DEPARTMENT OF HIGHER EDUCATION & WORKFORCE DEVELOPMENT

New Program Report

Date Submitted:
09/07/2021

Institution
University of Missouri-Kansas City

Site Information

Implementation Date:
8/1/2022 12:00:00 AM

Added Site(s):

Selected Site(s):

CIP Information

CIP Code:
300000

CIP Description:
A program that derives from two or more distinct programs and that is integrated around a unifying theme or topic that cannot be subsumed under a single discipline or occupational field.

CIP Program Title:
Multi-/Interdisciplinary Studies, General

Institution Program Title:
Bachelor of Applied Science

Degree Level/Type

Degree Level:
Bachelor's Degree

Degree Type:
Bachelor of Applied Science

Options Added:

Business and Organizational Leadership

Digital and Public Humanities

Digital Media

Health Services Management

Collaborative Program:
N

Mode of Delivery

Current Mode of Delivery

Classroom

Hybrid

DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

Student Preparation

Special Admissions Procedure or Student Qualifications required:
This interdisciplinary degree is designed for students who have completed an Associate of Applied Science (AAS) degree. This is a requirement for admission to the program.

Specific Population Characteristics to be served:
Our target population are adults with a AAS degree and work experience who would benefit from a Bachelor of Applied Science (BAS) degree for career progression, career change, or personal development.

Faculty Characteristics

Special Requirements for Assignment of Teaching for this Degree/Certificate:
The BAS is a unique program in that it largely relies on courses that serve other degree programs. As a result, there are no specific faculty assigned to this program. However, units and departments have committed to ensuring courses are offered and seats are available for BAS students in required core courses and emphasis area requirements (see letters of support). Faculty will be eligible to teach in the BAS if they meet credentialing requirements set by MDHE for the relevant subject area.

Estimate Percentage of Credit Hours that will be assigned to full time faculty:
The BAS is a unique program in that it largely relies on courses that serve other degree programs.

Expectations for professional activities, special student contact, teaching/learning innovation:
The BAS curriculum has been developed according to existing faculty strengths at UMKC. As the program grows, we see the potential for strategic faculty and staff hires to accommodate significant growth. Specifically, we anticipate adjunct faculty needs immediately that evolve into full-time faculty hires as the program expands. Our likeliest area for future growth is in Data Analytics and this is where we expect a hire will be needed, but this faculty member would be hired in one of the dept.

Student Enrollment Projections Year One-Five

Year 1	Full Time: 12	Part Time: 3	
Year 2	Full Time: 33	Part Time: 8	
Year 3	Full Time: 54	Part Time: 13	Number of Graduates: 14
Year 4	Full Time: 71	Part Time: 17	
Year 5	Full Time: 85	Part Time: 21	Number of Graduates: 27

Percentage Statement:
n/a

Program Accreditation

Institutional Plans for Accreditation:
Accreditation is not a requirement for the Bachelor of Applied Science degree program.

Program Structure

Total Credits:
120

New Program Report

Residency Requirements:
30 credit hours (UMKC standard).
General education: 0-21 credit hours (AAS degrees vary in terms of the number of courses that fulfilling general education requirements)

General Education Total Credits:
0

Major Requirements Total Credits:
31

Course(s) Added

COURSE NUMBER	CREDITS	COURSE TITLE
PHIL 448	3	Ethics & Leadership (choose one)
PHIL 321	3	Ethics & Leadership (choose one)
COMM-ST 344	3	Professional Communication (choose one)
A&S 311	1	Experiencing UMKC
COMM-ST 312	3	Professional Communication (choose one)
PHIL 450	3	Ethics & Leadership (choose one)
PHIL 451WI	3	Ethics & Leadership (choose one)
COMM-ST 343	3	Professional Communication (choose one)
COMM-ST 351WI	3	Professional Communication (choose one)
ENG 304WI	3	Professional Communication (choose one)

Free Elective Credits:
2

Internship or other Capstone Experience:
No thesis or capstone required as part of the BAS Core though internal and external internship opportunities are encouraged or required in each emphasis area.

Assurances

I certify that the program is clearly within the institution's CBHE-approved mission. The proposed new program must be consistent with the institutional mission, as well as the principal planning priorities of the public institution, as set forth in the public institution's approved plan or plan update.

I certify that the program will be offered within the proposing institution's main campus or CBHE-approved off-site location.

I certify that the program will not unnecessarily duplicate an existing program of another Missouri institution in accordance with 6 CSR 10-4.010, subsection (9)(C) Submission of Academic Information, Data and New Programs.

I certify that the program will build upon existing programs and faculty expertise.

DEPARTMENT OF
HIGHER EDUCATION &
WORKFORCE DEVELOPMENT

New Program Report

I certify that the program can be launched with minimal expense and falls within the institution's current operating budget.

I certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful. Institutions' decision to implement a program shall be based upon demand and/or need for the program in terms of meeting present and future needs of the locale, state, and nation based upon societal needs, and/or student needs.

Contact Information

First and Last Name: Zandra Kent

Email: zlkhd4@umsystem.edu

Phone: 573-882-6756

5.C. Program Structure

The BAS will consist of a common core in five broad categories (13 hours), an emphasis area (18-24 hours) with coursework from across UMKC, general education needs (0-21 hours), and any remaining courses needed to meet the 36-hour upper-level requirement and to reach 120 credit hours. Students will work closely with the Director of the BAS to select an emphasis area that best fits their individual professional goals. Emphasis areas consist of coursework tailored by the relevant unit(s) consisting of courses applicable to other degree programs.

5.C.1. Program Structure Form

BAS Curriculum Outline
General Education
Students may need to complete:
- Written Communication II
- Oral Communication
- Math Pathway
- Critical Thinking in Social and Behavioral Sciences, Natural and Physical Sciences, and Art and Humanities
- Constitution requirement
- Common core will meet the SLOs of First-semester Experience, Civic and Urban Engagement, and Culture and Diversity
- Additional Electives may be needed to meet the 36-hour upper level and 120-hour overall requirement.

Common Core
- A&S 311: Experiencing UMKC (1 hour)
- Professional Communication—existing courses
- Ethics and Leadership—existing courses
- Civic and Urban Engagement—300-level courses designed to meet SLOs of UMKC Essentials
- Culture and Diversity—300-level courses designed to meet SLOs of UMKC Essentials

Emphasis Areas

Health Services Management Emphasis Area
Students will complete the following courses (17 hours)
- HLSC 101 Intro to Health Sciences
- HLSC 300 Diversity in Health
- HLSC 310 Healthcare Systems
- HLSC 430 Health Program Management
- HLSC 440 Policy and Ethics in Health

o HLSC 480 Leadership and Management in Health Professions

Students will complete one of the following courses (3 hours):
   o HLSC 450 Urban Health
   o HLSC 460 Global Health
   o HLSC 470 Technology, Marketing, and Media in Health

Note: Additional courses may count toward the BAS emphasis area in Health Services Management with permission from the Director of the BAS.

Business and Organizational Leadership Emphasis Area
Program Prerequisite:
   o MATH 110 Precalculus Algebra (or MATH 120 or higher; or 61 ALEKS score or higher.)

Students will complete the following courses (15 hours)
   o ACCTNG 210 Introduction to Financial Accounting
   o MIS 202 Computer Applications in Management or COMP-SCI 101 Problem Solving and Programming I
   o MKT 324 Principles of Marketing
   o FIN 325 Financial Management
   o MGT 332 Principles of Organizational Behavior

Students will complete 9 hours from the following courses:
   o ENT 315 Entrepreneurial Mindset and Opportunity Recognition
   o MGT 301 Effective Business Communication
   o MGT 370 International Management
   o MIS 402 Information Management
   o MKT 335 Customer Insights
   o MKT 420 Sales Management
   o MKT 430 Personal Selling
   o DSOM 443 Project Management

Note: Additional courses may count toward the BAS emphasis area in Business and Organizational Leadership with permission from the Director of the BAS

Digital Media Emphasis Area
Students work with the Director of the BAS to identify 18 hours to correspond to their personal and professional goals from among the following courses:

o COMM-ST/ENGLISH 338 Film Adaptation
   o COMM-ST 311 Radio & Television Performance
   o COMM-ST 346 Art of the Short Film
   o COMM-ST 363 Radio Production I

- o COMM-ST 386 Animation
- o COMM-ST 446 Principles of Advertising
- o COMM-ST 447 Interactive and Social Media Advertising
- o COMM-ST 448 Principles of Public Relations
- o ART 310 Digital Video and Motion Design
- o ART 337 Graphic Design and Typography I
- o ART 338 Graphic Design II
- o ART 340 3D Modeling and Animation
- o ENG 308 Rhetorics of New Media
- o ENG 307WI Language, Literacy, and Power
- o ENG 381 Writing for Social Media

Note: Additional courses may count toward the BAS emphasis area in Digital Media with permission from the BAS advisor.

Digital and Public Humanities Emphasis Area
Students will complete the following 6 hours:
- o ENG 477DH Studies in Digital Humanities
- o HIST 379 Museums, Monuments, and American Life: An Introduction to Public History

Students will complete 9 hours from the following courses with guidance from their advisor.
- o COMM-ST 384 Documentary Film History
- o ENG 308 Rhetorics of New Media
- o ENG 380 Composing in the Digital Age
- o ENG 430WI Technical Writing
- o HIST 343 Oral History
- o HIST 391 Archival Methods
- o ART-HIST 470 Art Museums: History and Practice

At the end of their course of study, students will complete one of the following courses:
- o ENG 448 External Internship
- o ENG 449A Publication Practicum – New Letters
- o ENG 449C Publication Practicum – Digital Projects
- o HIST 392A Archival Internship
- o HIST 392B Public History Internship

Note: Additional courses may count toward the BAS emphasis area in Digital and Public Humanities with permission from the BAS advisor.

Data Analytics Emphasis Area
Program Prerequisite:
- o Stat 235 (Elementary statistics) or equivalent
- o COMP-SCI 191 Discrete Structures I

Students will complete the following courses (9 hours)
- o Stat 340L Introduction to Data Visualization
- o Stat 355L Introduction to Diagnostic Analytics
- o Stat 360L Introduction to Predictive Analytics
- o DSOM 311 Business Analytics II
- o Acctng 487 Data Wrangling (Course number will change from Special Topics)

Students will choose from two of the following (6 hours)
- o DSOM 487 Data Visualization (Course number will change from Special Topics)
- o Stat 400 Machine Learning & Statistical Modeling (New Course)
- o COMP-SCI 390 Data Stories & AI Experience (New Course)
- o COMP-SCI 490 Web app mobile application
- o Math 401 Data-Driven Modeling (New Course)
- o Math 314 Graph Theory with Applications (New Course)

Students will complete two of the following courses (6 hours)
- o COMP-SCI 490a Python Deep Learning
- o COMP-SCI 490b Web app mobile application (
- o COMP-SCI 424 Software Methods and Tools
- o COMP SCI 456 Human Computer Interface
- o COMP SCI 465R Introduction to Statistical Learning
- o COMP-SCI 394R Applied Probability
- o GEOG 444 Spatial Data Analysis
- o Math 469 Math Modeling
- o STAT 496 Internship/Practical Training

Note: Additional courses may count toward the BAS emphasis area in Data Analytics with permission from the Director of the BAS

1. **Total Credits Required for Graduation:** 120

2. **Residence requirements, if any:** 30 credit hours (UMKC standard)

3. **General education:** 0-21 credit hours (AAS degrees vary in terms of the number of courses that fulfilling general education requirements)

Courses (specific course or distribution area and credit hours):

Course	Hours	Course	Hours

Math Pathway	3	Critical Thinking in Social and Behavioral Sciences	3
Written Communication II	3	Critical Thinking in Natural and Physical Sciences	3
Oral Communication	3	Critical Thinking in Arts and Humanities	3
Constitution Requirement	3		

4. Major Requirements
a. Total credits specific to degree: 31-37 (varies by emphasis area)

Requirements: BAS Core

Course	Hours	Course Options
A&S 311: Experiencing UMKC	1	
Ethics & Leadership (choose one)	3	Phil 321, 448, 450, 451WI
Professional Communication (choose one)	3	Comm-St 312, Comm-St 343, Comm-St 344, Comm St 351WI, ENG 304WI
Civic & Urban Engagement (choose one)	3	CS 304WI, POL-SCI 372, POL-SCI 379, and others in progress
Culture and Diversity	3	Pol-Sci 368, REGS 320, REGS 329, and others in progress

Requirements: Emphasis Area: Health Services Management

Course	Hours	Course Options
HLSC 101	2	
HLSC 300	3	
HLSC 310	3	
HLSC 430	3	
HLSC 440	3	
HLSC 480	3	
HLSC Elective	3	HLSC 450, HLSC 460, or HLSC 470

Requirements: Emphasis Area: Business and Organizational Leadership

Course	Hours	Course Options
Math 110 (pre-requisite)	(3)	
ACCTNG 210	3	
MIS 202	3	
MKT 324	3	

Course	Hours	Course Options
FIN 325	3	
MGT 332	3	
Electives	9	ENT 315, MGT 301, MGT 370, MIS 402, MKT 335, MKT 420, MKT 430, or DSOM 443

Requirements: Emphasis Area: Digital Media

Course	Hours	Course Options
Student and advisor select six courses	18	COMM-ST 303, COMM-ST 311, COMM-ST 346, COMM-ST 363, COMM-ST 378, COMM-ST 386, COMM-ST 446, COMM-ST 447, COMM-ST 448, ART 310,, ART 337, ART 338 , ART 340, ENG 308, ENG 307WI, or ENG 381

Requirements: Emphasis Area: Digital and Public Humanities

Course	Hours	Course Options
ENG 477DH	3	
HIST 379	3	
Internship Course	3	ENG 448, ENG 449C, HIST 392A, or HIST 392B
Electives	9	COMM-ST 384, ENG 308, ENG 380, ENG 430WI, HIST 343, HIST 391, or ART-HIST 470

Requirements: Emphasis Area: Data Analytics

Course	Hours	Course Options
STAT 235 (pre-requisite)	(3)	
COMP-SCI 191 (pre-req)	(3)	
STAT 340L	1	
STAT 355L	1	
STAT 360L	1	
DSOM 311	3	
ACCTNG 487	3	
Intermediate Courses	6	DSOM 487, STAT 400, COMP-SCI 390, COMP-SCI 490, MATH 401, or MATH 314
Advanced Courses	6	COMP-SCI 490A, COMP-SCI 490B, COMP-SCI 424, COMP-SCI 456, COMP-SCI 465R, COMP-SCI 394R, GEOG 444, MATH 469, or STAT 496

5. **Free elective credits:** 2-29 (depends on the number of general education credits transferred from AAS degree)
6. **Requirement for thesis, internship or other capstone experience:** No thesis or capstone required as part of the BAS Core though internal and external internship opportunities are encouraged or required in each emphasis area.
7. **Any unique features such as interdepartmental cooperation:** This interdisciplinary degree program relies on collaboration between several departments within the College of Arts and Sciences and across academic units at UMKC, including the Bloch School of Management, the School of Computing and Engineering, and the School of Nursing and Health Sciences.

New Degree Proposal
FULL PROPOSAL

Basic Program Information

Sponsoring University: University of Missouri-Kansas City

College or School: College of Arts and Sciences

Department: Interdisciplinary

Proposed Program Title: Bachelor of Applied Science

Degree Level/Type: Undergraduate; Bachelor of Applied Science

Emphasis Areas: Health Sciences Management
Business and Organizational Leadership
Digital Media
Digital and Public Humanities
Data Analytics

Program Modality: On-campus and hybrid

If online component: Asynchronous

Program CIP Code[1]: 30.00000) Multi-/Interdisciplinary Studies, General

Emphasis Area CIP Codes:
Digital Media: 10.0301) Graphic Communications, General
Digital and Public Humanities: 30.5202) Digital Humanities
Health Services Management: 51.0701) Health/Health Care
Administration/Management
Data Analytics: 30.7101) Data Analytics, General
Business: 52.0201) Business Administration, Management and
Operations, General

Implementation: Fall semester 2022

Expected Date of First Graduation: May 2024

---

[1] A selection of CIP codes can be viewed on the National Center for Education Statistics website:
https://nces.ed.gov/ipeds/cipcode/browse.aspx?y=55

Proposal Author(s):   Beth Vonnahme

Name, phone, and email of person primarily responsible for the proposal:

Dr. Beth Vonnahme, Associate Dean, College of Arts & Sciences
(vonnahmeb@umkc.edu; 816-235-6108)

Individual(s) Responsible for Success of the Program:

Director of BAS
Dean of the College of Arts and Sciences

Table of Contents

Executive Summary

The College of Arts and Sciences at the University of Missouri-Kansas City is proposing a Bachelor of Applied Science (BAS) degree. The College of Arts and Sciences currently offers three undergraduate degrees: Bachelor of Arts, Bachelor of Science, and Bachelor of Liberal Arts. The BAS degree program is unique from the BA, BS, BBA, and BLA degrees because of the experience and education of its target population and the requirements of the program.

The BAS degree targets students with an Associate of Applied Science degree (AAS) from an accredited institution. An AAS degree is focused on a specific career path, which distinguishes its degree holder from the traditional transfer population holding Associate of Science or Associate of Arts degrees. At present, AAS degree holders do not have an easy path to degree completion within the UM System because much of their coursework is technical or career specific. AAS credits do not typically transfer to traditional baccalaureate programs, meaning that students who wish to return to higher education for career advancement must often start near the beginning of a four-year degree program. The BAS program allows students to use their AAS credits toward their BAS degree (up to 60 hours), thus recognizing the technical knowledge and experience transfer students with an applied degree bring to UMKC and enabling them to enter the workforce with a bachelor's degree in two years. For example, a student completing an AAS in Interior Design and enrolling in a traditional baccalaureate program (i.e., a BBA) would need to complete 108 credit hours at UMKC as very few hours would transfer as UMKC credit. This same student would need to complete 63 hours at UMKC with the BAS program in Business and Organizational Leadership.[2] The BAS seeks to ease the transition of AAS students from their two-year technical degree to a bachelor's degree and thus serve a new population of students.

This innovative degree program empowers students to use their prior training in a meaningful way to fulfill their career and professional goals. The curriculum combines

---

[2] In the section focused on Student Demand, we show the side-by-side comparison of the degree completion path of AAS students in the BAS vs. more traditional degree programs.

3

in-demand skills like critical thinking, communication, ethics, teamwork, and complex problem-solving skills with expertise development in business and organizational leadership, healthcare management, data analytics, digital media, and digital humanities. These are the exact skills cited by employers as important in a recent survey by the Association of American Colleges and Universities (AAC&U).[3]

The College of Arts and Sciences is uniquely positioned to shepherd the development of an interdisciplinary degree like the BAS as the College of Arts and Sciences has significant experience with interdisciplinary degree programs and adult learners. Further, the College of Arts and Sciences has strong connections with other units across the UMKC campus and with the UMKC Essentials general education program to ensure different options for degree completion. We can implement this program with our existing faculty and minimal resources. We anticipate the program will grow steadily over time and that this growth will necessitate a hire in Year 5. As we discuss below, there are two regional competitors offering BAS programs (Missouri Southern State University and Northwest Missouri State University), but no programs in the UM System. Our BAS program can serve as a first step toward offering BAS programs on the other system campuses and as part of Missouri Online.

1. Introduction

This document outlines our proposal for a Bachelor of Applied Science degree to be offered by the College of Arts and Sciences at UMKC. This degree program aligns well with the mission and strategic plan of UMKC to provide educational experiences designed to meet students where they are in their career and life experiences. The College of Arts and Sciences has substantial experience serving transfer students, including adult learners, in an interdisciplinary environment. This experience puts us in a unique position to offer this innovative and interdisciplinary degree program. Through a combination of impactful and engaging classroom, online, academic support and co-curricular experiences, we will provide lifelong learning, delivered through an ever-evolving array of flexible, diverse, personalized formats. The program's cross-campus collaborative approach, designed to rely on existing resources, ensures that the program will be cost-effective.

This interdisciplinary degree is designed for students who have completed an Associate of Applied Science (AAS) degree and would benefit from a baccalaureate degree for career progression or personal development. Interested students will transfer to UMKC with up to 60 credits. The BAS will consist of a common core in five broad categories (13 hours), an emphasis area (18-24 hours) with coursework from across UMKC, and any remaining general education credits necessary to reach 120 credit hours. Students will work closely with the Director of the BAS to select an emphasis area that best fits their individual needs.

---

[3] https://www.insidehighered.com/news/2021/04/06/aacu-survey-finds-employers-want-candidates-liberal-arts-skills-cite-preparedness

Whereas typical bachelor's degree programs (BA, BS, BLA, etc.) are well-designed to align with the experience and education of students completing a traditional associate degree (Associate of Arts or Associate of Science), the BAS degree program is designed to align with the unmet educational needs of students completing an AAS degree. An AAS degree is focused on a specific career path, such as Administrative Assistant, Logistics, Health Information Management, and Graphic Design, which distinguishes it from an AS or AA degree focused on a specific discipline (e.g., Biology, Sociology, and Art). Students pursuing an AAS degree typically complete a small number of general education courses (<18) and then complete the remaining hours in a specific program (technical hours). Without the existence of a BAS degree option, students find these technical hours do not easily transfer to a four-year degree program. The BAS degree program seeks to ease the transition of AAS students from their two-year technical degree to a bachelor's degree and thus grow our transfer enrollment. Specifically, students transferring to UMKC with an AAS degree enter the BAS program as juniors (with up to 60 credit hours from their AAS degree program).

This degree program was built to provide students with critical skills cited by employers as important for their employees. A recent survey by the AAC&U queried 500 executives and hiring managers about the important learning outcomes they value. Our BAS core coursework incorporates many of the top skills cited by employers, including:
- Critical thinking skills
- Ability to demonstrate complex problem-solving skills
- Ethical judgment and reasoning
- Ability to communicate through writing
- Ability to communicate through speaking
- Ability to communicate/work with people from different cultural backgrounds
- Ability to work effectively in teams
- Civic skills and civic engagement
- Ability to integrate ideas/information across settings and contexts

The course offerings in the BAS core aim to broaden students' professional skills, provide them with a foundation applicable to all career fields, and ensure they stay competitive for the ever-increasing number of careers requiring a bachelor's degree.[4]

Building on this core, students select an emphasis area tailored to ensure employment in a high-demand field. Our emphasis areas provide critical training in highly sought-after professional areas: Health Services Management, Business and Organizational Leadership, Data Analytics, Digital Media, and Digital and Public Humanities. Each emphasis area has a unique set of career paths for students. For example, students in the Health Services Management emphasis area may find careers in hospitals, outpatient care facilities, assisted living facilities, government agencies, or rehabilitation facilities fit their career goals. Still other students choosing the Business and

---

[4] The Georgetown Center on Education and the Workforce notes that <30% of jobs required a bachelor's degree or higher in 1973. This number has ballooned to 64% by 2020. https://cew.georgetown.edu/wp-content/uploads/2014/11/Recovery2020.ES_.Web_.pdf

Organizational Leadership emphasis area will find themselves well-prepared to move into supervisory or managerial positions in both the private and public sector.

While housed in the College of Arts and Sciences, the BAS program is a collaborative effort with three additional units at UMKC—the Bloch School of Management, the School of Computing and Engineering, and the School of Nursing and Health Sciences—with further collaborations with other units possible. Working with these collaborators across campus, we have developed the curriculum and the key courses serving the BAS core and the five emphasis areas. This cooperative curricular design takes advantage of faculty expertise in units across campus and allows us to streamline the costs of this new degree program. All courses in this proposal, save the first-semester experience course tailored for BAS students, serve students in our other degree programs. For example, courses in the Digital Media emphasis area will serve students in the BAS and students in the new Media Art and Design degree program and well as students in Art, Communication Studies, and English.

The Director of the BAS will report directly to the Dean of the College of Arts and Sciences and will oversee the implementation and operation of the program. The Director will be a faculty member actively involved in the development of the BAS program and will receive a small stipend to direct the program. The Director will be expected to teach the first-semester experience course (A&S 311) as part of their normal teaching load.

2. University Mission & Program Analysis

2.A. Alignment with University Mission & Goals

This innovative degree program aligns with multiple pillars in UMKC's Strategic Plan, mission, and the university's plans for UMKC Forward.

The BAS program fits squarely into Pillar 1 of UMKC's Strategic Plan: "Provide exceptional student learning, success and experience." In particular, the Strategic Plan[5] states:

> We are committed to providing customized educational experiences tailored to each individual's needs, through a combination of impactful and engaging classroom, online, academic support and co-curricular experiences. We will be a provider of lifelong learning, delivered through an ever-evolving array of flexible, diverse, personalized formats.

This flexible degree is tailored to students with two-year Associate of Applied Science (AAS) degrees from accredited institutions. Our program seeks to ease the transition of students from their technical degree to the completion of a bachelor's degree by

---

[5] UMKC Strategic Plan 2018-2028; https://www.umkc.edu/about/documents/Strategic-Plan-2018.pdf

allowing them to apply up to sixty of their technical AAS credits to the BAS. AAS credits do not typically transfer to traditional baccalaureate programs, so allowing students to apply sixty hours toward their BAS degree ensures students can complete the BAS degree requirements in two years. The BAS provides students with a clear and valuable path to degree completion, one that offers online and evening courses as well as a customizable curricular path to meet the needs of a diverse student population. This fits squarely with the desire of Pillar 1 to provide lifelong learning opportunities for the community.

In addition, the BAS aligns with Pillar 3 of the UMKC Strategic Plan: "Transform our community and region with impactful engagement." This degree program will create paths to career advancement in technical industries in our region, which are in need of management and supervisory roles. Indeed, according to the Missouri Economic Research and Information Center (MERIC), there are nearly 1,000 annual job openings in the Kansas City area in management occupations requiring a bachelor's degree or higher; these occupations are projected to see an 11% increase by 2026.[6] Workforce needs will be addressed in more detail in Section 3.A of this proposal.

Pillar 4 of the UMKC Strategic Plan endeavors to "foster an environment of invigorating multiculturalism, globalism, diversity and inclusion." The BAS degree program is designed to open the path to a bachelor's degree to a subset of the local population who may not otherwise return to college. These students will broaden our diverse population, inviting perspectives from students with many different experiences and career fields. Students with AAS degrees are likely to have worked for years in technical fields, and their perspectives will enhance the campus atmosphere as they engage with faculty and peers.

The BAS program also has direct ties to UMKC's Mission:

> As an urban research university, our mission at the University of Missouri-Kansas City is to promote learning through the discovery, preservation and dissemination of knowledge of public value across a broad spectrum of disciplines and fields of study. UMKC celebrates the individual and embodies diversity and inclusion by intertwining these goals with innovation to enable transformational impact aimed at bringing cultural, social, health and economic prosperity to the metropolitan, regional and global communities we serve.[7]

We have designed the BAS to be highly interdisciplinary and to involve units and departments across the UMKC campus. The BAS curriculum is built to rely on the expertise of faculty in a range of disciplines, with plans for further collaborative development. The program will have a transformational impact in our local and regional communities as it creates a path toward career growth in technical industries, increasing opportunity for economic prosperity on an individual as well as a corporate level.

---

[6] Kansas City Region Occupational Projections 2016-2026; produced by MERIC;
https://umkc.box.com/s/u967j8hvgb9uloww9jh6bgpx5k91t5xa
[7] https://www.umkc.edu/about/mission.html

Graduates of this program will have advanced skills in leadership and critical thinking that will benefit employers as well as open up new career opportunities.

Moreover, in the course of developing this degree program, UMKC launched UMKC Forward, an initiative aimed at realigning campus priorities and investing in creative opportunities for growth. The BAS degree was named as a key initiative in the UMKC Forward plan:

> *From Chancellor Agrawal's August 12, 2020 announcement of UMKC Forward immediate actions:*
>
> Launch a new Bachelor of Applied Sciences degree, to enhance our ability to further attract and retain transfer students and fast track new degree programs under development in selected high demand areas.

As evidenced by the letters of support included in the appendix, support for the BAS stretches across campus. The degree will attract a new subset of transfer students, allowing those with Applied Science degrees from community and technical colleges a more streamlined pathway to achieve an innovative and highly relevant bachelor's degree and advance in their careers. The chosen emphasis areas are aligned with selected high-demand areas in the local and regional workforce, especially the areas of Health Science Management, Business and Organizational Leadership, and Data Analytics. These areas stood out in our Burning Glass analysis.

The BAS degree aligns well with the goals of the College of Arts and Sciences. The College emphasizes interdisciplinarity and collaboration across its 17 departments, and this program accomplishes those parallel goals within its core curriculum, which includes courses from several departments. Skills such as critical thinking, ethics, and professional communication are key objectives in programs in the arts, humanities, social, and natural sciences, and the BAS core curriculum plays to those strengths.

2.B. Duplication & Collaboration within Campus, Across System

UMKC's proposed Bachelor of Applied Science degree is unique within the University of Missouri System. No other program targets students with Associate of Applied Science degrees and allows them to transfer their technical credits toward a bachelor-level degree to gain critical skills for career advancement. Similar programs may include the Bachelor of Liberal Arts (BLA) at UMKC, the Bachelor of General Studies (BGS) at MU, and the Bachelor of Liberal Studies (BLS) at UMSL (Online). The BLA and BGS degrees are distinct from a BAS in that they offer an individualized path to a bachelor's degree, designed around students' personal interests and career plans. The BLS Online is similarly individualized, though it is also noted as a path toward degree completion.

In contrast, the BAS degree has a structured core curriculum as well as set emphasis areas. This structure allows for flexibility based on students' interests and prior experience, but it also provides students with a common set of critical skills such as

professional communication, ethics, and leadership and an emphasis area tailored to their professional goals. The BAS is a degree completion program for students with an AAS degree desiring career advancement, career change, or personal growth. As described above, this target population typically faces limited baccalaureate options.

Interim Dean Kati Toivanen reached out to College of Arts & Sciences Deans at other campuses in the UM System to discuss this proposed BAS degree program. Interim Dean Toivanen met with then Dean Patricia Okker from MU on March 3, 2021. Dean Okker noted no conflicts within her unit and expressed support for this initiative, but suggested we reach out to the School of Health Professions. We met with their leadership (Dean Hagglund and Senior Associate Dean Stephanie Reid-Arndt). We met with the SHS and addressed their concerns (see email in appendix).

Interim Dean Toivanen also met with Dean Andrew Kersten from UMSL on February 25, 2021. Dean Kersten shared Dean Okker's support for the degree, noting one similar degree housed in UMSL's Sociology Department, the Bachelor of Arts in Organizational Leadership (the supporting emails are included). We met with the director of this program, who offered his support. This degree differs from the proposed BAS in that it is more directed toward management skills, whereas our proposed curriculum has a broader focus on career growth in a variety of disciplines, from Business and Organizational Leadership to Data Analytics. Another differentiating factor is the opportunity for students to transfer their technical credits from AAS degrees to earn the BAS degree.

Regionally, there are two Missouri institutions which offer a Bachelor of Applied Science degree: Missouri Southern State University (MSSU) and Northwest Missouri State University (NWMSU). See the below chart for a quick reference guide comparing the BAS programs at UMKC, MSSU, and NWMSU. BAS programs typically target students interested in advancing within their chosen career or students seeking a degree completion program. Programs focused on the first group tend to provide a specialized, technical curriculum in the same discipline as the student's AAS degree (e.g., NWMSU). Programs focused on the latter group tend to offer a more general degree program covering broad-based skills (e.g., MSSU). At MSSU, BAS students take the Missouri Core 42 plus any minor offered at the university. At NWMSU, BAS students have general education requirements and only one required course, as well as emphasis areas with an entirely flexible curriculum. Our program, however, targets both populations with our core and emphasis area curriculum. Our program is also valuable to students in technical careers desiring to switch career paths without sacrificing the technical credits they have earned.

UMKC's proposed BAS program is stronger than these regional competitors because it combines a common core aimed at broadening students' professional and leadership skills (communication, ethics, engagement, and diversity) with discipline-specific training in emphasis areas, whereas most BAS programs tend to align with only one of those goals. Further, we have incorporated some of the general education curriculum from

UMKC Essentials into the core curriculum, creating a quicker pathway to degree completion without compromising the integrity of the general education objectives.

Bachelor of Applied Science Regional Competitors

Criteria	University of Missouri-Kansas City	Northwest Missouri State University	Missouri Southern State University
Target Population	Students with an Associate of Applied Science degree	Students with one of the following: One- or Two-year technical certificate from a community/junior college; Associate of Applied Science degree; Associate of Science degree (eligible technical programs only)	Students with an Associate of Applied Science degree
Gen Ed credits	0-21 hours (UMKC Essentials)	33 hours (Northwest Core)	42 hours (Gen Ed Core 42)
Core curriculum credits	13 hours (includes 7 hours which fulfill UMKC Essentials requirements)	3 hours (Institutional Requirements; curriculum includes 5 courses which must be completed through Northwest Core or Institutional Requirements)	42 hours (Gen Ed) + 3 hours (elective)
Emphasis area credits	18 - 24 hours	24 - 39 hours	15+ hours
Emphasis areas	Health Services Management; Business and Organizational Leadership; Data Analytics; Digital Media; Digital and Public Humanities	Agriculture; Applied Computing; Child and Family Studies; Food Services; Geographical Information Systems; Geography; Information Technology; Marketing/Management/ Computer Business Applications	BAS students at MSSU do not have emphasis areas; instead, they choose a minor from any minor or certificate program at the university like UMKC's BLA program.
Degree flexibility	Structured curriculum with built-in flexibility; some course menus, some pre-requisites	Flexible curriculum within existing major/disciplinary coursework; plan developed with BAS advisor	Curriculum follows minor or certificate requirements

Other degree requirements	Transferred or Elective credits to reach 120 total credit hours; 36 credits at or above 300-level; 30 credit residency requirement	45 - 60 credits of Transferred or Directed Electives to reach 120 total credit hours; 24 credits at or above 300-level; 30 credit residency requirement	Elective credits to reach 120 total credit hours; must have 39 upper-level credits
Skills & learning objectives	Core curriculum skills include: professional written and oral communication; ethical decision-making; analytical problem-solving; diverse cultural perspectives. Emphasis areas will deliver discipline-specific advanced skills.	This BAS is advertised as a completion program for students wishing to advance their careers. All BAS students take general education courses and a digital literacy course. Other skills are gained in emphasis area coursework.	No skills tailored for this degree program.

Once we have a chance to work with this population and develop these online resources, we anticipate moving into the online space with this program. Many of our prospective students would benefit from the hands-on nature of the first-semester experience course and on-campus resources—writing studio, library, advising, and financial aid. As the program matures, we see clear opportunities for collaboration with our partners at the other UM campuses through course-sharing and through development of BAS degrees on their campuses and through Missouri Online

3. Business-Related Criteria & Justification

3.A. Market Analysis

3.A.1. Rationale & Workforce Demand for the Program

As described earlier, this program was built to serve a population of students underserved by our traditional degree programs at UMKC: students with the Associate of Applied Science degree. In constructing this program, we examined surveys of employers to identify the key competencies that employers are looking for in future employees. We structured our core curriculum to ensure our graduates would possess these key competencies and be able to demonstrate as such to employers (through our learning plans and assessment portfolios) upon graduation. To illustrate, a recent survey by the AAC&U asked 500 executive and hiring managers to identify the key competencies they value. The following table maps our core curriculum to those competencies.

Key Competencies from Employers	BAS Curriculum
Critical thinking skills	UMKC Essentials + BAS Core (Ethics and Leadership Course)
Ability to demonstrate complex problem-solving skills	BAS Core (Civic and Urban Engagement Course)
Ethical judgment and reasoning	BAS Core (Ethics and Leadership Course)
Ability to communicate through writing	UMKC Essentials + BAS Core (Professional Communication)
Ability to communicate through speaking	UMKC Essentials + BAS Core (Professional Communication)
Ability to communicate/work with people from different cultural backgrounds	UMKC Essentials + BAS Core (Professional Communication and Culture and Diversity)
Ability to work effectively in teams	BAS Core (A&S 311 and Civic and Urban Engagement Course)
Civic Skills and Civic Engagement	BAS Core (Civic and Urban Engagement Course)

Beyond the BAS core, students choose an emphasis area developed to ensure employment opportunities in high demand fields. The emphasis areas target particular skills and careers building on the AAS degrees and employment history of our target population. Our emphasis areas provide critical training in highly sought-after professional areas: health services management, business and organizational leadership, data analytics, digital media, and digital and public humanities. Each emphasis area has a unique set of career paths for students. To identify the emphasis areas included in the BAS, we consulted multiple sources including Burning Glass and MERIC.

The Burning Glass research (included in the appendix) examined job postings in Missouri and its eight contiguous states for the last year for postings requiring a bachelor's degree. The analysis identified over a million job postings with most postings

in the metropolitan areas of Chicago, St. Louis, and Kansas City, but smaller pockets in other metropolitan areas including Springfield and Jefferson City in Missouri and Wichita and Topeka in Kansas. Many of the top occupations are careers strongly tied to the BAS core and emphasis areas.[8]

- Sales representatives (49,543 postings)
- Managers, All Other (45,062 postings)
- Medical and Health Services Managers (25,425 postings)
- Sales Managers (24,983postings)
- General and Operations Managers (23,536 postings)
- Human resource specialists (19,881 postings)
- Marketing Managers (19,542 postings)
- First-Line Supervisors (18,553 postings)
- Management Analysts (17,489 postings)
- Financial Managers, Branch or Department (14,581 postings)
- Market Research Analysts and Marketing Specialists (12,225 postings)
- First Line Supervisors of Office and Administrative Support Workers (9,062 postings)
- Operations Research Analysts (8,310 postings)

This analysis also provided a list of employers with the greatest number of postings over this same period. The top employers are healthcare corporations and non-healthcare employers as well as educational institutions. These are all employers that would value the critical skills provided by the BAS program. We reached out to prominent employers in areas relevant to our BAS degree (e.g., the Kansas City Public Library). The letters of support from these employers are included in the appendix. What these letters share is an acknowledgement of the importance of the degree program to both prospective students and employers. Students have a clear path to a baccalaureate degree and employers have access to an expanded applicant pool with technical experience and key competencies. As more and more jobs require baccalaureate degrees, the pool of available applicants has shrunk. The BAS program will provide an additional pool of prospective applicants. Moreover, the strengths of transfer students are now being recognized by higher education in new ways. Research indicates that transfer students, like our prospective students, are underappreciated for their resilience and innovation.[9]

As noted earlier, there are two regional competitors with BAS degree programs. However, these programs are distinct from the BAS program proposed here. This presents an opportunity for UMKC and the UM System to be a leader in this area especially within the Missouri and Kansas region. We can provide a high-quality educational experience to students currently underserved and pave the way for their future career success through skill development and degree completion.

---

[8] Market analysis research conducted by the Associate Vice Provost for Academic Innovation at UMKC.
[9] https://www.edsurge.com/news/2021-06-02-want-to-hire-an-innovative-college-graduate-choose-a-transfer-student

This innovative degree program presents a major opportunity to equip the region's workforce with in-demand education and skills. The ease of transfer allowed by the program will create opportunities for workers to augment their earning power and job opportunities through the acquisition of bachelor's degrees with core training and emphasis areas in high-demand fields such as health services management, business and organizational leadership, data analytics, digital media, and digital humanities. The attached letter from one of our community college partners, Metropolitan Community College, testifies to the impact that this opportunity will have for community college students seeking to grow their skills, credentials, and earnings. MCC and our two other community college partners, Johnson County Community College and Kansas City Kansas Community College, have been consulted in the development of this degree – thus it reflects the input not only of our campus faculty and staff, but that of the population we aim to serve.

We presented the BAS proposal to the College of Arts and Sciences Alumni Board. While our alumni graduated with BA, BS, or BLA degrees, they recognize the challenges students with an AAS degree often face at four-year institutions and the prospect for expanding educational opportunities for students with an AAS (see the email responses from several of our alums in the appendix). Critically, our recruitment team in the College of Arts and Sciences expresses enthusiasm for a program that would provide a clear path to completion for transfer students with an AAS (see letter of support in appendix).

3.A.2. Student Demand for the Program

The BAS program at UMKC is unique from its regional competitors in its focus on critical skills and in-demand growth areas. It is also a unique degree for UMKC and targets a distinct population. The motivation for this proposal comes from student need.

Anecdotal evidence from our advising team indicated that students with an AAS degree were struggling to attend and complete their degrees. Before proposing the BAS degree, we substantiated this evidence. We started by exploring the awarding of AAS degrees by our three local community college partners: Metropolitan Community College (MCC), Johnson County Community College (JCCC), and Kansas City Kansas Community College (KCKCC). Our partners report that 14%[10], 23%[11], and 18%[12], respectively, of their graduates earned AAS degrees over the last few years. While AA and AS degrees remain the most common associate degrees, the AAS continues to be the degree of choice for many students in Missouri. When queried, MDHE reports that the state of Missouri graduates 3,500 AAS students **each** year.

---

[10] https://mcckc.edu/research/docs/Annual_Factbook.pdf

[11] http://catalog.jccc.edu/degreerequirements/associate-applied-science/

[12] https://www.kckcc.edu/files/docs/ie/enrollment-and-degrees/final_kckcc_degrees-awarded-2013-2018_ipeds_cip.pdf
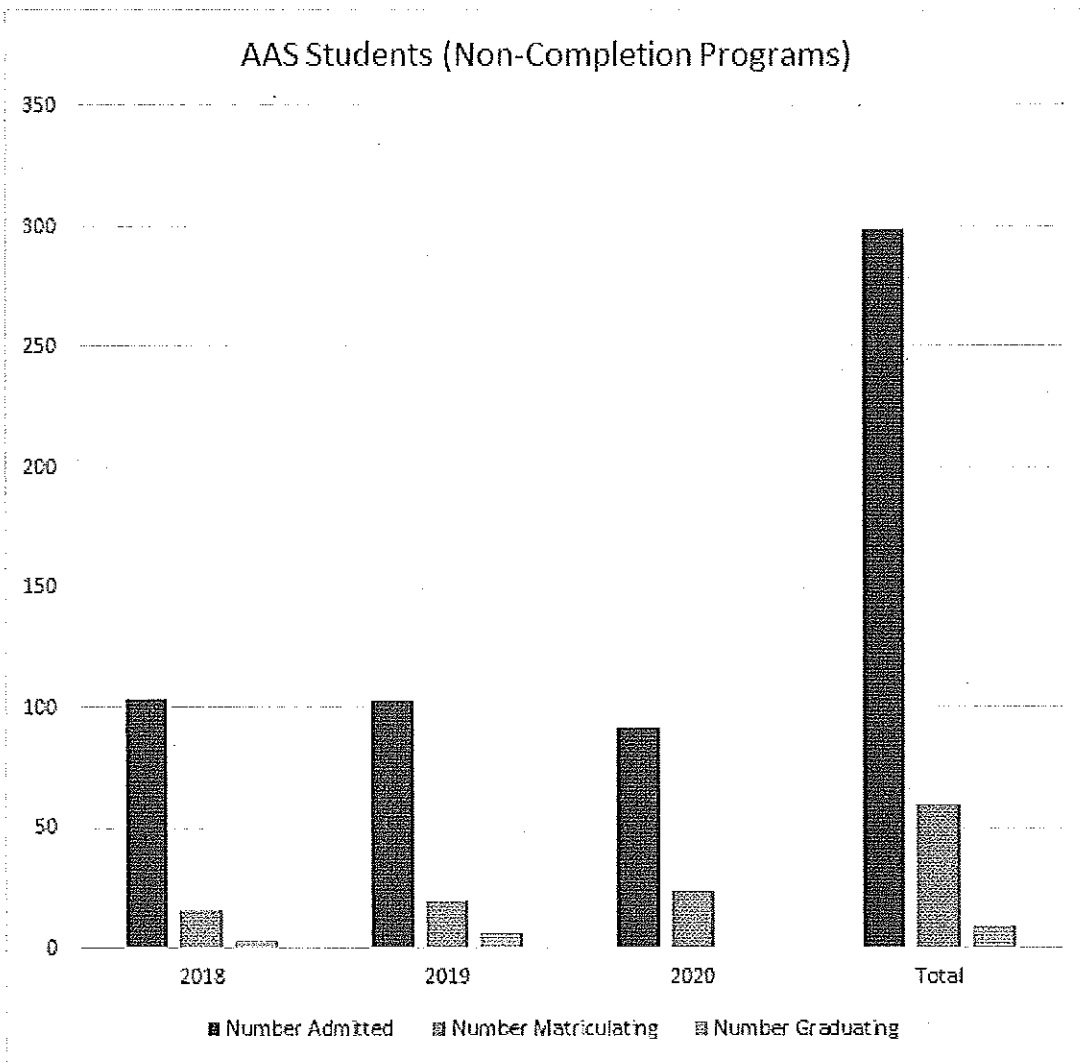
In addition to community colleges, AAS degrees are the degree of choice for technical colleges, including many for profit schools. Finally, the AAS degree is also the degree of choice for a large portion of the veteran population in the United States. The Community College of the Air Force awards 22,000 AAS degrees annually across 71 AAS degree programs.[13] Though this is the degree offered by the CCAF, military personnel are often cautioned against the AAS because it "can be limiting when it comes to pursuing higher education later."[14] This is the exact problem we seek to solve.

These graduation rates suggest the potential demand for a BAS degree, but we wanted to ensure that we offered a degree program that would: (a) provide students with a curriculum tailored to the unique needs and goals of students with an AAS degree, and (b) not detract from our traditional BA and BS programs. If AAS students are served well by our current BA or BS programs, then a BAS would not be as critical. The evidence, however, suggests otherwise. We collected data on the number of students admitted to UMKC with an AAS degree, the yield rate for those students (that is, how many of those students enroll at the university), and the graduation rate for those students. We excluded students applying to our Dental Hygiene or RN to BSN programs as these are completion programs designed in a similar vein to the BAS and serving a very specific student population. The figure below illustrates the results of this analysis.

UMKC had 300 students admitted with an AAS degree from 2018-2020. Of those students, 20% matriculated. Of those matriculating, only 15% have since graduated with a bachelor's degree. To put this in perspective, the yield rate for transfer students across the board in the College of Arts and Sciences is 75% and the graduation rate is over 60%. There are two key takeaways from this figure. Our current degree programs are not attracting sufficient interest from students with an AAS. When students do express interest, they struggle with completing the degree in a timely manner. As a result of this evidence, we designed the BAS to appeal to this target population and to facilitate their persistence and degree completion.

---

[13] https://www.airuniversity.af.edu/Barnes/CCAF/
[14] https://www.military.com/education/getting-your-degree/3-reasons-to-get-your-associate-degree.html

AAS Students (Non-Completion Programs)

■ Number Admitted   ▣ Number Matriculating   ▣ Number Graduating

To demonstrate the benefit of the BAS program for AAS students, we examined the extent to which their AAS credits would transfer to UMKC under our traditional programs. The chart below illustrates the transfer course equivalencies of two AAS degrees: Administrative Assistant AAS and Interior Design AAS. As one can see, the transfer equivalencies vary by AAS degree. The Administrative Assistant AAS has many more courses that have either direct equivalencies or can receive elective credit. In contrast, students with an AAS in Interior Design would receive very little credit under a traditional degree program. With the BAS program, the student would be able to transfer up to 60 hours toward their bachelor's degree including technical coursework.

Admin Assistant (AAS)	Transfer Equivalencies	Interior Design, AAS	Transfer Equivalencies
Humanities Elective	3 Hours in Discipline	Humanities Elective	3 Hours in Discipline
Social Science Elective	3 Hours in Discipline	Social Sciences Elective	3 Hours in Discipline
ACCT 111	ACCTNG 210	General Ed Elective	3 Hours in Discipline
COMS 120	COMM ST 110	ENGL 121	ENG 110
ENG 121	ENG 110	ITMD 121	NO CRE 1000
CPCA 128	COMP SCI 1EL	ITMD 125	NO CRE 1000
ENGL 123	ENGLISH 1EA	ITMD 132	NO CRE 1000
BUS 121	MGT 1EB	ITMD 230	NO CRE 1000
BUS 140	MGT 1ED	DRAF 164	NO CRE 1000
BUS 243	MGT 1ED	MATH 120	NO CRE 1000
BUS 225	MGT 1EI	ITMD 202	NO CRE 1000
MKT 146	MGT 1EL	ITMD 191	NO CRE 1000
BOT 105	NO CRE 1000	ITMD 185	NO CRE 1000
BOT 130	NO CRE 1000	ITMD 231	NO CRE 1000
BOT 260	NO CRE 1000	ITMD 271	NO CRE 1000
CPCA 118	NO CRE 1000	DRAF 264	NO CRE 1000
CPCA 121	NO CRE 1000	ITMD 222	NO CRE 1000
CPCA 228	NO CRE 1000	ITMD 129	NO CRE 1000
LAW 121	NO CRE 1000	ITMD 215	NO CRE 1000
BOT 150	NO CRE 1000	ITMD 260	NO CRE 1000
MATH 120	NO CRE 1000	ITMD 282	NO CRE 1000
BOT 265	NO CRE 1000	ITMD 224	NO CRE 1000
BOT 275	NO CRE 1000	ITMD 235	NO CRE 1000
		ITMD 270	NO CRE 1000
		ITMD 284	NO CRE 1000
Total Hours Transferred	36		12

We then examined what these transfer equivalencies might mean for time to completion. In the chart below, we list the BBA requirements and the BAS requirements and indicate whether a requirement would be fulfilled by the AAS coursework. As is evident, the time to graduation is significantly longer with the more traditional baccalaureate programs for a student with an AAS. Because AAS degrees vary in the number of general education credits they require and the technical nature of the program, this fluctuates by type of AAS. For students with an AAS in Administrative Assistance, the time to completion for a BBA is 3.3 years or 99 hours. If the student enrolled in the BAS program, the student would be able to complete the degree in 60 hours or 2 years.

Administrative Assistant AAS			
Bachelor of Business Administration	Hours	Bachelor of Applied Science (BOL Emphasis)	Hours
GEFSE 101	3	GEFSE 101: First Semester Experience	Fulfilled with BAS Core
Oral Communication	Fulfilled with AAS	Oral Communication	Fulfilled with AAS
English 110	Fulfilled with AAS	English 110	Fulfilled with AAS
English 225	3	English 225	3
Math Pathway	Fulfilled with BBA	Math Pathway	Fulfilled with BAS Emphasis
GECRT-AH	3	GECRT-AH	3
GECRT-SC	3	GECRT-SC	3
GECRT-SS	3	GECRT-SS	3
GECDV	3	GECDV	Fulfilled with BAS Core
GECUE	3	GECUE	Fulfilled with BAS Core
Constitution Course	3	Constitution Course	3
ACCTNG 210	3	A&S 311: Experiencing UMKC	1
ACCTNG 211	3	Professional Communication	3
DSOM 211, Stat 235, or Stat 115	3	Ethics and Leadership	3
ECON 201	3	Civic and Urban Engagement	3
ECON 202	3	Culture and Diversity	3
MATH 110	3	Math 110	3
MGT 256	3	ACCTNG 210	3
MIS 202	3	MIS 202	3
MGT 370 or 470	3	MKT 324	3
DSOM 311	3	FIN 325	3
DSOM 340	3	BOL Elective 300/400	3
ENT 315	3	BOL Elective 300/400	3
FIN 325	3	BOL Elective 300/400	3
MGT 301 or 301A	3	Electives 300/400	8
MGT 332	3		
MGT 471	3		
MIS 402	3		
MKT 324	3		
MGT 337	3		
MGT 370 or 375 or 470	3		
MGT 372 or 410	3		
MGT 360 or other options	3		
Interest Area Course 300/400	3		
Interest Area Course 300/400	3		
Interest Area Course 300/400	3		
General Electives (15 hours)	Fulfilled by AAS		
Total Hours at UMKC	99	Total Hours at UMKC	60
Total Hours from AAS toward UMKC	21	Total Hours from AAS toward UMKC Degree	60

In contrast, a student with an Interior Design AAS would need to complete 108 credit hours at UMKC (3.6 years) in the BBA program. With the BAS, this would be 63 hours or two years.

Interior Design AAS				
Bachelor of Business Administrati	Hours	Bachelor of Applied Science (BOL Emphasis)	Hours	
GEFSE 101	3	GEFSE 101: First Semester Experience	Fulfilled with BAS Core	
Oral Communication	3	Oral Communication		3
English 110	Fulfilled with AAS	English 110	Fulfilled with AAS	
English 225	3	English 225		3
Math Pathway	Fulfilled with BBA	Math Pathway	Fulfilled with BAS Emphasis	
GECRT-AH	3	GECRT-AH		3
GECRT-SC	3	GECRT-SC		3
GECRT-SS	3	GECRT-SS		3
GECDV	3	GECDV	Fulfilled with BAS Core	
GECUE	3	GECUE	Fulfilled with BAS Core	
Constitution Course	3	Constitution Course		3
ACCTNG 210	3	A&S 311: Experiencing UMKC		1
ACCTNG 211	3	Professional Communication		3
DSOM 211, Stat 235, or Stat 115	3	Ethics and Leadership		3
ECON 201	3	Civic and Urban Engagement		3
ECON 202	3	Culture and Diversity		3
MATH 110	3	Math 110		3
MGT 256	3	ACCTNG 210		3
MIS 202	3	MIS 202		3
MGT 370 or 470	3	MKT 324		3
DSOM 311	3	FIN 325		3
DSOM 340	3	BOL Elective 300/400		3
ENT 315	3	BOL Elective 300/400		3
FIN 325	3	BOL Elective 300/400		3
MGT 301 or 301A	3	Electives 300/400		8
MGT 332	3			
MGT 471	3			
MIS 402	3			
MKT 324	3			
MGT 337	3			
MGT 370 or 375 or 470	3			
MGT 372 or 410	3			
MGT 360 or other options	3			
Interest Area Course 300/400	3			
Interest Area Course 300/400	3			
Interest Area Course 300/400	3			
General Electives (6 hours)	6			
General Electives (9 hours)	Fulfilled by AAS			
Total Hours at UMKC	108	Total Hours at UMKC		63
Total Hours from AAS toward UMI	21	Total Hours from AAS toward UMKC Degree		57

With our marketing campaign and significant options for students, we anticipate rapid enrollment growth with a leveling off by Year 5 and then steady growth throughout the life of the program. In estimating enrollment, we made a few assumptions. Our transfer population in the College of Arts and Sciences is 20% part-time and 80% full-time. As a result, we have used that distribution in our calculations for both enrollment and the financial forecast. Our retention rate for full-time transfer students in the College of Arts and Sciences is 75% and our retention rate for part-time students is 52%. Though we anticipate doing better in retaining part-time BAS students with our targeted retention efforts, we used these retention rates in the enrollment calculations and financial forecast.

The number of degrees awarded is calculated using the number of part-time and full-time students projected in Table 1a combined with our retention rates. We assume that part-time students will complete their BAS degree in three years and full-time students will complete their degree in two years.

Table 1a. Student Enrollment Projections (anticipated total number of students enrolled in the program during the first five fall semesters following implementation.)

Year:	1	2	3	4	5
Full-time	12	33	54	71	85
Part-time	3	8	13	17	21
Total	15	41	67	88	106

Table 1b. New Student Enrollment Projections (anticipated number of students enrolled in the program during the first five fall semesters following implementation that are new to the University.)

Fiscal Year:	1	2	3	4	5
Full-time	12	24	36	44	52
Part-time	3	6	9	11	13
Total	15	30	45	55	65

Table 1c. Projected Number of Degrees Awarded

Year:	1	2	3	4	5	6	7	8	9	10
# of Degrees Awarded	0	7	14	22	27	32	36	39	43	46

3.B. Financial Projections

The financial projections for the BAS degree program are included in the detailed pro forma in the appendix and detailed below. We expect the program to generate revenue in Year 1, as we have built the program to rely on the strengths and resources of the current faculty at UMKC.

Our revenue estimates are built on the student projections detailed above and are split between full-time and part-time students. Given the population, we expect 20% to be part-time students and 80% to be full-time students. Full-time students are expected to complete thirty credit hours per year whereas part-time students are likely to complete 20 credit hours per year.

Assumptions included in financial projections:

- Given the requirements for the degree program (an AAS degree), we do not anticipate any transfers from within campus or any FTC students. As such, our financial projections are built on a 60-hour completion plan (two years of revenue and costs per student).

- Our student projections are based on the AAS graduation rates in Missouri, the graduate rates of our feeder schools, our experience with other flexible degree programs at UMKC (Bachelor of Health Science and Bachelor of Liberal Arts) and data from other BAS programs.
- We assume full-time students will take 30 credit hours per academic year and part-time students will take 20 credit hours per academic year.
- For our analyses, we used a rate of $288 per credit hour estimate for FY23 and a 2% tuition increase in future years. We used the in-state tuition rate, which applies to both Kansas and Missouri students. Given the paucity of BAS programs in our region, this likely underestimates the tuition revenue.

3.B.1. Additional Resources Needed

The College of Arts and Sciences will be able to implement the BAS program using existing faculty and staff. The program relies on core courses cross leveled with other UMKC Essentials courses, existing courses within the College of Arts and Sciences, and collaborations with other units for emphasis area course offerings.

Expenses will include faculty and staff salaries and benefits, marketing costs, course development costs, start-up costs, supplies, and miscellaneous expenses. Tuition revenue will fund these expenses. A full financial projection worksheet (pro forma) is included.

In Years 1-4, we do not anticipate hiring any full-time faculty. We will need to hire part-time faculty to cover core BAS courses, general education needs and courses in the emphasis areas. In Table 2, these part-time hiring costs appear in the row labeled Faculty. This includes both the costs of offering the core BAS courses and the costs of adding the BAS students to general education courses and emphasis area courses (labeled payroll outside of program in the pro forma worksheet).

As the program grows, we will need targeted hires to support our emphasis areas. Given our enrollment projections and our curriculum, we anticipate a full-time hire would be needed in Year 5 when enrollment in the program exceeds 100 students. This hire would be contingent on the program meeting enrollment projections and would be full-time faculty supporting multiple degree programs. As UMKC is expanding its reach in data analytics, we anticipate this faculty member would be focused in Data Analytics and support the BAS and our DA programs in the Bloch School of Management, the College of Arts and Sciences, and the School of Computing and Engineering. Any full-time faculty hires would require a start-up budget for teaching and research.

We will need administrative support and mentoring in the form of a Director of the BAS (a current faculty member receiving a small stipend and course reduction) and a part-time staff person. As the program grows, we anticipate a full-time staff person will

become necessary by Year 5. The amount included for staffing were based on the average salary and wages for staff members in this role in the College of Arts and Sciences.

We have included a small budget for incidentals (supplies, copying, etc.) and a marketing budget. The initial marketing budget (Year 0) will include development of marketing materials while the recurring marketing budget appearing in Table 2 focuses on the costs of printing and distribution of the materials. Our marketing efforts for the BAS degree program will be coordinated with existing unit and campus marketing efforts to minimize costs during the initial years of the program.

3.B.2. Revenue

Revenue will be generated from tuition.

3.B.3. Net Revenue

The program will yield a net positive revenue immediately given the reliance on existing resources. The main cost in Years 1-4 will be basic incidental and part-time faculty costs. Part-time faculty will be hired only as enrollment increases. These minimal costs will be covered by the tuition revenue each year.

Table 2. Financial Projections for Proposed Program for Years 1 through 5

	Year 1	Year 2	Year 3	Year 4	Year 5
1. Expenses per year					
A. One-time					
New/Renovated Space					
Equipment					$3,754
Library					
Consultants					
Other (start-up)					$80,000
Total one-time					$83,754
B. Recurring					
Faculty	$24,798	$47,294	$61,221	$73,710	$173,828
Staff	$16,646	$16,979	$17,319	$17,665	$36,037
Benefits	$10,670	$11,614	$11,846	$12,083	$55,445
Equipment					
Library					
Other (travel/training)					$828
Other (supplies)	$1,530	$1,561	$1,592	$1,624	$1,656
Other (marketing)	$1,020	$1,040	$1,061	$1,082	$1,104
Other (Misc)	$1,020	$1,040	$1,061	$1,082	$1,104
Total recurring	$3,570	$3,641	$3,714	$3,789	$4,692
Total expenses (A+B)	$55,685	$79,529	$94,100	$106,707	$353,756
2. Revenue per year					
Tuition/Fees	$121,040	$335,354	$563,001	$756,803	$926,850
Institutional Resources					
State Aid -- CBHE					
State Aid -- Other					
Total revenue	$121,040	$335,354	$563,001	$756,803	$926,850
3. Net revenue (loss) per year	$47,877	$207,398	$387,600	$540,810	$439,252
4. Cumulative revenue (loss)	$36,737	$244,135	$631,736	$1,172,545	$1,611,798

3.B.4. Academic and Financial Viability

The combination of a core BAS curriculum focused on developing key skills (critical thinking, ethics, leadership, professional communication, etc.) and emphasis areas

developed to advance the professional goals of our students will provide BAS students with a strong academic background.

The BAS program is structured to rely heavily on pre-existing courses, so very few students are needed to ensure the program is financially viable (10). However, we expect many more students to be interested in the degree program than the minimum needed for financial viability. Because the courses serving the BAS program serve other degree programs, academic viability in the form of courses making our enrollment minimums (15 students) should not be challenging.

The College of Arts and Sciences will track the enrollment in the BAS program. After five years, the College of Arts and Sciences will assess the program's viability. If average enrollment does not correspond to the below table, we will assess the program's viability and consider changes to enhance its financial and academic viability, including the possibility of placing the program on inactive status. We will continue this assessment as part of our five-year program review process.

Table 3. Enrollment for Academic and Financial Viability

Viability	Minimum Enrollment
Academic	15
Financial	10
Overall	15

3.C. Business Plan: Marketing, Student Success, Transition & Exit Strategies

3.C.1. Marketing Plan

The target audience includes individuals with an AAS degree who are seeking career advancement in their technical field, personal development in the pursuit of a bachelor's degree, and a switch in career paths. As such, our marketing and recruitment strategy will focus on community and technical colleges as well as community partnerships. We plan substantial marketing and recruitment efforts coordinated by the Manager of Recruitment in the College of Arts and Sciences who will collaborate with Admissions, UMKC's Strategic Marketing and Communications group, and recruitment managers across campus to develop a unified marketing plan for the BAS. Our Manager of Recruitment also has extensive ties to our local community and technical college partners. Because many of our prospective students will be working adults, we will also tailor our marketing and recruitment efforts on direct marketing in the local and regional business community. Our cross-campus partnerships will facilitate this outreach.

We have included initial marketing costs to launch the program in our financial forecast as well as yearly marketing costs. The initial marketing costs are included in the pro-forma in Year 0. The yearly marketing costs are tied to printing costs. Additionally, the College of Arts and Sciences, as part of our UMKC Forward unit reorganization, will

launch a rebranding advertising campaign that will coincide with the launching of the BAS and the BAS will feature prominently in that campaign. The budget for this campaign is $85,000 and includes videography and photography.

3.C.2. Student Success Plan

Retention of students is a high priority for UMKC, and we use early warning systems to keep students at the university and on track for graduation. Further, the university has made important changes to encourage retention, including a new centralized advising system and a transfer center dedicated to the unique needs of transfer students like those in our BAS program. As part of UMKC Forward, UMKC is instituting various mobility escalators to help propel students from the classroom to a career. This approach fits squarely with the way we have designed the BAS and will provide further support to the program.

Students start the BAS program with a first-semester experience course designed to familiarize BAS students with the many resources UMKC has to offer students, from supplementary instruction to career guidance. This course also provides students with the opportunity to build a learning plan connecting their professional goals to an academic path. For example, a student in the BAS program may be interested in completing the BAS to pursue supervisory or managerial opportunities within their chosen field. During the first-semester experience course, the student would be advised to consider the Business and Organizational Leadership emphasis area (non-healthcare fields) or the Healthcare Services Management emphasis area (healthcare fields). The student would be advised to pursue curricular (internships) and co-curricular (volunteer, student organizations, etc.) opportunities in line with this goal and the Director of the BAS will meet with students periodically to reassess their progress toward their learning and professional goals.

3.C.3. Transition Plan

The Dean of the College of Arts and Sciences will oversee the selection of the Director of the BAS. The Director of the BAS will be responsible for the in rollout of this new undergraduate program. Should the Director of the BAS leave the role, the Dean of the College of Arts and Sciences will select a successor and ensure that the new Director has been involved in the program and is familiar with its mission.

3.C.4. Exit Strategy

The BAS program does not require a significant investment in faculty or staff and costs are directly tied to enrollment (i.e., adjunct hiring). As a result, the program should be given time to establish itself and determine demand for the program. However, should it become clear that the program is not viable due to low headcount (remaining below the academic viability figure after five years), we can eliminate our adjunct hiring and full-time faculty can return to teaching their BA and BS students alone. The Director of the

BAS will be a current faculty member so the Director would resume their normal workload without the stipend.

4. Institutional Capacity

The BAS program is designed to utilize existing UMKC teaching resources as much as possible while recognizing resource needs associated with growth. We have identified five emphasis areas that correspond to growth opportunities in our traditional degree programs to capitalize on resource commitments by the university.

The Dean of the College of Arts and Sciences will oversee the selection of the Director of the BAS and together they will be responsible for the rollout of the BAS. We have built the BAS in collaboration with faculty and administrators across multiple units and have worked with staff with expertise in transfer students, advising, and recruitment to address hurdles and avoid stumbling blocks. Full-time faculty across many units will be teaching our core and emphasis area courses, as appropriate, and well-qualified and experienced adjunct instructors will provide additional teaching support as needed.

The Director of the BAS will play a central role in the assessment of the BAS program, the recruitment of students, and advising students throughout their time at UMKC. Given our research, the advising component will be critical. The Director of the BAS will ensure that students start the program with a clear understanding of their academic and professional goals and the means to achieve them (through A&S 311, our first-semester experience course). The Director of the BAS will stay in contact with students as they proceed through their core courses and coordinate with faculty in the emphasis areas as appropriate to assist students. UMKC's central advising team will provide additional support to BAS students as well.

To ensure the Director of the BAS can focus substantial attention on student success, we have determined that a part-time and, as the program grows, full-time staff person will be necessary to assist with coordinating the program, addressing administrative needs, and fielding inquiries. The staffing costs are included in the budget (part-time in Years 1-4 and full-time starting in Year 5).

5. Program Characteristics

5.A. Program Outcomes

The Bachelor of Applied Science degree program will prepare BAS students to develop professional messages for a variety of audiences. Students will learn to:
1. Deliver professional messages in written and/or oral form.
2. Apply ethical standards to decisions and practical challenges relevant to their field of study.
3. Analyze professional, civic, and social problems in order to design solutions relevant to their field of study.

4. Examine the factors defining cultural identities from multiple perspectives.

Given their prior training and education, students may need to complete additional general education requirements focused on critical thinking, math, the Constitution, and written communication. These foundational courses will ensure students have the background to complete their educational and professional goals.

Students will also develop expertise in business and organizational leadership, healthcare management, data analytics, digital media, and digital humanities through their chosen emphasis area. All courses included in the emphasis areas serve other degree programs and are assessed yearly.

5.B. Program Design & Content

The curriculum for the BAS was designed as a collaboration among faculty in the College of Arts and Sciences, School of Computer Science and Engineering, School of Nursing and Health Sciences, and the Bloch School of Management with the support of the Vice Provost for Curriculum and Assessment, who advised on the connection to UMKC Essentials and the unique needs of transfer students.

The program will be housed in the College of Arts and Sciences and the Director of the BAS will be responsible for coordinating the scheduling of the core courses (pre-existing courses serving other programs) and emphasis area courses. The Director of the BAS will also be responsible for teaching A&S 311 (Experiencing UMKC) as needed each year. We have put together two-year course plans for each emphasis area to ensure students can progress through the degree program in the two-year window set for full-time BAS students.

5.C. Program Structure

The BAS will consist of a common core in five broad categories (13 hours), an emphasis area (18-24 hours) with coursework from across UMKC, general education needs (0-21 hours), and any remaining courses needed to meet the 36-hour upper-level requirement and to reach 120 credit hours. Students will work closely with the Director of the BAS to select an emphasis area that best fits their individual professional goals. Emphasis areas consist of coursework tailored by the relevant unit(s) consisting of courses applicable to other degree programs.

5.C.1. Program Structure Form

BAS Curriculum Outline

General Education
Students may need to complete:
- Written Communication II

- Oral Communication
- Math Pathway
- Critical Thinking in Social and Behavioral Sciences, Natural and Physical Sciences, and Art and Humanities
- Constitution requirement
- Common core will meet the SLOs of First-semester Experience, Civic and Urban Engagement, and Culture and Diversity
- Additional Electives may be needed to meet the 36-hour upper level and 120-hour overall requirement.

Common Core
- A&S 311: Experiencing UMKC (1 hour)
- Professional Communication—existing courses
- Ethics and Leadership—existing courses
- Civic and Urban Engagement—300-level courses designed to meet SLOs of UMKC Essentials
- Culture and Diversity—300-level courses designed to meet SLOs of UMKC Essentials

Emphasis Areas

Health Services Management Emphasis Area
Students will complete the following courses (17 hours)
- HLSC 101 Intro to Health Sciences
- HLSC 300 Diversity in Health
- HLSC 310 Healthcare Systems
- HLSC 430 Health Program Management
- HLSC 440 Policy and Ethics in Health
- HLSC 480 Leadership and Management in Health Professions

Students will complete one of the following courses (3 hours):
- HLSC 450 Urban Health
- HLSC 460 Global Health
- HLSC 470 Technology, Marketing, and Media in Health

Note: Additional courses may count toward the BAS emphasis area in Health Services Management with permission from the Director of the BAS.

Business and Organizational Leadership Emphasis Area
Program Prerequisite:
- MATH 110 Precalculus Algebra (or MATH 120 or higher; or 61 ALEKS score or higher.)

Students will complete the following courses (15 hours)

- ACCTNG 210 Introduction to Financial Accounting
- MIS 202 Computer Applications in Management or COMP-SCI 101 Problem Solving and Programming I
- MKT 324 Principles of Marketing
- FIN 325 Financial Management
- MGT 332 Principles of Organizational Behavior

Students will complete 9 hours from the following courses:
- ENT 315 Entrepreneurial Mindset and Opportunity Recognition
- MGT 301 Effective Business Communication
- MGT 370 International Management
- MIS 402 Information Management
- MKT 335 Customer Insights
- MKT 420 Sales Management
- MKT 430 Personal Selling
- DSOM 443 Project Management

Note: Additional courses may count toward the BAS emphasis area in Business and Organizational Leadership with permission from the Director of the BAS

Digital Media Emphasis Area
Students work with the Director of the BAS to identify 18 hours to correspond to their personal and professional goals from among the following courses:

- COMM-ST/ENGLISH 338 Film Adaptation
- COMM-ST 311 Radio & Television Performance
- COMM-ST 346 Art of the Short Film
- COMM-ST 363 Radio Production I
- COMM-ST 386 Animation
- COMM-ST 446 Principles of Advertising
- COMM-ST 447 Interactive and Social Media Advertising
- COMM-ST 448 Principles of Public Relations
- ART 310 Digital Video and Motion Design
- ART 337 Graphic Design and Typography I
- ART 338 Graphic Design II
- ART 340 3D Modeling and Animation
- ENG 308 Rhetorics of New Media
- ENG 307WI Language, Literacy, and Power
- ENG 381 Writing for Social Media

Note: Additional courses may count toward the BAS emphasis area in Digital Media with permission from the BAS advisor.

Digital and Public Humanities Emphasis Area

Students will complete the following 6 hours:
- ENG 477DH Studies in Digital Humanities
- HIST 379 Museums, Monuments, and American Life: An Introduction to Public History

Students will complete 9 hours from the following courses with guidance from their advisor.
- COMM-ST 384 Documentary Film History
- ENG 308 Rhetorics of New Media
- ENG 380 Composing in the Digital Age
- ENG 430WI Technical Writing
- HIST 343 Oral History
- HIST 391 Archival Methods
- ART-HIST 470 Art Museums: History and Practice

At the end of their course of study, students will complete one of the following courses:
- ENG 448 External Internship
- ENG 449A Publication Practicum – New Letters
- ENG 449C Publication Practicum – Digital Projects
- HIST 392A Archival Internship
- HIST 392B Public History Internship

Note: Additional courses may count toward the BAS emphasis area in Digital and Public Humanities with permission from the BAS advisor.

Data Analytics Emphasis Area
Program Prerequisite:
- Stat 235 (Elementary statistics) or equivalent
- COMP-SCI 191 Discrete Structures I

Students will complete the following courses (9 hours)
- Stat 340L Introduction to Data Visualization
- Stat 355L Introduction to Diagnostic Analytics
- Stat 360L Introduction to Predictive Analytics
- DSOM 311 Business Analytics II
- Acctng 487 Data Wrangling (Course number will change from Special Topics)

Students will choose from two of the following (6 hours)
- DSOM 487 Data Visualization (Course number will change from Special Topics)
- Stat 400 Machine Learning & Statistical Modeling (New Course)
- COMP-SCI 390 Data Stories & AI Experience (New Course)
- COMP-SCI 490 Web app mobile application
- Math 401 Data-Driven Modeling (New Course)

- Math 314 Graph Theory with Applications (New Course)

Students will complete two of the following courses (6 hours)
- COMP-SCI 490a Python Deep Learning
- COMP-SCI 490b Web app mobile application (
- COMP-SCI 424 Software Methods and Tools
- COMP SCI 456 Human Computer Interface
- COMP SCI 465R Introduction to Statistical Learning
- COMP-SCI 394R Applied Probability
- GEOG 444 Spatial Data Analysis
- Math 469 Math Modeling
- STAT 496 Internship/Practical Training

Note: Additional courses may count toward the BAS emphasis area in Data Analytics with permission from the Director of the BAS

1. **Total Credits Required for Graduation:** 120

2. **Residence requirements, if any:** 30 credit hours (UMKC standard)

3. **General education:** 0-21 credit hours (AAS degrees vary in terms of the number of courses that fulfilling general education requirements)

Courses (specific course or distribution area and credit hours):

Course	Hours	Course	Hours
Math Pathway	3	Critical Thinking in Social and Behavioral Sciences	3
Written Communication II	3	Critical Thinking in Natural and Physical Sciences	3
Oral Communication	3	Critical Thinking in Arts and Humanities	3
Constitution Requirement	3		

4. **Major Requirements**
   a. Total credits specific to degree: 31-37 (varies by emphasis area)

Requirements: BAS Core

Course	Hours	Course Options
A&S 311: Experiencing UMKC	1	
Ethics & Leadership (choose one)	3	Phil 321, 448, 450, 451WI

Professional Communication (choose one)	3	Comm-St 312, Comm-St 343, Comm-St 344, Comm St 351WI, ENG 304WI
Civic & Urban Engagement (choose one)	3	CS 304WI, POL-SCI 372, POL-SCI 379, and others in progress
Culture and Diversity	3	Pol-Sci 368, REGS 320, REGS 329, and others in progress

Requirements: Emphasis Area: Health Services Management

Course	Hours	Course Options
HLSC 101	2	
HLSC 300	3	
HLSC 310	3	
HLSC 430	3	
HLSC 440	3	
HLSC 480	3	
HLSC Elective	3	HLSC 450, HLSC 460, or HLSC 470

Requirements: Emphasis Area: Business and Organizational Leadership

Course	Hours	Course Options
Math 110 (pre-requisite)	(3)	
ACCTNG 210	3	
MIS 202	3	
MKT 324	3	
FIN 325	3	
MGT 332	3	
Electives	9	ENT 315, MGT 301, MGT 370, MIS 402, MKT 335, MKT 420, MKT 430, or DSOM 443

Requirements: Emphasis Area: Digital Media

Course	Hours	Course Options
Student and advisor select six courses	18	COMM-ST 303, COMM-ST 311, COMM-ST 346, COMM-ST 363, COMM-ST 378, COMM-ST 386, COMM-ST 446, COMM-ST 447, COMM-ST 448, ART 310,, ART 337, ART 338 , ART 340, ENG 308, ENG 307WI, or ENG 381

Requirements: Emphasis Area: Digital and Public Humanities

Course	Hours	Course Options

Course	Hours	Course Options
ENG 477DH	3	
HIST 379	3	
Internship Course	3	ENG 448, ENG 449C, HIST 392A, or HIST 392B
Electives	9	COMM-ST 384, ENG 308, ENG 380, ENG 430WI, HIST 343, HIST 391, or ART-HIST 470

Requirements: Emphasis Area: Data Analytics

Course	Hours	Course Options
STAT 235 (pre-requisite)	(3)	
COMP-SCI 191 (pre-req)	(3)	
STAT 340L	1	
STAT 355L	1	
STAT 360L	1	
DSOM 311	3	
ACCTNG 487	3	
Intermediate Courses	6	DSOM 487, STAT 400, COMP-SCI 390, COMP-SCI 490, MATH 401, or MATH 314
Advanced Courses	6	COMP-SCI 490A, COMP-SCI 490B, COMP-SCI 424, COMP-SCI 456, COMP-SCI 465R, COMP-SCI 394R, GEOG 444, MATH 469, or STAT 496

5. **Free elective credits:** 2-29 (depends on the number of general education credits transferred from AAS degree)
6. **Requirement for thesis, internship or other capstone experience:** No thesis or capstone required as part of the BAS Core though internal and external internship opportunities are encouraged or required in each emphasis area.
7. **Any unique features such as interdepartmental cooperation:** This interdisciplinary degree program relies on collaboration between several departments within the College of Arts and Sciences and across academic units at UMKC, including the Bloch School of Management, the School of Computing and Engineering, and the School of Nursing and Health Sciences.

5.D. Program Goals and Assessment

The BAS program will be assessed primarily through the SLOs of the common core coursework. These are the courses all students graduating with a BAS degree will have

completed. Each emphasis area will assess its curriculum and report assessment data to the Director of the BAS for review each year.

The Student Learning Outcomes for the BAS include:
- Develop professional messages for a variety of audiences
- Deliver professional messages in written and/or oral form
- Apply ethical standards to decisions and practical challenges relevant to their emphasis area
- Analyze professional, civic, and social problems in order to design solutions relevant to their emphasis area
- Examine the factors defining cultural identities from multiple perspectives

We will use two types of assessment for the BAS degree. The assessment of student learning for the program will be based on a portfolio of student work. Portfolium in Canvas will be used to gather assessment artifacts and a rubric will be used to assess degree-level SLOs. Artifacts will vary across the different SLOs and will include essays, research papers, policy papers, and other professional products (e.g., professional messages and presentations).

Further, students in the BAS will create a learning contract that addresses their goals for the program as part of their first-semester experience course (Experiencing UMKC). With the help of the instructor, they will create a degree map to fit their specific career and professional goals. Using their portfolios, students will do a reflective assessment at the end of their 3rd and 4th years to assess their progress, adjust their goals and reflect on their learning.

Upon graduation, our goal for placement of these students is to see them advancing in their pre-BAS career or being employed in fields relevant to their chosen BAS emphasis area. We will assess this placement success with our graduating senior survey and our alumni surveys. Feedback from these surveys will be used to refine the BAS.

Our retention rates for full-time transfer students in the College of Arts and Sciences is high at 75% (three-year average of 2017-2019) and we anticipate a similar retention rate for full-time students in the BAS. Retention rates for part-time students is lower in the College of Arts and Sciences (52% for the three-year average of 2017-2019). While our enrollment projections incorporate this lower rate, these projections are conservative. We expect our retention rate for BAS students to outpace the average rate for part-time students for two key reasons. First, our curriculum is designed with this population in mind. Our first-semester experience is designed to re-establish study habits for our adult learners, establish learning and professional goals, and provide campus contacts for students if they find themselves struggling. Because we are targeting students with particular professional and learning goals and students who will start our program as juniors, we anticipate greater persistence in the program given their intentional enrollment.

5.E. Student Preparation

This interdisciplinary degree is designed for students who have completed an Associate of Applied Science (AAS) degree. This is a requirement for admission to the program. Our target population are adults with a AAS degree and work experience who would benefit from a Bachelor of Applied Science (BAS) degree for career progression, career change, or personal development.

5.F. Faculty and Administration

Our Director of the BAS will be responsible for the execution of this proposal and management of the program. Our financial projections include a stipend and a course reduction to enable them to manage this program. Staff support for the BAS program will be provided by the College of Arts and Sciences. Advising support will be provided by the Director of the BAS and the central advising office at UMKC.

The BAS is a unique program in that it largely relies on courses that serve other degree programs. As a result, there are no specific faculty assigned to this program. However, units and departments have committed to ensuring courses are offered and seats are available for BAS students in required core courses and emphasis area requirements (see letters of support). A list of faculty likely to teach courses taken by BAS students is included in the appendix. Faculty will be eligible to teach in the BAS if they meet credentialing requirements set by MDHE for the relevant subject area.

The BAS curriculum has been developed according to existing faculty strengths at UMKC. As the program grows, we see the potential for strategic faculty and staff hires to accommodate significant growth. Specifically, we anticipate adjunct faculty needs immediately that evolve into full-time faculty hires as the program expands. Our likeliest area for future growth is in Data Analytics and this is where we expect a hire will be needed, but this faculty member would be hired in one of the departments supporting the emphasis area and expected to contribute to the BAS and relevant degree programs in their home department.

5.G. Alumni and Employer Survey

We value feedback from our alumni and employers. As part of our assessment plan, we survey graduating seniors about the program. We will work with the College of Arts and Sciences Director of Advancement to follow up with alumni post-graduation and track employment opportunities as part of our regular program review process. We will use both methods to gather feedback on program assessment, revision, and growth opportunities.

5.H. Program Accreditation

Accreditation is not a requirement for the Bachelor of Applied Science degree program.

6. Appendices

Letters of support for the Bachelor of Applied Science:

- Letter of support from Jennifer Lundgren, Provost and Executive Vice Chancellor, UMKC
- Letter of support from Sue Gochis, Vice Chancellor of Instruction/CAO, Metropolitan Community College
- Letter of support from Kati Toivanen, Interim Dean, College of Arts and Sciences, UMKC
- Letter of support from Brian Anderson, Executive Associate Dean, Bloch School of Management, UMKC
- Letter of support from Joy Roberts, Interim Dean, School of Nursing and Health Studies, UMKC
- Letter of support from Kevin Truman, Dean, School of Computing and Engineering, UMKC
- Letter of support from Digital Media team, Elijah Gowin and Ye Wang, Chairs, Departments of Art and Art History, and Communication Studies, UMKC
- Letter of support from Digital Humanities Faculty, Departments of English Language and Literature, History, and Library, UMKC
- Letter of support from Majid Bani-Yaghoub, Chair, Department of Mathematics and Statistics, UMKC
- Letter of support from Brent Never, Department of Public Administration, UMKC
- Letter of support from Emma Casey, Manager of Recruitment, College of Arts and Sciences
- Letter of support, Natalie Frank, UMKC College of Arts and Sciences Alumni Board
- Letter of support, Kamera Meaney, UMKC College of Arts and Sciences Alumni Board
- Letter of support, John Herron, CEO of Kansas City Public Library

Other items included in the appendix:
- List of faculty teaching in the BAS program
- Burning Glass analysis