



Board of Regents Program Action Request
University of Alaska
 Proposal to Add, Change, or Discontinue a Program of Study

1a. UA University UAF	1b. School or College School of Management	1c. Department or Program SOM-BAM
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2. Complete Program Title: Bachelor of Applied Management (BAM)

3. Type of Program

<input type="checkbox"/> Undergraduate Certificate	<input type="checkbox"/> Associate	<input checked="" type="checkbox"/> Baccalaureate	<input type="checkbox"/> Post-Baccalaureate Certificate
<input type="checkbox"/> Master's	<input type="checkbox"/> Graduate Certificate	<input type="checkbox"/> Doctorate	

4. Type of Action	5. Implementation date (semester, year)
<input checked="" type="checkbox"/> Add <input type="checkbox"/> Change <input type="checkbox"/> Discontinue	<input checked="" type="checkbox"/> Fall <input type="checkbox"/> Spring <input type="checkbox"/> Summer Year 2018

6. Projected **UAF** Revenue and Expenditure Summary (not required if the requested action is discontinuation). Provide information for the 5th year after program change approval if a baccalaureate or doctoral degree program; for the 3rd year after program approval if a master's or associate degree program; or for the 2nd year after program approval if a graduate or undergraduate certificate. If information is provided for another year, specify and explain in the program summary attached. Note that revenues and expenditures are not always entirely new; some may be current (see 7d.)

Projected Annual Revenues in FY 2024		Projected Annual Expenditures in FY 2024	
Unrestricted		Salaries & benefits (faculty and staff)	\$450,965
General Fund	\$0	Other (commodities, services, etc.)	\$40,000
Student Tuition & Fees	\$1,022,104	TOTAL EXPENDITURES	\$490,965
Indirect Cost Recovery	\$0	One-time Expenditures to Initiate Program (if >\$250,000)	
TVEP or Other (specify):	\$0	(These are costs in addition to the annual costs, above.)	
Restricted		Year 1	\$0
Federal Receipts	\$0	Year 2	\$0
TVEP or Other (specify):	\$0	Year 3	\$0
TOTAL REVENUES	\$1,022,104	Year 4	\$0

Page # of attached summary where the budget is discussed, including initial phase-in: (Page 5)

7. Budget Status. Items a., b., and c. indicate the source(s) of the general fund revenue specified in item 6. If any grants or contracts will supply revenue needed by the program indicate amount anticipated and expiration date, if applicable.

Revenue source	Continuing	One-time
a. In current legislative budget request	\$0	\$0
b. Additional appropriation required	\$0	\$0
c. Funded through new internal UA university redistribution	\$0	\$0
d. Funds already committed to the program by the UA university ¹	\$0	\$0
e. Funded all or in part by external funds, expiration date	\$0	\$0
f. Other funding source (specify type):	\$0	\$0

8. Facilities. New or substantially (>\$25,000 cost) renovated facilities will be required. Yes No

If yes, discuss the extent, probable cost, and anticipated funding source(s), in addition to those listed in sections 6 and 7 above.

9. Projected **New Annual** Enrollments (headcount of majors). If this is a program discontinuation request, project the teach-out enrollments (**combine UAF plus UAA**).

Year 1: 20	Year 2: 40	Year 3: 60	Year 4: 80
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Page number of attached summary where demand for this program is discussed: Page 4.

¹Sometimes the courses required by a new degree or certificate program are already being taught by a UA university, e.g., as a minor requirement. Similarly, other program needs like equipment may already be owned. 100% of the value is indicated even though the course or other resource may be shared.

10. Number² of new (UAF total) TA or faculty hires anticipated (or number of positions eliminated if a program discontinuation):

Graduate TA	0
Adjunct	6 (@5 courses each)
Term	0
Tenure track	2

*All positions will be only if needed and funded with tuition dollars.

11. Number² of TAs or faculty to be reassigned:

Graduate TA	0
Adjunct	0
Term	0
Tenure track	0 (no one specifically)

Former assignment of any reassigned faculty: Most SOM faculty will teach in the BAM. program, although it will be in predesigned courses

12. Other programs affected by the proposed action, including those at other campuses (please list):

Program Affected	Anticipated Effect
All programs that teach GER classes, 2-year programs at UAF, UAA and UAS	Increased enrollment

Page number of attached summary where effects on other programs are discussed: Throughout document

13. Specialized accreditation or other external program certification needed or anticipated. List all that apply or 'none':

AACSB Accreditation

14. Aligns with University or campus mission, goals, core themes, and objectives (list): Increased enrollment; provide high quality management education

Pages in attached summary where alignment is discussed: pages 2 and 3

15. Aligns with Shaping Alaska's Future themes:

Theme 1: Student Achievement and Attainment; Theme 3: Productive Partnerships with Public Entities and Private Industries

Page in attached summary where alignment is discussed: page 3

16. State needs met by this program (list): Currently, there is no bachelor degree programs better able to serve the 120,000 Alaskans with some college but no formal degree the opportunity to return to school by using their technical certificates or 2-year degrees.

Page in the attached summary where the state needs to be met are discussed: 1-2

18. Program is initially planned to be: (check all that apply)

- Available to students attending classes at campus(es).
- Available to students via e-Learning
- Partially available to students via e-Learning

Page # in attached summary where e-Learning is discussed: pages 1-2.

17. Yes or No (circle one) If this program is an addition, would program be eligible for State's Eligible Training Provider List program? No.

[\(Click here for more information\)](#)

Submitted by the University of Alaska Fairbanks.

Susan Hutchins

Provost

3/15/18

Date

[Signature]

Chancellor

3/19/18

Date

Consensus support of AC

Not supported by AC

Recommend approval by VPASA

Recommend disapproval by VPASA

UA Vice President for Academic & Student Affairs

Date

²Net FTE (full-time equivalents). For example, if a faculty member will be reassigned from another program, but his/her original program will hire a replacement, there is one net new faculty member. Use fractions if appropriate. Graduate TAs are normally 0.5 FTE. The numbers should be consistent with the revenue/expenditure information provided.

Attachments: X Summary of Degree or Certificate Program Proposal

Other (optional)

New Degree Program Proposal
Bachelor of Applied Management
School of Management

Introduction and Overview

The Bachelor of Applied Management (BAM) online degree is designed for individuals who have completed 21-30 credit hours in an area of specialization, technical field, or trade, and who aspire to assume middle management-level positions in their chosen trade or technical field. This fully online applied management degree will offer Alaskans with certificate-level education in specific skill occupations, and often accompanying work experience, the chance to continue their education. Students will be able to finish their four-year degree while continuing to work; they will obtain a degree that will allow them to become proficient middle-managers and supervisors in their chosen career fields. This unique degree, which will have the highest level of business accreditation from the Association to Advance Collegiate Schools of Business (AACSB international), will offer students the opportunity to use their skills and degrees/certificates for academic and career growth. The BAM degree will also attract students outside of Alaska that will enrich the program for Alaskan students and bring in additional revenue, thus allowing the program to be financially sustainable.

While UAF SOM is taking the lead on establishing the degree, and is able to offer this degree alone, our plan is that the BAM will soon be collaborative with the UAA College of Business and Public Policy (CBPP). This will allow the two business schools to lower the cost of offering the degree while enriching students' educational experience by having access to a wider group of faculty. Our hope is that ultimately, both Universities' business schools will offer the concurrent and collaborative degree in which students may take online classes at either campus (majoring either at UAF or UAA) and that these classes will be fully integrated into their respective BAM degrees even if they are degree-seeking students at the sister campus. Please see a letter of support from the Interim Dean of the UAA CBPP (see Appendix A).

Career Opportunities and Need for the Program

The BAM degree is designed specifically for students who have a technical hands-on degree or certificate in fields like mechanics, culinary arts, welding, healthcare, process technology, etc., and who are looking to develop management skills within their fields. Applied management majors are desired in nearly every industry, including healthcare, aviation, automotive technology, and hospitality. These employment opportunities are a unique opportunity, as only a limited number of applied management bachelor degrees exist and many of those are located in for-profit institutions. The proposed degree would be even more distinctive, as it would likely be one of the only AACSB accredited applied management degrees in the nation.

The Alaska workforce will benefit, as skill-based workers transform to managing their businesses in a more business-informed way. The relationship between the business community and the Universities will strengthen, as more business leaders have four-year accredited degrees from the University of Alaska. The Alaska population will benefit from an increased level of college-educated citizens.

This degree was thoroughly vetted with the UAF School of Management (SOM) Business Advisory Council as well as other industry representatives, and there has been widespread enthusiasm for the proposed degree. The Alaska Department of Labor and Workforce Development describes General and Operations Managers as those who “plan, direct, or coordinate the operations of public and private sector organizations. Duties and responsibilities include formulating policies managing daily operations, and planning the use of materials and human resources.” This is a good description of the graduates of the BAM program. The Alaska mean wage for this group is competitive at over \$50,000 annually. In total, the Alaska Department of Labor identifies over 30,000 jobs in Alaska for which BAM graduates would qualify. However, this is a substantial understatement of opportunity, as it does not allow for the many potential students who are already be employed in a technical area and who wish to improve their business and management acumen.

A letter from a UAF alumnus, an Alyeska Pipeline Service Company Employee, does an excellent job in summarizing what this degree will mean for many Alaskans. (See Appendix B).

Relation of Program to other Programs in the UA System

The BAM degree should have no negative effects on enrollments elsewhere in the system, as it is specifically targeting students who do not have a current option for management degrees. It is very different than a Bachelors of Business Administration degree (BBA), which is designed for students focusing solely on business rather than a technical field, and, as such, would attract a much different type of student.

In fact, this program will increase enrollments at UAF and UAA, including enrollments in non-business courses. As it will be collaborative between the two Universities, it will increase enrollments at the two-year colleges at all three campuses (UAF, UAA and UAS) and will be very attractive to students enrolled in occupational endorsements, certificates, and associated degrees. (Appendix C lists many of the degrees from all three campuses from which students could move onto the BAM degree).

Program Alignment with UAF and UA Goals

Alignment with UAF Mission, Core Themes, and Strategic Plan:

Alaska currently has over 120,000 citizens who have some college work completed, but are lacking a formal degree. The BAM degree will help fulfill the UA strategic and enrollment plans of increasing enrollment by over 50% by 2025, as well as the goal of having 65% of Alaskans with some postsecondary credential.

BAM will help to fulfill the academic mission of UAF by providing high-quality management education to students who previously have not had the opportunity to complete a bachelor’s degree related to their professional fields.

The program is aligned with the UAF Strategic Plan and its Core Themes as specified below:

1. Educate: The degree is designed to further educate students interested in management who have technical expertise in a trade.
2. Prepare: This degree will prepare students for mid-level management positions in their current fields, something that is not currently available to students in Alaska. This degree is key to workforce development.
3. Connect: The online format of the BAM degree will allow students to not only connect with the instructor for classroom requirements, but also to network with other students throughout the state and country. This networking will provide a better educational, and possibly an even better professional experience for the student.
4. Engage: BAM is designed specifically to engage Alaskans, and other students across the nation, in continuing educational outreach. The key aim of the program is to target students that would like to continue their education.

Alignment with Shaping Alaska's Future:

This program will contribute to Theme 1 of Shaping Alaska's Future (Student Achievement and Attainment) by allowing students the ability to continue on in their educational pursuits after obtaining an occupational endorsement, certificate, or associate of applied science degree. Traditionally, these three degrees are considered terminal degrees and students do not continue on into bachelor degree programs. BAM is unique in the sense that it allows students to build upon these terminal, technical degrees to develop a management degree that will be useful for their particular industries.

In addition, this program contributes to Theme 3 (Productive Partnerships with Public Entities and Private Industries) by providing local business with educated managers. This program is one of very few in the nation that allows students to build upon the knowledge they got from on-the-job experience and transition it into an accredited management degree.

Alignment with the UA Academic Master Plan:

The BAM degree is also well-aligned to meet several of the UA Academic Master Plan goals, specifically Goals 3, 4, and 5. Goal 3 (Engaged Alaskans via lifelong learning, outreach and community development) is the theme around the design of the BAM degree. This degree is specifically designed to allow Alaskans to return to school and gain management experience but still have the technical skills needed to work in their current career fields. Additionally, Goal 4 (Develop and enhance programs to respond to state needs) is closely aligned with the BAM degree by allowing the thousands of Alaskans without a bachelor's degree the ability to obtain that degree, which in turn will help build our economy.

This degree is also designed to meet Goal 5 (Increase consultation, collaboration, and coordination across the UA system). This entire degree has been created in collaboration with UAA and the plan is to teach it together across the two universities. Additionally, the degree is designed to benefit students in certificate, occupational endorsements, and associate degrees

from two-year programs at all three campuses. This is good for the student, UAF, UAA, and UAS.

Projected Enrollment

Alaskan students (new and continuing) will be recruited through traditional means such as job fairs, marketing and advising. Advising will take place not only on the four-year campuses but also at the two-year campuses; here students interested in skills and trades will be recruited by advisors for this possibly attractive pathway to a four-year online degree that can be completed while they work.

Out-of-state students will be recruited through marketing and the use of Articulation Agreements with 2-year community colleges. In particular, the UAF School of Management currently has articulation agreements and overarching memorandums of understanding (MOU) between several schools in the lower 48. SOM plans to expand the current MOUs to include articulation agreements for those degrees into the BAM degree.

The schools with which SOM currently has an MOU or is working on finalizing an MOU are as follows:

- Allen Hancock College- Santa Maria, California
- Central Texas College- Killeen, Texas
- Clackamas Community College- Oregon City, Oregon
- Coastline Community College- Fountain Valley, California
- Columbus State Community College- Columbus, Ohio
- Mount Hood Community College- Gresham, Oregon
- Rio Hondo College- Whittier, California
- Rogue Community College- Grants Pass, Oregon
- Salt Lake Community College- Salt Lake City, Utah
- Santa Ana College- Santa Ana, California
- Sinclair Community College- Dayton, Ohio
- Skagit Valley College- Mt. Vernon, Washington
- Truckee Meadow Community College- Reno, Nevada
- Red Rocks Community College- Lakewood, Colorado

This fully online degree will be very attractive to many Alaskans who want to combine a trade with business courses. The potentially high demand is also, in part, due to the 120,000 people in Alaska with some college education but no degree. The program design is modeled after the UAF SOM online Bachelors of Emergency Management degree (BEM), in which there are over 200 majors, and serves as a “proof of concept.” We expect to have a minimum of 20 new students in enrollment in the first academic year, 40 additional majors in year 2, and 50 additional majors in each of year 3, 4 and 5. So, by year 5 there would be at least majors total. (This estimate assumes annual retention of 80 to 90%, and considers the fact that full-time students can graduate in two to three years, as students will enter will substantial credits). We eventually see a sustained enrollment of approximately 200 to 300 students with a maximum enrollment capacity of 500 students, split between UAF and UAA.

Resource Impact

At the beginning of the program, no new resources are needed to start the degree. There are no space requirements as this is a strictly online program and business and management faculty exist to teach the courses. Once the degree starts to attract a significant number of students there will be additional resource required for expanded course sections for both SOM and supporting programs. At this point, the additional FTEs will be covered by the tuition that will be generated.

Attached is the Board of Regents Program Action Request. We filled out this table assuming that UAF, after 5 years (2024), would have 100 majors (half of the sustainable 200 majors). We assumed that SOM and the supporting programs, by this time, would each need an additional faculty member and also a total of 6 adjuncts. Assuming a three percent a year increase in tuition, total tuition and fees accruing to UAF would total just over \$1 million annually and expenses (covered by the tuition) would be \$450,965. Importantly, the increased hires would only take place once the number of students increased enough to cover the increased costs.

We would expect that UAA will have similar figures.

eLearning impact:

As the number of distance students increases there will be additional resources needed for eLearning. These will be covered by eLearning course fees. There will be a slight increase in the help needed from eLearning to get new courses ready each semester, but it will not be substantial as the majority of the courses are already offered online. The increase eLearning fees are built into the tuition and fee estimates above.

Appendix A

February 15, 2018 letter of support from the UAA CBPP Interim Dean, Bogdan Hoanca, to UAF SOM Business Administration Program Director Nicole Cundiff.

“I certainly would like to express my support for the BAM program. The proposed joint program will further strengthen the cooperation between the CBPP and the SoM, will better align our course offerings and will provide an opportunity for adults with technical and vocational training to gain management skills that will help them advance in their careers. This type of initiative directly supports President Johnsen’s 65% by 2025 initiative (to get 65% of Alaskan workforce to have a postsecondary credential by 2025). We currently lack such an accredited program in Alaska, and I am confident it will be a useful addition to the menu of options available to Alaskans.

Thank you,

Bogdan”

Appendix B.

Letter of Support.

Erin Rose McGowan
11649 Birch Knoll Loop
Anchorage AK, 99515

November 2, 2017

Dear Committee Members,

I am writing in support of the proposed Bachelor of Applied Management (BAM) degree program. This degree combines the technical knowledge and skills derived from an Associates degree with a curriculum in business management. This degree will better prepare students academically to become promotable to management positions within their respective industries than a standard business degree.

In today's world of technology and business, there is an increasing demand for technical and trade industry managers that are educated, trained, and experienced in both their trade industry and business management practices within oil and gas production, mining, transportation, power generation, utilities, wastewater treatment facilities, maintenance, food processing industries, and more.

I can speak from personal experience that I believe this degree will be an asset to the University of Alaska Fairbanks (UAF) and the University of Alaska Anchorage (UAA) and greatly benefit professionals with technical and trade degrees. In 2008 I graduated from UAF Community and Technical College (CTC) with an Associates of Applied Science (AAS) in Process Technology. Working at the Pogo Gold Mine for two years as a mill operator showed me that a higher level of education was necessary to become a part of the upper management team. I also recognized the importance of upper management being knowledgeable in the technical side of the business to be able to effectively plan, organize, and lead a successful industrial operation. Therefore, in 2010 I enrolled at UAF and began taking business classes. I quickly realized the standard business degree was not preparing me for what I wanted to do after graduation. To remedy this, in 2012 I successfully defended an Interdisciplinary Bachelors of Technology (BT) in *Industry Management* that utilized 30 Process Technology Credits in combination with a UAF School of Management (SOM) business curriculum. I then successfully petitioned to graduate under SOM instead of the Interdisciplinary School because I firmly believed that SOM's prestige and AACSB accreditation would be of higher value to prospective employers. I was right to think that: upon graduating in 2014 I had a job offer waiting for me at the Alyeska Pipeline Service Company, one of Alaska's industries that I had tailored my degree towards. Since accepting that position in 2014 I have been promoted three times. Alyeska recognized that I was not just graduating with a business degree; I was graduating with experience that I could apply to the workplace.

As you can see, that was *a lot* of time and effort to attain my career goals. Which is why I am elated that UAF and UAA are proposing the BAM degree to help other trade and industry professionals to

follow the same path to success that I was given the opportunity to pursue under SOM. The proposed BAM degree would provide technical and trade professionals with a combination of knowledge, skills and experience to become highly competitive candidates for job openings and promotions in their fields, and be a substantial asset to both the UAF and UAA business programs. I cannot say enough how my personal experience at UAF SOM contributed to my professional success.

Thank you for your consideration.

Sincerely,

Erin Rose McGowan

Appendix C

Table 1. List of trades (and associated degrees) across the UA Statewide System whose students would be eligible for the BAM degree (AAS: Associated in Applied Science, OE: Occupational Endorsement)

Degree Name	UAA	UAF	UAS
Advanced Welding	OE		
Air Traffic Control	AAS		
Alaska Salmon Enhancement			OE
Apprenticeship Technologies		AAS	
Automotive Technology	AAS, Certificate	Certificate	
Aviation Administration	AAS		
Aviation Maintenance		AAS, Certificate	
Aviation Maintenance Technology	AAS		
Aviation Maintenance Technology-Airframe	Certificate		
Aviation Maintenance Technology-Power plant	Certificate	Certificate	
Baking and Pastry Arts		Certificate	
Building Energy Retrofit Technician			OE
Carpentry		OE	
Certified Nursing Aid Training			OE
Cisco-certified Network Associate	OE		
Commercial Refrigeration Systems	OE		
Community Health		AAS, Certificate	
Computer and Networking Technology	Certificate		
Construction Management	AAS	AAS	
Construction Technology			AAS
Construction Trades Technology		Certificate	
Culinary Arts	AAS		
Culinary Arts and Hospitality		AAS, Certificate	
Dental Assisting	AAS, Certificate	AAS, Certificate	
Dental Hygiene	AAS		
Diagnostic Medical Sonography	AAS		
Diesel/Heavy Duty			OE
Diesel/Heavy Equipment		Certificate	
Diesel/Marine Technology			OE
Diesel Power Technology	AAS, Certification		
Drafting Technology		AAS, Certificate	Certificate
Environmental Studies		Certificate	
Ethnobotany		Certificate	
Facility Maintenance		OE	

Fisheries Management			OE
Fisheries Technology			AAS, Certificate
Health Information Management			AAS
Health Sciences			AAS
Healthcare Information Technology			OE
Healthcare Information Management Coding Specialist			Certificate
Healthcare Privacy			Certificate
Healthcare Reimbursement		Certificate	
High Latitude Range Management		Certificate	
Human Services		AAS	
Industrial Process Instrumentation	AAS		
Industrial Technology	AAS		
Information Technology Specialist		AAS, Certificate	
Instrumentation Technology		Certificate	
Legal Nurse Consulting Paralegal	Certificate		
Limited Radiography	OE		
Marine Engine Room Preparation			OE
Marine Transportation			AAS, OE
Medical Assisting	AAS	AAS, Certificate	Certificate
Medical Laboratory Technology	AAS		
Medical Office Coding	OE		
Medical/Dental Reception		Certificate	
Millwright	OE		
Mine Mechanic			OE
Mining and Mill Operations		OE	
Non-destructive Testing Technology	OE		
Nursing	AAS		
Occupational Safety and Health	AAS		
Paralegal Studies	AAS	AAS	
Petroleum Technology	Certificate		
Pharmacy Technology	OE		
Phlebotomist	OE		
Physical Therapy Assistant	AAS		
Piloting	AAS	AAS	
Power Technology			OE
Power Technology with emphasis on Diesel or Mine			AAS

Mechanic			
Process Technology	AAS	AAS	
Professional Piloting	AAS		
Radiological Technology	AAS		
Refrigeration and Heating Technology	AAS, Certificate		
Residential and Light Commercial Heating and Ventilation	OE		
Residential/Light Construction			OE
Rural Human Services		Certificate	
Rural Surface Water Quality Testing		OE	
Rural Waste Management and Spill Response		OE	
Safety, Health, and Environmental Awareness Technology		Certificate	
Surgical Technology	AAS		
Sustainable Energy Technology		OE	
Veterinary Assisting	OE		
Welding	Certificate, OE	OE	
Welding and Non-destructive Testing Technology	AAS		
Welding Technology	Certificate		OE

* These are only the degrees currently listed in the UA system. Other degrees outside of the UA system will also be considered.

**Occupation endorsements (OEs) do not meet the minimum total technical credit requirements for the BAM degree, but can still be accepted into the program.