goals. These learning goals were initially adopted in 2013, and are drawn from the CSB's Mission and Values, and a philosophy that adaptability in the workforce is maintained by instilling a strong foundation of core attributes within students. The CSB Assurance of Learning Committee oversees assessment and continual improvement for the School by providing annual analyses and recommendations to the appropriate program and School leadership. The four Degree-level Learning Goals for the CSB are:

1. Students will be effective communicators.
2. Students will be effective critical thinkers.

3. Students will be effective team members.
4. Students will consider corporate social responsibility (CSR) in their decisions.

These learning outcomes are supplemented with program-specific learning goals for each major. For the B.B.A. in Finance, the program-specific learning goals are:

1. Students can analyze the risk and return of financial assets or corporate investment projects and offer suggestions for decision making.
2. Students can effectively interpret and explain the information generated from the financial analysis.

### Program Requirements and Curriculum

In alignment with our access focus, the Cofrin School of Business does not impose additional admission requirements on interested students; all students admitted to UW-Green Bay can declare a major within the School of Business. However, once a student has declared her/his major program, they must maintain a GPA of 2.5 or higher to enroll in upper-level courses. The program requires students to complete 75 credits of coursework (Table 2). All programs within the Cofrin School of Business (CSB) share a foundational set of courses (meta-major) accounting for 57 credits. This meta-major forms the foundation of our offerings in Green Bay, Sheboygan, Manitowoc, and Marinette, and is a core component of our transfer agreements with the state technical colleges (e.g., Northeastern Wisconsin Technical College, Lakeshore Technical College, Fox Valley Technical College, Gateway Technical College, and Northcentral Technical College). The program carries an additional 18 credits within the disciplinary core. This program will be part of the regular teaching load of the CSB faculty.

**Table 2: Program curriculum for the proposed B.B.A. in Finance.**

<b>Foundational Courses - the B.B.A. Meta-major (57 credits)</b>	
ENG COMP 200: Professional Writing for Business Majors OR ENG COMP 105: Expository Writing	3
ECON 202: Macroeconomics	3
ECON 203: Microeconomics	3
PHILOS 227: Business Ethics	3
ACCTG 201: Principles of Financial Accounting	3
ACCTG 202: Principles of Managerial Accounting	3
BUS ADM 130: Spreadsheets and Information Systems	3
BUS ADM 200: Principles of Supply Chain Management	3
BUS ADM 202: Business and Its Environment	3
BUS ADM 205: Legal Environment of Business	3
BUS ADM 220: Business Statistics OR MATH 260: Statistics (or 4 cr)	3 (4)
BUS ADM 371: Entrepreneurship	3
BUS ADM 380: Project Management	3
BUS ADM 3XX: Sustainable Organizations - <b>PROPOSED</b>	3
FIN 343: Corporation Finance	3*
HRM 262: Introduction to Human Resource Management	3
MGMT 389: Organizational Behavior	3

MGMT 482: Capstone in Strategic Management	3
MKTG 222: Principles of Marketing	3
<b>Finance Required Core Courses (12 credits)</b>	
FIN 347: Financial Markets and Institutions	3 credits
FIN 442: Principles of Investment	3 credits
FIN 445: International Financial Management	3 credits
FIN 446: Advanced Corporation Finance	3 credits
<b>Finance Required Elective Courses (6 credits)</b>	
ACCTG 410: Introduction to Income Tax Theory and Practice	3 credits
FIN 344: Real Estate Principles	3 credits
FIN 345: Risk Management and Insurance	3 credits
FIN 447: Derivatives	3 credits
FIN 450: Bank Administration	3 credits
FIN 415: Employee Benefits and Retirement Planning- <b>PROPOSED</b>	3 credits
FIN 425: Estate and Trust Planning- <b>PROPOSED</b>	3 credits
FIN 475: Financial Plan Development- <b>PROPOSED</b>	3 credits
<b>TOTAL</b>	<b>75</b>

\* Indicates a discipline-specific course (i.e. FIN)

### Assessment of Outcomes and Objectives

Assessment of student learning outcomes is managed by the CSB Assurance of Learning (AOL) Committee as appointed by the Dean's Office in consultation with each program's executive committee. The AOL committee maintains an assessment plan to evaluate student progress toward meeting both College-wide and program-specific learning outcomes. Assessment is carried out using an embedded assessment comprised of rubrics and assignments collected each semester from various instructors and courses. The AOL Committee is responsible for suggesting necessary curricular changes to the program faculty and the Dean's Office. This practice is integrated into the University-wide seven year assessment cycle, requiring annual assessment reports and plans to the University Assessment Council in years 1, 2, 3, 5, and 6, a Status Report in year 4, and a Program Assessment Plan in year 7. Details on UWGB's Assessment Plan can be found at <https://www.uwgb.edu/assessment/university-assessment-plan/>.

### Diversity

UW-Green Bay is committed to achieving a diverse workforce and to maintaining a community that welcomes and values a climate supporting equal opportunity and difference among its members. The campus engages in several strategic initiatives to recruit a more diverse student population, and offers a wide range of experiences and perspectives to students. As part of this process, the Chancellor's Council on Diversity and Inclusive Excellence offers a certificate program to develop and recognize commitment to the UW-Green Bay Inclusive Excellence Initiative. The Office of Admissions also supports recruiters specialized in working with multicultural, bilingual, and international students. In fall 2017, UW-Green Bay added a Vice Chancellor for Student Affairs and Campus Climate to the Chancellor's Cabinet to improve, in part, campus initiatives on diversity and inclusivity. This position will play a critical role in furthering campus efforts to attract and support a diverse campus community reflective of

the metropolitan area that UW-Green Bay serves. The Cofrin School of Business drafted a School-specific diversity and inclusivity plan during the 2018-2019 academic year, with an assigned faculty lead reporting to the Dean of the School. This plan is considered a living document, undergoing annual revisions and implementation.

UW-Green Bay has a broad array of student organizations and institutional resources and offices that offer resources and services to promote academic success and personal growth of students. For example, a number of student organizations provide an environment for students to share their own culture, gain leadership skills, and participate in co-curricular activities. The UW-Green Bay's Multicultural Academic Centers promote a better understanding of diverse communities and serve as resources for students, faculty, and staff. The CATL also offers regular workshops and panel discussions to address the complexities of inclusivity and diversity. Finally, the Office of International Education facilitates international student success while at UW-Green Bay.

The AACSB accrediting body has defined the ability to work effectively in diverse environments as a General Skills Area, and training in social responsibility, including sustainability, diversity and ethical behavior and approaches to management as a General Business Knowledge Area that should be present within all accredited business curricula. All CSB B.B.A.'s will meet this requirement through School-specific "Cultural Agility" (CA) designations associated with specific learning objectives. The UW-Green Bay General Education program also requires 3 credits of Global Culture and 3 credits of Ethnic Studies Perspectives coursework to qualify for graduation. Additional co-curricular and extra-curricular opportunities will further address the imperative to prepare our students for success in today's multi-cultural and multi-national workforce.

### **Collaborative Nature of Program**

The University of Wisconsin – Green Bay will be the single institution to deliver the B.B.A. in Finance. Program faculty and staff will involve industry leaders from Green Bay area and beyond in various capacities from guest lecturers, to fieldtrips, to internship, or mentorship opportunities. The CSB Advisory Committee provides industry and community input to each program.

### **Projected Time to Degree**

The projected time to degree is eight semesters (4 years), although existing college credit in high school offerings, established transfer agreements with Wisconsin Technical Colleges, and J-term and summer offerings can reduce the time to graduation or required enrollment at UW-Green Bay. Courses and staffing are set to provide a course offering periodicity to maximize student degree completion.

### **Program Review**

The UW-Green Bay Academic Affairs Council (AAC) is charged with oversight of all undergraduate programs, including review and approval of all new programs, and all undergraduate-level credit courses. The AAC will formally review the B.B.A. in Finance program on a seven-year cycle. In addition, the program will be formally reviewed on a three-year cycle, by the department and the Dean of the Cofrin School of Business. Informally, the program will be reviewed by students after each class to ensure the courses are having their intended impact on the various stakeholders. The Cofrin School of Business Student Success

committee also completes an annual student survey, providing student feedback at the School and program level on numerous areas of their collegiate experience, including program composition.

### **Accreditation**

The Cofrin School of Business has identified accreditation by the Association to Advance Collegiate Schools of Business (AACSB) as its top priority. As such, all curriculum, skills, general knowledge areas, learning outcomes, and staffing decisions are made with existing requirements in mind. Accreditation from the AACSB is the gold standard for business schools, is appropriate for the intent and recognition of Austin E. Cofrin's endowment, is essential to attract and retain talented faculty, for building graduate programs, international partnerships and international student recruitment, is critical to the development of donor and community support, and is of growing importance for regional undergraduate student markets.

## **JUSTIFICATION**

### **Rationale and Relation to Mission**

UW-Green Bay gained approval for a revised Select Mission from the UW System Board of Regents on April 25, 2019 and the Higher Learning Commission on May 14, 2019. The revised mission solidified the strategic vision of UW-Green Bay in its role as the primary campus serving the third largest metropolitan and economic region in the state, with campuses directly serving the Green Bay, Sheboygan, Manitowoc, and Marinette communities.

*The University of Wisconsin-Green Bay is a multi-campus comprehensive university offering exemplary undergraduate, master's and select doctoral programs and operating with a commitment to excellence in teaching, scholarship and research, and service to the community. The University provides a problem focused educational experience that promotes critical thinking and student success.*

*The culture and vision of the University reflect a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels. Our core values embrace community-based partnerships, collaborative faculty scholarship and innovation.*

*Our commitment to a university that promotes access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability is demonstrated through a wide array of programs and certifications offered in four colleges: ...*

The proposed B.B.A. in Finance meets this responsibility by providing a local, cost efficient option that responds to both student interest and employer demand. For example, as of fall 2019, student enrollment already sits at 168 within the Finance emphasis of the existing Business Administration major, highlighting an existing demand for which we are neither providing the full credentialing owed to these students or upon which enhanced professional opportunities can be built. Upon approval of this major, the Finance program will immediately be the top ten largest undergraduate majors at UW-Green Bay. Our access oriented (online and face-to-face), flexible delivery model provides the flexibility essential for non-traditional students to both begin and complete degrees, and which is demanded by traditional students

seeking to capitalize on the rich internship and professional experiences available within the NE Wisconsin economic ecosystem. This flexible delivery model is also essential to fully integrate our four campus locations and realize our vision of a single University of Wisconsin-Green Bay serving NE Wisconsin. Expansion of programmatic offerings by the Cofrin School of Business is essential to developing our regional workforce, and to promoting economic development. Our charge is clearly articulated within the Greater Green Bay Economic Development Strategic Plan (<https://www.gretergbc.org/economic-development/greater-green-bay-economic-development-strategic-plan/>). This proposal will build upon ongoing partnerships with regional and national employers, relationships exemplified by our growing partnership with TitleTown Tech. Finally, this proposal represents the natural maturation and evolution of business at UW-Green Bay from a department, to an endowed school, to the stand-alone, endowed college created in July 2016, and identified in our revised select mission.

### **Institutional Program Array**

The stand-alone Cofrin School of Business (CSB) was created in July 2016 following its formal separation from the College of Professional Studies. As of fall 2019 academic year the CSB has grown to support over 1,400 undergraduate majors and graduate masters' degree students. Student demand is growing rapidly, with student credit hours increasing by 5.5% over the last three years, the highest level of any of UW-Green Bay's colleges. When the CSB was established by the Board of Regents in July 2016, it supported one Department, the Department of Business Administration, two undergraduate majors, a BBA in Accounting and a BBA in Business Administration (with numerous emphases), and a MS in Management. The College has since added a very successful collaborative MS in Data Science and is in the process of implementing its recently approved executive Impact MBA (anticipated start date Fall 2020). The current structure of the Cofrin School of Business emphasizes that it has not yet fully emerged from its former state as an embedded School within the former College of Professional Studies. This proposal is associated with an internal College reorganization completed in Fall 2019 that divided the CSB into three disciplinary-based departments: a) the Dept. of Business Administration, b) the Dept. of Accounting and Finance, and c) the Dept. of Marketing and Management. As a first step in program specialization, and in support of the College's reorganization and maturation, this proposal seeks to elevate four of the largest business administration emphases to majors: Finance, HR Management, Management, and Marketing. This proposal addresses our intent to elevate the Finance emphasis to a major.

### **Other Programs in the University of Wisconsin System**

While these proposed majors are offered at most UW-System schools, they are standard offerings expected of most regional comprehensive campuses serving a large urban population. Specifically, Finance is offered at approximately 53.8% of the existing UW campuses. The University of Wisconsin-Green Bay argues that this program expansion should be viewed no differently than the institutional right as a regional comprehensive to offer biology or political science programs. Furthermore, the proposed program in Finance is already strongly enrolled by existing UW-Green Bay students as an emphasis within the Business Administration major, thus documenting an internal market for this program. Importantly, this proposal seeks to improve the workforce competitiveness of our students by allowing them to more accurately credential the skills they are gaining here at UW-Green Bay, and to do so with a higher disciplinary competency level. We continue to evaluate our other existing emphases for potential alterations,

eliminations, or repurposing in an attempt to develop a more dynamic and responsive curricular culture within the Cofrin School of Business.

### **Need as Suggested by Current Student Demand**

Student demand for business programs is growing rapidly, with student enrollment increasing by 5.3% and student credit hours increasing by 5.5% over the last three years, the highest levels of any of UW-Green Bay's colleges. Evaluating our combined request to elevate four existing emphases to majors, and including the redefined Business Administration major and existing Accounting major, the CSB is expected to support four of the top ten and six of the top fifteen largest undergraduate majors at UW-Green Bay. This proposal responds directly to UW-System's recent call for Program Monitoring (Wis. Stats. 36, RPD 4-12), which ultimately seeks to strengthen programs and allocate resources toward institutional priorities. With specific regard to the proposed Finance major, three-year trends in declared emphases suggest growth from 168 to 180 students between fall 2019 and fall 2021.

### **Need as Suggested by Market Demand**

According to data from the Bureau of Labor Statistics, 2016-2026 projections, positions for Finance Managers are projected to grow by 18.7%; Financial Analysts, 10.8%; Personal Financial Planners, 14.9%; Credit Counselors, 13.8% and Credit Analysts, 8.3%. Similar jobs in Wisconsin are also projected to grow. Financial Managers are projected to grow by 23%; Financial Analysts, 15.2%; Personal Financial Advisors, 22.7%; Credit Counselors, 12.5%, and Credit Analysts by 9.6%.

**COST AND REVENUE NARRATIVE  
B.B.A. IN FINANCE  
AT UNIVERSITY OF WISCONSIN (UW)-GREEN BAY**

**Introduction**

The University of Wisconsin-Green Bay proposes the establishment of a B.B.A. in Finance in the Cofrin School of Business. The proposed program will admit students annually and requires 75 credits, 57 of which are from a meta-major shared with the CSB's other B.B.A. offerings; 21 credits within this program carry a finance (FIN) prefix. Courses are offered during the fall, January-term, spring, and summer semesters in both face-to-face and online modalities. This is a standard undergraduate program from a credit standpoint, and students should be able to complete the program within the standard four-year target. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business (AACSB), and positions the program to develop a Certified Financial Planner Board of Standards, Inc. Certified Financial Planning (CFP®) Certification option for our students. Graduates from the Finance program will be prepared to work as financial analysts, financial managers, financial advisors, security analysts, portfolio managers, insurance underwriters, stock brokers, mortgage underwriters, bank branch managers, and in other finance-related positions with an expected starting salary around \$50,000 per year. The program seeks standard UW-Green Bay undergraduate tuition.

**Section I - Enrollment**

Enrollment projections are based on a combination of past enrollment in the existing Finance emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Finance. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 3.5% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%). Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 284 students to have enrolled and 224 students to have graduated by the end of the fifth year of the new major.

**Section II - Credit Hours**

A total of 75 credits are required of students; 21 credits are specific to Finance. Including electives, the 39 credits are offered with a finance prefix (FIN). Among the suite of courses presented in this request, 30 credits are existing and 9 credits are new to the university.

**Section III - Faculty and Staff Appointments**

The Department of Accounting & Finance has 3.0 FTE of existing, discipline-relevant tenure-track faculty, one of which who was hired to start in fall 2020 with expertise in Personal Financial Planning, 0 FTE of full-time lecturer lines, and 1.0 FTE of Associate Lecturers in place in support the existing Finance emphasis. Based on projected enrollment, the program seeks no additional FTE of tenure-track faculty during the five-year projection period, but does request an additional 1.0 FTE full-time lecturer line in year 4. Associate Lecturer staffing varies from 1.0 FTE in projected year 1, to a high of 1.5 FTE in years 2 and 3, to a low of 0.5 FTE in year 4. An internal reorganization in fall 2019 reassigned half of a 0.64 FTE Academic Department Associate position (0.75 FTE during the academic year) to the newly established Department of Accounting & Finance, half of this position will be charged to the Finance major; additional

support staff is provided by the Cofrin School of Business as part of general overhead (e.g. Advising, Dean's Office support, etc). Additional instructional support includes chair effort during the academic year (2 course releases) and summer support spread across the summer; chair expenses and time are shared equally with the Accounting program.

#### **Section IV - Program Revenues**

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay. Revenue projections assume institutional revenue of 30 credits times \$262.43 per credit times FTE student enrollment.

#### **Section V - Program Expenses**

##### Expenses - Salary and Fringe

Tenure track line salaries assume \$135,650 plus fringe (43% of salary), which is based on the median salary for assistant, associate, and full professor reported by the AACSB (n=1,263) for Finance faculty. We budget \$80,141 plus fringe (43% of salary) for permanent lectures, again based on median values reported by the AACSB. Associate lectures assume a cost of \$6,000 per 3 credit course plus 20% fringe. We budget around \$9,500 annually for a 0.16 FTE support position (Academic Department Associate), assuming at \$17.61 per hour with a starting fringe rate of 60%. We budget approximately \$11,000 per year for chair support, based on estimated salary and fringe to cover two courses during the academic year, and roughly one month of summer support, divided among the two programs supported by this chair. Faculty and full-time Lecturer salaries from the AACSB were adjusted to 87.3% the median national salary to account for the low cost of living in Green Bay; we also assume annual increases of 2% to total salary and fringe in all estimates.

##### Other Expenses

*Startup:* Includes \$5,000 each the first two years to support the development and significant modification of new and existing courses, and to cover small, general expenses.

*Program Marketing:* Includes \$5,000 per year (plus 2% annual increases) for integrated marketing of Accounting & Finance programs.

*Accreditation, travel, and general department expenses:* Assumes and annual per FTE expense of \$300 for phones, \$35 for maintenance and general services, \$280 for printing, and \$250 for consumables and miscellaneous expenses. All expense projections include a 2% annual increase.

*Professional Development:* Assumes \$2,000 per year per faculty + permanent lecture FTE, plus \$500 per administrative staff, with a \$500 per total FTE per year of additional support for professional development at the Chair's discretion. All projections include 2% annual adjustments.

*Indirect Expenses:* UWGB has adopted an Incentive-Based Budget model. Following this new model, and simplifying for the purposes of this document, we assume a central tax of 30% of Gross Tuition Revenue as a conservative estimate of expected expenses. This appropriation will cover indirect institutional costs associated with library subscriptions, facilities, administration, and systems support.

**Section VI - Net Revenue**

Net revenues will be directed to support continued growth within the Cofrin School of Business.

University of Wisconsin - Green Bay						
Cost and Revenue Projections For BBA in Finance						
Items	Projections					
	2020 Year 1	2021 Year 2	2022 Year 3	2023 Year 4	2024 Year 5	
<b>I</b>	<b>Enrollment (New Student) Headcount</b>	53	55	57	59	61
	<b>Enrollment (Continuing Student) Headcount</b>	121	125	129	134	139
	<i>Enrollment (Total Student) Headcount</i>	174	180	186	193	200
	<b>Enrollment (New Student) FTE</b>	44	45	47	48	50
	<b>Enrollment (Continuing Student) FTE</b>	99	103	107	110	114
	<i>Enrollment (Total Student) FTE</i>	143	148	153	159	164
<b>II</b>	<b>Total Finance Credit Hours</b>	2814	2944	3080	3224	3374
	<i>Finance Credit Hours for "Other Business" Majors</i>	1562	1648	1739	1836	1938
	<i>Finance Credit Hours for Finance Majors</i>	1252	1295	1341	1388	1436
<b>III</b>	<b>FTE of New Tenure Track Faculty</b>	1.00	0	0	0	0
	<b>FTE of Current Tenure Track Faculty</b>	2.00	3.00	3.00	3.00	3.00
	<b>FTE of New Instructional Staff (Permanent Lecturers)</b>	0	0	0	1.00	0
	<b>FTE of Current Instructional Staff (Permanent Lecturers)</b>	0	0	0	0	1.00
	<b>FTE of Associate Lecturers (Temporary)</b>	1.00	1.50	1.50	0.50	0.75
	<b>FTE of New Admin Staff</b>	0	0	0	0	0
	<b>FTE Current Admin Staff</b>	0.16	0.16	0.16	0.16	0.16
<b>IV</b>	<b>Revenues</b>					
	<b>Total Tuition Revenue</b> (assumes \$262.43 per credit @ 30 cr per FTE)	<b>\$1,126,553</b>	<b>\$1,165,982</b>	<b>\$1,206,792</b>	<b>\$1,249,029</b>	<b>\$1,292,745</b>
<b>V</b>	<b>Expenses</b>					
	<b>Salaries plus Fringes</b>					
	<i>Tenure Track Faculty w/ fringe @ 43%</i>	\$581,937	\$593,576	\$605,447	\$617,556	\$629,907
	<i>Instructional Staff (Permanent Lecturers) w/ fringe @ 43%</i>	\$0	\$0	\$0	\$121,617	\$124,049
	<i>Associate Lecturers (Temporary) w/ fringe @ 20%</i>	\$64,800	\$99,144	\$101,127	\$34,383	\$52,606
	<i>Chair</i>	\$10,950	\$11,169	\$11,392	\$11,620	\$11,853
	<i>Admin Staff (ADA) w/ fringe @ 60%</i>	\$9,340	\$9,527	\$9,718	\$9,912	\$10,110
	<b>Other Expenses</b>					
	<i>Startup</i>	\$5,000	\$5,000	\$0	\$0	\$0
	<i>Marketing</i>	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
	<i>Accreditation, travel, and general department expenses</i>	\$2,733	\$2,788	\$2,843	\$3,818	\$3,894
	<i>Professional development:</i>	\$8,159	\$8,578	\$8,749	\$11,047	\$11,403
	<i>Indirect Expenses @ 30% of Gross Tuition Revenue:</i>	\$337,966	\$349,795	\$362,037	\$374,709	\$387,824
	<b>Total Expenses</b>	<b>\$1,025,885</b>	<b>\$1,084,676</b>	<b>\$1,106,516</b>	<b>\$1,189,968</b>	<b>\$1,237,058</b>
<b>VI</b>	<b>Net Revenue</b>	\$100,667	\$81,307	\$100,276	\$59,061	\$55,687
<b>Provost's Signature:</b>					<b>Date:</b>	
<b>CBO's Signature:</b>					<b>Date:</b>	

# **REQUEST FOR AUTHORIZATION TO IMPLEMENT A BBA OF MARKETING**

## **AT UW-GREEN BAY PREPARED BY UW-GREEN BAY**

### **ABSTRACT**

The University of Wisconsin (UW)-Green Bay seeks a B.B.A. in Marketing in the Austin E. Cofrin School of Business. The proposed B.B.A. in Marketing is a response to strong and sustained enrollment in the B.B.A. in Business Administration's emphasis in Marketing, and to requests from student and industry partners for improved credentialing and program specialization. The program represents the natural evolution of UW-Green Bay's business offerings from a department to a stand-alone College in July 2016, and the CSB's responsibility to serve the third largest economy and metropolitan area in the State of Wisconsin. The proposed 75 credit program includes 21 required credits (9 course offerings) carrying the Marketing (MKTG) prefix offered during the fall, J-term, spring, and summer semesters in both face-to-face and online modalities. Program coursework was designed in collaboration with the Cofrin School of Business Advisory board and the UWGB Council of Trustees to meet the workforce needs of NE Wisconsin in the area of Marketing. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Graduates will be prepared to work as Marketers with an expected starting salary range of \$50,000-\$60,000.

### **PROGRAM IDENTIFICATION**

#### **Institution Name**

University of Wisconsin – Green Bay

#### **Title of Proposed Program**

Marketing

#### **Degree/Major Designation**

Bachelor of Business Administration (B.B.A.) in Marketing

#### **Mode of Delivery**

Single institution. The program will be delivered in both face-to-face and online modalities, allowing for access across all four of our campus locations in Sheboygan, Manitowoc, Green Bay, and Marinette.

#### **Projected Enrollments and Graduates by Year Five**

Table 1 presents a combination of past enrollment in the existing Marketing emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Marketing across the first five years of the program. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 5.0% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%).

Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 447 students to have enrolled and 352 students to have graduated by the end of the fifth year of the new major.

**Table 1: Five-Year Fall Enrollment and Projections (Headcount)**

Fall	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>New Students (#)</b>	70	80	75	77	81	85	89	94	98
<b>Continuing Students (#)</b>	166	174	177	176	185	194	204	214	224
<b>Total Enrollment (#)</b>	236	254	252	253	266	279	293	308	323
<b>Graduating Students (#)</b>	55	63	59	60	64	67	70	74	77

**Tuition Structure**

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay.

**Department or Functional Equivalent**

Department of Marketing and Management

**College, School or Functional Equivalent**

Austin E. Cofrin School of Business

**Proposed Term and Year of Implementation**

Fall 2020

**DESCRIPTION OF PROGRAM**

**Overview of the Program**

The proposed B.B.A. in Marketing has existed as an emphasis within the B.B.A. in Business Administration since the 2014-2015 academic year, and has been offered in both face-to-face and online modalities since fall 2019. The emphasis supported 253 students as of early fall 2019. Majors will require approximately 39 credits of lower-level supporting courses (e.g. ethics, statistics, an introductory business course, economics, etc.) that includes MKTG 222: Principles of Marketing, 18 credits of shared upper-level core courses (providing cross-disciplinary breadth in business), and 18 credits of upper-level disciplinary specialization for approximately 75 total credits. Curricular experiences within the Marketing major will be enforced with a rich suite of

extra-curricular and co-curricular activities, such as business week, internships, capstone projects and high-impact business practices.

### **Student Learning Outcomes and Program Objectives**

The University of Wisconsin-Green Bay has seven Institutional Learning Outcomes stating that, upon graduation, students will have: 1) demonstrated the **specialized knowledge, skills and perspectives** in their chosen field or fields of study.; 2) demonstrated **broad and integrative knowledge** across a variety of fields of study.; 3) developed a variety of **intellectual skills**, including analytic inquiry, information literacy, diverse perspectives, ethical reasoning, quantitative fluency, and communicative fluency.; 4) engaged in **applied and collaborative learning activities**, in both academic and non-academic settings.; 5) demonstrated **engaged citizenship** in the United States and the world.; 6) developed an understanding of and appreciation for environmental and cultural **sustainability**.; and 7) demonstrated the ability to **identify and address problems from an interdisciplinary perspective**.

All existing and proposed undergraduate programs within the Cofrin School of Business (CSB) share the same four Association to Advance Collegiate Schools of Business (AACSB) vetted Degree-Level Learning Goals. These learning goals were initially adopted in 2013, and are drawn from the CSB's Mission, Vision, and Values statement, and a philosophy that adaptability in the workforce is maintained by instilling a strong foundation of core attributes within students. The CSB Assurance of Learning Committee oversees assessment and continual improvement for the School by providing annual analyses and recommendations to the appropriate program and School leadership. The four Degree-level Learning Goals for the CSB are:

1. Students will be effective communicators.
2. Students will be effective critical thinkers.
3. Students will be effective team members.
4. Students will consider corporate social responsibility (CSR) in their decisions.

These learning outcomes are supplemented with program-specific learning goals for each major. For the B.B.A. in Marketing the program-specific learning goals are:

- 1) Apply marketing concepts and tools to make socially responsible marketing decisions.
- 2) Develop strategic marketing plans that are based upon an understanding of consumer behavior in a digital and international context

### **Program Requirements and Curriculum**

In alignment with our access focus, the Cofrin School of Business does not impose additional admission requirements on interested students; all students admitted to UW-Green Bay can declare a major within the School of Business. However, once a student has declared her/his major program, they must maintain a GPA of 2.5 or higher to enroll in upper-level courses. The program requires students to complete 75 credits of coursework (Table 2). All programs within the Cofrin School of Business (CSB) share a foundational set of courses (meta-major) accounting for 57 credits. This meta-major forms the foundation of our lower-level offerings in Green Bay, Sheboygan, Manitowoc, and Marinette, and is a core component of our transfer agreements with the state technical colleges (e.g. Northeastern Wisconsin Technical

College, Lakeshore Technical College, Fox Valley Technical College, Gateway Technical College, and Northcentral Technical College). The program carries an additional 12 credits within the disciplinary core, and 6 credits of elective offerings. This program will be part of the regular teaching load of the CSB faculty.

**Table 2: Program curriculum for the proposed B.B.A. in Marketing**

<b>Foundational Courses - the B.B.A. Meta-major (57 credits)</b>	
ENG COMP 200: Professional Writing for Business Majors OR ENG COMP 105: Expository Writing	3
ECON 202: Macroeconomics	3
ECON 203: Microeconomics	3
PHILOS 227: Business Ethics	3
ACCTG 201: Principles of Financial Accounting	3
ACCTG 202: Principles of Managerial Accounting	3
BUS ADM 130: Spreadsheets and Information Systems	3
BUS ADM 200: Principles of Supply Chain Management	3
BUS ADM 202: Business and Its Environment	3
BUS ADM 205: Legal Environment of Business	3
BUS ADM 220: Business Statistics OR MATH 260: Statistics (or 4 cr)	3 (4)
BUS ADM 371: Entrepreneurship	3
BUS ADM 380: Project Management	3
BUS ADM 3XX: Sustainable Organizations - <b>PROPOSED</b>	3
FIN 343: Corporation Finance	3
HRM 262: Introduction to Human Resource Management	3
MGMT 389: Organizational Behavior	3
MGMT 482: Capstone in Strategic Management	3
MKTG 222: Principles of Marketing	3*
<b>Marketing Required Courses (12 credits)</b>	
MKTG 345 Digital Marketing	3
MKTG 421 International Marketing	3
MKTG 423 Advertising	3
MKTG 428 Consumer Behavior	3
<b>Marketing Elective Courses (6 credits)</b>	
MKTG 327 Selling and Sales Management	3
MKTG 424 Research Methods	3
MKTG 426 Marketing Strategy - <b>NAME CHANGE</b>	3
MKTG 447 Social Media Marketing	3
<b>TOTAL</b>	<b>75</b>

\* Indicates a discipline-specific course (i.e. MKTG)

### Assessment of Outcomes and Objectives

Assessment of student learning outcomes is managed by the CSB Assurance of Learning (AOL) Committee as appointed by the Dean's Office in consultation with each program's executive committee. The AOL committee maintains an assessment plan to evaluate student

progress toward meeting both College-wide and program-specific learning outcomes. Assessment is carried out using embedded assessment comprised of rubrics and assignments collected each semester from various instructors and courses. The AOL Committee is responsible for suggesting necessary curricular changes to the program faculty and the Dean's Office. This practice is integrated into the University-wide seven year assessment cycle, requiring annual assessment reports and plans to the University Assessment Council in years 1, 2, 3, 5, and 6, a Status Report in year 4, and a Program Assessment Plan in year 7. Details on UWGB's Assessment Plan can be found at <https://www.uwgb.edu/assessment/university-assessment-plan/>.

## **Diversity**

UW-Green Bay is committed to achieving a diverse workforce and to maintaining a community that welcomes and values a climate supporting equal opportunity and difference among its members. The campus engages in several strategic initiatives to recruit a more diverse student population, and offers a wide range of experiences and perspectives to students. As part of this process, the Chancellor's Council on Diversity and Inclusive Excellence offers a certificate program to develop and recognize commitment to the UW-Green Bay Inclusive Excellence Initiative. The Office of Admissions also supports recruiters specialized in working with multicultural, bilingual, and international students. In fall 2017, UW-Green Bay added a Vice Chancellor for Student Affairs and Campus Climate to the Chancellor's Cabinet to improve, in part, campus initiatives on diversity and inclusivity. This position will play a critical role in furthering campus efforts to attract and support a diverse campus community reflective of the metropolitan area that UW-Green Bay serves. The Austin E. Cofrin School of Business drafted a College-specific diversity and inclusivity plan during the 2018-2019 academic year, with an assigned faculty lead reporting to the Dean of the School. This plan is considered a living document, undergoing annual revisions and implementation.

UW-Green Bay has a broad array of student organizations and institutional resources and offices that offer resources and services to promote academic success and personal growth of students. For example, a number of student organizations provide an environment for students to share their own culture, gain leadership skills, and participate in co-curricular activities. The UW-Green Bay's Multicultural Academic Centers promote a better understanding of diverse communities and serve as resources for students, faculty, and staff. The CATL also offers regular workshops and panel discussions to address the complexities of inclusivity and diversity. Finally, the Office of International Education facilitates international student success while at UW-Green Bay.

The AACSB accrediting body has defined the ability to work effectively in diverse environments as a General Skills Area, and training in social responsibility, including sustainability, diversity and ethical behavior and approaches to management as a General Business Knowledge Area that should be present within all accredited business curricula. The program in Marketing addresses these directly in MKTG 428: Consumer behavior and MKTG 222: Introductory marketing, respectively. Additional co-curricular and extra-curricular opportunities and coursework associated with MKTG 421: International marketing further address the imperative to prepare our students for success in today's multi-cultural and multi-national workforce.

## **Collaborative Nature of Program**

The University of Wisconsin – Green Bay will be the single institution to deliver the B.B.A. in Marketing. Program faculty and staff will involve industry leaders from Green Bay area and beyond in various capacities from guest lecturers, to fieldtrips, to internship, or mentorship opportunities. The CSB Advisory Committee provides industry and community input to each program.

### **Projected Time to Degree**

The projected time to degree is eight semesters (4 years), although existing college credit in high school offerings, established transfer agreements with Wisconsin Technical Colleges, and J-term and summer offerings can reduce the time to graduation or required enrollment at UW-Green Bay. Courses and staffing is set to provide a course offering periodicity to maximize student degree completion.

### **Program Review**

The UW-Green Bay Academic Affairs Council (AAC) is charged with oversight of all undergraduate programs, including review and approval of all new programs, and all undergraduate-level credit courses. The AAC will formally review the Marketing program on a seven-year cycle. In addition, the program will be formally reviewed on a five-year cycle, by the department and the Dean of the Cofrin School of Business. Informally, the program will be reviewed by students after each class to ensure the courses are having their intended impact on the various stakeholders. The Cofrin School of Business Student Success committee also completes an annual student survey, providing student feedback at the College and program level on numerous areas of their collegiate experience, include program composition.

### **Accreditation**

The Austin E. Cofrin School of Business has identified accreditation by the Association to Advance Colligate Schools of Business (AACSB) as its top priority. As such, all curriculum, skills, general knowledge areas, learning outcomes, and staffing decisions are made with existing requirements in mind. Accreditation from the AACSB is the gold standard for business schools, is appropriate for the intent and recognition of *A.E. Cofrin's endowment*, is essential to attract and retain talented faculty, for building graduate programs, international partnerships and international student recruitment, is critical to the development of donor and community support, and is of growing importance for regional undergraduate student markets.

## **JUSTIFICATION**

### **Rationale and Relation to Mission**

UW-Green Bay gained approval for a revised Select Mission from the UW System Board of Regents on April 25, 2019 and the Higher Learning Commission on May 14, 2019. The revised mission solidified the strategic vision of UW-Green Bay in its role as the primary campus serving the third largest metropolitan and economic region in the state, with campuses directly serving the Green Bay, Sheboygan, Manitowoc, and Marinette communities.

*The University of Wisconsin-Green Bay is a multi-campus comprehensive university offering exemplary undergraduate, master's and select doctoral programs and operating with a commitment to excellence in teaching, scholarship and research, and service to the community. The University provides a problem*

*focused educational experience that promotes critical thinking and student success.*

*The culture and vision of the University reflect a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels. Our core values embrace community-based partnerships, collaborative faculty scholarship and innovation.*

*Our commitment to a university that promotes access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability is demonstrated through a wide array of programs and certifications offered in four colleges:...*

The proposed B.B.A. in Marketing meets this responsibility by providing a local, cost efficient option that responds to both student interest and employer demand. For example, as of late fall 2019 student enrollment already sat at 266 within the Marketing emphasis of the existing Business Administration major, highlighting an existing demand for which we are neither providing the full credentialing owed to these students or upon which enhanced professional opportunities can be built. Upon approval this will immediately be one of the largest major on the UW-Green Bay campus. Our access oriented (online and face-to-face), flexible delivery model provides the flexibility essential for non-traditional students to both begin and complete degrees, and which is demanded by traditional students seeking to capitalize on the rich internship and professional experiences available within the NE Wisconsin economic ecosystem. This flexible delivery model is also essential to fully integrate our four campus locations and realize our vision of a single University of Wisconsin-Green Bay serving NE Wisconsin. Expansion of programmatic offerings by the Austin E. Cofrin School of Business is essential to developing our regional workforce, and to promoting economic development. Our charge is clearly articulated within the Greater Green Bay Economic Development Strategic Plan (<https://www.greatergbc.org/economic-development/greater-green-bay-economic-development-strategic-plan/>). This proposal will build upon ongoing partnerships with regional and national employers, relationships exemplified by our growing partnership with TitleTown Tech. Finally, this proposal represents the natural maturation and evolution of business at UW-Green Bay from a department, to an endowed school, to the stand-alone, endowed college created in July 2016, and identified in our revised select mission.

### **Institutional Program Array**

The stand-alone Austin E. Cofrin School of Business (CSB) was created in July 2016 following its formal separation from the College of Professional Studies. As of early fall 2019 academic year the CSB has grown to support over 1,100 undergraduate majors and graduate masters' degree students. Student demand is growing rapidly, with student credit hours increasing by 5.5% over the last three years, the highest level of any of UW-Green Bay's colleges. When the College was established by the Board of Regents in July 2016, it supported one Department, the Department of Business Administration, two undergraduate majors, a BBA in Accounting and a BBA in Business Administration (with numerous emphases), and a MS in Management. The College has since added a very successful collaborative MS in Data Science, and is in the process of implementing its recently approved executive Impact MBA (anticipated start date Fall 2020). The current structure of the A.E. Cofrin School of Business emphasizes that it has not yet fully emerged from its former state as an embedded School within the former College of

Professional Studies. This proposal is associated with an internal College reorganization into three disciplinary-based departments: a) the Dept. of Business Administration, b) the Dept. of Accounting and Finance, and c) the Dept. of Marketing and Management. As a first step in program specialization, and in support of the College's reorganization and maturation, this proposal seeks to elevate four of the largest business administration emphases to majors: Finance, HR Management, Management, and Marketing. This proposal address our intent to elevate the Marketing emphasis to a major.

### **Other Programs in the University of Wisconsin System**

While these proposed majors are offered at most UW-System schools, they are standard offerings expected of most regional comprehensive campuses serving a large urban population. Specifically, Marketing is offered at approximately 61.5% of the existing UW campuses. The University of Wisconsin-Green Bay argues that this program expansion should be viewed no differently than the institutional right as a regional comprehensive to offer biology or political science programs. Furthermore, the proposed program in Marketing is already strongly enrolled by existing UW-Green Bay students as an emphasis within the Business Administration major, thus documenting an internal market for this program. Importantly, this proposal seeks to improve the workforce competitiveness of our students by allowing them to more accurately credential the skills they are gaining here at UW-Green Bay, and to do so with a higher disciplinary competency level. We continue to evaluate our other existing emphases for potential alterations, eliminations, or repurposing in an attempt to develop a more dynamic and responsive curricular culture within the Austin E. Cofrin School of Business.

### **Need as Suggested by Current Student Demand**

Student demand for business programs is growing rapidly, with student enrollment increasing by 5.3% and student credit hours increasing by 5.5% over the last three years, the highest levels of any of UW-Green Bay's colleges. Evaluating our combined request to elevate four existing emphases to majors, and including the redefined Business Administration major and existing Accounting major, the CSB is expected to support three of the top ten and six of the top twenty largest undergraduate majors at UW-Green Bay. Over the last three years, an average of roughly 60, 30, 60, and 60 students per year graduate from the Finance, Human Resource Management, Management, and Marketing emphases, respectively. This proposal responds directly to UW-System's recent call for Program Monitoring (Wis. Stats. 36, RPD 4-12), which ultimately seeks to strengthen programs and allocate resources toward institutional priorities. With specific regard to the proposed major in Marketing, three-year trends in declared emphases made in early fall 2019 suggested growth from 236 to 279 student between fall 2016 and fall 2021; in reality we met our fall 2020 projected enrollment of 266 by late fall 2019.

### **Need as Suggested by Market Demand**

The bureau of Labor Statistics predicts that nationally, Professional and Business Services will grow at the fifth highest rate of any industry sector between 2016 and 2026 at 1.0% per year. Growth in Financial activities will grow at roughly the national average, or 0.6% annually. For reference, the Health Care and Social Assistance industry has the highest project growth during this period, at 1.9% annually. Marketing position are expected to increase by 8.5%, management

positions by 8.5%, financial managers by 18.7% and financial specialists by 10%. The 2018 median pay for advertising and marketing managers was \$132,620 per year with median pay per hour of \$63.76. The typical entry-level education was a bachelor's degree. Number of jobs available as on 2018 was 286,800 with a projected increase in jobs in 2028 being 21,800. Careers like market research analysts have a median starting salary of \$63,120 per hour an 20% annual growth rate per year. The typical entry level education is a bachelor's degree.

**COST AND REVENUE NARRATIVE  
B.B.A. IN MARKETING  
AT UNIVERSITY OF WISCONSIN (UW)-GREEN BAY**

**Introduction**

The University of Wisconsin-Green Bay proposes the establishment of a B.B.A. in Marketing in the Cofrin School of Business. The proposed program will admit students annually and requires 75 credits, 57 of which are from a meta-major shared with the CSB's other B.B.A. offerings; 21 required credits within this program carry a marketing (MKTG) prefix. Courses are offered during the fall, January-term, spring, and summer semesters in both face-to-face and online modalities. This is a standard undergraduate program from a credit standpoint, and students should be able to complete the program within the standard four-year target. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Graduates will be prepared to work as Marketers with an expected starting salary range of \$50,000-\$60,000.

**Section I - Enrollment**

Enrollment projections are based on a combination of past enrollment in the existing Marketing emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Marketing. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 5.0% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%). Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 447 students to have enrolled and 352 students to have graduated by the end of the fifth year of the new major.

**Section II - Credit Hours**

A total of 75 credits are required of students; 21 required credits are specific to Marketing, 27 credits are available with a Marketing prefix (MKTG), and of them, 6 credits are new to the university and 21 credits are existing courses.

**Section III - Faculty and Staff Appointments**

The Department of Marketing & Management has roughly 1.00 FTE of existing tenure-track faculty and 2.0 FTE of existing open tenure-track faculty lines with new hires in place for fall 2020 with expertise in Marketing. An additional 2.0 FTE of full-time lecturer lines will be filled by fall 2020. The program relies on 1.25 FTE of Associate Lecturer to support the existing Marketing emphasis. Combined, the program has in place 5.0 FTE of full-time instructional staff, plus the 1.25 FTE of part-time instructors. These faculty also contribute to an existing MS in Management program and the executive Impact MBA program. Based on projected enrollment, the program seeks one additional FTE of tenure-track faculty during the fourth year of the projection period, with Associate Lecturer staffing varying from 1.0 to 2.0 FTE reflecting changes in enrollment and Associate Lecturer versus permanent positions. An internal reorganization in fall 2019 reassigned half of a 0.5 FTE Academic Department Associate position to the newly established Department of Marketing & Management, 1/4<sup>th</sup> of this position

will be charged to the Management major; additional support staff is provided by the Cofrin School of Business as part of general overhead (e.g. Advising, Dean's Office support, etc). Additional instructional support includes chair effort during the academic year (2 course releases) and summer support spread across the summer; this effort is split in three ways with other programs supported by the Chair.

#### **Section IV - Program Revenues**

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay. Revenue projections assume institutional revenue of 30 credits times \$262.43 per credit times FTE student enrollment.

#### **Section V - Program Expenses**

##### Expenses - Salary and Fringe

Tenure track line salaries assume \$116,505 plus fringe (43% of salary), which is based on the median salary for assistant, associate, and full professor reported by the AACSB (n=1,092) for Marketing faculty. We budget \$68,967 plus fringe (43% of salary) for permanent lectures, again based on median values reported by the AACSB. Associate lectures assume a cost of \$6,000 per 3 credit course plus 20% fringe. We budget around \$8,500 annually for a 0.13 FTE support position (Academic Department Associate), assuming at \$19.77 per hour with a starting fringe rate of 60%. We budget \$7,300 per year for chair support, based on estimated salary and fringe to cover two courses during the academic year, and roughly one month of summer support, divided among the three programs supported by this chair. Faculty and full-time Lecturer salaries from the AACSB were adjusted to 87.3% the median national salary to account for the low cost of living in Green Bay; we also assume annual increases of 2% to total salary and fringe in all estimates.

##### Other Expenses

*Startup:* Includes \$5,000 each of the first two years to support the development and significant modification of new and existing courses, and to cover small, general expenses.

*Program Marketing:* Includes \$5,000 per year (plus 2% annual increases) for integrated marketing of Marketing, Management, HR Management, and MS Management programs.

*Accreditation, travel, and general department expenses:* Assumes and annual per FTE expense of \$300 for phones, \$35 for maintenance and general services, \$280 for printing, and \$250 for consumables and miscellaneous expenses. All expense projections include a 2% annual increase.

*Professional Development:* Assumes \$2,000 per year per faculty and permanent lecture FTE, plus \$500 per administrative staff, with a \$500 per total FTE per year of additional support for professional development at the Chair's discretion. All projections include 2% annual adjustments.

*Indirect Expenses:* UWGB has adopted an Incentive-Based Budget model. Following this new model, and simplifying for the purposes of this document, we assume a central tax of 45% of Gross Tuition Revenue as a conservative estimate of expected expenses. This appropriation will cover indirect institutional costs associated with library subscriptions, facilities, administration, and systems support.

#### **Section VI - Net Revenue**

Net revenues will be directed to support continued growth within the Cofrin School of Business.

University of Wisconsin - Green Bay						
Cost and Revenue Projections For BBA in Marketing						
	Items	Projections				
		2020	2021	2022	2023	2024
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>I</b>	<b>Enrollment (New Student) Headcount</b>	81	85	89	94	98
	<b>Enrollment (Continuing Student) Headcount</b>	185	194	204	214	224
	<b><i>Enrollment (Total Student) Headcount</i></b>	266	279	293	308	323
	<b>Enrollment (New Student) FTE</b>	67	70	73	77	81
	<b>Enrollment (Continuing Student) FTE</b>	152	160	168	176	185
	<b><i>Enrollment (Total Student) FTE</i></b>	219	230	241	253	266
<b>II</b>	<b>Total Marketing Credit Hours</b>	3245	3428	3622	3826	4042
	<i>Marketing Credit Hours for "Other Business" Majors</i>	1254	1337	1426	1520	1621
	<i>Marketing Credit Hours for Marketing Majors</i>	1992	2091	2196	2306	2421
<b>III</b>	<b>FTE of New Tenure Track Faculty</b>	2.00	0	0	1.00	0
	<b>FTE of Current Tenure Track Faculty</b>	1.00	3.00	3.00	3.00	4.00
	<b>FTE of New Instructional Staff (Permanent Lecturers)</b>	2.00	0	0	0	0
	<b>FTE of Current Instructional Staff (Permanent Lecturers)</b>	0.00	2.00	2.00	2.00	2.00
	<b>FTE of Associate Lecturers (Temporary)</b>	1.25	1.50	2.00	1.00	1.50
	<b>FTE of New Admin Staff</b>	0	0	0	0	0
	<b>FTE Current Admin Staff</b>	0.13	0.13	0.13	0.13	0.13
<b>IV</b>	<b>Revenues</b>					
	<b>Total Tuition Revenue</b> (assumes \$262.43 per credit @ 30 cr per FTE)	<b>\$1,721,122</b>	<b>\$1,807,179</b>	<b>\$1,897,537</b>	<b>\$1,992,414</b>	<b>\$2,092,035</b>
<b>V</b>	<b>Expenses</b>					
	<b>Salaries plus Fringes</b>					
	<i>Tenure Track Faculty w/ fringe @ 43%</i>	\$499,805	\$509,802	\$519,998	\$707,197	\$721,341
	<i>Instructional Staff (Permanent Lecturers) w/ fringe @ 43%</i>	\$197,246	\$201,191	\$205,214	\$209,319	\$213,505
	<i>Associate Lecturers (Temporary) w/ fringe @ 20%</i>	\$81,000	\$99,144	\$134,836	\$68,766	\$105,212
	<i>Chair</i>	\$7,300	\$7,446	\$7,595	\$7,747	\$7,902
	<i>Admin Staff (ADA) w/ fringe @ 60%</i>	\$8,224	\$8,389	\$8,557	\$8,728	\$8,902
	<b>Other Expenses</b>					
	<i>Startup</i>	\$5,000	\$5,000	\$0	\$0	\$0
	<i>Marketing</i>	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
	<i>Accreditation, travel, and general department expenses</i>	\$4,433	\$4,522	\$4,612	\$5,622	\$5,735
	<i>Professional development:</i>	\$13,250	\$13,643	\$14,175	\$16,581	\$17,184
	<i>Indirect Expenses @ 45% of Gross Tuition Revenue:</i>	\$774,505	\$813,230	\$853,892	\$896,586	\$941,416
	<b>Total Expenses</b>	<b>\$1,595,764</b>	<b>\$1,667,465</b>	<b>\$1,754,081</b>	<b>\$1,925,852</b>	<b>\$2,026,608</b>
<b>VI</b>	<b>Net Revenue</b>	\$125,359	\$139,713	\$143,457	\$66,562	\$65,427
<b>Provost's Signature:</b>			<b>Date:</b>			
<b>CBO's Signature:</b>			<b>Date:</b>			

# **REQUEST FOR AUTHORIZATION TO IMPLEMENT A BBA OF MANAGEMENT**

## **AT UW-GREEN BAY PREPARED BY UW-GREEN BAY**

### **ABSTRACT**

The University of Wisconsin (UW)-Green Bay seeks a B.B.A. in Management in the Austin E. Cofrin School of Business. The B.B.A. in Management is a popular, evolving and ever-changing field. The greater need for development of managerial skills is driven by technology change, industry innovations and changes in the workforce i.e. demographics. Additionally, the current state of the regional economy such as workforce shortages, state politics and brain drain, requires the field to improve the skills gap at all levels (including undergraduate, graduate and e-MBA levels). This would ensure students can navigate increased complexity, be more agile and engage in data driven decision-making. Our students need to be better team-members and be shaped as future leaders faster and with newer skills such as managing the new highly diverse virtual workplace. Management faculty need to adjust to student needs by offering experiential learning, internships and high impact practices (tours, research opportunities, consulting projects). This proposal also represents the natural evolution of UW-Green Bay's business portfolio from that of a department to a stand-alone College established in July 2016, and the CSB's responsibility to serve the third largest economy and metropolitan area in the State of Wisconsin. The proposed 75 credit program includes 24 required credits (eight courses) carrying the Management (MGMT) prefix offered during the fall, J-term, spring, and summer semesters in both face-to-face and online modalities. Program coursework was designed in collaboration with the Cofrin School of Business Advisory board and the UWGB Council of Trustees to meet the workforce needs of NE Wisconsin in the area of Management. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business. Graduates will be prepared to work as Managers with an expected starting salary range of \$45,000-\$60,000 without any prior experience, between \$70,000- \$80,000 once they have five years of experiences with top level management able to make over \$100,000 potentially as a part of their career trajectory.

### **PROGRAM IDENTIFICATION**

#### **Institution Name**

University of Wisconsin – Green Bay

#### **Title of Proposed Program**

Management

#### **Degree/Major Designation**

Bachelor of Business Administration (B.B.A.) in Management

#### **Mode of Delivery**

Single institution. The program will be delivered in both face-to-face and online modalities, allowing for access across all four of our campus locations in Sheboygan, Manitowoc, Green Bay, and Marinette.

### Projected Enrollments and Graduates by Year Five

Table 1 presents a combination of past enrollment in the existing Management emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Management across the first five years of the program. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 5.0% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%). Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 394 students to have enrolled and 311 students to have graduated by the end of the fifth year of the new major.

**Table 1: Five-Year Fall Enrollment and Projections (Headcount)**

Fall	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>New Students (#)</b>	58	67	68	68	71	75	79	83	87
<b>Continuing Students (#)</b>	136	147	160	155	163	171	179	188	198
<b>Total Enrollment (#)</b>	194	214	228	223	234	246	258	271	285
<b>Graduating Students (#)</b>	45	53	53	53	56	59	62	65	68

### Tuition Structure

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay.

### Department or Functional Equivalent

Department of Marketing and Management

### College, School or Functional Equivalent

Austin E. Cofrin School of Business

### Proposed Term and Year of Implementation

Fall 2020

## DESCRIPTION OF PROGRAM

### Overview of the Program

The B.B.A. in Management is a popular, evolving and ever-changing field. The greater need for development of managerial skills is driven by technology change, industry innovations and changes in the workforce i.e. demographics. Additionally, the current state of the regional economy such as workforce shortages, state politics and brain drain, requires the field to improve the skills gap at all levels (including undergraduate, graduate, and e-MBA levels). This would ensure that students can navigate increased complexity, be more agile, and engage in data driven decision-making. Our students need to be better team-members, and be shaped as future leaders faster and with newer skills, such as managing the new highly diverse virtual workplace. Management faculty need to adjust to student needs by offering experiential learning, internships and high impact practices (tours, research opportunities, consulting projects).. The proposed program has existed as an emphasis since 2014, and has been offered in both face-to-face and online modalities since 2018. The emphasis supported 223 students as of early fall 2019. Majors will require approximately 39 credits of lower-level supporting courses (e.g. ethics, statistics, an introductory business course, economics, etc.), 18 credits of shared upper-level core courses (providing cross-disciplinary breadth in business) which includes MGMT 482: Capstone in Strategic Management and MGMT 389: Organizational Behavior, and 18 credits of upper-level disciplinary specialization for approximately 75 total credits. Curricular experiences within the Management major will be enforced with a rich suite of extra-curricular and co-curricular activities, such as tours, student organizations, internships, high impact practices, guest speakers and research opportunities.

### **Student Learning Outcomes and Program Objectives**

The University of Wisconsin-Green Bay has seven Institutional Learning Outcomes stating that, upon graduation, students will have: 1) demonstrated the **specialized knowledge, skills and perspectives** in their chosen field or fields of study.; 2) demonstrated **broad and integrative knowledge** across a variety of fields of study.; 3) developed a variety of **intellectual skills**, including analytic inquiry, information literacy, diverse perspectives, ethical reasoning, quantitative fluency, and communicative fluency.; 4) engaged in **applied and collaborative learning activities**, in both academic and non-academic settings.; 5) demonstrated **engaged citizenship** in the United States and the world.; 6) developed an understanding of and appreciation for environmental and cultural **sustainability**.; and 7) demonstrated the ability to **identify and address problems from an interdisciplinary perspective**.

All existing and proposed undergraduate programs within the Cofrin School of Business (CSB) share the same four Association to Advance Collegiate Schools of Business (AACSB) vetted Degree-Level Learning Goals. These learning goals were initially adopted in 2013, and are drawn from the CSB's Mission, Vision, and Values statement, and a philosophy that adaptability in the workforce is maintained by instilling a strong foundation of core attributes within students. The CSB Assurance of Learning Committee oversees assessment and continual improvement for the School by providing annual analyses and recommendations to the appropriate program and School leadership. The four Degree-level Learning Goals for the CSB are:

5. Students will be effective communicators.
6. Students will be effective critical thinkers.
7. Students will be effective team members.
8. Students will consider corporate social responsibility (CSR) in their decisions.

These learning outcomes are supplemented with program-specific learning goals for each major. For the B.B.A. in Management the additional program-specific learning goal is:

## Leadership

Goal: Students will be effective leaders.

Objective: Students will demonstrate leadership behaviors within a team context.

## Program Requirements and Curriculum

In alignment with our access focus, the Cofrin School of Business does not impose additional admission requirements on interested students; all students admitted to UW-Green Bay can declare a major within the School of Business. However, once a student has declared her/his major program, they must maintain a GPA of 2.5 or higher to enroll in upper-level courses. The program requires students to complete 75 credits of coursework (Table 2). All programs within the Cofrin School of Business (CSB) share a foundational set of courses (meta-major) accounting for 57 credits. This meta-major forms the foundation of our offerings in Green Bay, Sheboygan, Manitowoc, and Marinette, and is a core component of our transfer agreements with the state technical colleges (e.g. Northeastern Wisconsin Technical College, Lakeshore Technical College, Fox Valley Technical College, Gateway Technical College, and Northcentral Technical College). The program carries an additional 12 credits within the disciplinary core, and 6 credits of elective offerings. This program will be part of the regular teaching load of the CSB faculty.

**Table 2: Program curriculum for the proposed B.B.A. in Management**

<b>Foundational Courses - the B.B.A. Meta-major (57 credits)</b>	
ENG COMP 200: Professional Writing for Business Majors OR ENG COMP 105: Expository Writing	3
ECON 202: Macroeconomics	3
ECON 203: Microeconomics	3
PHILOS 227: Business Ethics	3
ACCTG 201: Principles of Financial Accounting	3
ACCTG 202: Principles of Managerial Accounting	3
BUS ADM 130: Spreadsheets and Information Systems	3
BUS ADM 200: Principles of Supply Chain Management	3
BUS ADM 202: Business and Its Environment	3
BUS ADM 205: Legal Environment of Business	3
BUS ADM 220: Business Statistics OR MATH 260: Statistics (or 4 cr)	3 (4)
BUS ADM 371: Entrepreneurship	3
BUS ADM 380: Project Management	3
BUS ADM 3XX: Sustainable Organizations - <b>PROPOSED</b>	3
FIN 343: Corporation Finance	3
HRM 262: Introduction to Human Resource Management	3
MGMT 389: Organizational Behavior	3*
MGMT 482: Capstone in Strategic Management	3*
MKTG 222: Principles of Marketing	3
<b>Management Required Courses (12 credits)</b>	

MGMT 370: Data Science for Managers	3
MGMT 452: Teams	3
MGMT 460: Leading Innovation and Change	3
MGMT 472 :Leadership Development	3
<b>Management Elective Courses (6 credits)</b>	
MGMT 380: International Business Management	3
MGMT 461: Diversity in Organizations	3
MGMT 489: Organizational Culture and Design	3
<b>TOTAL</b>	<b>75</b>

\* Indicates a discipline-specific course (i.e. MGMT)

### Assessment of Outcomes and Objectives

Assessment of student learning outcomes is managed by the CSB Assurance of Learning (AOL) Committee as appointed by the Dean’s Office in consultation with each program’s executive committee. The AOL committee maintains an assessment plan to evaluate student progress toward meeting both College-wide and program-specific learning outcomes. Assessment is carried out using embedded assessment comprised of rubrics and assignments collected each semester from various instructors and courses. The AOL Committee is responsible for suggesting necessary curricular changes to the program faculty and the Dean’s Office. This practice is integrated into the University-wide seven year assessment cycle, requiring annual assessment reports and plans to the University Assessment Council in years 1, 2, 3, 5, and 6, a Status Report in year 4, and a Program Assessment Plan in year 7. Details on UWGB’s Assessment Plan can be found at <https://www.uwgb.edu/assessment/university-assessment-plan/>.

### Diversity

UW-Green Bay is committed to achieving a diverse workforce and to maintaining a community that welcomes and values a climate supporting equal opportunity and difference among its members. The campus engages in several strategic initiatives to recruit a more diverse student population, and offers a wide range of experiences and perspectives to students. As part of this process, the Chancellor’s Council on Diversity and Inclusive Excellence offers a certificate program to develop and recognize commitment to the UW-Green Bay Inclusive Excellence Initiative. The Office of Admissions also supports recruiters specialized in working with multicultural, bilingual, and international students. In fall 2017, UW-Green Bay added a Vice Chancellor for Student Affairs and Campus Climate to the Chancellor’s Cabinet to improve, in part, campus initiatives on diversity and inclusivity. This position will play a critical role in furthering campus efforts to attract and support a diverse campus community reflective of the metropolitan area that UW-Green Bay serves. The Cofrin School of Business drafted a College-specific diversity and inclusivity plan during the 2018-2019 academic year, with an assigned faculty lead reporting to the Dean of the School. This plan is considered a living document, undergoing annual revisions and implementation.

UW-Green Bay has a broad array of student organizations and institutional resources and offices that offer resources and services to promote academic success and personal growth of

students. For example, a number of student organizations provide an environment for students to share their own culture, gain leadership skills, and participate in co-curricular activities. The UW-Green Bay's Multicultural Academic Centers promote a better understanding of diverse communities and serve as resources for students, faculty, and staff. The CATL also offers regular workshops and panel discussions to address the complexities of inclusivity and diversity. Finally, the Office of International Education facilitates international student success while at UW-Green Bay.

The AACSB accrediting body has defined the ability to work effectively in diverse environments as a General Skills Area, and training in social responsibility, including sustainability, diversity and ethical behavior and approaches to management as a General Business Knowledge Area that should be present within all accredited business curricula. The program in Management addresses these directly in its courses in MGMT 452: Teams and MGMT 461: Diversity in Organizations, respectively. Additional co-curricular and extra-curricular opportunities in MGMT 380: International Business Management and MGMT 460: Leading Innovation and Change further address the imperative to prepare our students for success in today's multi-cultural and multi-national workforce.

### **Collaborative Nature of Program**

The University of Wisconsin – Green Bay will be the single institution to deliver the B.B.A. in Management. Program faculty and staff will involve industry leaders from Green Bay area and beyond in various capacities from guest lecturers, to fieldtrips, to internship, or mentorship opportunities. The CSB Advisory Committee provides industry and community input to each program.

### **Projected Time to Degree**

The projected time to degree is eight semesters (4 years), although existing college credit in high school offerings, established transfer agreements with Wisconsin Technical Colleges, and J-term and summer offerings can reduce the time to graduation or required enrollment at UW-Green Bay. Courses and staffing is set to provide a course offering periodicity to maximize student degree completion.

### **Program Review**

The UW-Green Bay Academic Affairs Council (AAC) is charged with oversight of all undergraduate programs, including review and approval of all new programs, and all undergraduate-level credit courses. The AAC will formally review the Management program on a seven-year cycle. In addition, the program will be formally reviewed on a five-year cycle, by the department and the Dean of the Cofrin School of Business. Informally, the program will be reviewed by students after each class to ensure the courses are having their intended impact on the various stakeholders. The Cofrin School of Business Student Success committee also completes an annual student survey, providing student feedback at the College and program level on numerous areas of their collegiate experience, include program composition.

### **Accreditation**

The Cofrin School of Business has identified accreditation by the Association to Advance Colligate Schools of Business (AACSB) as its top priority. As such, all curriculum, skills, general knowledge areas, learning outcomes, and staffing decisions are made with existing requirements in mind. Accreditation from the AACSB is the gold standard for business schools, is

appropriate for the intent and recognition of *A.E. Cofrin's endowment*, is essential to attract and retain talented faculty, for building graduate programs, international partnerships and international student recruitment, is critical to the development of donor and community support, and is of growing importance for regional undergraduate student markets.

## JUSTIFICATION

### Rationale and Relation to Mission

UW-Green Bay gained approval for a revised Select Mission from the UW System Board of Regents on April 25, 2019 and the Higher Learning Commission on May 14, 2019. The revised mission solidified the strategic vision of UW-Green Bay in its role as the primary campus serving the third largest metropolitan and economic region in the state, with campuses directly serving the Green Bay, Sheboygan, Manitowoc, and Marinette communities.

*The University of Wisconsin-Green Bay is a multi-campus comprehensive university offering exemplary undergraduate, master's and select doctoral programs and operating with a commitment to excellence in teaching, scholarship and research, and service to the community. The University provides a problem focused educational experience that promotes critical thinking and student success.*

*The culture and vision of the University reflect a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels. Our core values embrace community-based partnerships, collaborative faculty scholarship and innovation.*

*Our commitment to a university that promotes access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability is demonstrated through a wide array of programs and certifications offered in four colleges:...*

The proposed B.B.A. in Management meets this responsibility by providing a local, cost efficient option that responds to both student interest and employer demand. For example, as of late fall 2019 student enrollment already sat at 265 within the Management emphasis of the existing Business Administration major, highlighting an existing demand for which we are neither providing the full credentialing owed to these students or upon which enhanced professional opportunities can be built. Upon approval, this will immediately be one of the largest major on the UW-Green Bay campus. Our access oriented (online and face-to-face), flexible delivery model provides the flexibility essential for non-traditional students to both begin and complete degrees, and which is demanded by traditional students seeking to capitalize on the rich internship and professional experiences available within the NE Wisconsin economic ecosystem. This flexible delivery model is also essential to fully integrate our four campus locations and realize our vision of a single University of Wisconsin-Green Bay serving NE Wisconsin. Expansion of programmatic offerings by the Cofrin School of Business is essential to developing our regional workforce, and to promoting economic development. Our charge is clearly articulated within the Greater Green Bay Economic Development Strategic Plan (<https://www.greatergbc.org/economic-development/greater-green-bay-economic-development-strategic-plan/>). This proposal will build upon ongoing partnerships with regional and national employers, relationships exemplified by our growing partnership with TitleTown Tech. Finally, this proposal represents the natural maturation and evolution of business at UW-Green Bay from a department, to an endowed school, to the stand-alone, endowed college created in July 2016, and identified in our revised select mission.

### Institutional Program Array

The stand-alone Cofrin School of Business (CSB) was created in July 2016 following its formal separation from the College of Professional Studies. As of fall 2019 academic year the CSB has grown to support over 1,100 undergraduate majors and graduate masters' degree students. Student demand is growing rapidly, with student credit hours increasing by 5.5% over the last three years, the highest level of any of UW-Green Bay's colleges. When the College was established by the Board of Regents in July 2016, it supported one Department, the Department of Business Administration, two undergraduate majors, a BBA in Accounting and a BBA in Business Administration (with numerous emphases), and a MS in Management. The College has since added a very successful collaborative MS in Data Science, and is in the process of implementing its recently approved executive Impact MBA (anticipated start date Fall 2020). The current structure of the A.E. Cofrin School of Business emphasizes that it has not yet fully emerged from its former state as an embedded School within the former College of Professional Studies. This proposal is associated with an internal College reorganization into three disciplinary-based departments: a) the Dept. of Business Administration, b) the Dept. of Accounting and Finance, and c) the Dept. of Marketing and Management. As a first step in program specialization, and in support of the College's reorganization and maturation, this proposal seeks to elevate four of the largest business administration emphases to majors: Finance, HR Management, Management, and Marketing. This proposal addresses our intent to elevate the Management emphasis to a major.

### **Other Programs in the University of Wisconsin System**

While these proposed majors are offered at most UW-System schools, they are standard offerings expected of most regional comprehensive campuses serving a large urban population. Specifically, Management, or related, programs are offered at approximately 53.8% of the existing UW campuses. The University of Wisconsin-Green Bay argues that this program expansion should be viewed no differently than the institutional right as a regional comprehensive to offer biology or political science programs. Furthermore, the proposed program in Management is already strongly enrolled by existing UW-Green Bay students as an emphasis within the Business Administration major, thus documenting an internal market for this program. Importantly, this proposal seeks to improve the workforce competitiveness of our students by allowing them to more accurately credential the skills they are gaining here at UW-Green Bay, and to do so with a higher disciplinary competency level. We continue to evaluate our other existing emphases for potential alterations, eliminations, or repurposing in an attempt to develop a more dynamic and responsive curricular culture within the Cofrin School of Business.

### **Need as Suggested by Current Student Demand**

Student demand for business programs is growing rapidly, with student enrollment increasing by 5.3% and student credit hours increasing by 5.5% over the last three years, the highest levels of any of UW-Green Bay's colleges. Evaluating our combined request to elevate four existing emphases to majors, and including the redefined Business Administration major and existing Accounting major, the CSB is expected to support three of the top ten and six of the top twenty largest undergraduate majors at UW-Green Bay. Over the last three years, an average of roughly 60, 30, 60, and 60 students per year graduate from the Finance, Human Resource Management, Management, and Marketing emphases, respectively. This proposal responds directly to UW-System's recent call for Program Monitoring (Wis. Stats. 36, RPD 4-12), which ultimately seeks to strengthen programs and allocate resources toward institutional priorities. With specific regard to the proposed major in Management three-year trends in declared emphases calculated in early fall suggested growth from 194 to 246 student between fall 2016 and fall 2021. However, as of late fall 2019, enrollment within the emphasis had hit 265 students; demand is strong for this program.

### **Need as Suggested by Market Demand**

The bureau of Labor Statistics predicts that nationally, Professional and Business Services will grow at the fifth highest rate of any industry sector between 2016 and 2026 at 1.0% per year. Growth in Financial activities will grow at roughly the national average, or 0.6% annually. For reference, the Health Care and Social Assistance industry has the highest project growth during this period, at 1.9% annually. Increasingly, the role of managers is one wherein ethics and responsibility are core tenets that managers help the organization incorporate across hierarchical levels. Leading, mentoring, coaching and managing are all critical components of the managerial job. In industries where automation is increasing, managers play critical roles in managing the balance between the human and the machine components with new job opportunities as well such as Automation Managers, Quality Managers, Program Managers and Project Managers. General managers and Operations Managers will experience a 6.9% growth from 2018 to 2028. The whole professional strata of management occupations, will experience a growth of 7.7% from 2018 to 2028.

**COST AND REVENUE NARRATIVE  
B.B.A. IN MANAGEMENT  
AT UNIVERSITY OF WISCONSIN (UW)-GREEN BAY**

**Introduction**

The University of Wisconsin-Green Bay proposes the establishment of a B.B.A. in Management in the Cofrin School of Business. The proposed program will admit students annually and requires 75 credits, 57 of which are from a meta-major shared with the CSB's other B.B.A. offerings; 24 credits within this program carry a management (MGMT) prefix. Courses are offered during the fall, January-term, spring, and summer semesters in both face-to-face and online modalities. This is a standard undergraduate program from a credit standpoint, and students should be able to complete the program within the standard four-year target. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Graduates will be prepared to work as Managers with an expected starting salary range of \$45,000-\$60,000 without any prior experience, between \$70,000- \$80,000 once they have five years of experiences with top level management able to make over \$100,000 potentially as a part of their career trajectory.

**Section I - Enrollment**

Enrollment projections are based on a combination of past enrollment in the existing Management emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Management. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 4.7% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%). Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 394 students to have enrolled and 311 students to have graduated by the end of the fifth year of the new major.

**Section II - Credit Hours**

A total of 75 credits are required of students; 24 credits are specific to Management, of them 12 credits are new to the university and 12 credits are from existing courses.

**Section III - Faculty and Staff Appointments**

The Department of Marketing & Management has roughly 3.25 FTE of existing tenure-track faculty with expertise in Management, 0.5 FTE of full-time lecturer lines, and 0.5 FTE of Associate Lecturer are already in place in support of the existing Management emphasis. The Cofrin School of Business initiated a search for an additional 1.0 FTE full-time lecturer in fall 2019, with an expected start date of fall 2020. These faculty also contribute to an existing MS in Management program. Based on projected enrollment, the program seeks no additional FTE of tenure-track faculty during the five year projection period, and 0.5 FTE of full-time lecturer lines by year 5. Associate Lecturer staffing varies from 0.5 FTE in projected year 1, to a high of 1.75 FTE in year 4 reflecting changes in associate verses permanent lecture positions. An internal reorganization in fall 2019 reassigned half of a 0.5 FTE Academic Department Associate position to the newly established Department of Marketing & Management, 1/4<sup>th</sup> of this position

will be charged to the Management major; additional support staff is provided by the Cofrin School of Business as part of general overhead (e.g. Advising, Dean's Office support, etc). Additional instructional support includes chair effort during the academic year (2 course releases) and summer support spread across the summer; this effort is split in three ways with other programs supported by the Chair.

#### **Section IV - Program Revenues**

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay. Revenue projections assume institutional revenue of 30 credits times \$262.43 per credit times FTE student enrollment.

#### **Section V - Program Expenses**

##### Expenses - Salary and Fringe

Tenure track line salaries assume \$104,673 plus fringe (43% of salary), which is based on the median salary for assistant, associate, and full professor reported by the AACSB (n=854) for Management faculty. We budget \$65,475 plus fringe (43% of salary) for permanent lectures, again based on median values reported by the AACSB. Associate lectures assume a cost of \$6,000 per 3 credit course plus 20% fringe. We budget around \$8,500 annually for a 0.13 FTE support position (Academic Department Associate), assuming at \$19.77 per hour with a starting fringe rate of 60%. We budget \$7,300 per year for chair support, based on estimated salary and fringe to cover two courses during the academic year, and roughly one month of summer support, divided among the three programs supported by this chair. Faculty and full-time Lecturer salaries from the AACSB were adjusted to 87.3% the median national salary to account for the low cost of living in Green Bay; we also assume annual increases of 2% to total salary and fringe in all estimates.

##### Other Expenses

*Startup:* Includes \$5,000 each of the first two years to support the development and significant modification of new and existing courses, and to cover small, general expenses.

*Program Marketing:* Includes \$5,000 per year (plus 2% annual increases) for integrated marketing of Marketing, Management, HR Management, and MS Management programs.

*Accreditation, travel, and general department expenses:* Assumes and annual per FTE expense of \$300 for phones, \$35 for maintenance and general services, \$280 for printing, and \$250 for consumables and miscellaneous expenses. All expense projections include a 2% annual increase.

*Professional Development:* Assumes \$2,000 per year per faculty and permanent lecture FTE, plus \$500 per administrative staff, with a \$500 per total FTE per year of additional support for professional development at the Chair's discretion. All projections include 2% annual adjustments.

*Indirect Expenses:* UWGB has adopted an Incentive-Based Budget model. Following this new model, and simplifying for the purposes of this document, we assume a central tax of 50% of Gross Tuition Revenue as a conservative estimate of expected expenses. This appropriation will cover indirect institutional costs associated with library subscriptions, facilities, administration, and systems support.

#### **Section VI - Net Revenue**

Net revenues will be directed to support continued growth within the Cofrin School of Business.

University of Wisconsin - Green Bay						
Cost and Revenue Projections For BBA in Management						
	Items	Projections				
		2020	2021	2022	2023	2024
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>I</b>	<b>Enrollment (New Student) Headcount</b>	71	75	79	83	87
	<b>Enrollment (Continuing Student) Headcount</b>	163	171	179	188	198
	<b><i>Enrollment (Total Student) Headcount</i></b>	234	246	258	271	285
	<b>Enrollment (New Student) FTE</b>	59	62	65	68	71
	<b>Enrollment (Continuing Student) FTE</b>	134	141	148	155	163
	<b><i>Enrollment (Total Student) FTE</i></b>	193	202	212	223	234
<b>II</b>	<b>Total Management Credit Hours</b>	3925	4225	4386	4543	4799
	<i>Management Credit Hours for "Other Business" Majors</i>	2170	2382	2451	2511	2665
	<i>Management Credit Hours for Management Majors</i>	1755	1843	1935	2032	2134
<b>III</b>	<b>FTE of New Tenure Track Faculty</b>	0	0	0	0	0
	<b>FTE of Current Tenure Track Faculty</b>	3.25	3.25	3.25	3.25	3.25
	<b>FTE of New Instructional Staff (Permanent Lecturers)</b>	1.00	0	0	0	0.50
	<b>FTE of Current Instructional Staff (Permanent Lecturers)</b>	0.50	1.50	1.50	1.50	1.50
	<b>FTE of Associate Lecturers (Temporary)</b>	0.50	1.00	1.50	1.75	1.50
	<b>FTE of New Admin Staff</b>	0	0	0	0	0
	<b>FTE Current Admin Staff</b>	0.13	0.13	0.13	0.13	0.13
<b>IV</b>	<b>Revenue</b>					
	<b>Total Tuition Revenue</b> (assumes \$262.43 per credit @ 30 cr per FTE)	<b>\$1,517,037</b>	<b>\$1,592,889</b>	<b>\$1,672,533</b>	<b>\$1,756,160</b>	<b>\$1,843,968</b>
<b>V</b>	<b>Expenses</b>					
	<b>Salaries plus Fringes</b>					
	<i>Tenure Track Faculty w/ fringe @ 43%</i>	\$486,466	\$496,196	\$506,120	\$516,242	\$526,567
	<i>Instructional Staff (Permanent Lecturers) w/ fringe @ 43%</i>	\$140,444	\$143,253	\$146,118	\$149,040	\$202,695
	<i>Associate Lecturers (Temporary) w/ fringe @ 20%</i>	\$32,400	\$66,096	\$101,127	\$120,341	\$105,212
	<i>Chair</i>	\$7,300	\$7,446	\$7,595	\$7,747	\$7,902
	<i>Admin Staff (ADA) w/ fringe @ 60%</i>	\$8,224	\$8,389	\$8,557	\$8,728	\$8,902
	<b>Other Expenses</b>					
	<i>Startup</i>	\$5,000	\$5,000	\$0	\$0	\$0
	<i>Marketing</i>	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
	<i>Accreditation, travel, and general department expenses</i>	\$4,217	\$4,301	\$4,387	\$4,475	\$5,033
	<i>Professional development:</i>	\$12,250	\$12,750	\$13,265	\$13,663	\$15,154
	<i>Indirect Expenses @ 50% of Gross Tuition Revenue:</i>	\$758,518	\$796,444	\$836,267	\$878,080	\$921,984
	<b>Total Expenses</b>	<b>\$1,459,820</b>	<b>\$1,544,975</b>	<b>\$1,628,637</b>	<b>\$1,703,622</b>	<b>\$1,798,861</b>
<b>VI</b>	<b>Net Revenue</b>	\$57,217	\$47,914	\$43,896	\$52,538	\$45,107
<b>Provost's Signature:</b>					<b>Date:</b>	
<b>Provost's Signature:</b>					<b>Date:</b>	

**REQUEST FOR AUTHORIZATION TO IMPLEMENT A  
BBA IN HUMAN RESOURCE MANAGEMENT**

**AT UW-GREEN BAY  
PREPARED BY UW-GREEN BAY**

**ABSTRACT**

The Cofrin School of Business (CSB) at the University of Wisconsin (UW)-Green Bay seeks a B.B.A. in Human Resource Management to provide students with foundational knowledge in the various functions of business administration and a comprehensive education in human resource management. The program represents the natural evolution of UW-Green Bay's business offerings from a department to a stand-alone College in July 2016, and the CSB's responsibility to serve the third largest economy and metropolitan area in the State of Wisconsin. The proposed 78 credit program includes 24 credits (eight courses) carrying the Human Resource Management (HRM) prefix offered during the fall, J-term, spring, and summer semesters in both face-to-face and online modalities. Program coursework was designed in collaboration with the Cofrin School of Business Advisory board and the UWGB Council of Trustees to meet the workforce needs of NE Wisconsin in the area of human resource management. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business. Graduates will be prepared to work in a specialist human resources role such as recruitment, training and development, or compensation and benefits management, or as a human resource management generalist. In 2018, the national median annual wage for human resources workers and managers was \$61,400 and \$113,300, respectively. In 2016, the state median annual wage for human resources specialists and managers was \$54,010 and \$97,760, respectively.

**PROGRAM IDENTIFICATION**

**Institution Name**

University of Wisconsin – Green Bay

**Title of Proposed Program**

Major in Human Resource Management

**Degree/Major Designation**

Bachelor of Business Administration (B.B.A.) in Human Resource Management

**Mode of Delivery**

Single institution. The program will be delivered in both face-to-face and online modalities, allowing for access across all four of our campus locations in Sheboygan, Manitowoc, Green Bay, and Marinette.

**Projected Enrollments and Graduates by Year Five**

Table 1. presents a combination of past enrollment in the existing Human Resource emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Human Resource

Management across the first five years of the program. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 4.7% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%). Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 258 students to have enrolled and 203 students to have graduated by the end of the fifth year of the new major.

**Table 1: Five-Year Fall Enrollment and Projections (Headcount)**

Fall	2016	2017	2018	2019	2020	2021	2022	2023	2024
<b>New Students (#)</b>	32	39	41	45	47	49	51	54	56
<b>Continuing Students (#)</b>	75	84	97	102	107	112	117	123	129
<b>Total Enrollment (#)</b>	107	123	138	147	154	161	169	177	185
<b>Graduating Students (#)</b>	25	30	32	35	37	39	40	42	44

**Tuition Structure**

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay.

**Department or Functional Equivalent**

Department of Marketing and Management

**College, School or Functional Equivalent**

Austin E. Cofrin School of Business

**Proposed Term and Year of Implementation**

Fall 2020

**DESCRIPTION OF PROGRAM**

**Overview of the Program**

The B.B.A. in Human Resource Management provides a comprehensive education in all human resource management (HRM) functions to prepare students for a career in human resources. Notwithstanding the pervasive misconception of HRM as being restricted to functions carried out by HR departments, many of the HRM functions are also often carried out by non-HR managers. The HRM major will therefore also provide a valuable and practical education for students seeking any position that involves managing people.

Highly successful companies realize that HRM's role in attracting, developing, managing, and retaining human capital is critical to obtaining a sustainable competitive advantage. These companies approach HRM from a strategic and analytical perspective and typically have a HRM executive in their C-suite. However, to the disadvantage of many organizations HRM is approached from a much narrower perspective focused on legal compliance and recordkeeping. Such an approach fails to reap the benefits of evidence-based management, including predictive HRM analytics.

As is the case nationally, NE Wisconsin is plagued by worker shortages and skills shortages across several industries and sectors. This challenge falls precisely within the domain of HRM and further bolsters the importance of HRM functions such as employee recruitment, development, and retention. As a result, there will likely be an increased emphasis on the value of HRM to organizational success and an increase in representation of HRM professionals at higher levels of management. There will also likely be a heightened demand for the use of HRM analytics and a concomitant understanding that HRM is not just 'soft skills'. Over the longer term, the shortage of qualified workers is projected to continue, necessitating an expansion of recruitment, targeted recruitment, international recruitment, alternative work arrangements, employment of migrant workers, and internal development of employees. There will be an increased use of advanced technologies, such as artificial intelligence, in HRM, as well as the development of more sophisticated HRM systems and processes.

The HRM major has been designed in accordance with the aforementioned immediate and future needs of employers in NE Wisconsin. The proposed program has existed as an emphasis since 2014, and is offered in both face-to-face and online modalities. The emphasis supported 169 students as of the end of fall 2019. Majors will require approximately 39 credits of lower-level supporting courses (e.g. ethics, statistics, an introductory business course, economics, etc.), including HRM 262: Introduction to Human Resource Management, 18 credits of shared upper-level core courses (providing cross-disciplinary breadth in business), and 21 credits of upper-level disciplinary specialization for approximately 78 total credits. Curricular experiences within the HRM major will be reinforced with a rich suite of extra-curricular and co-curricular activities, such as HRM internships, HRM consulting for local businesses, guest talks and networking opportunities with local HRM professionals, activities carried out by the CSB student SHRM group, and opportunities to work with faculty on HRM-related research.

### **Student Learning Outcomes and Program Objectives**

The University of Wisconsin-Green Bay has seven Institutional Learning Outcomes stating that, upon graduation, students will have: 1) demonstrated the **specialized knowledge, skills and perspectives** in their chosen field or fields of study.; 2) demonstrated **broad and integrative knowledge** across a variety of fields of study.; 3) developed a variety of **intellectual skills**, including analytic inquiry, information literacy, diverse perspectives, ethical reasoning, quantitative fluency, and communicative fluency.; 4) engaged in **applied and collaborative learning activities**, in both academic and non-academic settings.; 5) demonstrated **engaged citizenship** in the United States and the world.; 6) developed an understanding of and appreciation for environmental and cultural **sustainability**.; and 7) demonstrated the ability to **identify and address problems from an interdisciplinary perspective**.

All existing and proposed undergraduate programs within the Cofrin School of Business (CSB) share the same four Association to Advance Collegiate Schools of Business (AACSB) vetted Degree-Level Learning Goals. These learning goals were initially adopted in 2013, and are drawn from the CSB's Mission, Vision, and Values statement, and a philosophy that adaptability in the workforce is maintained by instilling a strong foundation of core attributes within students. The CSB Assurance of

Learning Committee oversees assessment and continual improvement for the School by providing annual analyses and recommendations to the appropriate program and School leadership. The four Degree-level Learning Goals for the CSB are:

9. Students will be effective communicators.
10. Students will be effective critical thinkers.
11. Students will be effective team members.
12. Students will consider corporate social responsibility (CSR) in their decisions.

These learning outcomes are supplemented with program-specific learning goals for each major. For the B.B.A. in Human Resource Management the program-specific learning goals are:

1. Students will be proficient in the collection, analysis, interpretation, and utilization of data to make evidence-based decisions.
2. Students will understand the role of human resource management in creating a sustainable competitive advantage.
3. Students will be able to examine human resource management matters from legal, business case, and ethical perspectives.

### Program Requirements and Curriculum

In alignment with our access focus, the Austin E. Cofrin School of Business does not impose additional admission requirements on interested students; all students admitted to UW-Green Bay can declare a major within the School of Business. However, once a student has declared her/his major program, they must maintain a GPA of 2.5 or higher to enroll in upper-level courses. The program requires students to complete 78 credits of coursework (Table 2). All programs within the Austin E. Cofrin School of Business (CSB) share a foundational set of courses (meta-major) accounting for 57 credits. This meta-major forms the foundation of our offerings in Green Bay, Sheboygan, Manitowoc, and Marinette, and is a core component of our transfer agreements with the state technical colleges (e.g. Northeastern Wisconsin Technical College, Lakeshore Technical College, Fox Valley Technical College, Gateway Technical College, and Northcentral Technical College). The program carries an additional 21 credits within the disciplinary core. This program will be part of the regular teaching load of the CSB faculty.

**Table 2: Program curriculum for the proposed B.B.A. in Human Resource Management**

<b>Foundational Courses - the B.B.A. Meta-major (57 credits)</b>	
ENG COMP 200: Professional Writing for Business Majors OR ENG COMP 105: Expository Writing	3
ECON 202: Macroeconomics	3
ECON 203: Microeconomics	3
PHILOS 227: Business Ethics	3
ACCTG 201: Principles of Financial Accounting	3
ACCTG 202: Principles of Managerial Accounting	3
BUS ADM 130: Spreadsheets and Information Systems	3
BUS ADM 200: Principles of Supply Chain Management	3
BUS ADM 202: Business and Its Environment	3
BUS ADM 205: Legal Environment of Business	3

BUS ADM 220: Business Statistics OR MATH 260: Statistics (or 4 cr)	3 (4)
BUS ADM 371: Entrepreneurship	3
BUS ADM 380: Project Management	3
BUS ADM 3XX: Sustainable Organizations - <b>PROPOSED</b>	3
FIN 343: Corporation Finance	3
HRM 262: Introduction to Human Resource Management	3
MGMT 389: Organizational Behavior	3
MGMT 482: Capstone in Strategic Management	3
MKTG 222: Principles of Marketing	3
<b>Human Resource Management Required Courses (21 credits)</b>	
HRM 460: Employee Development	3
HRM 465: Recruitment and Selection	3
HRM 466: Employment Law	3
HRM 467: Compensation and Benefits	3
HRM 4XX: Employee Relations - <b>PROPOSED</b>	3
HRM 469: Performance Management and Job Analysis	3
HRM 470: Human Resource Management Analytics	3
<b>TOTAL</b>	<b>78 credits</b>

\* Indicates a discipline-specific course (i.e. HRM)

### Assessment of Outcomes and Objectives

Assessment of student learning outcomes is managed by the CSB Assurance of Learning (AOL) Committee as appointed by the Dean's Office in consultation with each program's executive committee. The AOL committee maintains an assessment plan to evaluate student progress toward meeting both College-wide and program-specific learning outcomes. Assessment is carried out using embedded assessment comprised of rubrics and assignments collected each semester from various instructors and courses. The AOL Committee is responsible for suggesting necessary curricular changes to the program faculty and the Dean's Office. This practice is integrated into the University-wide seven year assessment cycle, requiring annual assessment reports and plans to the University Assessment Council in years 1, 2, 3, 5, and 6, a Status Report in year 4, and a Program Assessment Plan in year 7. Details on UWGB's Assessment Plan can be found at <https://www.uwgb.edu/assessment/university-assessment-plan/>.

### Diversity

UW-Green Bay is committed to achieving a diverse workforce and to maintaining a community that welcomes and values a climate supporting equal opportunity and difference among its members. The campus engages in several strategic initiatives to recruit a more diverse student population, and offers a wide range of experiences and perspectives to students. As part of this process, the Chancellor's Council on Diversity and Inclusive Excellence offers a certificate program to develop and recognize commitment to the UW-Green Bay Inclusive Excellence Initiative. The Office of Admissions also supports recruiters specialized in working with multicultural, bilingual, and international students. In fall 2017, UW-Green Bay added a Vice Chancellor for Student Affairs and Campus Climate to the Chancellor's Cabinet to improve, in part, campus initiatives on diversity and inclusivity. This position will play a critical role in furthering campus efforts to attract and support a diverse campus community reflective of the

metropolitan area that UW-Green Bay serves. The Austin E. Cofrin School of Business drafted a College-specific diversity and inclusivity plan during the 2018-2019 academic year, with an assigned faculty lead reporting to the Dean of the School. This plan is considered a living document, undergoing annual revisions and implementation.

UW-Green Bay has a broad array of student organizations and institutional resources and offices that offer resources and services to promote academic success and personal growth of students. For example, a number of student organizations provide an environment for students to share their own culture, gain leadership skills, and participate in co-curricular activities. The UW-Green Bay's Multicultural Academic Centers promote a better understanding of diverse communities and serve as resources for students, faculty, and staff. The CATL also offers regular workshops and panel discussions to address the complexities of inclusivity and diversity. Finally, the Office of International Education facilitates international student success while at UW-Green Bay.

The AACSB accrediting body has defined the ability to work effectively in diverse environments as a General Skills Area, and training in social responsibility, including sustainability, diversity and ethical behavior and approaches to management as a General Business Knowledge Area that should be present within all accredited business curricula. The program in HRM addresses these directly in its courses HRM 460: Employee Development, HRM 465: Recruitment and Selection, and HRM 4XX: Employee Relations. Additional co-curricular and extra-curricular opportunities further address the imperative to prepare our students for success in today's multi-cultural and multi-national workforce.

### **Collaborative Nature of Program**

The University of Wisconsin – Green Bay will be the single institution to deliver the B.B.A. in Human Resource Management. Program faculty and staff will involve industry leaders from Green Bay area and beyond in various capacities from guest lecturers, to fieldtrips, to internship, or mentorship opportunities. The CSB Advisory Committee provides industry and community input to each program.

### **Projected Time to Degree**

The projected time to degree is eight semesters (4 years), although existing college credit in high school offerings, established transfer agreements with Wisconsin Technical Colleges, and J-term and summer offerings can reduce the time to graduation or required enrollment at UW-Green Bay. Courses and staffing is set to provide a course offering periodicity to maximize student degree completion.

### **Program Review**

The UW-Green Bay Academic Affairs Council (AAC) is charged with oversight of all undergraduate programs, including review and approval of all new programs, and all undergraduate-level credit courses. The AAC will formally review the Human Resource Management program on a seven-year cycle. In addition, the program will be formally reviewed on a five-year cycle, by the department and the Dean of the Austin E. Cofrin School of Business. Informally, the program will be reviewed by students after each class to ensure the courses are having their intended impact on the various stakeholders. The Austin E. Cofrin School of Business Student Success committee also completes an annual student survey, providing student feedback at the College and program level on numerous areas of their collegiate experience, include program composition.

## Accreditation

The Austin E. Cofrin School of Business has identified accreditation by the Association to Advance Colligate Schools of Business (AACSB) as its top priority. As such, all curriculum, skills, general knowledge areas, learning outcomes, and staffing decisions are made with existing requirements in mind. Accreditation from the AACSB is the gold standard for business schools, is appropriate for the intent and recognition of *A.E. Cofrin's endowment*, is essential to attract and retain talented faculty, for building graduate programs, international partnerships and international student recruitment, is critical to the development of donor and community support, and is of growing importance for regional undergraduate student markets.

## JUSTIFICATION

### Rationale and Relation to Mission

UW-Green Bay gained approval for a revised Select Mission from the UW System Board of Regents on April 25, 2019 and the Higher Learning Commission on May 14, 2019. The revised mission solidified the strategic vision of UW-Green Bay in its role as the primary campus serving the third largest metropolitan and economic region in the state, with campuses directly serving the Green Bay, Sheboygan, Manitowoc, and Marinette communities.

*The University of Wisconsin-Green Bay is a multi-campus comprehensive university offering exemplary undergraduate, master's and select doctoral programs and operating with a commitment to excellence in teaching, scholarship and research, and service to the community. The University provides a problem focused educational experience that promotes critical thinking and student success.*

*The culture and vision of the University reflect a deep commitment to diversity, inclusion, social justice, civic engagement, and educational opportunity at all levels. Our core values embrace community-based partnerships, collaborative faculty scholarship and innovation.*

*Our commitment to a university that promotes access, career success, cross-discipline collaboration, cultural enrichment, economic development, entrepreneurship, and environmental sustainability is demonstrated through a wide array of programs and certifications offered in four colleges:...*

The proposed B.B.A. in Human Resource Management meets this responsibility by providing a local, cost efficient option that responds to both student interest and employer demand. For example, as of fall 2019 student enrollment already sits at 169 within the Human Resource Management emphasis of the existing Business Administration major, highlighting an existing demand for which we are neither providing the full credentialing owed to these students or upon which enhanced professional opportunities can be built. Upon approval this will immediately be one of the largest major on the UW-Green Bay campus. Our access oriented (online and face-to-face), flexible delivery model provides the flexibility essential for non-traditional students to both begin and complete degrees, and which is demanded by traditional students seeking to capitalize on the rich internship and professional experiences available within the NE Wisconsin economic ecosystem. This flexible delivery model is also essential to fully integrate our four campus locations and realize our vision of a single University of Wisconsin-Green Bay serving NE Wisconsin. Expansion of programmatic offerings by the Austin E. Cofrin School of Business is essential to developing our regional workforce, and to promoting economic development. Our charge is clearly articulated within the Greater Green Bay Economic Development Strategic Plan (<https://www.greatergbc.org/economic-development/greater-green-bay-economic-development-strategic-plan/>). This proposal will build upon ongoing partnerships with regional and national employers,

relationships exemplified by our growing partnership with TitleTown Tech. Finally, this proposal represents the natural maturation and evolution of business at UW-Green Bay from a department, to an endowed school, to the stand-alone, endowed college created in July 2016, and identified in our revised select mission.

Expanding the Human Resource Management emphasis to a major will also permit the alignment of the curriculum with the required curriculum of the Society for Human Resource Management (SHRM). The Society for Human Resource Management is a professional organization that offers continuing education and certifications for human resources professionals.

### **Institutional Program Array**

The stand-alone Austin E. Cofrin School of Business (CSB) was created in July 2016 following its formal separation from the College of Professional Studies. As of fall 2019 academic year the CSB has grown to support over 1,100 undergraduate majors and graduate masters' degree students. Student demand is growing rapidly, with student credit hours increasing by 5.5% over the last three years, the highest level of any of UW-Green Bay's colleges. When the College was established by the Board of Regents in July 2016, it supported one Department, the Department of Business Administration, two undergraduate majors, a BBA in Accounting and a BBA in Business Administration (with numerous emphases), and a MS in Management. The College has since added a very successful collaborative MS in Data Science and is in the process of implementing its recently approved executive Impact MBA (anticipated start date Fall 2020). The current structure of the A.E. Cofrin School of Business emphasizes that it has not yet fully emerged from its former state as an embedded School within the former College of Professional Studies. This proposal is associated with an internal College reorganization into three disciplinary-based departments: a) the Dept. of Business Administration, b) the Dept. of Accounting and Finance, and c) the Dept. of Marketing and Management. As a first step in program specialization, and in support of the College's reorganization and maturation, this proposal seeks to elevate four of the largest business administration emphases to majors: Finance, Human Resource Management, Management, and Marketing. This proposal addresses our intent to elevate the Human Resource Management emphasis to a major.

### **Other Programs in the University of Wisconsin System**

While these proposed majors are offered at most UW-System schools, they are standard offerings expected of most regional comprehensive campuses serving a large urban population. Specifically, Human Resource Management is offered at approximately 30.8% of the existing UW campuses. The University of Wisconsin-Green Bay argues that this program expansion should be viewed no differently than the institutional right as a regional comprehensive to offer biology or political science programs. Furthermore, the proposed program in Human Resource Management is already strongly enrolled by existing UW-Green Bay students as an emphasis within the Business Administration major, thus documenting an internal market for this program. Importantly, this proposal seeks to improve the workforce competitiveness of our students by allowing them to more accurately credential the skills they are gaining here at UW-Green Bay, and to do so with a higher disciplinary competency level. We continue to evaluate our other existing emphases for potential alterations, eliminations, or repurposing in an attempt to develop a more dynamic and responsive curricular culture within the Austin E. Cofrin School of Business.

### **Need as Suggested by Current Student Demand**

Student demand for business programs is growing rapidly, with student enrollment increasing by 5.3% and student credit hours increasing by 5.5% over the last three years, the highest levels of any of UW-

Green Bay's colleges. Evaluating our combined request to elevate four existing emphases to majors, and including the redefined Business Administration major and existing Accounting major, the CSB is expected to support three of the top ten and six of the top twenty largest undergraduate majors at UW-Green Bay. Over the last three years, an average of roughly 60, 30, 60, and 60 students per year graduate from the Finance, Human Resource Management, Management, and Marketing emphases, respectively. This proposal responds directly to UW-System's recent call for Program Monitoring (Wis. Stats. 36, RPD 4-12), which ultimately seeks to strengthen programs and allocate resources toward institutional priorities. With specific regard to the proposed major in Human Resource Management, enrollment has surpassed our three-year trends in declared emphases, reaching 169 by the end of fall 2019, with previous projections suggesting growth from 107 to 161 students between fall 2016 and fall 2021.

### **Need as Suggested by Market Demand**

The Bureau of Labor Statistics predicts that nationally, Professional and Business Services will grow at the fifth highest rate of any industry sector between 2016 and 2026 at 1.0% per year. Growth in Financial activities will grow at roughly the national average, or 0.6% annually. For reference, the Health Care and Social Assistance industry has the highest project growth during this period, at 1.9% annually.

Nationally, within the same time period, human resources positions are projected to grow, including human resource specialists (5.3%), compensation, benefits, and job analysis specialists (5.9%), training and development specialists (9.4%). Management positions in HR Human are also expected to grow, including HR managers (7.1%), compensation and benefits managers (2.9%), and training and development managers (8.1%).

More accelerated growth is predicted for HR positions in Wisconsin for the period 2016 to 2026, including human resource specialists (8.8%), compensation, benefits, and job analysis specialists (14.21%), training and development specialists (11.83%), HR managers (12.69%), compensation and benefits managers (10%), and training and development managers (14.23%).

**COST AND REVENUE NARRATIVE  
B.B.A. IN HUMAN RESOURCE MANAGEMENT  
AT UNIVERSITY OF WISCONSIN (UW)-GREEN BAY**

**Introduction**

The University of Wisconsin-Green Bay proposes the establishment of a B.B.A. in Human Resource Management in the Cofrin School of Business. The proposed program will admit students annually and requires 79 credits, 58 of which are from a meta-major shared with the CSB's other B.B.A. offerings; 24 credits within this program carry a human resource management (HRM) prefix. Courses are offered during the fall, January-term, spring, and summer semesters in both face-to-face and online modalities. This is a standard undergraduate program from a credit standpoint, and students should be able to complete the program within the standard four-year target. The learning objectives, proposed staffing, and skills included are aligned with the expectations for accreditation by the Association to Advance Collegiate Schools of Business (AACSB). Graduates will be prepared to work in a specialist human resources role such as recruitment, training and development, or compensation and benefits management, or as a human resource management generalist. In 2018, the national median annual wage for human resources workers and managers was \$61,400 and \$113,300, respectively. In 2016, the state median annual wage for human resources specialists and managers was \$54,010 and \$97,760, respectively.

**Section I - Enrollment**

Enrollment projections are based on a combination of past enrollment in the existing Human Resource Management emphasis (fall 2016-2019) and projections (2020-2024) for the proposed B.B.A. in Human Resource Management. Projections were made using the UWGB-wide retention rate of 73%, the B.B.A. of Business Administration annual graduation rate of 24%, and a conservative estimate of 4.7% annual growth (the actual 3-year mean annual growth rate for the CSB is 6.3%). Converting existing students enrolled in the emphasis to the major and incorporating the parameters described above, we expect 258 students to have enrolled and 203 students to have graduated by the end of the fifth year of the new major.

**Section II - Credit Hours**

A total of 78 credits are required of students; 24 credits are specific to Human Resource Management, of them 9 credits are new to the university and 15 credits are from existing courses.

**Section III - Faculty and Staff Appointments**

The Department of Marketing & Management has 2.0 FTE of existing tenure-track faculty with expertise in Human Resource Management, 0 FTE of full-time lecturer lines, and 1.0 FTE of Associate Lecturer are already in place in support of the existing Human Resource Management emphasis. Based on projected enrollment, the program seeks no additional FTE of tenure-track faculty during the five year projection period, and 1.0 FTE of full-time lecturer lines by year 4. Associate Lecturer staffing varies from 1.0 FTE in projected year 1, to a high of 1.5 FTE in year 5. An internal reorganization in fall 2019 reassigned half of a 0.5 FTE Academic Department Associate position to the newly established Department of Marketing &

Management, 1/4<sup>th</sup> of this position will be charged to the Human Resources Management major; additional support staff is provided by the Cofrin School of Business as part of general overhead (e.g. Advising, Dean's Office support, etc). Additional instructional support includes chair effort during the academic year (2 course releases) and summer support spread across the summer; this effort is split in three ways with other programs supported by the Chair.

#### **Section IV - Program Revenues**

Students enrolled in the program will pay the standard UW-Green Bay undergraduate tuition rate, which for the 2019-2020 Academic Year was \$262.43 per credit or \$3,149.16 per semester for students within the plateau (12-18 credits). In addition to tuition, student segregated fees are \$65.83 per credit or \$790.00 per semester for full-time students; these funds are not directly available to the program. Students who opt to take a course via distance delivery pay an additional \$25 per credit; these funds are not directly available to the program, but are used to support distance education infrastructure at UW-Green Bay. Revenue projections assume institutional revenue of 30 credits times \$262.43 per credit times FTE student enrollment.

#### **Section V - Program Expenses**

##### Expenses - Salary and Fringe

Tenure track line salaries assume \$103,742 plus fringe (43% of salary), which is based on the median salary for assistant, associate, and full professor reported by the AACSB (n=159) for Human Resource Management faculty. We budget \$68,364 plus fringe (43% of salary) for permanent lectures, again based on median values reported by the AACSB. Associate lectures assume a cost of \$6,000 per 3 credit course plus 20% fringe. We budget around \$8,500 annually for a 0.13 FTE support position (Academic Department Associate), assuming at \$19.77 per hour with a starting fringe rate of 60%. We budget \$7,300 per year for chair support, based on estimated salary and fringe to cover two courses during the academic year, and roughly one month of summer support, divided among the three programs supported by this chair. Faculty and full-time Lecturer salaries from the AACSB were adjusted to 87.3% the median national salary to account for the low cost of living in Green Bay; we also assume annual increases of 2% to total salary and fringe in all estimates.

##### Other Expenses

*Startup:* Includes \$5,000 each of the first two years to support the development and significant modification of new and existing courses, and to cover small, general expenses.

*Program Marketing:* Includes \$5,000 per year (plus 2% annual increases) for integrated marketing of Accounting & Finance programs.

*Accreditation, travel, and general department expenses:* Assumes and annual per FTE expense of \$300 for phones, \$35 for maintenance and general services, \$280 for printing, and \$250 for consumables and miscellaneous expenses. All expense projections include a 2% annual increase.

*Professional Development:* Assumes \$2,000 per year per faculty and permanent lecture FTE, plus \$500 per administrative staff, with a \$500 per total FTE per year of additional support for professional development at the Chair's discretion. All projections include 2% annual adjustments.

*Indirect Expenses:* UWGB has adopted an Incentive-Based Budget model. Following this new model, and simplifying for the purposes of this document, we assume a central tax of 50% of Gross Tuition Revenue as a conservative estimate of expected expenses. This appropriation will cover indirect institutional costs associated with library subscriptions, facilities, administration, and systems support.

#### **Section VI - Net Revenue**

Net revenues will be directed to support continued growth within the Cofrin School of Business.

University of Wisconsin - Green Bay						
Cost and Revenue Projections For BBA in Human Resource Management						
	Items	Projections				
		2020	2021	2022	2023	2024
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>I</b>	<b>Enrollment (New Student) Headcount</b>	47	49	51	54	56
	<b>Enrollment (Continuing Student) Headcount</b>	107	112	117	123	129
	<b>Enrollment (Total Student) Headcount</b>	154	161	168	177	185
	<b>Enrollment (New Student) FTE</b>	39	40	42	44	46
	<b>Enrollment (Continuing Student) FTE</b>	88	92	96	101	106
	<b>Enrollment (Total Student) FTE</b>	127	132	138	146	152
<b>II</b>	<b>Total HRM Credit Hours</b>	2740	2894	3057	3229	3411
	<i>HRM Credit Hours for "Other Business" Majors</i>	1393	1484	1581	1684	1794
	<i>HRM Credit Hours for HRM Majors</i>	1346	1409	1476	1545	1618
<b>III</b>	<b>FTE of New Tenure Track Faculty</b>	0	0	0	0	0
	<b>FTE of Current Tenure Track Faculty</b>	2.00	2.00	2.00	2.00	2.00
	<b>FTE of New Instructional Staff (Permanent Lecturers)</b>	0.50	0	0.50	0	0
	<b>FTE of Current Instructional Staff (Permanent Lecturers)</b>	0	0.50	0.50	1.00	1.00
	<b>FTE of Associate Lecturers (Temporary)</b>	1.00	1.25	1.00	1.25	1.50
	<b>FTE of New Admin Staff</b>	0	0	0	0	0
	<b>FTE Current Admin Staff</b>	0.13	0.13	0.13	0.13	0.13
<b>IV</b>	<b>Revenues</b>					
	<b>Total Tuition Revenue</b> (assumes \$262.43 per credit @ 30 cr per FTE)	\$997,752	\$1,043,104	\$1,088,457	\$1,146,767	\$1,198,598
<b>V</b>	<b>Expenses</b>					
	<b>Salaries plus Fringes</b>					
	<i>Tenure Track Faculty w/ fringe @ 43%</i>	\$296,701	\$302,635	\$308,687	\$314,861	\$321,158
	<i>Instructional Staff (Permanent Lecturers) w/ fringe @ 43%</i>	\$48,881	\$49,858	\$101,711	\$103,745	\$105,820
	<i>Associate Lecturers (Temporary) w/ fringe @ 20%</i>	\$64,800	\$82,620	\$67,418	\$85,958	\$105,212
	<i>Chair</i>	\$7,300	\$7,446	\$7,595	\$7,747	\$7,902
	<i>Admin Staff (ADA) w/ fringe @ 60%</i>	\$8,224	\$8,389	\$8,557	\$8,728	\$8,902
	<b>Other Expenses</b>					
	<i>Startup</i>	\$5,000	\$5,000	\$0	\$0	\$0
	<i>Marketing</i>	\$5,000	\$5,100	\$5,202	\$5,306	\$5,412
	<i>Accreditation, travel, and general department expenses</i>	\$2,271	\$2,316	\$2,812	\$2,869	\$2,926
	<i>Professional development:</i>	\$6,875	\$7,140	\$8,453	\$8,755	\$9,065
	<i>Indirect Expenses @ 50% of Gross Tuition Revenue:</i>	\$498,876	\$521,552	\$544,228	\$573,384	\$599,299
	<b>Total Expenses</b>	\$943,927	\$992,056	\$1,054,664	\$1,111,352	\$1,165,698
<b>VI</b>	<b>Net Revenue</b>	\$53,825	\$51,048	\$33,793	\$35,415	\$32,901
<b>Provost's Signature:</b>					<b>Date:</b>	
<b>CBO's Signature:</b>					<b>Date:</b>	

Faculty Senate Old Business 4a 5/6/2020

## **RESOLUTION ON THE GRANTING OF DEGREES**

Be it resolved that the Faculty Senate of the University of Wisconsin-Green Bay, on behalf of the Faculty, recommends to the Chancellor and the Provost and Vice Chancellor of Academic Affairs of the University that the students certified by the Registrar of the University as having completed the requirements of their respective programs be granted their degrees at the Spring 2020 Commencement.

**Faculty Senate New Business 5a 5/6/2020**

**Academic Affairs Council Report**  
**26 March 2020 (Social Distancing Edition)**  
**LS-468 8:00 am – 9:30 am**

Present: Clif Ganyard, Amulya Gurtu, Katrina Hrivnak, Minkyu Lee, Michael McIntire, Tom Nessler, Jeon Woo (Meeting held via Skype)

A motion was made by McIntire and seconded by Gurtu to approve BUS ADM 220 as a course that will count toward the University's math competency requirement. After a brief discussion, **the AAC unanimously approved the motion.**

The AAC committee approved the following CourseLeaf requests:

1. ART 203 : Contemporary Art
2. ART 343 : Photography II
3. ART 344 : Photography III
4. ART 443 : Advanced Problems in Photography
5. ENGLISH 236 : Multicultural American Literature
6. FIN 442 : Principles of Investment
7. FNS 391 : First Nations Studies Capstone Seminar
8. FNS 392 : First Nations Justice and Tribal Governments
9. GERMAN 325 : Advanced German Conversation and Composition-section edited down to 20
10. GERMAN 329 : Representative German Authors
11. HUM BIOL 198 : First Year Seminar
12. HUM BIOL 315 : Cellular and Molecular Neuroscience
13. MUSIC 209 : Applied Composition
14. PHY ED 161 : Basketball Team Play
15. PHY ED 166 : Soccer
16. PHY ED 170 : Volleyball Team Play
17. PHY ED 245 : Intermediate Golf
18. PHY ED 254 : Tennis II
19. PSYCH 496 : Research Assistantship
20. PU EN AF 324 : Transitioning to Sustainable Communities
21. PU EN AF 431 : Building Sustainable Landscapes
22. SCM 384 : Supply Chain Management
23. SOC WORK 305 : The Social Work Profession
24. SOC WORK 395 : Special Topics in Social Work
25. SOCIOLOGY 246 : Juvenile Delinquency
26. SOCIOLOGY 302 : Class, Status and Power
27. SOCIOLOGY 303 : Race and Ethnic Relations
28. SOCIOLOGY 304 : Deviant Behavior
29. SOCIOLOGY 307 : Social Theory
30. SOCIOLOGY 308 : Sociology of the Family
31. SOCIOLOGY 321 : Topics in Sociology
32. SPANISH 226 : Composition and Conversation II
33. THEATRE 200 : Script Analysis
34. THEATRE 250 : Dramaturgy I (Theatre Theory & Research Methods)

35. THEATRE 290 : Intermediate Applied Musical Theatre Voice
36. THEATRE 302 : Playwriting
37. THEATRE 331 : Acting III
38. THEATRE 402 : Playwriting II (the Long Play)
39. THEATRE 410 : Playwrights Workshop
40. THEATRE 415 : Contemporary Playwriting Methods
41. THEATRE 450 : Dramaturgy II (Theatre Theory in Practice)
42. WOM STDY-I : Women's and Gender Studies Minor
43. WOST 350 : Topics in Women's Studies

The following course was denied:

1. WOST 213 : Human Trafficking – The AAC approved SOC WORK 213 – Human Trafficking in CourseLeaf previously. In the effort to reduce/eliminate the number of cross-listed courses, the AAC does not want to approve this course as a cross-listing. We suggest that Women and Gender Studies program list SOC WORK 213 as an elective in their program rather than creating a crosslisting.

Throughout the CourseLeaf approval process, the AAC has noticed that there is inconsistency in the section sizes for various classes that seem to be unrelated to space or equipment constraints. We plan on discussing whether programs should review their courses to be more consistent in default section size.

Meeting adjourned at 8:53 am.

**Academic Affairs Council Agenda**  
**April 9, 2020**  
**~~LS-468~~ (Skype invites were sent with email)**  
**8 am – 9:30 am**

Present: Woo Jeon, Minkyu Lee, Michael McIntire, Clif Ganyard, Katrina Hrivnak, Amulya Gurtu, Thomas Nesslein, Michael Zorn (guest)

Michael Zorn, chair of the Computer Science program was our guest. He briefly summarize his program review (which was complete under the new administration guidelines). Since moving into the NAS and then RSOE, the program has since an increase in majors and has also reworked its prerequisites to bolster more rigor. We discussed our review with him but did not have any significant changes on either side to our original program review. Thomas Nesslein made one point that generally everyone agreed to. Tom suggested that we should more strongly emphasize our recommendation that the program needs support from administration and that a strategic plan to retain faculty in computer science needs to be developed, which the AAC and Dr. Zorn agreed with.

The AAC approved the following courseleaf requests:

1. BIOLOGY 323 : Principles of Microbiology

2. BIOLOGY 324 : Principles of Microbiology Laboratory
3. COMP SCI 372 : Software Engineering
4. ENGLISH 301 : Intermediate Creative Writing
5. ENGLISH 324 : Sheepshead Review Practicum
6. ENGR 402 : Smart Cities: Engineering the Future
7. ENV SCI 336 : Environmental Statistics
8. ENV SCI 337 : Environmental GIS
9. ENV SCI 339 : Scientific Writing
10. FRENCH 101 : Introduction to the French Language I
11. FRENCH 102 : Introduction to the French Language II
12. FRENCH 201 : Intermediate French Language I
13. FRENCH 202 : Intermediate French Language II
14. FRENCH 222 : **Special Topics**
15. FRENCH 320 : Intermediate Composition and Conversation
16. GERMAN 101 : Introduction to the German Language I
17. GERMAN 102 : Introduction to the German Language II
18. GERMAN 320 : Intermediate German Conversation and Composition
19. HRM 466 : **Employment Law**
20. HUM BIOL 240 : Anatomy and Physiology
21. HUM BIOL 241 : Anatomy and Physiology Lab
22. MECH ENGR : Mechanical Engineering
23. OrgDev : Certificate in Organizational Development
24. PU EN AF 407 : Service in the Public Sector
25. SPANISH 222 : **Special Topics**
26. UR RE ST 323 : Asian American Communities in the United States
27. WATER 202 : INTRODUCTION TO WATER SCIENCE LAB
28. WorkSol : Certificate in Workforce Solutions
29. WOST 350 : Topics in Women's Studies

The meeting adjourned at 9:20 am.

**Academic Affairs Council Agenda  
April 23, 2020  
LS-468 (Skype invites were sent with email)  
8 am – 9:30 am**

Present: Woo Jeon, Minkyu Lee, Michael McIntire, Clif Ganyard, Katrina Hrivnak, Amulya Gurtu, Thomas Nessler,

The AAC approved the following courseleaf requests:

30. BUS ADM GENERAL : General Business Emphasis
31. BUS ADM MANAGEMENT : Management Emphasis
32. BUS ADM MARKETING : Marketing Emphasis
33. BUS ADM-I : Business Administration Minor

34. BUSCO\_CERT : Certificate in Business Concepts
35. GERMAN 222 : Special Topics
36. PSYCH-I : Psychology Minor

The meeting adjourned at 8:45 am.

Respectfully submitted,  
Michael McIntire, Chair of the AAC

## Graduate Academic Affairs Council Report

### GAAC Courseleaf Approvals January to April 2020

GAAC Meetings- Jan. 21, Feb. 17, March 23, April 8, April 20, 2020

#### January GAAC Approvals

1. **ED/S. Sports Psychology-** The following **new** courses were approved by GAAC at the 1/21/20 meeting
  - a. PSYCH 605: Advanced Psychological Statistics
  - b. PSYCH 610: Empathetic Listening Skills
  - c. PSYCH 621: Theories of Sport, Exercise, and Performance Psychology
  - d. PSYCH 627: Professional Ethics in Psychology
  - e. PSYCH 700: Advanced Psychological Research Methods
  - f. PSYCH 721: Applied Sport and Performance Psychology
  - g. PSYCH 740: Multicultural Psychology
  
2. **MS MGT Course changes**
  - a. **736: Analysis & Design of Business Information Systems-** removed course prerequisite- MGMT 735; approved by GAAC at the 1/21/20 meeting.
  
  - b. The following Course changes were approved by the GAAC chair on 2/14/20 (per committee recommendation):
    - i. **MGMT 730: Leading the Self-** Change in periodicity from every spring to every fall
    - ii. **MGMT 753: Organizational Theory and Behavior-** Changed required prerequisite from graduate standing and BUS ADM 382 to Graduate standing
  
3. **Master of Athletic Training-** The following AT course changes were approved by GAAC at the 1/21/20 meeting
  - a. AT 700: Evidence Based Patient Care- changed required prerequisite from AT 601 to Admitted to MAT.
  - b. AT 750: Athletic Training Administration- reduced credits from 3 to 2.
  - c. AT 760: Clinical Education I- changed required prerequisite from AT 601& 720 to AT 601 & 710.
  - d. AT 790: Athletic Training Capstone Project- changed from Seminar to IST.

#### February GAAC Approvals

1. **BUS ADM Program-** the following new courses were approved by GAAC at the 2/17/20 meeting.

- e. BUS ADM 573: Entrepreneurial Finance- new course proposal
    - i. Cross listed with BUS ADM 373
  - f. BUS ADM 635: Foundations of Strategic Information Management- changed course number from 735 to 635.
  - g. BUS ADM 636: Analysis & Design of Business Information Systems- changed course number from 736 to 636.
2. **ENV S&P 702: Stable Isotopes in the Environment. 1 credit-** approved by GAAC at the 2/17/20 meeting. Course previously taught as special topic. Was well enrolled so being taught on a more regular basis.

### **Program Reviews**

1. **MS MGT Program Review** GAAC Summary report Pieter deHart, Assoc Vice Chancellor for Graduate Studies on February 10, 2020

### **March GAAC Approvals**

1. **MS ES&P- Environmental Policy and Administration Emphasis-** added general core requirements to catalog. Approved by chair 03/24/20
2. **MS ES&P- Ecosystems Studies Emphasis-** added general core requirements to catalog to display within the emphasis. Approved by chair 03/24/20
3. **MS ES&P- Course-based-** changed catalog year and college (CSET) and shifted general core requirements to catalog to display within the emphasis. Approved by chair 03/24/20
4. **MS ES&P- Environmental Technology and Analysis Emphasis-** added general core requirements to catalog to display within the emphasis. Approved by chair 03/24/20
5. **MS ES&P- Course-based-** changed catalog year and college (CSET) and shifted general core requirements to catalog to display within the emphasis. Approved by chair 03/24/20
6. **HRM 669: Performance Management and Job Analysis-** rolled back 2/20/2020 with question about cross listing and consideration for 700 level. Dean verified it is a cross listed course. *Approved by chair 03/24/20*

### **April GAAC Approvals**

#### **Program Reviews**

1. **MS Sustainable Management-** GAAC response submitted to P. deHart April 28<sup>th</sup>.

#### **Course proposals or Changes**

1. **New HWM (Health & Wellness Management) Sustainability & Wellbeing Certificate.** Collaborative programs MSHWM and MS SUST MGT certificate made up of 4 existing courses. Both programs are offered by UWGB. No new courses added. GAAC Committee approval 04/08/20
2. **ES&P 750: Fish and Wildlife Law & Policy-** New course – GAAC Committee approval 04/08/20.

3. **MS MGMT**
  - a. **MGMT 570: Data Science for Managers-** GAAC Committee approval 04/08/20.
  - b. **MGMT 735: Foundations of Strategic Information-** course deactivation. GAAC Committee approval 04/08/20.
  - c. **MGMT 736: Analysis & Design of Business Information.** course deactivation. GAAC Committee approval 04/08/20.
  
4. **Computer Science- MS in Cybersecurity.**
  - a. **Program Change Request** (previously approved by GAAC at the Sept. 16, 2019 GAAC meeting). GAAC Chair Approved 2/14/2020.
  
5. **GAAC approved the following new CYB courses 4/8/2020**
  - a. CYB 700: Fundamentals of Cybersecurity
  - b. CYB 703: Network Security
  - c. CYB 705: Sociological Aspects of Cybersecurity
  - d. CYB 707: Cybersecurity Program Planning and Implementation
  - e. CYB 710: Introduction to Cryptography
  - f. CYB 715: Managing Security Risk
  - g. CYB 720: Communication in Cybersecurity
  - h. CYB 725 Computer Forensics and Investigations
  - i. CYB 730: Computer Criminology
  - j. CYB 735: Network Forensics
  - k. CYB 740: Incident Response and Remediation
  - l. CYB 745: Secure Operating Systems
  - m. CYB 750: Offensive Security & threat management
  - n. CYB 755: Security Administration
  - o. CYB 760: Cybersecurity Leadership and Team Dynamics
  - p. CYB 765: Cybersecurity Management
  - q. CYB 770: Security Architecture
  - r. CYB 775: Applied Cryptography
  - s. CYB 780: Software Security
  - t. CYB 785: Cyber Physical System Security
  - u. CYB 789: Cybersecurity Pre-Capstone
  - v. CYB 790: Cybersecurity Capstone
  
6. **PSYCH GAAC approved the following new PSYCH courses 4/8/2020**
  - a. PSYCH 730: Sport Sociology
  - b. PSYCH 738: Psychology of Injury
  - c. PSYCH 787: Internship I
  - d. PSYCH 788: Internship II
  
7. **HWM 720: Exercise & Nutrition in Health and Disease.** Collaborative course taught by UW Parkside. Revised course description and outcomes. **GAAC approved 4/8/2020**

8. **Theatre 502: Playwriting I-Graduate Level- New course proposal** will run concurrently with THEATRE 302. **GAAC approved 4/8/2020**
9. **MKTG 624: Research Methods- GAAC approved 4/20/2020**
10. **BIOL 650: Ecological Restoration- new course proposal GAAC approved 4/8/2020**

Respectfully submitted,  
Christine Vandenhouten GAAC Chair

**Academic Staff Committee  
Faculty Senate Meeting Report  
May 6, 2020**

1. ASC sent out statement on adjusting goals for staff on annual reviews due to COVID-19 with support from Interim Chancellor Van Gruensven, Provost/Chancellor Elect Alexander and Human Resources.
2. Working with Human Resources to provide information on furloughs and to be a resource to AS if there are questions or concerns they may have and want us to address. Also, we disseminated information regarding extension of leave from UW System Policy [SYS 1200](#).
3. Working on 2020-21 elections and appointed committees. Elected members on ASC – Virginia Englebert (IS Business Analysis) & Lynn Niemi (Disability Services Director); 2020-21 Returning ASC members: Sherri Arendt, Bao Sengkhammee, Lynn Rotter, Patricia Hicks, Anthony Sigismondi. Thank you Jamee Haslam & Lynn Niemi for your three years of leadership on the ASC!!!

On a side note, we may have problems meeting quorum this summer with furloughs.

Respectfully submitted,

Lynn Niemi, Chair  
Academic Staff Committee  
April 29, 2020

**University Staff Committee  
Faculty Senate Meeting Report  
May 6, 2020**

- Due to the CoVid-19 situation the University Staff Committee has made the following decisions:
  1. Postponing spring elections to late summer/early fall.
  2. Cancelled University Staff Conference scheduled for Friday, Oct. 16, 2020 at the Hyatt Regency/KI Center in Green Bay. The USC Professional Development committee is working with the Hotel and speakers to change the date.
- USC drafted a statement to address performance goals for 2020 and time keeping procedures. The statement was approved by Human Resources, and has been forwarded to Leadership for endorsement.
- USC developed and distributed a survey to university staffers on April 8, 2020. The survey was open for a week and had approximately 50 replies. The survey asked if the member was working from home, how the transition went, and if they felt they had enough resources to do their job.
- Christopher Paquet was invited to the April 16<sup>th</sup> USC monthly meeting to discuss the CoVid-19 impacts on the University.
- The USC's next monthly meeting will be Thursday, May 21, 2020 at 10:00am virtually via Microsoft Teams.

Respectfully submitted,

Kim Mezger, Chair  
University Staff Committee  
April 27, 2020