

BOARD OF REGENTS OF THE UNIVERSITY OF WISCONSIN SYSTEM

Education Committee

October 5, 2023

10:30 a.m. – 12:00 p.m.

University Center, Riverview Ballroom – Room 260

UW-River Falls

501 Wild Rose Avenue

River Falls, Wisconsin

& via Zoom Videoconferences

- A. Calling of the Roll
- B. Declaration of Conflicts
- C. Proposed Consent Agenda:
 - 1. Approval of the July 6, 2023 Meeting Minutes of the Education Committee
 - 2. UW-Green Bay: Approval of a Master of Science in Supply Chain Management
 - 3. UW-Madison: Approval of a Bachelor of Business Administration in Business: Entrepreneurship
 - 4. UW-Madison: Approval of a Bachelor of Business Administration in Business: Human Resources Management
 - 5. UW-Madison: Approval of a Bachelor of Business Administration in Business: Management
 - 6. Approval of an Appointment to the Oversight and Advisory Committee of the Wisconsin Partnership Program
- D. Host Presentation by UW-River Falls: “Academic Innovation on a Traditional Campus”
- E. Update: Direct Admissions Implementation
- F. Discussion: Accreditation And Quality Assurance For Academic Programming

**NEW PROGRAM AUTHORIZATION (IMPLEMENTATION)
MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT,
UNIVERSITY OF WISCONSIN-GREEN BAY**

REQUESTED ACTION

Adoption of Resolution C.2., authorizing the implementation of the Master of Science in Supply Chain Management at the University of Wisconsin-Green Bay.

Resolution C.2. That, upon the recommendation of the Chancellor of the University of Wisconsin-Green Bay and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Master of Science in Supply Chain Management program at the University of Wisconsin-Green Bay.

SUMMARY

The University of Wisconsin (UW)-Green Bay proposes to establish a Master of Science (M.S.) in Supply Chain Management. The M.S. in Supply Chain Management will be a 30-credit professional degree offered exclusively online and will prepare students for leadership roles in the manufacturing, logistics, and transportation industries. The program closely aligns with the mission of the Cofrin School of Business to “advance the economic prosperity and entrepreneurial spirit of northeastern Wisconsin,” and fits with the strategic vision of the university by including community partners, offering distinctive programs, and expanding professional graduate programs.

The transportation and logistics sectors are critical to Northeastern Wisconsin and are the leading industries for job growth in the region. Currently, one (1) in every 100 transportation and logistics jobs in the country are located in the greater Green Bay region. An M.S. in Supply Chain Management will provide employers in the region with qualified managers and leaders who can sustain and grow these industries. Furthermore, the proposed program will support advanced study of UW-Green Bay graduates, as well as the more than 100 students currently enrolled in the B.B.A. in Business Administration emphasis in Supply Chain Management. The curriculum will engage students and community partners in applied projects. Graduates will be prepared to pursue opportunities as researchers, managers, and specialists across operational perspectives, logistics, and global supply chain management.

Presenter

- Dr. Kathleen Burns, Provost and Vice Chancellor for Academic Affairs

BACKGROUND

This proposal is presented in accordance with UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting, available at <https://www.wisconsin.edu/uw-policies/uw-system-administrative-policies/policy-on-university-of-wisconsin-system-array-management-program-planning-delivery-review-and-reporting-2/>.

Related Policies

- Regent Policy Document 4-12: Academic Program Planning, Review, and Approval in the University of Wisconsin System
- UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting

ATTACHMENTS

- A) Request for Authorization to Implement
- B) Cost and Revenue Projections Worksheet
- C) Cost and Revenue Projections Narrative
- D) Provost's Letter

**REQUEST FOR AUTHORIZATION TO IMPLEMENT A
MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT
AT UNIVERSITY OF WISCONSIN-GREEN BAY
PREPARED BY UW-GREEN BAY**

ABSTRACT

The University of Wisconsin (UW)-Green Bay proposes to establish a Master of Science (M.S.) in Supply Chain Management. The M.S. in Supply Chain Management will be a 30-credit professional degree offered exclusively online and will prepare students for leadership roles in the manufacturing, logistics, and transportation industries. The program closely aligns with the mission of the Cofrin School of Business (CSB) to “advance the economic prosperity and entrepreneurial spirit of northeastern Wisconsin,” and fits with the strategic vision of the university by including community partners, offering distinctive programs, and expanding professional graduate programs.

The transportation and logistics sectors are critical to Northeastern Wisconsin and are the leading industries for job growth in the region. Currently, one (1) in every 100 transportation and logistics jobs in the country are located in the greater Green Bay region. An M.S. in Supply Chain Management will provide employers in the region with qualified managers and leaders who can sustain and grow these industries. Furthermore, the proposed program will support advanced study of UW-Green Bay graduates, as well as the more than 100 students currently enrolled in the B.B.A. in Business Administration emphasis in Supply Chain Management. The curriculum will engage students and community partners in applied projects. Graduates will be prepared to pursue opportunities as researchers, managers, and specialists across operational perspectives, logistics, and global supply chain management.

PROGRAM IDENTIFICATION

University Name

University of Wisconsin–Green Bay

Title of Proposed Academic Degree Program

Supply Chain Management (SCM)

Degree Designation(s)

Master of Science (M.S.)

Suggested Classification of Instructional Program

52.0203 – Logistics, Materials, and Supply Chain Management

Mode of Delivery

Single institution: 100% distance delivery, with annual in-person fall and spring events

Department or Functional Equivalent

Department of Business Administration

College, School, or Functional Equivalent

Austin E. Cofrin School of Business

Proposed Date of Implementation

Fall 2024

DESCRIPTION OF PROGRAM

Overview of the Program

The M.S. in Supply Chain Management (M.S. in SCM) will be an online graduate degree program designed to accommodate the busy lives of working professionals and prepare them for leadership roles in the region's robust and rapidly evolving manufacturing, logistics, and transportation industries. Through course offerings, students will develop the technical skills and specialized expertise required of individuals working across management capacities, including those related to logistics, strategy and finance, sustainability, and specific technologies related to Supply Chain Management (SCM). Additional coursework will expose learners to the regulations guiding global supply chains, as well as data analytics related to the logistics and transportation of goods. Learners will be able to further specialize their skills in areas such as corporate finance, operations management, and project management. All students in the program will participate in a multiple semester professional project, where they can apply their specific knowledge to help solve current SCM challenges.

Student will complete 30 credits of approved coursework consisting of 12 credits of core coursework, six credits of interdisciplinary breadth, six credit hours of elective coursework across SCM, Finance, and Management, and six credits of an applied professional project. UW-Green Bay will partner with UW-Platteville and their M.S. in Integrated Supply Chain Management and with UW-Stout through their M.S. in Operations and Supply Management so that students from each university can enroll in elective offerings from across the three institutions. The partnership will increase course offerings at each university and further develop local faculty and student expertise to serve each

region's workforce and industry needs. Students electing to take UW-Stout's electives will also meet the requirements for UW-Stout's Six Sigma Black Belt certification.¹

Projected Enrollments and Graduates by Year Five

Table 1 represents enrollment and graduation projections for students entering the program over the first five years. By Year 5 there will be 39 students enrolled in the program. Across the first five years, 77 new students will have enrolled in the program and 53 students will have graduated from the program. On average, student retention and completion rates are expected to be 93%, based on retention rates for other graduate programs at UW-Green Bay.

Table 1: Five-Year Academic Degree Program Enrollment Projections

Students/Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	10	12	15	20	20
Continuing Students	0	9	11	14	19
Total Enrollment	10	21	26	34	39
Graduating Students	0	9	11	14	19

Tuition Structure

Per UW System Administrative Policy SYS 805 and SYS 130, students enrolled in the M.S. in SCM program will pay a service-based pricing graduate tuition rate. There will be no differential between in-state and out-of-state tuition rates and the credit plateau will not apply. Starting with the implementation term in Academic Year (AY25) this rate is \$715.63 per credit, of which \$625.00 is attributable to tuition, \$25.00 to distance education fees, and \$65.63 is attributable to segregated fees. The total cost of tuition and fees for students completing the 30-credit program is projected to be \$21,468.90.

Student Learning Outcomes and Program Objectives

Like all M.S. programs offered by the UW-Green Bay CSB, the proposed program is designed in accordance with standards set by the Association to Advance Collegiate Schools of Business (AACSB). Graduates will be prepared for leadership roles in the manufacturing, logistics, and transportation industries, and will have advanced skills to manage in ways that sustain and grow these industries. Upon completion of the M.S. in Supply Chain Management, students should have achieved competency that is aligned to the following Learning Goals (LGs):

1. Students will be strategic thinkers: Students will demonstrate their understanding of the importance of strategic planning in leading an organization's supply chain management and logistics operations effectively.

¹ Information regarding the UW-Stout Six Sigma Black Belt Certificate may be viewed at <https://www.uwstout.edu/programs/six-sigma-black-belt-certificate>

2. Students will be effective leaders: Students will develop the leadership skills needed for career advancement.
3. Students will be stewards of sustainability: Students will demonstrate their understanding of sustainable solutions to an organization's supply chain and logistics operations to positively impact profitability and the environment.
4. Students will have a global perspective: Students will demonstrate their understanding of the global nature of contemporary supply chains and the related issues impacting business decisions.
5. Specific subject matter expertise: Students will demonstrate competency in supply chain management and logistics theory, tools, and applications.

Program Requirements and Curriculum

The M.S. in SCM will accept students holding an undergraduate degree from accredited institutions. Admission decisions will be made by a selection committee evaluating the educational preparation and professional experiences of applicants. UW-Green Bay graduate policy states that all applicants should carry a cumulative undergraduate GPA of 3.0 or higher for admission. Those who do not meet this threshold will be considered for provisional admission wherein that student must complete the first nine graduate credits at UW-Green Bay with a minimum GPA of 3.0. Students failing to meet this provision will be suspended.

UW-Green Bay students completing the B.B.A. in Business Administration with a SCM emphasis will be eligible to apply for the accelerated degree option. This option will integrate up to six graduate-level credits taken while at the undergraduate level, with learners subsequently completing the remaining 24 credits from the core, breadth, and professional project course categories after completing the B.B.A. Students applying to the accelerated degree must achieve a B or better in SCM 634 (Logistics Management) and either SCM 581 (Operations Management) or FIN 646 (Advanced Corporate Finance).

Table 2 illustrates the 30-credit program curriculum. In agreement with AACSB standards, the M.S. in SCM will prepare students to lead in diverse and global settings. Through coursework and engagement events, students will work collaboratively with diverse, multicultural communities like those found in northeast Wisconsin. Diversity, equity, and inclusion will be an explicit component of multiple program courses such as HUM STUD 620 and SCM 796. The professional project capstone course (SCM 796) will be a culminating project built with industry partners. A minimum of two in-person engagement events will be held annually in fall and spring and will provide a forum for networking with faculty, other learners, and a network of SCM and logistics companies and professionals located in northeast Wisconsin. The university intends to work with industry partners to sponsor and co-host a logistics and transportation public speaker series.

All courses will be offered at least once every other year, with the curriculum structured to support student progression. The curriculum will take advantage of existing offerings at the graduate-level, as well as dual-level offerings overlapping with the undergraduate emphasis curriculum. Course requirements are not scaffolded. Students will be admitted each fall and will take courses with students from across admission cycles.

Table 2: Master of Science in Supply Chain Management Program Curriculum			
Core Requirements for all Students (12 credits)			
SCM 701	Supply Chain Management Strategies & Financing	Fall even	3 credits
SCM 702	Inventory & Risk Management in Supply Chain	Fall odd	3 credits
SCM 703	Sustainability in Supply Chains	Spr. odd	3 credits
SCM 704	Technologies in Supply Chain Management	Spr. even	3 credits
Interdisciplinary Breadth (6 credits)			
HUM STUD 620	Global Cultures and Trade Laws	Fall odd	3 credits
SCM 710	Supply Chain and Operations Analytics	Spr. odd	3 credits
Program Electives (6 credits)			
Choose two. Accelerated students will have already completed this category			
SCM 581	Operations Management	Spring	3 credits
SCM 634	Logistics Management	Fall	3 credits
FIN 646	Advanced Corporate Finance	Fall & Spr.	3 credits
SCM 780	Advanced Project Management	Fall	3 credits
BUSCM-658	Negotiation and Contracts	UW-Stout	3 credits
INMGT-514	Enterprise Resource Planning Practicum	UW-Stout	3 credits
INMGT-718	Advanced Quality Management	UW-Stout	3 credits
ISCM 7520	Warehousing and Distribution Management	UW-Platte. Spring	3 credits
ISCM 7710	Supply Chain Customer Synchronization	UW-Platte. Fall	3 credits
ISCM 7720	Reverse Logistics	UW-Platte. Summer	3 credits
Capstone (6 credits)			
Required for all Students (3 credits, repeatable for required total 6 credits)			
SCM 796	Professional Project	Spring	3 credits
Total Credits			30 credits

Collaborative Nature of the Program

The M.S. in SCM will collaborate with UW-Platteville's M.S. [Integrated Supply Chain Management](#) and UW-Stout's [M.S. Operations and Supply Management](#). The proposed three-campus collaboration provides for individual campus autonomy to develop their programs and campus-specific faculty and student expertise, while leveraging the talent from all three campuses to expand the elective offerings available to students from all three UW System institutions.

Students electing to take UW-Stout's electives will also meet the requirements for UW-Stout's Six Sigma Black Belt certification. Additional details are provided in Table 2.

Projected Time to Degree

The projected time to degree is four semesters (21 months) for traditionally enrolled, full-time students. Students take one to three separate required courses each fall (three to nine credits) and two to three separate required courses each spring (six to nine credits). Abundant elective offerings will be available each semester. Students will be admitted on a rolling basis and need not complete classes in any specific order. Course periodicity and summer offerings will be adjusted as the program matures and aligns with learner needs and expectations.

Accreditation

The UW-Green Bay CSB is undergoing initial accreditation by the AACSB, but the M.S. in SCM is not yet included within the scope of the accreditation request. The timeline for program inclusion within AACSB accreditation would be determined in collaboration with the UW-Green Bay AACSB liaison, upon authorization by the Board of Regents. The CSB and UW-Green Bay already offer M.S. degrees in face-to-face and online modalities. As such the Higher Learning Commission will be notified, but no new approvals should be required.

JUSTIFICATION

Rationale

The CSB was created in July 2016 and immediately began to align its curriculum with regional strengths and needs. In support of this strategic goal, the Supply Chain Emphasis of the B.B.A. in Business Administration was initiated in fall 2016. As of fall 2022 the CSB supported over 1,500 undergraduate and graduate students. The relatively young B.B.A. in Business Administration—SCM emphasis supports over 110 declared students. Regionally, UW-Green Bay and the CSB recognize the need to expand professional graduate offerings in the region. Addressing this need is aligned with the select mission of UW-Green Bay to embrace the university's role as the urban-serving campus for the third-largest metropolitan and economic region in the state.² In the past six years, graduate enrollment at UW-Green Bay has more than doubled, both in terms of enrollment and graduate program offerings. Still, there is much capacity in the CSB and at UW-Green Bay to support further growth, as well as the distinct need in northeastern Wisconsin to prepare the next leaders in this large and continually growing logistics and transportation industry. Within the CSB, SCM is the most regionally-aligned next step to better meet the region's workforce and graduate education needs.

² UW-Green Bay select mission is published at <https://www.uwgb.edu/chancellor/mission/vision.asp>

The integration of campuses in Sheboygan, Manitowoc, and Marinette in 2018, affirmed the university's responsibility to serve northeast Wisconsin's collective coastal region. The mission and strategic vision emphasize the institutional responsibility and importance as an anchor institution to promote civic engagement, cultural enrichment, economic growth, and environmental sustainability. This is accomplished, in part, through the realignment of undergraduate and graduate programs so that the UW-Green Bay program array recognizes regional strengths and needs. Preparing graduate-trained leaders in the regional workforce aligns with the pressing needs of the area's industries searching for their next leaders and innovators. This proposed program builds upon ongoing partnerships with regional and national employers in the transportation and logistics industries. This proposal represents the natural maturation and evolution of business at UW-Green Bay from a department to an endowed school, to a stand-alone endowed college. This program aligns with the growth of the undergraduate population at UW-Green Bay and provides a valuable local pathway for learners to attain advanced credentials, with which they are prepared to lead the area's innovative transportation and logistics industries.

University Program Array

Building on the existing foundation of the undergraduate Supply Chain Management emphasis of the B.B.A. in Business Administration, the proposed graduate program will leverage existing courses and faculty expertise. Three upper-level elective courses will be cross-listed as both undergraduate and graduate-level courses (e.g., SCM 434/634, SCM 381/581, FIN 446/646). Courses from other UW-Green Bay graduate programs will be available to M.S. in SCM students (SCM 780) and leverage resources from different disciplines across the university (HUM STUD 620). Agreements with UW-Stout and UW-Platteville expand elective course offerings and maximize UW System faculty expertise for learners.

The program will leverage existing faculty who currently teach in the CSB's undergraduate B.B.A. program, as well as graduate faculty teaching in the CSB's M.S. Management and MBA programs. Several courses developed for the M.S. in SCM program are well suited as electives for other graduate programs at UW-Green Bay, particularly those focused on management. By using a combination of existing courses and courses developed specifically for the M.S. in SCM program, the strategy balances the need to offer discipline-specific courses in a cost-efficient manner, while offering students the opportunity to collaborate with graduate students from multiple other programs across UW-Green Bay and the UW System, specifically UW-Platteville and UW-Stout.

Other Programs in the University of Wisconsin System

Three UW System institutions currently offer similar graduate degree programs. UW-Madison offers an in-person M.S. in Supply Chain Management, UW-Platteville offers an online M.S. in Integrated Supply Chain Management, and UW-Stout offers an in-person M.S. in Operations and Supply Management. Other UW institutions offer an emphasis with some focus on SCM in other business graduate programs.

The proposed program is built upon existing strengths and growth in the UW-Green Bay B.B.A. in Business Administration SCM emphasis, as well as the university's involvement and collaboration with the Greater Green Bay Chamber of Commerce's Transportation and Logistics Taskforce. In the Green Bay region, transportation and logistics is the leading industry for job growth in the region. UW-Green Bay will address occupational need by leveraging its programmatic strengths to meet the growing employment demand of the logistics and transport industries abundant in the region. The curriculum is uniquely founded on the partnerships with area organizations. Foundational courses were built in collaboration with industry partners.

Need as Suggested by Current Student Demand

The regional concentration in transportation and logistics companies in northeastern Wisconsin prompted the CSB to initiate its undergraduate emphasis in SCM for the B.B.A. in Business Administration. The SCM emphasis was first offered in the 2016-17 academic year. As of fall 2022, enrollment has grown to over 110 students, averaging roughly 15 new students per year across this six-year period; growth remains strong.³ From 2020 through 2022, the B.B.A. in Business Administration SCM emphasis recorded 76 graduates, or just over 25 graduates per year. These undergraduate completion trends provide a solid and growing population of students who may be interested in pursuing the accelerated M.S. in SCM option. The majority of student demand will come from working professionals in northeastern Wisconsin's transportation and logistics industry.

Need as Suggested by Market Demand

The Greater Green Bay area has at least 11,000 jobs in the logistics and transport industries alone, its employers seek qualified professionals to manage their business needs. As stated, these industries are experiencing high job growth in the region and occupational needs will continue to increase over time. Currently, one (1) in every 100 transportation and logistics jobs in the country are located in the greater Green Bay region alone. These positions are driven by the currently 642 different transportation and logistics companies which call this region their home. The region supports the 18th largest transportation and logistics employment concentration in the United States-a notable achievement for a metropolitan area under 400,000 people.⁴

³ UW-Green Bay Office of Institutional Strategy & Effectiveness. See <https://www.uwgb.edu/ise/>



⁴ Greater Green Bay Chamber – Transportation and Logistics. <https://www.greatergb.org/economic-development/transportation-and-logistics>

The UW-Green Bay CSB is ideally suited to meet this industry demand. With recent growth, educational pathways, and partnerships, the college has positioned itself as a regional leader in preparing industry leaders in northeastern Wisconsin. Students enrolled in a CSB program represent about one in every four graduate students across the university. Programs include the M.S. in Management and Executive Impact MBA, and the college is positioned with the faculty and curriculum to support a program that matches this critical regional need.

Employment outcomes in these positions are promising, both in terms of job availability and salary. Wisconsin yields near the highest concentration of jobs, per state, in areas on the production spectrum (with mean wages ~\$110,000/year), and the Green Bay metropolitan area specifically has multiple opportunities available for Transportation, Storage, and Distribution Managers (mean wages ~\$103,000/yr.; predicted to grow at 8% nationally over the next 10 years.⁵ The Bureau of Labor Statistics forecasts a 30% growth in the area of logistics over the next 10 years, representing a rate much higher than average for all occupations.⁶ Depending on courses taken within the curriculum and capstone projects chosen, learners in this program may be able to further focus on such broad-ranging SCM issues as those related to sectors in food supply distribution, packaging and transportation, operations management, or warehousing technologies.

⁵ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook*, Transportation, Storage, and Distribution Managers, on the Internet at <https://www.bls.gov/ooh/data-for-occupations-not-covered-in-detail.htm> (visited 7/12/2022)

⁶ Bureau of Labor Statistics, U.S. Department of Labor, *Occupational Outlook Handbook*, Logisticians, on the Internet at <https://www.bls.gov/ooh/business-and-financial/logisticians.htm> (visited 7/12/2022).

University of Wisconsin - Green Bay						
Cost and Revenue Projections For MS Supply Chain Management						
	Items	Projections				
		2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
		Year 1	Year 2	Year 3	Year 4	Year 5
I	Enrollment (New Student) Headcount	10	12	15	20	20
	Enrollment (Continuing Student) Headcount	0	9	11	14	19
	Enrollment (New Student) FTE	10	12	15	20	20
	Enrollment (Continuing Student) FTE	0	9	11	14	19
II	Total Program Specific New Credit Hours	15	15	18	18	21
	Existing/Borrowed Credit Hours	3	6	3	6	3
	Program Specific New Sections	5	5	6	6	7
	Borrowed Sections	1	2	1	2	1
III	FTE of New Faculty	1.0	1.0	1.0	1.0	1.0
	FTE of Current Fac	0.14	0.29	0.14	0.29	0.14
	FTE of Current IAS					
	FTE of New Admin Staff					
	FTE Current Admin Staff					
IV	Revenues					
	From Tuition	\$93,750	\$196,875	\$243,750	\$318,750	\$365,625
	Program Revenue (Grants)	\$0	\$0	\$0	\$0	\$0
	Program Revenue - Other	\$0	\$0	\$0	\$0	\$0
	GPR (re)allocation	\$70,834	\$72,251	\$88,435	\$90,204	\$107,343
	Total New Revenue	\$164,584	\$269,126	\$332,185	\$408,954	\$472,968
V	Expenses					
	Salaries plus Fringes					
	New Faculty Salary	\$91,728	\$93,563	\$95,434	\$97,342	\$99,289
	Existing Faculty	\$17,143	\$34,286	\$17,143	\$34,286	\$17,143
	Graduate and Executive Education Coordinator Salary	\$18,333	\$18,700	\$19,074	\$19,455	\$19,845
	Chair Support (Salary and Course Reassignment)	\$7,500	\$7,650	\$7,803	\$7,959	\$8,118
	New Faculty Fringe	\$35,774	\$36,489	\$37,219	\$37,964	\$38,723
	Existing Faculty Fringe	\$6,686	\$13,371	\$6,686	\$13,371	\$6,686
	Graduate and Executive Education Coordinator Fringe	\$7,150	\$7,293	\$7,439	\$7,588	\$7,739
	Chair Fringe	\$2,925	\$2,984	\$3,043	\$3,104	\$3,166
	Other Expenses					
	Marketing	\$50,000	\$50,000	\$40,000	\$40,000	\$40,000
	Programing and Engagement	\$10,000	\$15,000	\$20,000	\$20,000	\$20,000
	Total Expenses	\$247,239	\$279,336	\$253,841	\$281,069	\$260,709
VI	Net Revenue	-\$82,654	-\$10,210	\$78,345	\$127,885	\$212,259
Provost's Signature:				Date: 9/1/2023		
						
Chief Business Officer's Signature:				Date: 9/1/2023		
						

COST AND REVENUE PROJECTIONS NARRATIVE UNIVERSITY OF WISCONSIN-GREEN BAY MASTER OF SCIENCE IN SUPPLY CHAIN MANAGEMENT

Introduction

The University of Wisconsin (UW)-Green Bay proposes to establish a Master of Science (M.S.) in Supply Chain Management (SCM). The M.S. in SCM will be a 30-credit professional degree that is offered exclusively online and will prepare students for leadership roles in the manufacturing, logistics, and transportation industries. The program closely aligns with the mission of the Cofrin School of Business to “advance the economic prosperity and entrepreneurial spirit of northeastern Wisconsin,” and fits with the strategic vision of the university by including community partners, offering distinctive programs, and expanding professional graduate programs. Per UW System Administrative Policy SYS 805 and SYS 130, service-based pricing will apply.

Section I – Enrollment

Enrollment projections assume matriculation of 10 students in Year 1, and 20 new students annually by Year 4. Across the first five years of the program, it is anticipated that the average rate of completion and retention will be 93%, which is similar to retention rates for other graduate programs at UW-Green Bay. Based on these parameters, it is anticipated that by the end of Year 5, 77 students will have enrolled in the program and 53 students will have graduated. When course enrollment consistently surpasses 30 students, steps will be taken to adjust the periodicity of course offerings.

Section II – Credit Hours

Students will complete 30 credits. New credits reflect the creation of six 3-credit core-courses. In addition, a 3-credit “Professional Project” capstone course will be created, and students will complete and repeat this course during the final semesters of the program. Existing/borrowed credit hours reflect proposed elective courses that will be drawn from existing graduate and cross-listed courses offered by UW-Green Bay, UW-Stout, and UW-Platteville. Section totals reflect the number of course sections projected to be offered each year.

Section III – Faculty and Staff Appointments

Instructional needs will be met with a combination of existing tenure track faculty and one additional teaching faculty member contributing at least 15 credits in the program per year. The need to hire additional FTE will be assessed in future years and will depend on performance relative to combined enrollment goals in both the M.S. in SCM and the existing B.B.A. Business Administration SCM emphasis. Faculty engaged in the M.S. in SCM will teach across both the undergraduate and graduate levels and will take over program chair leadership responsibilities associated with this graduate program.

Section IV – Program Revenues

Tuition Revenues

Program revenue projections are tuition-focused and based on expected tuition generated at an M.S. SCM-specific graduate tuition rate following service-based pricing guidelines. Students enrolled in the program will pay \$625.00 per credit for tuition. Additional distance education fees of \$25.00 per credit and student segregated fees of \$65.63 per credit will be charged to students; however, these fees are not available to the program and therefore are not presented in the cost and revenue document. Total tuition and fees are competitive with other universities in the Midwest. A fair market value analysis of similar UW programs indicated a median cost per credit of \$700. An analysis of similar programs in the Midwest indicated a median cost per credit of \$866. It is assumed elective tuition paid by learners to UW-Stout and UW-Platteville will roughly equivalent to tuition returned to UW-Green Bay from UW-Stout and UW-Platteville program learners.

GPR Reallocation

The expertise of a 27-credit load lecturer position will be utilized to teach both the undergraduate SCM curriculum as part of the B.B.A. in Business Administration, as well as the M.S. SCM curriculum. GPR will be used to cover a portion of this position and is reflected as a GPR (re)allocation in the budget document. Overall, it is expected that by Year 3 program revenues will fully support the program and provide financial stability. Continued GPR revenue shown with the budget after program solvency reflects the shared nature of faculty lines contributing to both undergraduate and graduate education in supply chain management and logistics.

Section V – Program Expenses

Salary and Fringe Expenses

Direct FTE faculty and instructional staff costs for program delivery are estimated using an average annual teaching faculty salary of \$91,728 plus fringe (39% of salary), reflecting an average teaching faculty salary at an Association to Advance Collegiate Schools of Business (AACSB) accredited institution. Annual increases of 2% of overall salary and fringe are included in all estimates. Additionally, costs for existing faculty are based upon current rates for tenure track CSB faculty in this area, using a proportional estimate of \$120,000 annually plus 39% fringe.

Graduate and Executive Education Coordinator: This CSB position is responsible for engaging with regional employers to build partnerships, increase awareness of graduate programs, and recruit graduate learners for CSB graduate programs. The M.S. in SCM program will be the third CSB-specific graduate program; thus, salary expenses are shared across programs (M.S. Management, executive MBA, M.S. SCM). UW-Green Bay fringe rates for this position are 39%.

Program Chair Costs: Chair costs are estimated to include a \$7,500 stipend (with 2% increase/year). Responsibilities of the position include student recruitment, curricular organization, establishment and contact with internship providers, scheduling, engagement with ad hoc faculty, and overall program coordination, including engagement in summer work. This rate is in keeping with other recently launched graduate programs at UW-Green Bay.

Other Expenses

Marketing: An average annual investment of \$44,000 for marketing across all five years is assumed, with an annual 2% increase. The UW-Green Bay Office of University Marketing and Communications has recommended an initial investment of \$50K in both Year 1 and Year 2. The Year 1 investment will support messaging and strategy work, the development of a multiyear plan, as well as concept, creative development, and initial media execution. The Year 2 investment will support creative revisions and optimizations, as well as media execution. This investment is reduced to \$40K per year from Year 3 onward, constraining the focus to creative versioning for and execution of tactics identified in the multiyear plan.

Programing and Engagement: \$10,000 to \$20,000 is budgeted per year for programing that will enhance the student experience and support SCM faculty professional development and scholarship. Funding will support guest lectures, networking events, travel, and research grants for students to attend relevant conferences. Funds will also support engagement and student recruitment efforts with regional industry partners by the CSB Graduate and Executive Education Coordinator.

Section VI – Net Revenue

Assuming enrollment targets are met, the program should be in a position of positive revenue beginning Year 3, with increasing financial sustainability by Year 4 of the program. Net revenues will be reinvested in the program, the CSB, and UW-Green Bay to ensure curricular and facilities relevancy and expand placement opportunities for students.



Date: 10 August 2023

To: Jay Rothman, UW-System President

Cc: Tracy Davidson, Associate Vice President
Office of Academic Programs & Faculty Advancement

From: Kate Burns, Provost and Vice Chancellor for Academic Affairs
UW-Green Bay

Subject: Authorization to Implement: Master of Science in Supply Chain Management

I confirm the University of Wisconsin-Green Bay's commitment to adding a Master of Science in Supply Chain Management (MS-SCM) to our graduate program array. The program gained final, formal support from UW-Green Bay's shared governance at the Faculty Senate meeting on 22 February 2023.

This program serves the academic program interests of UW-Green Bay and its Cofrin School of Business. This degree provides UW-Green Bay the ability to offer a high quality, online graduate program that serves both the university's mission of providing "a problem focused educational experience" with a commitment to "service to the community," while also advancing the Cofrin School of Business's mission to "advance the economic prosperity and entrepreneurial spirit of northeastern Wisconsin."

A MS-SCM also fits with the strategic vision of the university, including connecting with community partners, distinctive programs, expanding professional graduate programs, and professional growth. As the transportation and logistics sector are both critical to Northeastern Wisconsin and the largest area for job growth in the region, this degree and our institution are ideally suited to provide future leaders in SCM with these highly sought-after and transferrable skills. This degree would extend the graduate offerings of UWGB, build upon the existing 110+ student undergraduate emphasis in SCM offered within the BBA in Business Administration program.

The UWGB Graduate Academic Affairs Council (GAAC) has oversight for all graduate programs, including review and approval of new programs and graduate-level credit courses. The GAAC will formally review the MS SCM program on a five-year cycle beginning in 2027-2028. The program will also be formally reviewed on a five-year cycle by the department and the Dean of the CSB. Informally, the program will be reviewed by students and organizations annually to ensure program quality and impact.

I am fully supportive of the development of a Master of Science in Supply Chain Management at UW-Green Bay. Please let me know if you require any additional information regarding the program, and thank you for your consideration. I look forward to bringing this degree program to the Board of Regents for consideration to implement.

**NEW PROGRAM AUTHORIZATION (IMPLEMENTATION)
BACHELOR OF BUSINESS ADMINISTRATION IN
BUSINESS: ENTREPRENEURSHIP,
UNIVERSITY OF WISCONSIN-MADISON**

REQUESTED ACTION

Adoption of Resolution C.3., authorizing the implementation of the Bachelor of Business Administration in Business: Entrepreneurship at the University of Wisconsin-Madison.

Resolution C.3. That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Business Administration in Business: Entrepreneurship program at the University of Wisconsin-Madison.

SUMMARY

The University of Wisconsin (UW)-Madison proposes to establish a Bachelor of Business Administration (B.B.A.) in Business: Entrepreneurship, elevating the current entrepreneurship subplan/named option under the B.B.A. in Business: Management and Human Resources to the degree/plan level. The major is one of three new program proposals submitted to the Board of Regents that represents an elevation of a subplan. Pending the approval of the stand-alone B.B.A. majors, admissions to the B.B.A. in Business: Management and Human Resources will be suspended effective Summer 2024. Creation of a standalone major will produce efficiencies in the delivery of the major and will provide students with a more transparent pathway to degree, as well as a major that is more specific and recognizable by employers.

The proposed program is comprised of 120 credits, including a minimum of 63 credits in business fundamental, core, and signature courses that are required for all B.B.A. degrees, plus 24 credits of major course requirements and electives. The degree overall requires a minimum of 18 credits in addition to the liberal studies, business fundamentals, core, and signature courses required for all B.B.A. students. UW-Madison is widely recognized as an entrepreneurship leader.

Published research indicates that more than 20% of undergraduate students at UW-Madison aspire to start a company at some point in their careers. According to the Bureau of Labor Statistics, incorporated self-employment has grown in the U.S.¹ Graduates will be prepared to lead innovative firms, bring new products and services to market, create new businesses, or pursue roles within existing organizations that involve business development, market research, project management, and strategy. Demand for these positions is expected to grow steadily.

Presenter

- Dr. Charles Lee Isbell, Jr., Provost and Vice Chancellor for Academic Affairs

BACKGROUND

This proposal is presented in accord with UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting, available at <https://www.wisconsin.edu/uw-policies/uw-system-administrative-policies/policy-on-university-of-wisconsin-system-array-management-program-planning-delivery-review-and-reporting-2/>).

Related Policies

- Regent Policy Document 4-12: Academic Program Planning, Review, and Approval in the University of Wisconsin System
- UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting

ATTACHMENTS

- A) Request for Authorization to Implement
- B) Cost and Revenue Projections Worksheet
- C) Cost and Revenue Projections Narrative
- D) Provost's Letter

¹ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

**REQUEST FOR AUTHORIZATION TO IMPLEMENT A
BACHELOR OF BUSINESS ADMINISTRATION IN
BUSINESS: ENTREPRENEURSHIP
AT UNIVERSITY OF WISCONSIN-MADISON
PREPARED BY UW-MADISON**

ABSTRACT

The University of Wisconsin (UW)-Madison proposes to establish a Bachelor of Business Administration (B.B.A.) in Business: Entrepreneurship, elevating the current entrepreneurship subplan/named option under the B.B.A. in Business: Management and Human Resources to the degree/plan level. The major is one of three new program proposals submitted to the Board of Regents that represents an elevation of a subplan. Pending the approval of the stand-alone B.B.A. majors, admissions to the B.B.A. in Business: Management and Human Resources will be suspended effective Summer 2024. Creation of a standalone major will produce efficiencies in the delivery of the major and will provide students with a more transparent pathway to degree, as well as a major that is more specific and recognizable by employers.

The proposed program is comprised of 120 credits, including a minimum of 63 credits in business fundamental, core, and signature courses that are required for all B.B.A. degrees, plus 24 credits of major course requirements and electives. The degree overall requires a minimum of 18 credits in addition to the liberal studies, business fundamentals, core, and signature courses required for all B.B.A. students. UW-Madison is widely recognized as an entrepreneurship leader. Published research indicates that more than 20% of undergraduate students at UW-Madison aspire to start a company at some point in their careers. According to the Bureau of Labor Statistics, incorporated self-employment has grown in the U.S.¹ Graduates will be prepared to lead innovative firms, bring new products and services to market, create new businesses, or pursue roles within existing organizations that involve business development, market research, project management, and strategy. Demand for these positions is expected to grow steadily.

PROGRAM IDENTIFICATION

University Name

University of Wisconsin-Madison

¹ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

Title of Proposed Academic Degree Program

Business: Entrepreneurship

Degree Designation(s)

Bachelor of Business Administration

Proposed Classification of Instructional Program (CIP) Code

52.0701 Entrepreneurship/Entrepreneurial Studies

Mode of Delivery

Single university; face-to-face delivery

Department or Functional Equivalent

Department of Management and Human Resources

College, School, or Functional Equivalent

School of Business

Proposed Date of Implementation

Fall 2024

Overview of the Program

The B.B.A. in Business: Entrepreneurship requires 63 business credits, which will include at least 20 credits of business fundamentals courses, 18 credits of business core courses, seven credits of signature courses, and 18 credits of coursework within the discipline. The degree/major requires students to complete a total of 120 credits, including at least 28 credits of liberal studies, which includes the General Education Requirements. The proposed program curriculum will be structured to align with the standards set by the Association to Advance Collegiate Schools of Business (AACSB) International.

Projected Enrollments and Graduates by Year Five

Table 1 represents enrollment and graduation projections for students entering the program over the next five years. By the end of Year 5, it is expected that 138 students will be enrolled in the program and 67 students will have graduated. No attrition is anticipated based upon historical rates of completion for students declared in the department's current credentials. In Year 1, it is expected that 10% of students enrolled in the current entrepreneurship option and a fraction of students in the entrepreneurship/management and entrepreneurship/human resources options will enroll in the proposed program. These students are represented as continuing students. In addition, 28 students will enroll in the program as first-time B.B.A. students.

The following considerations and assumptions were used in determining the projections:

1. Historical enrollment in the entrepreneurship subplan/option and dual-track options. Dual-track enrollments are allocated to the new program in proportion to each freestanding subplan/option's Fall 2021 enrollment for Year 1.
2. Focused marketing around the new credential will result in flat enrollment in Year 1, a 10% increase in enrollments in Years 2 and 3, and declining growth leveling out at 3% in Years 4 and 5, consistent with B.B.A. enrollment projections stabilizing.

Table 1: Five-Year Academic Degree Program Enrollment Projections

Students/Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	28	31	34	35	36
Continuing Students	10	29	59	93	101
Total Enrollment	38	60	93	128	138
Graduating Students	9	1	0	27	30

Tuition Structure

For students enrolled in the B.B.A. in Business: Entrepreneurship program, standard tuition and fee rates for the UW-Madison B.B.A. will apply. For the current academic year, residential tuition and segregated fees total \$6,602.90 per semester for a full-time student enrolled in 12–18 credits per semester. Of this amount, \$5,822.16 is attributable to tuition and the business student differential and \$780.74 is attributable to segregated fees. Nonresident tuition and segregated fees total \$21,301.46 per semester for a full-time student enrolled in 12–18 credits per semester. Of this amount, \$20,520.72 is attributable to tuition and the business student differential and \$780.74 is attributable to segregated fees. Students will cover incidental expenses such as textbooks and similar.

Student Learning Outcomes and Program Objectives

The B.B.A. in Business: Entrepreneurship will prepare students for careers as business professionals with an emphasis on the skills required to become an effective entrepreneur. Upon program completion, students will demonstrate competence in the following learning outcomes:

1. Develop business ideas.
2. Evaluate entrepreneurial opportunities with focus on appropriate use of both quantitative and qualitative analytical tools.
3. Evaluate the skills, financing and other resources required for successfully managing innovation in startups and established organizations.
4. Manage growth in startups and innovation in established organizations.
5. Exercise appropriate leadership, value diverse perspectives, and work collaboratively to accomplish objectives in an entrepreneurial context.

Program Requirements and Curriculum

Students may enroll directly in the B.B.A. in Business: Entrepreneurship after admission to the University of Wisconsin-Madison and the School of Business. For the purposes of this proposal, it is assumed that students will declare this major in their second year of study. Students will be informed about the program through an entry in the Guide (i.e., the university's online catalog); new student advising at Student Orientation, Advising, and Registration (SOAR); and participation in campus-wide and School of Business recruitment activities. The School of Business will provide advising on the declaration process.

The B.B.A. in Business: Entrepreneurship requires three core classes, at least one experiential/applied course, and one or more electives that together will ensure students excel at discovering opportunities, developing/de-risking ideas, designing business models, planning to scale, and financing new ventures. Table 2 illustrates the program curriculum for the B.B.A. in Business: Entrepreneurship.

Furthermore, the B.B.A. in Business: Entrepreneurship, is complementary to Weinert Center for Entrepreneurship programming like the Distinguished Entrepreneurs' Luncheons featuring area and alumni entrepreneurs who represent people from diverse backgrounds. Students enrolled in the proposed program will be encouraged and/or expected to participate in these parallel opportunities as a complement to their required coursework. Together, these programs along with the required program coursework will expose students to entrepreneurship in a variety of industry contexts and from a variety of perspectives.

Table 2: B.B.A. in Business: Entrepreneurship Program Curriculum

Liberal Studies Requirements	28-35 Credits
Communication Part A	0-3 credits
Economics (ECON 101 or 111)	4 credits
Human Behavior (PSYCH 202, SOC 211, ANTHRO 104, GEN&WS 102, or HDFS 363)	3-4 credits
Calculus (MATH 211, 217, or 221)	3-5 credits
Literature	3 credits
Science	6 credits
Ethics (PHILOS 241, 243, 341, or PHILOS/ENVIR ST 441)	3-4 credits
Humanities	3 credits
Ethnic Studies	3 credits
Business Fundamentals Requirements	20-24 Credits
GEN BUS 110 - Personal and Professional Foundations in Business	1 credit
GEN BUS 106 - Foundational Skills for Business Analysis	1 credit
GEN BUS 360 - Workplace Writing and Communication	3 credits
ECON 102 - Principles of Macroeconomics	
Or ECON 111 - Principles of Economics-Accelerated Treatment	3-4 credits
Accounting 100 - Introductory Financial Accounting	3 credits
Accounting 211 - Introductory Managerial Accounting	3 credits
Business Analytics	6-9 credits

Business Core Requirements	18 Credits
FINANCE/ECON 300 - Introduction to Finance	3 credits
MARKETNG 300 - Marketing Management	3 credits
M H R 300 - Managing Organizations	3 credits
OTM 300 - Operations Management	3 credits
GEN BUS 301 - Business Law	3 credits
GEN BUS 400 – Integrated Strategic Leadership	3 credits
Signature Course Requirements	7 Credits
Select One (R M I 300, REAL EST 306, INTL BUS 200, or INFO SYS 322)	3 credits
Select Two (GEN BUS 308, GEN BUS 240 OR GEN BUS 250)	4 credits
Major Course Requirements	18 Credits
M H R 322 - Introduction to Entrepreneurship	3 credits
M H R 415 - Strategic Management of Innovation and Corporate Entrepreneurship	3 credits
M H R 422 - Advanced Entrepreneurship	3 credits
Experiential/Applied Entrepreneurship Course	3-6 credits
Electives	3-6 credits
Additional Credits Needed to Complete 120 Credits	18-29 Credits
Degree Total Credits	120 Credits

Collaborative Nature of the Program

This program will not involve collaboration with other UW System institutions.

Projected Time to Degree

The B.B.A. in Business: Entrepreneurship is designed to be completed in four years of full-time study. Required and elective courses will be offered on a predictable schedule with enrollment priority given to B.B.A. students. To enhance flexibility, some business courses also will be offered in the summer.

Accreditation

No specialized accreditation or HLC advance approval is required. The Association to Advance Collegiate Schools of Business (AACSB International) is the accrediting body and will review this program for accreditation at its next visit in 2026-27.

JUSTIFICATION

Rationale

The B.B.A. in Business: Entrepreneurship will contribute directly to the UW-Madison's mission as it relates to improving the quality of life for all and realizing people's highest potential and will complement the UW-Madison Strategic Framework 2020-2025 by directly fostering learning and supporting innovation that contributes to prosperity throughout Wisconsin.²

² UW-Madison. (2020). Strategic Framework. <https://strategicframework.wisc.edu/>

Entrepreneurs are vital agents of innovation whose pursuits often result in the development of new business units within existing organizations or entirely new firms. Startups tend to have a positive impact evidenced by links between the rates of entrepreneurial activity within countries and their Gross Domestic Product.

More generally, entrepreneurship plays important roles in reducing unemployment and poverty, stimulating competitive marketplaces that can reduce costs for consumers, bringing innovations to market that improve the quality of people's lives, promoting diversity and wealth creation in underrepresented populations, and fostering personal empowerment (Westhead & Wright, 2013).³ The B.B.A. in Business: Entrepreneurship balances the attention it gives to organizational design with cultivating individuals' abilities in ways that will support these outcomes. The degree implicitly embraces an understanding that communities are strengthened by those who start companies as well as those who act entrepreneurially within existing organizations. As such, it directly contributes to UW-Madison's desire to meet the needs of society, strengthen students' understanding of how people are affected by technological change, and build commitment to an open and democratic society with a free market.⁴

University Program Array

The Department of Management and Human Resources within the School of Business currently offers six subplans/options under the established B.B.A. in Business: Management and Human Resources. Pending approval of the proposed program, and the associated proposals for a B.B.A. in Management and B.B.A. in Business: Human Resource Management, the department will simplify the programs of study by reorganizing the sets of courses into three distinct plans/degrees. Once the three B.B.A. programs are implemented in fall 2024, the current B.B.A. Business: Management and Human Resources degree/plan will be discontinued, as will its six existing subplans/options. Admission to the programs was suspended in June 2023, effective Summer 2024. While there will no longer be formal dual-track approaches, a student could pursue two (or even all three) of the majors if they wish.

The School of Business has offered entrepreneurship courses since 1982 and maintained a center dedicated to entrepreneurship instruction and student experiences since 1986. The School of Business also offers an entrepreneurship certificate serving more than 900 undergraduates, but the certificate is only open to non-School of Business students. UW-Madison does not offer any other overlapping programs.

Other Programs in the University of Wisconsin System

The proposed B.B.A. in Business: Entrepreneurship is intended primarily to serve existing UW-Madison students who are currently served by the B.B.A. in Business: Management and Human Resources program. The intention is not to draw students away from related programs at other UW System institutions. Three UW System institutions offer a similar

³ Westhead, P. & Wright, M. (2013). *Entrepreneurship: a very short introduction*. Oxford University Press.

⁴ UW-Madison. (2022). About UW-Madison: Mission. <https://www.wisc.edu/about/mission/>

academic program degree. UW-Eau Claire offers a B.B.A. in Entrepreneurship, UW-Stout offers a B.S. in Entrepreneurship, and UW-Whitewater offers a B.B.A. in Entrepreneurship and Innovation. Entrepreneurship remains relevant and popular, and it is expected that most universities offering business degrees or related credentials will offer an entrepreneurship program in some form.

Need as Suggested by Current Student Demand

According to the Small Business Administration (SBA), in Wisconsin there are roughly 450,000 small businesses employing more than 1.3 million residents suggesting strong local demand for graduates able to lead or launch such companies.⁵ UW-Madison is widely recognized as an entrepreneurship leader. It ranks #16 in the nation by PitchBook for the number of startups developed on campus or led by alumni whose companies receive venture capital investments.⁶ The nearby University Research Park houses more than 120 companies, and many are startups.⁷ Published research indicates that more than 20% of undergraduate students at UW-Madison aspire to start a company at some point in their careers.⁸ Nationally, incorporated self-employment has grown since 2012,⁹ and the degree will meet students' desires to lead innovative firms, bring new products and services to market, and create new businesses. A defined B.B.A. in Business: Entrepreneurship degree would send a strong signal to current and pre-business students, employers, and other universities that UW-Madison is a destination school for entrepreneurship studies.

Enrollment in the entrepreneurship subplan/option credential fluctuates modestly. However, as the number of students seeking the freestanding subplan/option has declined between Fall 2015 and Fall 2022, the number seeking entrepreneurship in a dual-track credential has increased. Overall interest in entrepreneurship has remained steady. Student demand among non-School of Business students for the entrepreneurship certificate is exceptionally strong with more than 900 students seeking the credential and 10% year-over-year growth in the 2021-22 academic year according to B.B.A. Program Office data. It is the most popular certificate offered at UW-Madison. Some students in the certificate may elect to pursue a B.B.A. in Business: Entrepreneurship degree as a second major.

⁵ U.S. Small Business Administration Office of Advocacy. (2020). 2020 Small Business Profile, Wisconsin.

⁶ PitchBook. (2021). 2021 PitchBook university rankings: Top 50 colleges for founders.

<https://pitchbook.com/news/articles/2021-pitchbook-university-rankings-top-50-colleges-founders>

⁷ University Research Park. (2022). Resident companies. <https://universityresearchpark.org/resident-companies/>

⁸ Eckhardt, J. T., Harris, C., Chen, C., Khoshimov, B., Goldfarb, B. (2021) Student regional origins and student entrepreneurship. *Regional Studies* 56(6) 956-971.

⁹ Bureau of Labor Statistics. (2022) (Unadj) Employment Level - Total wage and salary, incorporated self-employed. Current Population Survey data series LNU02048984.

Need as Suggested by Market Demand

For this program, job placement is an important, although imperfect, indicator of market demand as students commonly pursue traditional employment opportunities but may occasionally launch their own companies resulting in titles that are not typically entry-level (e.g., C.E.O). The current constellation of subplans/options with combinations across entrepreneurship, human resources, and management, moreover, makes tracking student outcomes within the individual emphasis areas challenging.

The proposed standalone B.B.A. in Business: Entrepreneurship degree will aid in data collection and reporting moving forward. Graduates of undergraduate programs offered by the Department of Management and Human Resources generally secure strong placement outcomes. Ninety-seven percent (97%) of B.B.A. graduates were employed within six months of graduation in spring 2022 with an average salary of \$62,658.¹⁰ Compensation increased 15% from the previous year (\$53,081) and implies a strong demand for graduates.

Within the state, entrepreneurship training is especially salient. Approximately 99.4% of Wisconsin businesses are “small,” and they created 15,315 jobs in the state in 2020, according to the SBA Office of Advocacy.¹¹ Net new establishments have been increasing in recent years, and applications for new businesses in Wisconsin were up 23% in 2021 according to the U.S Census Bureau.¹²

Nationally, Bureau of Labor Statistics data for occupations like management analysts (median pay \$93,000 with growth through 2031 expected to reach 11%), project management specialists (\$94,500 with 7% growth), and financial analysts (\$95,570 with 9% growth) are intended and attractive placement outcomes for B.B.A. in Business: Entrepreneurship students.¹³


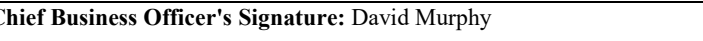
¹⁰ Ibidem

¹¹ U.S. Small Business Administration Office of Advocacy. (2020). 2020 Small Business Profile, Wisconsin.

¹² U.S. Census Bureau. (revised September 16, 2022). Business Formation Statistics.
<https://www.census.gov/econ/bfs/data.html>

¹³ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

Attachment B

University of Wisconsin - Madison						
Cost and Revenue Projections for BBA-Business: Entrepreneurship						
	Items	Projections				
		2024-25	2025-26	2026-27	2027-28	2028-29
		Year 1	Year 2	Year 3	Year 4	Year 5
I	Enrollment (New Student) Headcount	28	31	34	35	36
	Enrollment (Continuing Student) Headcount	10	29	59	93	101
	Enrollment (New Student) FTE	28	31	34	35	36
	Enrollment (Continuing Student) FTE	10	29	59	93	101
II	Total New Credit Hours	0	0	0	0	0
	Existing Credit Hours	798	1260	1953	2688	2877
III	FTE of New Faculty/Instructional Staff	0	0	0	0	0
	FTE of Current Faculty	0.9	1.2	2.3	3.2	3.4
	FTE of Current Instructional Academic Staff	0.5	0.9	1	1.2	1.2
	FTE of New Admin Staff	0	0	0	0	0
	FTE Current Admin Staff	0.33	0.33	0.33	0.33	0.33
	FTE Teaching Assistants	1.33	2.10	3.26	4.48	4.80
IV	Revenues					
	From Tuition (based on \$485.18/credit)	\$387,174	\$611,327	\$947,557	\$1,304,164	\$1,395,863
	From Fees	\$0	\$0	\$0	\$0	\$0
	Program Revenue (Grants)	\$0	\$0	\$0	\$0	\$0
	Program Revenue - Other	\$0	\$0	\$0	\$0	\$0
	GPR allocation	\$45,486	\$79,738	\$114,121	\$161,689	\$181,030
	Total New Revenue	\$432,660	\$691,065	\$1,061,678	\$1,465,853	\$1,576,893
V	Expenses					
	Salaries plus Fringes					
	Faculty	\$216,900	\$347,040	\$576,694	\$818,404	\$886,945
	Instructional Academic Staff	\$52,000	\$95,472	\$108,202	\$132,439	\$135,088
	Admin Staff	\$21,450	\$21,879	\$22,317	\$22,763	\$23,218
	Teaching Assistants	\$62,510	\$100,674	\$159,166	\$223,448	\$243,942
	Other Expenses					
Expenses	\$79,800	\$126,000	\$195,300	\$268,800	\$287,700	
	Total Expenses	\$432,660	\$691,065	\$1,061,677	\$1,465,853	\$1,576,893
VI	Net Revenue	\$0	\$0	\$0	\$0	\$0
Provost's Signature: 			Date: 9/6/2023			
Chief Business Officer's Signature: David Murphy 			Date: 8/21/2023			

**COST AND REVENUE PROJECTIONS NARRATIVE
UNIVERSITY OF WISCONSIN-MADISON
BACHELOR OF BUSINESS ADMINISTRATION
IN BUSINESS: ENTREPRENEURSHIP**

Introduction

The Bachelor of Business Administration (B.B.A.) in Business: Entrepreneurship, represents an elevation of the current entrepreneurship option offered under the B.B.A. in Business: Management and Human Resources to degree level. The B.B.A. in Business: Entrepreneurship is comprised of 120 credits, of which 63 credits are attributable to the B.B.A. These include at least 20 credits of business fundamentals courses, 18 credits of business core courses, seven credits of signature courses, and 18 credits of coursework within the discipline. Students earning the degree will be in a position to found companies or pursue roles within existing organizations that involve business development, market research, project management, and strategy. Standard tuition and fee rates for the UW-Madison B.B.A. programs will apply. The program will draw on enrolled undergraduates and will not directly generate new program revenues for the institution. The costs and revenues of the proposed program will be managed as part of the UW-Madison instructional/tuition pool (Fund 101). Given that the program will leverage existing infrastructure and funding already provided to the department, no substantial additional costs over existing program costs are expected.

Section I – Enrollment

Students may enroll directly in the B.B.A. in Business: Entrepreneurship after admission to the University of Wisconsin-Madison and the School of Business. For the purposes of this proposal, it is assumed that students will declare this major in their second year of study. Students will be informed about the program through an entry in the Guide (i.e., the university's online catalog); new student advising at Student Orientation, Advising, and Registration (SOAR); and participation in campus-wide and School of Business recruitment activities. The School of Business will provide advising for the declaration process. This simplification does not account for other enrollment patterns or transfer student enrollments. No attrition is anticipated based upon historical rates of completion for students in the Department of Management and Human Resources credentials.

In Year 1, it is expected that 10% of students enrolled in the current entrepreneurship, entrepreneurship/management, and entrepreneurship/human resources subplans/options will enroll in the proposed program. In addition, it is projected that 28 students will enroll in the program as first-time B.B.A. students. By the end of Year 5, it is expected that 138 students will be enrolled in the program and 67 students will have graduated.

Section II – Credit Hours

The curriculum offered as core and elective credits will total 63 credits. Projections assume that students will take these credits evenly over their 2nd, 3rd, and 4th years of study, averaging 21 credits per year. Therefore, the total number of credits attributed specifically to the major each year is estimated to be the number of enrolled students x 21. By the fifth year of the program, the total number of credits attributed specifically to the major is projected at 2,898 student credit hours (138 students*21).

Section III – Faculty and Staff Appointments

Existing resources currently devoted to the current B.B.A. in Business: Management and Human Resources will be re-deployed to support the new degree program. Staff support includes an academic program manager (0.33 FTE), with additional advising and student support provided by the School of Business undergraduate student services. This is the current model and structure of the program, and as such, this support is not itemized in the budget. Instruction will be provided by participating faculty and instructional staff from across the School of Business. By the fifth year, an estimated 3.3 FTE of faculty and an estimated 1.2 FTE instructional academic staff will be contributing to instruction. An estimated one FTE of teaching assistants will also be deployed for each 600 student credit hours.

Section IV – Program Revenues

The program will draw on enrolled undergraduates and will not directly generate new program revenues for the institution. The costs and revenues of the proposed program will be managed as part of the UW-Madison instructional/tuition pool (Fund 101). No new additional funding specifically for this program will be provided to the School of Business; however, budget allocation may be somewhat influenced by the enrollment and student credit hour formula followed by UW-Madison's academic year budget model. Funding is considered reallocation within the School of Business as the curricular and student services support will draw on faculty and staff who already support academic programs in the School of Business. As the program grows, the School of Business will allocate funding to the program as appropriate to support this program.

Tuition Revenues

For the purposes of illustrating the amount of tuition revenue that may be attributable to students enrolled in the proposed program, the revenue projections include a simple estimate of revenues based on estimated student major credit hours taken annually at \$485.18 per credit tuition (excluding segregated fees), which is the 2023-24 B.B.A. undergraduate tuition rate. The estimate does not account for tuition collected for credits taken above the credit plateau, for non-resident tuition, or credits taken outside of the major requirements.

Other Revenues

Some GPR allocation will be granted to the program to cover program expenses. Funding is considered reallocation within the School of Business as the curricular and student services support will draw on faculty and staff who already support academic programs in the School of Business. As the program grows, the School of Business will allocate funding to the program as appropriate to support this program. As shown on the budget spreadsheet, GPR allocation will be granted to the program in the first five years to remedy the revenue shortfall. These funds will come from other successful School of Business service-based pricing programs, such as the MS-Business: Analytics and the MS-Business: Data, Insights, and Analytics.

Section V – Program Expenses

Given that the program will leverage existing infrastructure and funding already provided to the department, no substantial additional costs over existing program costs are expected.

Salary and Fringe Expenses

Salary estimates per FTE are: 1) \$241,000, faculty; 2) \$104,000, instructional academic staff; 3) \$47,000, teaching assistant (most appointed at 50%); and 4) \$65,000, academic program manager. Salary estimates anticipate a 2% increase each fiscal year. Fringe is calculated at 33%. Salary and fringe expenses include those attributable to faculty and staff listed in Section III.

Other Expenses

Marketing for the B.B.A. in Business: Entrepreneurship will be incorporated into the general promotional materials (i.e., website, brochures, etc.) prepared by the School of Business for all majors. To support renewal and growth, the budget format estimates \$100 per year per student credit hour in additional instructional supplies and expenses.


Section VI – Net Revenue

The program will be revenue neutral and will be funded substantially by reallocation from the existing program. Student instruction and support will be funded from the 101 instructional/tuition pool by the School of Business from their budget allocation. Students enrolled in the major will partake of a range of courses and student services.



DATE: 6 September 2023

TO: Johannes Britz, Interim Senior Vice President for Academic and Student Affairs, UW System
Via email: apfa@uwsa.edu

FROM: Charles Lee Isbell, Jr., Provost and Vice Chancellor for Academic Affairs 

RE: Authorization Proposal: BBA-Business: Entrepreneurship

In keeping with UW System and Board of Regents policy, I am sending you a proposal for a new BBA-Business: Entrepreneurship at the University of Wisconsin–Madison.

The program is designed to meet UW–Madison’s definition and standards of quality and make a meaningful contribution to the university’s select mission, overall academic plan, and academic degree program array. Students will be required to meet all the requirements and standards for a bachelor’s degree at UW–Madison.

Per UW–Madison policy, this program proposal has been endorsed by the faculty of the offering department (i.e., Department of Management and Human Resources), the dean and academic planning council of the program’s academic home (i.e., the School of Business), and the University Academic Planning Council. It was approved for the UW System Fast-Track Process in November 2022. I send the proposal forward with broad university-wide support, governance approval, and my endorsement.

The program faculty have established a robust plan for curriculum delivery, student support, assessment of student learning, and program review. The School of Business is committed to the necessary financial and human resources required to continue the program. The proposal provides details of these commitments.

Contingent upon Board of Regents approval, the faculty plan to implement the new program in fall 2024 with first enrollments in the fall of 2024. We are requesting that this proposal be scheduled for consideration at the October 2023 Board of Regents meeting. Please contact Karen Mittelstadt (mittelstadt@wisc.edu) with any questions about these materials.

Attachments: Authorization Narrative, Cost and Revenue Projections, Cost and Revenue Projections Narrative

PROVOST CHARLES LEE ISBELL, JR.

Bascom Hall, University of Wisconsin–Madison | 500 Lincoln Drive, Madison, Wisconsin 53706
608-262-8967 | Fax: 608-262-8333 | TTY 608-262-9946

Copies:

Jennifer L. Mnookin, Chancellor, UW–Madison
Jennifer Noyes, Interim Chief of Staff, Office of the Chancellor
Rob Cramer, Vice Chancellor for Finance and Administration
David Murphy, Associate Vice Chancellor for Finance and Administration
Allison La Tarte, Vice Provost, Data, Academic Planning & Institutional Research
Karen Mittelstadt, Institutional Academic Planner, Data, Academic Planning & Institutional Research
Vallabh Sambamurthy, Dean, School of Business
Joann Peck, Associate Dean, Teaching Innovation and Assessment, School of Business
Brian Mayhew, Associate Dean, Undergraduate Program, School of Business
Brigid Patterson, Academic Planner, School of Business
Tracy Davidson, Associate Vice President of Academic Programs & Faculty Advancement, UW System
Diane Treis Rusk, Director of Academic Programs and Student Learning Assessment, UW System

**NEW PROGRAM AUTHORIZATION (IMPLEMENTATION)
BACHELOR OF BUSINESS ADMINISTRATION IN
BUSINESS: HUMAN RESOURCE MANAGEMENT,
UNIVERSITY OF WISCONSIN-MADISON**

REQUESTED ACTION

Adoption of Resolution C.4., authorizing the implementation of the Bachelor of Business Administration in Business: Human Resource Management at the University of Wisconsin-Madison.

Resolution C.4. That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Business Administration in Business: Human Resource Management program at the University of Wisconsin-Madison.

SUMMARY

The University of Wisconsin (UW)-Madison proposes to establish a Bachelor of Business Administration (B.B.A.) in Business: Human Resource Management, elevating the current human resources subplan/option under the B.B.A. in Business: Management and Human Resources. The major is one of three new program proposals submitted to the Board of Regents that represents an elevation of a subplan. Pending the approval of the stand-alone B.B.A. majors, admissions to the B.B.A.—Business: Management and Human Resources will be suspended effective Summer 2024. Creation of standalone majors will produce efficiencies in the delivery of the major and will provide students with a more transparent pathway to degree, and a major that is more specific and recognizable by employers.

The proposed program is comprised of 120 credits, including a minimum of 63 credits in business fundamental, core, and signature courses that are required for all B.B.A. degrees, plus 24 credits of major course requirements and electives. Graduates will be in a position to secure roles as human resource specialists - building collaborative and inclusive company cultures, managing policy creation and execution, improving employee performance, handling staff development needs, and leading negotiations.

Nationally, the outlook for human resource professionals is expected to grow faster than other occupations through 2031.¹

Presenter

- Dr. Charles Lee Isbell, Jr., Provost and Vice Chancellor for Academic Affairs

BACKGROUND

This proposal is presented in accord with UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting, available at <https://www.wisconsin.edu/uw-policies/uw-system-administrative-policies/policy-on-university-of-wisconsin-system-array-management-program-planning-delivery-review-and-reporting-2/>.

Related Policies

- Regent Policy Document 4-12: Academic Program Planning, Review, and Approval in the University of Wisconsin System
- UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting

ATTACHMENTS

- A) Request for Authorization to Implement
- B) Cost and Revenue Projections Worksheet
- C) Cost and Revenue Projections Narrative
- D) Provost's Letter

¹ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

**REQUEST FOR AUTHORIZATION TO IMPLEMENT A BACHELOR OF
BUSINESS ADMINISTRATION IN
BUSINESS: HUMAN RESOURCE MANAGEMENT
AT UNIVERSITY OF WISCONSIN-MADISON
PREPARED BY UW-MADISON**

ABSTRACT

The University of Wisconsin (UW)-Madison proposes to establish a Bachelor of Business Administration (B.B.A.) in Business: Human Resource Management, elevating the current human resources subplan/option under the B.B.A. in Business: Management and Human Resources. The major is one of three new program proposals submitted to the Board of Regents that represents an elevation of a subplan. Pending the approval of the stand-alone B.B.A. majors, admissions to the B.B.A.—Business: Management and Human Resources will be suspended effective Summer 2024. Creation of standalone majors will produce efficiencies in the delivery of the major and will provide students with a more transparent pathway to degree, and a major that is more specific and recognizable by employers.

The proposed program is comprised of 120 credits, including a minimum of 63 credits in business fundamental, core, and signature courses that are required for all B.B.A. degrees, plus 24 credits of major course requirements and electives. Graduates will be in a position to secure roles as human resource specialists - building collaborative and inclusive company cultures, managing policy creation and execution, improving employee performance, handling staff development needs, and leading negotiations. Nationally, the outlook for human resource professionals is expected to grow faster than other occupations through 2031.¹

PROGRAM IDENTIFICATION

University Name

University of Wisconsin-Madison

Title of Proposed Academic Degree Program

Business: Human Resource Management

Degree Designation(s)

Bachelor of Business Administration

¹ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

Proposed Classification of Instructional Program (CIP) Code

52.1001 Human Resources Management/Personnel Administration, General

Mode of Delivery

Single university; face-to-face delivery

Department or Functional Equivalent

Department of Management and Human Resources

College, School, or Functional Equivalent

School of Business

Proposed Date of Implementation

Fall 2024

PROGRAM INFORMATION**Overview of the Program**

The B.B.A. in Business: Human Resource Management requires 63 business credits, which will include at least 20 credits of business fundamentals courses, 18 credits of business core courses, seven credits of signature courses, and 18 credits of coursework within the discipline. The degree/major requires students to complete a total of 120 credits, including at least 28 credits of liberal studies, which includes the General Education Requirements. The proposed program curriculum will be structured to align with the standards set by the Association to Advance Collegiate Schools of Business (AACSB) International. The degree requires four core classes and either: (1) two elective courses in human resource management; or (2) one elective in human resource management and one elective in management. The program requires a minimum of 18 credits in addition to the liberal studies, business fundamentals, core, and signature courses required for all B.B.A. students.

Projected Enrollments and Graduates by Year Five

Table 1 represents enrollment and graduation projections for students entering the program over the next five years. In Year 5, it is expected that 39 students will be enrolled in the program and 19 students will have graduated. The average student retention rate is projected to be 99% based upon historical rates of completion for students declared in the department's current credentials. In Year 1, it is expected that 10% of students enrolled in the current human resources subplan/option and a fraction of students in the human resources/management and entrepreneurship/human resources subplans/options will enroll. In addition, it is projected eight students will enroll in the program as first-time B.B.A. students. The following considerations and assumptions were used in determining the projections:

1. Historical enrollment in the human resources subplan/option and dual-track options. Dual-track enrollments are allocated to the new program in proportion to each freestanding subplan/option's Fall 2021 enrollment for Year 1.
2. Focused marketing around the new credential will result in flat enrollment in Year 1, a 10% increase in enrollments in Years 2 and 3, and declining growth leveling out at 3% in Years 4 and 5, consistent with B.B.A. enrollment projections stabilizing.

Table 1: Five-Year Academic Degree Program Enrollment Projections

Students/Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	8	9	10	10	10
Continuing Students	3	8	17	26	29
Total Enrollment	11	17	27	36	39
Graduating Students	3	0	0	7	9

Tuition Structure

For students enrolled in the B.B.A. in Business: Human Resource Management, standard tuition and fee rates for the UW-Madison B.B.A. will apply. For the current academic year, residential tuition and segregated fees total \$6,602.90 per semester for a full-time student enrolled in 12–18 credits per semester. Of this amount, \$5,822.16 is attributable to tuition and the business student differential and \$780.74 is attributable to segregated fees. Nonresident tuition and segregated fees total \$21,301.46 per semester for a full-time student. Of this amount, \$20,520.72 is attributable to tuition and the business student differential and \$780.74 is attributable to segregated fees. Students will cover incidental expenses such as textbooks and similar.

Student Learning Outcomes and Program Objectives

The B.B.A. in Business: Human Resource Management will prepare students for careers as business professionals with an emphasis on the skills required to become an effective human resources leader. The proposed curriculum aligns with the national Society for Human Resource Management's (SHRM) expectations for necessary coverage of human resource content to ensure graduates are industry ready. Students earning the degree will be able to secure roles as human resource specialists. building collaborative and inclusive company cultures, managing policy creation and execution, improving employee performance, handling staff development needs, and leading negotiations. Upon program completion, students will demonstrate competence in the following learning outcomes:

1. Assess human resource management practices to align them with organizational strategies and contribute to organizational effectiveness.
2. Analyze and improve organizations' reward and incentives structures.
3. Identify methods to effectively attract, evaluate, and retain talent within the organization.
4. Identify and address the challenges to each individual within an organization performing up to their full potential.
5. Formulate human resource policies and implementation plans to promote and leverage a diverse workforce.

6. Apply effective strategies and tactics in dyadic and group settings to attain desired outcomes.

Program Requirements and Curriculum

Students may enroll directly in the B.B.A. in Business: Human Resource Management after admission to UW-Madison and the School of Business. For the purposes of this proposal, it is assumed that students will declare the major in their second year of study. Students will be informed about the program through an entry in the Guide (i.e., the university's online catalog); new student advising at Student Orientation, Advising, and Registration (SOAR); and participation in campus-wide and School of Business recruitment activities. The School of Business will provide advising for the declaration process.

Table 2 illustrates the program curriculum for the proposed B.B.A. in Business: Human Resource Management.

Table 2: B.B.A. in Business: Human Resource Management Program Curriculum

Liberal Studies Requirements	28-35 Credits
Communication Part A	0-3 credits
Economics (ECON 101 or 111)	4 credits
Human Behavior (PSYCH 202, SOC 211, ANTHRO 104, GEN&WS 102, or HDFS 363)	3-4 credits
Calculus (MATH 211, 217, or 221)	3-5 credits
Literature	3 credits
Science	6 credits
Ethics (PHILOS 241, 243, 341, or PHILOS/ENVIR ST 441)	3-4 credits
Humanities	3 credits
Ethnic Studies	3 credits
Business Fundamentals Requirements	20-24 Credits
GEN BUS 110 - Personal and Professional Foundations in Business	1 credit
GEN BUS 106 - Foundational Skills for Business Analysis	1 credit
GEN BUS 360 - Workplace Writing and Communication	3 credits
ECON 102 - Principles of Macroeconomics	
Or ECON 111 - Principles of Economics-Accelerated Treatment	3-4 credits
Accounting 100 - Introductory Financial Accounting	3 credits
Accounting 211 - Introductory Managerial Accounting	3 credits
Business Analytics	6-9 credits
Business Core Requirements	18 Credits
FINANCE/ECON 300 - Introduction to Finance	3 credits
MARKETNG 300 - Marketing Management	3 credits
M H R 300 - Managing Organizations	3 credits
OTM 300 - Operations Management	3 credits
GEN BUS 301 - Business Law	3 credits
GEN BUS 400 - Integrated Strategic Leadership	3 credits
Signature Course Requirements	7 Credits
Select One (R M I 300, REAL EST 306, INTL BUS 200, or INFO SYS 322)	3 credits
Select Two (GEN BUS 308, GEN BUS 240 OR GEN BUS 250)	4 credits

Major Course Requirements	18 Credits
M H R 305 - Human Resource Management	3 credits
M H R 610 - Compensation: Theory and Administration	3 credits
M H R 611- Personnel Staffing and Evaluation	3 credits
M H R 617 - Diversity in Organizations	3 credits
Electives	6 credits
Additional Credits Needed to Complete 120 Credits	18-29 Credits
Degree Total Credits	120 Credits

Collaborative Nature of the Program

This program will not involve collaboration with other UW System institutions.

Projected Time to Degree

The B.B.A. in Business: Human Resource Management is designed to be completed in four years of full-time study. Required and elective courses will be offered on a predictable schedule with enrollment priority given to B.B.A. students. To enhance flexibility, some business courses will also be offered in the summer.

Accreditation

No specialized accreditation or HLC advance approval is required. The Association to Advance Collegiate Schools of Business (AACSB International) is the accrediting body and will review this program for accreditation at its next visit in 2026-27.

JUSTIFICATION

Rationale

The B.B.A. in Business: Human Resource Management will contribute directly to the UW-Madison's mission as it relates to improving the quality of life for all and realizing people's highest potential.² Human resources managers and specialists foster personal empowerment in public and private companies, nonprofit organizations, and government agencies where they work by managing staff, designing and overseeing training, handling conflict resolution, and dealing with other matters that ensure that the employees of an organization are performing optimally. The propose B.B.A. degree programs also complement the UW-Madison Strategic Framework 2020-2025 (2020)³ by directly addressing the needs of people from every background within the organizations they will lead by ensuring modern workplaces are also inclusive communities.

² UW-Madison. (2022). About UW-Madison: Mission. <https://www.wisc.edu/about/mission/>

³ UW-Madison. (2020). Strategic Framework. <https://strategicframework.wisc.edu/>

Furthermore, development of the proposed program is needed to improve communication regarding the major as well as create efficiency in B.B.A. degree program delivery. The Department of Management and Human Resources within the School of Business currently offers six subplans/options under the established B.B.A.-Business: management, human resources, entrepreneurship, and all three as dual-track combinations. Each of the six subplans/options has a unique combination of prerequisites, required courses, and electives. Students, faculty, and staff find this to be confusing, with the administrative complexity resulting in frustration and inefficiency. The proposed program will improve transparency of the academic pathway and major requirements for students and improve the department's ability to clearly convey what majors are offered.

University Program Array

The university currently offers the B.B.A. in Business: Management and Human Resources with six subplan options. Pending approval of the proposed program, and the associated proposals for a B.B.A. in Business: Entrepreneurship and B.B.A. in Business: Management, the department will simplify the programs of study by reorganizing the sets of courses into three distinct plans/degrees. Once the three B.B.A. programs are implemented in fall 2024, the current B.B.A.-Business: Management and Human Resources degree/plan will be discontinued, as will its six existing subplans/options. Admission to the programs was suspended in June 2023, effective Summer 2024. While dual-track sub-plan options will no longer be offered, a student could pursue two (or even all three) of the majors if they wish.

In addition, currently UW-Madison offers a fully online B.B.A. in Business Administration: Human Resources degree for non-traditional students. This program services predominantly returning adults, and it is a separately authorized degree/major. Because the degree is configured for a student population distinct from the Wisconsin School of Business B.B.A. program, the proposed B.B.A. programs are not expected to draw students away from the online program.

Other Programs in the University of Wisconsin System

The proposed B.B.A. in Business: Human Resource Management is Intended primarily to serve existing UW-Madison students who are currently served by the B.B.A. in Business: Management and Human Resources program. The intention is not to draw students away from related programs at other UW System institutions. Six UW System institutions offer human resource management degrees. UW-Eau Claire, UW-Green Bay, UW-Milwaukee, UW Oshkosh, UW-Platteville, and UW-Whitewater each offer a B.B.A. in Human Resource Management.

Need as Suggested by Current Student Demand

Enrollment in the freestanding and dual-track human resources subplans/options has been steady with 18 students in the freestanding credential, two enrolled in entrepreneurship/human resources subplan/option, and 103 in management/human resources subplan/option as of Fall 2021. Enrollment in the M H R 305 Human Resource Management class that represents a vital recruiting opportunity for the degree has recently rebounded, up to 155 in Fall 2022 from 126 in Fall 2021, a gain of 23% according to the Wisconsin School of Business Undergraduate Program Office⁴.

Some students in the dual track subplans/options will likely elect to pursue the B.B.A. in Business: Human Resource Management as either a standalone or dual degree.

Need as Suggested by Market Demand

For this program, job placement is an important indicator of market demand as students commonly pursue traditional employment opportunities. The B.B.A. in Business: Human Resource Management aligns with the SHRM Human Resource Guidebook outlining recommended minimum standards for degree-based coursework in industry. The SHRM standards are based on extensive research and are revalidated regularly (SHRM, 2022).⁵ Graduates of the Department of Management and Human Resources generally secure strong placement outcomes. Ninety-seven percent (97%) of B.B.A. graduates were employed within six months of graduation in spring 2022 with an average salary of \$62,658.⁶ Compensation increased 15% from the previous year (\$53,081) and implies a strong demand for graduates. A defined B.B.A. in Business: Human Resource Management degree would send a strong signal to current and pre-business students, employers, and other universities that UW-Madison is a destination school for human resources studies.

The Bureau of Labor Statistics further suggests this degree will lead to promising employment opportunities.⁷ Median pay for human resource specialists, a common placement outcome, was \$62,290 in 2021 with jobs expected to grow at 8%, nationally and in Wisconsin.^{8,9} an above average rate. Job titles, median pay in 2021, and job growth outlooks follow. Similarly, national data indicate:

- Compensation and benefits specialists (\$64,120, 7% job growth rate);
- Labor relations specialist (\$77,010, job growth rate of 3%); and
- Training specialist (\$61,570, 8% job growth rate).

⁴ Wisconsin School of Business Undergraduate Program Office. (2022). Internal analysis.

⁵ SHRM Academic Initiatives. (2022). *SHRM Human Resource Guidebook*.


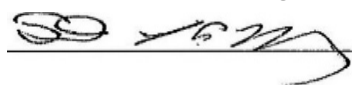
<https://www.shrm.org/certification/for-organizations/academic-alignment/Pages/SHRM-Human-Resource-Curriculum-Guidebook.aspx>

⁶ *Ibidem*

⁷ Bureau of Labor Statistics. (2023). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

⁸ *Ibidem*

⁹ Projections Central. (2023). Long-Term State Occupational Projections 2020-2030, at https://www.projectionscentral.org/Projections/LongTerm?AreaName=&AreaNameSelect%5B%5D=55&Name=human+resource&items_per_page=10

University of Wisconsin - Madison						
Cost and Revenue Projections for BBA-Business: Human Resource Management						
	Items	Projections				
		2024-25	2025-26	2026-27	2027-28	2028-29
		Year 1	Year 2	Year 3	Year 4	Year 5
I	Enrollment (New Student) Headcount	8	9	10	10	10
	Enrollment (Continuing Student) Headcount	3	8	17	26	29
	Enrollment (New Student) FTE	8	9	10	10	10
	Enrollment (Continuing Student) FTE	3	8	17	26	29
II	Total New Credit Hours	0	0	0	0	0
	Existing Credit Hours	231	357	567	756	819
III	FTE of New Faculty/Instructional Staff	0	0	0	0	0
	FTE of Current Faculty	0.5	0.6	1	1	1
	FTE of Current Instructional Academic Staff	0.1	0.1	0.2	0.3	0.4
	FTE of New Admin Staff	0	0	0	0	0
	FTE Current Admin Staff	0.33	0.33	0.33	0.33	0.33
	FTE Teaching Assistants	0.39	0.60	0.95	1.26	1.37
IV	Revenues					
	<i>From Tuition (based on \$485.18/credit)</i>	\$112,077	\$173,209	\$275,097	\$366,796	\$397,362
	<i>From Fees</i>	\$0	\$0	\$0	\$0	\$0
	<i>Program Revenue (Grants)</i>	\$0	\$0	\$0	\$0	\$0
	<i>Program Revenue - Other</i>	\$0	\$0	\$0	\$0	\$0
	<i>GPR allocation</i>	\$81,468	\$97,022	\$122,506	\$83,272	\$83,095
	Total New Revenue	\$193,545	\$270,231	\$397,603	\$450,068	\$480,457
V	Expenses					
	Salaries plus Fringes					
	<i>Faculty</i>	\$120,500	\$173,520	\$250,736	\$255,751	\$260,866
	<i>Instructional Academic Staff</i>	\$10,400	\$10,608	\$21,640	\$33,110	\$45,029
	<i>Admin Staff</i>	\$21,450	\$21,879	\$22,317	\$22,763	\$23,218
	<i>Teaching Assistants</i>	\$18,095	\$28,524	\$46,209	\$62,845	\$69,443
	Other Expenses					
	<i>Expenses</i>	\$23,100	\$35,700	\$56,700	\$75,600	\$81,900
	Total Expenses	\$193,545	\$270,231	\$397,603	\$450,068	\$480,457
VI	Net Revenue	\$0	\$0	\$0	\$0	\$0
Submit budget narrative in MS Word Format						
Provost's Signature: 				Date:		
				9/6/2023		
Chief Business Officer's Signature: David Murphy				Date:		
				8/21/2023		

COST AND REVENUE PROJECTIONS NARRATIVE UNIVERSITY OF WISCONSIN-MADISON BACHELOR OF BUSINESS ADMINISTRATION IN BUSINESS: HUMAN RESOURCE MANAGEMENT

Introduction

The Bachelor of Business Administration (B.B.A.) in Business: Human Resource Management represents an elevation of the current human resources subplan/option under the B.B.A. in Business: Management and Human Resources. The B.B.A.-Business: Human Resource Management is comprised of 120 credits, of which 63 credits are attributable to the B.B.A. These include 63 business credits, which will include at least 20 credits of business fundamentals courses, 18 credits of business core courses, seven credits of signature courses, and 18 credits of coursework within the discipline. Students earning the degree will be positioned to secure roles as human resource specialists building collaborative and inclusive company cultures, managing policy creation and execution, improving employee performance, handling staff development needs, and leading negotiations. Standard tuition and fee rates for the UW-Madison B.B.A. programs will apply. The program will draw on enrolled undergraduates and will not directly generate new program revenues for the institution. The costs and revenues of the proposed program will be managed as part of the UW-Madison instructional/tuition pool (Fund 101). Given that the program will leverage existing infrastructure and funding already provided to the department, no substantial additional costs over existing program costs are expected.

Section I – Enrollment

Students may enroll directly in the B.B.A.-Business: Human Resource Management after admission to the University of Wisconsin-Madison and the School of Business. For the purposes of this proposal, it is assumed that students will declare this major in their second year of study. Students will be informed about the program through an entry in the Guide (i.e., the university's online catalog); new student advising at Student Orientation, Advising, and Registration (SOAR); and participation in campus-wide and School of Business recruitment activities. The School of Business will provide advising for the declaration process. This simplification does not account for other enrollment patterns or transfer student enrollments. The average student retention rate is projected to be 99% based upon historical rates of completion for students in the Department of Management and Human Resources credentials.

In Year 1, it is expected that 10% of students enrolled in the current human resources, human resources/management, and entrepreneurship/human resources subplans/options will enroll in the proposed program. In addition, eight students will enroll in the program as first-time B.B.A. students. By the end of Year 5, it is expected that 39 students will be enrolled in the program and 20 students will have graduated.

Section II – Credit Hours

The curriculum offered as core and elective credits will total 63 credits. Projections assume that students will take these credits evenly over their 2nd, 3rd, and 4th years of study, averaging 21 credits per year. Therefore, the total number of credits attributed specifically to the major each year is estimated to be the number of enrolled students x 21. By the fifth year of the program, the total number of credits attributed specifically to the major is projected at 819 student credit hours (39 students*21).

Section III – Faculty and Staff Appointments

Existing resources currently devoted to the current B.B.A.-Business: Management and Human Resources will be re-deployed to support the new degree program. Staff support includes an academic program manager (0.33 FTE), with additional advising and student support provided by the School of Business undergraduate student services. This is the current model and structure of the program, and as such, this support is not itemized in the budget.

Instruction will be provided by participating faculty and instructional staff from across the School of Business. By the fifth year an estimated 1.0 FTE of faculty and an estimated .40 FTE instructional academic staff will be contributing to instruction. An estimated one FTE of teaching assistants will also be deployed for each 600 student credit hours.

Section IV – Program Revenues

The program will draw on enrolled undergraduates and will not directly generate new program revenues for the institution. The costs and revenues of the proposed program will be managed as part of the UW-Madison instructional/tuition pool (Fund 101). No new additional funding specifically for this program will be provided to the School of Business; however, budget allocation may be somewhat influenced by the enrollment and student credit hour formula followed by UW-Madison's academic year budget model.

Tuition Revenues

For the purposes of illustrating the amount of tuition revenue that may be attributable to students enrolled in the proposed program, the revenue projections include a simple estimate of revenues based on estimated student major credit hours taken annually at \$485.18 per credit tuition (excluding segregated fees), which is the 2023-2024 B.B.A. undergraduate tuition rate. The estimate does not account for tuition collected for credits taken above the credit plateau, for non-resident tuition, or credits taken outside of the major requirements.

Other Revenues

Some GPR allocations will be granted to the program to cover program expenses. Funding is considered reallocation within the School of Business as the curricular and student services support will draw on faculty and staff who already support academic programs in the School of Business. As the program grows, the School of Business will allocate funding to the program as appropriate to support this program. As shown on the budget spreadsheet, GPR allocations will be granted to the program in the first five years to remedy the revenue shortfall. These funds will come from other successful School of Business service-based pricing programs, such as the MS-Business: Analytics and the MS-Business: Data, Insights, and Analytics.

Section V – Program Expenses

Given that the program will leverage existing infrastructure and funding already provided to the department, no substantial additional costs over existing program costs are expected.

Salary and Fringe Expenses

Salary estimates per FTE are: 1) \$241,000, faculty; 2) \$104,000, instructional academic staff; 3) \$47,000, teaching assistant (most appointed at 50%); and 4) \$65,000, academic program manager. Salary estimates anticipate a 2% increase each fiscal year. Fringe is calculated at 33%. Salary and fringe expenses include those attributable to the faculty and staff listed in Section III.

Other Expenses

Marketing for the B.B.A.-Business: Human Resource Management will be incorporated into the general promotional materials (i.e., website, brochures, etc.) prepared by the School of Business for all majors. To support renewal and growth, the budget format estimates \$100 per year per student credit hour in additional instructional supplies and expenses.


Section VI – Net Revenue

The program will be revenue neutral and will be funded substantially by reallocation from the existing program. Student instruction and support will be funded from the 101 instructional/tuition pool by the School of Business from their budget allocation. Students enrolled in the major will participate in a range of courses and student services.



DATE: 6 September 2023

TO: Johannes Britz, Interim Senior Vice President for Academic and Student Affairs, UW System
Via email: apfa@uwsa.edu

FROM: Charles Lee Isbell, Jr., Provost and Vice Chancellor for Academic Affairs 

RE: Authorization Proposal: BBA-Business: Human Resource Management

In keeping with UW System and Board of Regents policy, I am sending you a proposal for a new BBA-Business: Human Resource Management at the University of Wisconsin–Madison.

The program is designed to meet UW–Madison’s definition and standards of quality and make a meaningful contribution to the university’s select mission, overall academic plan, and academic degree program array. Students will be required to meet all the requirements and standards for a bachelor’s degree at UW–Madison.

Per UW–Madison policy, this program proposal has been endorsed by the faculty of the offering department (i.e., Department of Management and Human Resources), the dean and academic planning council of the program’s academic home (i.e., the School of Business), and the University Academic Planning Council. It was approved for the UW System Fast-Track Process in November 2022. I send the proposal forward with broad university-wide support, governance approval, and my endorsement.

The program faculty have established a robust plan for curriculum delivery, student support, assessment of student learning, and program review. The School of Business is committed to the necessary financial and human resources required to continue the program. The proposal provides details of these commitments.

Contingent upon Board of Regents approval, the faculty plan to implement the new program in fall 2024 with first enrollments in the fall of 2024. We are requesting that this proposal be scheduled for consideration at the October 2023 Board of Regents meeting. Please contact Karen Mittelstadt (mittelstadt@wisc.edu) with any questions about these materials.

Attachments: Authorization Narrative, Cost and Revenue Projections, Cost and Revenue Projections Narrative

PROVOST CHARLES LEE ISBELL, JR.

Bascom Hall, University of Wisconsin–Madison | 500 Lincoln Drive, Madison, Wisconsin 53706
608-262-8967 | Fax: 608-262-8333 | TTY 608-262-9946

Copies:

Jennifer L. Mnookin, Chancellor, UW–Madison
Jennifer Noyes, Interim Chief of Staff, Office of the Chancellor
Rob Cramer, Vice Chancellor for Finance and Administration
David Murphy, Associate Vice Chancellor for Finance and Administration
Allison La Tarte, Vice Provost, Data, Academic Planning & Institutional Research
Karen Mittelstadt, Institutional Academic Planner, Data, Academic Planning & Institutional Research
Vallabh Sambamurthy, Dean, School of Business
Joann Peck, Associate Dean, Teaching Innovation and Assessment, School of Business
Brian Mayhew, Associate Dean, Undergraduate Program, School of Business
Brigid Patterson, Academic Planner, School of Business
Tracy Davidson, Associate Vice President of Academic Programs & Faculty Advancement, UW System
Diane Treis Rusk, Director of Academic Programs and Student Learning Assessment, UW System

**NEW PROGRAM AUTHORIZATION (IMPLEMENTATION)
BACHELOR OF BUSINESS ADMINISTRATION IN
BUSINESS: MANAGEMENT,
UNIVERSITY OF WISCONSIN-MADISON**

REQUESTED ACTION

Adoption of Resolution C.5., authorizing the implementation of the Bachelor of Business Administration in Business: Management at the University of Wisconsin-Madison.

Resolution C.5. That, upon the recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Chancellor is authorized to implement the Bachelor of Business Administration in Business: Management program at the University of Wisconsin-Madison.

SUMMARY

The University of Wisconsin (UW)-Madison proposes to establish a Bachelor of Business Administration (B.B.A.) in Business: Management, elevating the current management subplan/named option under the B.B.A.-Business: Management and Human Resources to the degree/plan level. The major is one of three new program proposals submitted to the Board of Regents that represents an elevation of a subplan. Pending the approval of the stand-alone B.B.A. majors, admissions to the B.B.A.—Business: Management and Human Resources will be suspended effective Summer 2024. Creation of standalone majors will produce efficiencies in the delivery of the major and will provide students with a more transparent pathway to degree, and a major that is more specific and recognizable by employers.

The proposed program is comprised of 120 credits, including a minimum of 63 credits in business fundamental, core, and signature courses that are required for all B.B.A. degrees, plus 24 credits of major course requirements and electives. The proposed program will underscore the importance of the role managers play in the competitiveness and performance of organizations. Students earning the degree will be positioned to secure roles involving project management, business development, and strategic or financial analysis where an understanding of an organization's strategy, design,

processes, culture, and context is desirable. U.S. Bureau of Labor Statistics projections for such opportunities show robust job growth in such positions through 2031 ranging from 7% (average) to 19% (far above average).¹

Presenter

- Dr. Charles Lee Isbell, Jr., Provost and Vice Chancellor for Academic Affairs

BACKGROUND

This proposal is presented in accord with UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting, available at <https://www.wisconsin.edu/uw-policies/uw-system-administrative-policies/policy-on-university-of-wisconsin-system-array-management-program-planning-delivery-review-and-reporting-2/>.

Related Policies

- Regent Policy Document 4-12: Academic Program Planning, Review, and Approval in the University of Wisconsin System
- UW System Administrative Policy 102: Policy on University of Wisconsin System Array Management: Program Planning, Delivery, Review, and Reporting

ATTACHMENTS

- A) Request for Authorization to Implement
- B) Cost and Revenue Projections Worksheet
- C) Cost and Revenue Projections Narrative
- D) Provost's Letter

¹ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

**REQUEST FOR AUTHORIZATION TO IMPLEMENT A BACHELOR
OF BUSINESS ADMINISTRATION IN BUSINESS: MANAGEMENT
AT UNIVERSITY OF WISCONSIN-MADISON
PREPARED BY UW-MADISON**

ABSTRACT

The University of Wisconsin (UW)-Madison proposes to establish a Bachelor of Business Administration (B.B.A.) in Business: Management, elevating the current management subplan/named option under the B.B.A.-Business: Management and Human Resources to the degree/plan level. The major is one of three new program proposals submitted to the Board of Regents that represents an elevation of a subplan. Pending the approval of the stand-alone B.B.A. majors, admissions to the B.B.A.—Business: Management and Human Resources will be suspended effective Summer 2024. Creation of standalone majors will produce efficiencies in the delivery of the major and will provide students with a more transparent pathway to degree, and a major that is more specific and recognizable by employers.

The proposed program is comprised of 120 credits, including a minimum of 63 credits in business fundamental, core, and signature courses that are required for all B.B.A. degrees, plus 24 credits of major course requirements and electives. The proposed program will underscore the importance of the role managers play in the competitiveness and performance of organizations. Students earning the degree will be positioned to secure roles involving project management, business development, and strategic or financial analysis where an understanding of an organization's strategy, design, processes, culture, and context is desirable. U.S. Bureau of Labor Statistics projections for such opportunities show robust job growth in such positions through 2031 ranging from 7% (average) to 19% (far above average).¹

PROGRAM IDENTIFICATION

University Name

University of Wisconsin-Madison

Title of Proposed Academic Degree Program

Business: Management

Degree Designation(s)

Bachelor of Business Administration

¹ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

Proposed Classification of Instructional Program (CIP) Code

52.0213 Organizational Leadership

Mode of Delivery

Single university; face-to-face delivery

Department or Functional Equivalent

Department of Management and Human Resources

College, School, or Functional Equivalent

School of Business

Proposed Date of Implementation

Fall 2024

PROGRAM INFORMATION**Overview of the Program**

The B.B.A.-Business: Management program requires 63 business credits, which will include at least 20 credits of business fundamentals courses, 18 credits of business core courses, seven credits of signature courses, and 18 credits of coursework within the discipline. The program requires students to complete a total of 120 credits, including at least 28 credits of liberal studies, which includes the university's General Education Requirements. The proposed program curriculum will be structured to align with the standards set by the Association to Advance Collegiate Schools of Business (AACSB) International.

Projected Enrollments and Graduates by Year Five

Table 1 represents enrollment and graduation projections for students entering the program over the next five years. In Year 5, it is expected that 392 students will be enrolled in the program and 195 students will have graduated. The average student retention rate is projected to be 99% based upon historical rates of completion for students declared in the department's current credentials. In Year 1, it is expected that 10% of students enrolled in the current management subplan/option and a fraction of students in the entrepreneurship/management and management/human resources subplans/options will transfer to the proposed B.B.A.-Business: Management program. In addition, it is projected that 81 students will enroll in the program as first-time B.B.A. students. The following considerations and assumptions were used in determining the projections:

1. Historical enrollment in the management subplan/option and dual-track management/human resources and management/entrepreneurship options. Dual-track enrollments are allocated to the new program in proportion to each freestanding subplan/option's Fall 2021 enrollment for Year 1.

2. Focused marketing around the new credential will result in flat enrollment in Year 1, a 10% increase in enrollments in Years 2 and 3, and declining growth leveling out at 3% in Years 4 and 5, consistent with B.B.A. enrollment projections stabilizing.

Table 1: Five-Year Academic Degree Program Enrollment Projections

Students/Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	81	89	97	100	103
Continuing Students	29	83	169	266	289
Total Enrollment	110	172	266	366	392
Graduating Students	26	3	0	77	89

Tuition Structure

For students enrolled in the B.B.A.-Business: Management program, the standard tuition and fee rates for the UW-Madison B.B.A. will apply. For the current academic year, residential tuition and segregated fees total \$6,602.90 per semester for a full-time student enrolled in 12–18 credits per semester. Of this amount, \$5,822.16 is attributable to tuition and the business student differential and \$780.74 is attributable to segregated fees. Nonresident tuition and segregated fees total \$21,301.46 per semester for a full-time student enrolled in 12–18 credits per semester. Of this amount, \$20,520.72 is attributable to tuition and the business student differential and \$780.74 is attributable to segregated fees. Students will cover incidental expenses such as textbooks and similar.

Student Learning Outcomes and Program Objectives

The B.B.A.-Business: Management program will prepare students for careers as business professionals with an emphasis on the skills required to become effective managers and analysts. Upon program completion, students will demonstrate competence in the following learning outcomes:

1. Analyze organizational capabilities and external opportunities to develop strategies in pursuit of competitive advantages.
2. Assess and respond to different types of change in the competitive environment (technological, rivals' actions, disruption, etc.) that may affect a firm's strategic position.
3. Develop appropriate tactics in competitive and cooperative negotiations to promote team effectiveness, manage conflict, and support organizational strategies when negotiating with external partners.
4. Develop team norms, routines, and structures to maximize team performance and align with organizational goals and strategies.
5. Diagnose management, organizational, and environmental challenges from a change agent's perspective and design interventions to enhance effectiveness and stakeholder value.

Program Requirements and Curriculum

Students may enroll directly in the B.B.A.-Business: Management program after admission to the University of Wisconsin-Madison and the School of Business. For the purposes of this proposal, it is assumed that students will declare this program in their second year of study. Students will be informed about the program through an entry in the Guide (i.e., the university's online catalog); new student advising at Student Orientation, Advising, and Registration (SOAR); and participation in campus-wide and School of Business recruitment activities. The School of Business will provide advising for the declaration process. Table 2 illustrates the program curriculum for the B.B.A.-Business: Management program.

Inclusive leadership principles will be infused into the course content and delivery. One program learning outcome is that graduates will be mindful of how management, organizational, and environmental challenges might be handled to improve an organization's effectiveness and stakeholder value. Engaging stakeholders effectively requires strong interpersonal skills. To strengthen students' ability to communicate and to collaborate with others holding diverse perspectives and experiences, many assignments will be completed in assigned groups. These activities will engage and support students in team-based and problem-based activities while presenting students with opportunities to collaborate with others they may not know personally and who may have a different gender, ethnicity, or background. In terms of required coursework within the major that will advance inclusive excellence, M H R 401 The Management of Teams focuses on designing teams, decision-making, conflict, and creativity. Diversity is a key element in all of these topics and processes. In addition, M H R 420 Managing Change and Organizational Effectiveness examines the importance of anticipating stakeholders' concerns about proposed changes and empowering them in the change process. Within this course, students are encouraged to examine, understand, and appreciate a variety of perspectives and viewpoints while valuing diversity of thought.

Table 2: B.B.A.-Business: Management Program Curriculum

Liberal Studies Requirements	28-35 Credits
Communication Part A	0-3 credits
Economics (ECON 101 or 111)	4 credits
Human Behavior (PSYCH 202, SOC 211, ANTHRO 104, GEN&WS 102, or HDFS 363)	3-4 credits
Calculus (MATH 211, 217, or 221)	3-5 credits
Literature	3 credits
Science	6 credits
Ethics (PHILOS 241, 243, 341, or PHILOS/ENVIR ST 441)	3-4 credits
Humanities	3 credits
Ethnic Studies	3 credits

Business Fundamentals Requirements	20-24 Credits
GEN BUS 110 - Personal and Professional Foundations in Business	1 credit
GEN BUS 106 - Foundational Skills for Business Analysis	1 credit
GEN BUS 360 - Workplace Writing and Communication	3 credits
ECON 102 - Principles of Macroeconomics	
Or ECON 111 - Principles of Economics-Accelerated Treatment	3-4 credits
Accounting 100 - Introductory Financial Accounting	3 credits
Accounting 211 - Introductory Managerial Accounting	3 credits
Business Analytics	6-9 credits
Business Core Requirements	18 Credits
FINANCE/ECON 300 - Introduction to Finance	3 credits
MARKETNG 300 - Marketing Management	3 credits
M H R 300 - Managing Organizations	3 credits
OTM 300 - Operations Management	3 credits
GEN BUS 301 - Business Law	3 credits
GEN BUS 400 - Integrated Strategic Leadership	3 credits
Signature Course Requirements	7 Credits
Select One (R M I 300, REAL EST 306, INTL BUS 200, or INFO SYS 322)	3 credits
Select Two (GEN BUS 308, GEN BUS 240 OR GEN BUS 250)	4 credits
Major Course Requirements	18 Credits
M H R 401- The Management of Teams	3 credits
M H R 420 - Managing Change and Organizational Effectiveness	3 credits
M H R 423 - Strategic Management	3 credits
M H R 628 - Negotiations	3 credits
Electives	6 credits
Additional Credits Needed to Complete 120 Credits	18-29 Credits
Degree Total Credits	120 Credits

Collaborative Nature of the Program

This program will not involve collaboration with other UW System institutions.

Projected Time to Degree

The B.B.A.-Business: Management program is designed to be completed in four years of full-time study. Required and elective courses will be offered on a predictable schedule with enrollment priority given to B.B.A. students. To enhance flexibility, some business courses also will be offered in the summer.

Accreditation

No specialized accreditation or HLC advance approval is required. The Association to Advance Collegiate Schools of Business (AACSB International) is the accrediting body and will review this program for accreditation at its next visit in 2026-27.

JUSTIFICATION

Rationale

The B.B.A. in Business: Management program will contribute directly to UW-Madison's mission as it relates to improving the quality of life for all and realizing people's highest potential.² Managers foster personal empowerment in public and private companies, nonprofit organizations, and government agencies where they work by managing staff, conducting market and financial analyses in support of major decisions, and allocating resources consistent with an organization's strategy so that employees and resources of a firm are performing optimally.

The B.B.A.-Business: Management program also complements the UW-Madison Strategic Framework 2020-2025³ by directly addressing the needs of people from every background within the organizations they will lead, ensuring modern workplaces are also inclusive communities. Managers support the performance of organizations by helping them to meet goals through either setting or interpreting the strategic priorities of an organization, directing the activities of employees, marshaling or stewarding resources, and regularly communicating progress on objectives to an organization's leadership and others. As such, the new degree program contributes to realizing people's highest potential and addressing the needs of people from every background within the organizations they will lead, ensuring modern workplaces are also inclusive communities.

Furthermore, the development of the proposed program is needed to improve communication regarding the major as well as create efficiency in B.B.A. degree program delivery. The Department of Management and Human Resources within the School of Business currently offers six subplans/options under the established B.B.A.-Business: management, human resources, entrepreneurship, and all three as dual-track combinations. Each of the six subplans/options has a unique combination of prerequisites, required courses, and electives. Students, faculty, and staff find this to be confusing, with administrative complexity resulting in frustration and inefficiency. The proposed program will improve transparency of the academic pathway and major requirements for students and improve the department's ability to clearly convey what majors are offered.

University Program Array

The university currently offers the B.B.A. in Business: Management and Human Resources with six subplan options. Pending approval of the proposed program, and the associated proposals for a B.B.A. in Business: Entrepreneurship and B.B.A. in Business: Human Resource Management, the department will simplify the programs of study by reorganizing the sets of courses into three distinct plans/degrees. Once the three B.B.A. programs are implemented in Fall 2024, the current B.B.A.-Business: Management and

² UW-Madison. (2022). About UW-Madison: Mission. <https://www.wisc.edu/about/mission/>

³ UW-Madison. (2020). Strategic Framework. <https://strategicframework.wisc.edu/>

Human Resources degree/plans will be discontinued, as will its six existing subplans/options. Admission to the program was suspended in June 2023, effective Summer 2024. While dual-track sub-plan options will no longer be offered, a student could pursue two (or even all three) of the majors if they wish.

Other Programs in the University of Wisconsin System

The proposed B.B.A.-Business: Management program is intended primarily to serve existing UW-Madison students who are currently served by the B.B.A.-Business: Management and Human Resources program. The intention is not to draw students away from related programs at other UW System institutions, 11 of which offer majors in the specific curricular area of management. UW-Eau Claire, UW-Green Bay, UW-La Crosse, UW Oshkosh, UW-Parkside, UW-River Falls, UW-Superior, UW-Stevens Point, and UW-Whitewater offer a B.B.A. in Management and UW-Stout offers a B.S. in Management. As a discipline, management and leadership skills remain relevant and in demand. It is expected that most universities offering business degrees or related credentials will offer some instruction in this area as it represents a core activity for an organization.

Need as Suggested by Current Student Demand

Enrollment in the freestanding and dual-track management subplans/options has been steady with 153 students in the freestanding credential, 71 enrolled in entrepreneurship/management, and 103 in management/human resources as of Fall 2021. Enrollment in the M H R 423 Strategic Management class represents a vital recruiting opportunity for the degree. This course shows steady demand with 145 students enrolled in academic year 2021-22, in line with 142 in academic year 2020-21, according to the School of Business Undergraduate Program Office.⁴ Some students in the dual-track subplans/options will likely elect to pursue the B.B.A.-Business: Management program as either a standalone or second major.

Need as Suggested by Market Demand

For this program, job placement is an important indicator of market demand as students commonly pursue traditional employment opportunities. Graduates of the Department of Management and Human Resources generally secure strong placement outcomes. Ninety-seven percent (97%) of B.B.A. graduates were employed within six months of graduation in spring 2022 with an average salary of \$62,658.⁵ Compensation increased 15% from the previous year (\$53,081) and implies a strong demand for graduates. A defined B.B.A.-Business: Management program degree would send a strong signal to current and pre-business students, employers, and other universities that UW-Madison is a destination school for leadership and management studies.

⁴ Wisconsin School of Business Undergraduate Program Office. (2022). Internal analysis.

⁵ Ibidem

Graduates will be positioned to secure roles involving project management, business development, and strategic or financial analysis where an understanding of an organization's strategy, design, processes, culture, and context is desirable. U.S. Bureau of Labor Statistics projections for such opportunities show robust job growth in such positions through 2031 ranging from 7% (average) to 19% (far above average).⁶ The Bureau of Labor Statistics further suggests this degree will lead to promising employment opportunities. Median pay for management analysts, a common placement outcome, was \$93,000 in 2021 with jobs expected to grow at 11% through 2031 in the U.S.⁷ Other roles such as administrative managers who plan, direct, and coordinate activities that help an organization run efficiently; financial analysts who study economic trends and assess management teams to guide investment decisions or inform strategy; and marketing roles where people make sales, develop forecasts, or monitor trends are generally growing. Occupations, median pay in 2021, and job growth outlooks for the U.S. and Wisconsin are listed:⁸



- Management analyst (\$93,000, projected growth of 11% U.S. and 8.5% in Wisconsin;
- Administrative Services and Facilities Managers (\$99,290, projected growth of 7% in the U.S. and 4.1% in Wisconsin);
- Financial analysts (\$95,570, projected growth of 9% in U.S. and 4.5 in Wisconsin; and
- Marketing and sales analysts (\$63,920, projected growth of 19% in U.S. and 18.1% in Wisconsin.

⁶ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

⁷ Bureau of Labor Statistics. (2002). Occupational Outlook Handbook. <https://www.bls.gov/ooh/>

⁸ Projections Central. (2023). Long-Term Occupational Projections (2020-2030) in Wisconsin. Retrieved from

https://www.projectionscentral.org/Projections/LongTerm?AreaName=&AreaNameSelect%5B%5D=55&Name=management&items_per_page=10

University of Wisconsin - Madison						
Cost and Revenue Projections for BBA-Business: Management						
Items		Projections				
		2024-25	2025-26	2026-27	2027-28	2028-29
		Year 1	Year 2	Year 3	Year 4	Year 5
I	Enrollment (New Student) Headcount	81	89	97	100	103
	Enrollment (Continuing Student) Headcount	29	83	169	266	289
	Enrollment (New Student) FTE	81	89	97	100	103
	Enrollment (Continuing Student) FTE	29	83	169	266	289
II	Total New Credit Hours	0	0	0	0	0
	Existing Credit Hours	2310	3612	5586	7686	8232
III	FTE of New Faculty/Instructional Staff	0	0	0	0	0
	FTE of Current Faculty	2.9	4	7	9.7	10.1
	FTE of Current Instructional Academic Staff	1.1	1.1	2	2.2	2.3
	FTE of New Admin Staff	0	0	0	0	0
	FTE Current Admin Staff	0.33	0.33	0.33	0.33	0.33
	FTE Teaching Assistants	3.85	6.02	9.31	12.81	13.72
IV	Revenues					
	<i>From Tuition (based on \$485.18/credit)</i>	\$1,120,766	\$1,752,470	\$2,710,215	\$3,729,093	\$3,994,002
	<i>From Fees</i>	\$0	\$0	\$0	\$0	\$0
	<i>Program Revenue (Grants)</i>	\$0	\$0	\$0	\$0	\$0
	<i>Program Revenue - Other</i>	\$0	\$0	\$0	\$0	\$0
	<i>GPR allocation</i>	\$125,934	\$192,696	\$297,507	\$424,781	\$444,078
	Total New Revenue	\$1,246,700	\$1,945,166	\$3,007,722	\$4,153,874	\$4,438,080
V	Expenses					
	Salaries plus Fringes					
	<i>Faculty</i>	\$698,900	\$1,156,800	\$1,755,155	\$2,480,786	\$2,634,748
	<i>Instructional Academic Staff</i>	\$114,400	\$116,688	\$216,403	\$242,804	\$258,918
	<i>Admin Staff</i>	\$21,450	\$21,879	\$22,317	\$22,763	\$23,218
	<i>Teaching Assistants</i>	\$180,950	\$288,599	\$455,248	\$638,922	\$697,996
	Other Expenses					
	<i>Expenses</i>	\$231,000	\$361,200	\$558,600	\$768,600	\$823,200
	Total Expenses	\$1,246,700	\$1,945,166	\$3,007,722	\$4,153,875	\$4,438,080
VI	Net Revenue	\$0	\$0	\$0	\$0	\$0
Submit budget narrative in MS Word Format						
Provost's Signature: 				Date: 9/6/2023		
Chief Business Officer's Signature: David Murphy 				Date: 8/23/2023		

**COST AND REVENUE PROJECTIONS NARRATIVE
UNIVERSITY OF WISCONSIN-MADISON
BACHELOR OF BUSINESS ADMINISTRATION
IN BUSINESS: MANAGEMENT**

Introduction

The proposed Bachelor of Business Administration (B.B.A.) in Business: Management will elevate the current management subplan/named option under the B.B.A.-Business: Management and Human Resources to the degree/plan level. The B.B.A. in Business: Management is comprised of 120 credits, of which 63 credits are attributable to the B.B.A. These include at least 20 credits of business fundamentals courses, 18 credits of business core courses, seven credits of signature courses, and 18 credits of coursework within the discipline. Students earning the degree will be able to found companies or pursue roles within existing organizations that involve business development, market research, project management, and strategy. Standard tuition and fee rates for the UW-Madison B.B.A. programs will apply. The program will draw on enrolled undergraduates and will not directly generate new program revenues for the institution. The costs and revenues of the proposed program will be managed as part of the UW-Madison instructional/tuition pool (Fund 101). Given that the program will leverage existing infrastructure and funding already provided to the department, no substantial additional costs over existing program costs are expected.

Section I – Enrollment

Students may enroll directly in the B.B.A. in Business: Management after admission to the University of Wisconsin-Madison and the School of Business. For the purposes of this proposal, it is assumed that students will declare this major in their second year of study. Students will be informed about the program through an entry in the Guide (i.e., the university's online catalog); new student advising at Student Orientation, Advising, and Registration (SOAR); and participation in campus-wide and School of Business recruitment activities. The School of Business will provide advising for the declaration process. This simplification does not account for other enrollment patterns or transfer student enrollments. The average student retention rate is projected to be 99% based upon historical rates of completion for students in the Department of Management and Human Resources credentials.

In Year 1, it is expected that 10% of students enrolled in the current management subplan/option and a fraction of students in the entrepreneurship/management and management/human resources subplans/options will transfer to the proposed B.B.A. in Business: Management program. In addition, it is projected that 81 students will enroll in the program as first-time B.B.A. students.

By the end of Year 5, it is expected 392 students will be enrolled in the program and 195 students will have graduated.

Section II – Credit Hours

All core and elective courses required for the program are currently offered. The curriculum offered as core and elective credits will total 63 credits. Projections assume that students will take these credits evenly over their 2nd, 3rd, and 4th years of study, averaging 21 credits per year. Therefore, the total number of credits attributed specifically to the major each year is estimated to be the number of enrolled students x 21. By the fifth year of the program, the total number of credits attributed specifically to the major is projected at 8,232 student credit hours (392 students*21).

Section III – Faculty and Staff Appointments

Existing resources currently devoted to the current B.B.A. in Business: Management and Human Resources will be re-deployed to support the new degree program. Staff support includes an academic program manager (0.33 FTE), with additional advising and student support provided by the School of Business undergraduate student services. This is the current model and structure of the program, and as such, this support is not itemized in the budget.

Instruction will be provided by participating faculty and instructional staff from across the School of Business. By the fifth year, an estimated 10.1 FTE of faculty and an estimated 2.3 FTE instructional academic staff will be contributing to instruction. An estimated one FTE of teaching assistants will also be deployed for each 600 student credit hours.

Section IV – Program Revenues

The program will draw on enrolled undergraduates and will not directly generate new program revenues for the institution. The costs and revenues of the proposed program will be managed as part of the UW-Madison instructional/tuition pool (Fund 101). No new additional funding specifically for this program will be provided to the School of Business; however, budget allocation may be somewhat influenced by the enrollment and student credit hour formula followed by UW-Madison's academic year budget model. Funding is considered reallocation within the School of Business as the curricular and student services support will draw on faculty and staff who already support academic programs in the School of Business. As the program grows, the School of Business will allocate funding to the program as appropriate to support this program.

Tuition Revenues

For the purposes of illustrating the amount of tuition revenue that may be attributable to students enrolled in the proposed program, the revenue projections include a simple estimate of revenues based on estimated student major credit hours taken annually at \$485.18 per credit tuition (excluding segregated fees), which is the 2023-2024

B.B.A. undergraduate tuition rate. The estimate does not account for tuition collected for credits taken above the credit plateau, for non-resident tuition, or credits taken outside of the major requirements.

Other Revenues

Some GPR allocations will be granted to the program to cover program expenses. Funding is considered reallocation within the School of Business as the curricular and student services support will draw on faculty and staff who already support academic programs in the School of Business. As the program grows, the School of Business will allocate funding to the program as appropriate to support this program. As shown on the budget spreadsheet, GPR allocations will be granted to the program in the first five years to remedy the revenue shortfall. These funds will come from other successful School of Business service-based pricing programs, such as the MS-Business: Analytics and the MS-Business: Data, Insights, and Analytics.

Section V – Program Expenses

Given that the program will leverage existing infrastructure and funding already provided to the department, no substantial additional costs over existing program costs are expected.

Salary and Fringe Expenses

Salary estimates per FTE are: 1) \$241,000, faculty; 2) \$104,000, instructional academic staff; 3) \$47,000, teaching assistant (most appointed at 50%); and 4) \$65,000, academic program manager. Salary estimates anticipate a 2% increase each fiscal year. Fringe is calculated at 33%. Salary and fringe expenses include those attributable to the faculty and staff listed in Section III.

Other Expenses

Marketing for the B.B.A. in Business: Management will be incorporated into the general promotional materials (i.e., website, brochures, etc.) prepared by the School of Business for all majors. To support renewal and growth, the budget format estimates \$100 per year per student credit hour in additional instructional supplies and expenses.

Section VI – Net Revenue

The program will be revenue neutral and will be funded substantially by reallocation from the existing program. Student instruction and support will be funded from the 101 instructional/tuition pool by the School of Business from their budget allocation. Students enrolled in the B.B.A. in Business: Management will participate in a range of courses and student services.



DATE: 6 September 2023

TO: Johannes Britz, Interim Senior Vice President for Academic and Student Affairs, UW System
via email: apfa@uwsa.edu

FROM: Charles Lee Isbell, Jr., Provost and Vice Chancellor for Academic Affairs 

RE: Authorization Proposal: BBA-Business: Management

In keeping with UW System and Board of Regents policy, I am sending you a proposal for a new BBA-Business: Management at the University of Wisconsin–Madison.

The program is designed to meet UW–Madison’s definition and standards of quality and make a meaningful contribution to the university’s select mission, overall academic plan, and academic degree program array. Students will be required to meet all the requirements and standards for a bachelor’s degree at UW–Madison.

Per UW–Madison policy, this program proposal has been endorsed by the faculty of the offering department (i.e., Department of Management and Human Resources), the dean and academic planning council of the program’s academic home (i.e., the School of Business), and the University Academic Planning Council. It was approved for the UW System Fast-Track Process in November 2022. I send the proposal forward with broad university-wide support, governance approval, and my endorsement.

The program faculty have established a robust plan for curriculum delivery, student support, assessment of student learning, and program review. The School of Business is committed to the necessary financial and human resources required to continue the program. The proposal provides details of these commitments.

Contingent upon Board of Regents approval, the faculty plan to implement the new program in fall 2024 with first enrollments in the fall of 2024. We are requesting that this proposal be scheduled for consideration at the October 2023 Board of Regents meeting. Please contact Karen Mittelstadt (mittelstadt@wisc.edu) with any questions about these materials.

Attachments: Authorization Narrative, Cost and Revenue Projections, Cost and Revenue Projections Narrative

PROVOST CHARLES LEE ISBELL, JR.

Bascom Hall, University of Wisconsin–Madison | 500 Lincoln Drive, Madison, Wisconsin 53706
608-262-8967 | Fax: 608-262-8333 | TTY 608-262-9946

Copies:

Jennifer L. Mnookin, Chancellor, UW–Madison
Jennifer Noyes, Interim Chief of Staff, Office of the Chancellor
Rob Cramer, Vice Chancellor for Finance and Administration
David Murphy, Associate Vice Chancellor for Finance and Administration
Allison La Tarte, Vice Provost, Data, Academic Planning & Institutional Research
Karen Mittelstadt, Institutional Academic Planner, Data, Academic Planning & Institutional Research
Vallabh Sambamurthy, Dean, School of Business
Joann Peck, Associate Dean, Teaching Innovation and Assessment, School of Business
Brian Mayhew, Associate Dean, Undergraduate Program, School of Business
Brigid Patterson, Academic Planner, School of Business
Tracy Davidson, Associate Vice President of Academic Programs & Faculty Advancement, UW System
Diane Treis Rusk, Director of Academic Programs and Student Learning Assessment, UW System

**APPOINTMENT TO THE UNIVERSITY OF WISCONSIN SCHOOL OF
MEDICINE AND PUBLIC HEALTH OVERSIGHT AND ADVISORY
COMMITTEE OF THE WISCONSIN PARTNERSHIP PROGRAM**

REQUESTED ACTION

Adoption of Resolution C.6., approving an appointment to the Oversight and Advisory Committee of the Wisconsin Partnership Program.

Resolution C.6. That, upon recommendation of the Chancellor of the University of Wisconsin-Madison and the President of the University of Wisconsin System, the Board of Regents approves the appointment of Mr. Aaron Perry to the University of Wisconsin School of Medicine and Public Health Oversight and Advisory Committee of the Wisconsin Partnership Program to fill a vacant public member position effective immediately through October 31, 2026.

SUMMARY

The Regents are asked to approve the appointment of Mr. Aaron Perry as one of four public members on the UW School of Medicine and Public Health Oversight and Advisory Committee (OAC) of the Wisconsin Partnership Program (WPP). The term for Mr. Perry is effective immediately through October 31, 2026.

Presenter

- Amy J.H. Kind, MD, PhD, Associate Dean for Social Health Sciences and Programs, UW School of Medicine and Public Health; Executive Director, Wisconsin Partnership Program; Professor, Department of Medicine, Division of Geriatrics on behalf of Robert N. Golden, MD, Dean, UW School of Medicine and Public Health; Robert Turell Professor in Medical Leadership; Vice Chancellor for Medical Affairs at UW-Madison.

BACKGROUND

The UW SMPH is home to the WPP, a grantmaking program within SMPH established with a generous endowment gift from Blue Cross Blue Shield United of Wisconsin.

The WPP, a true embodiment of the Wisconsin Idea, is committed to improving and advancing health equity across Wisconsin through investments in community partnerships, education, and research.

The WPP operates in full accordance with the Wisconsin Insurance Commissioner's Order (Order) of March 2000. The Order approved the conversion of Blue Cross and Blue Shield United of Wisconsin from a nonprofit service corporation to a stock insurance corporation and the distribution of half of the proceeds from the sale of stock to establish the WPP endowment at the UW SMPH.

In compliance with the Order, the Board of Regents created the OAC, consisting of four public members and four SMPH representatives appointed by the Regents upon recommendation of the Dean of the SMPH, and one member appointed by the Insurance Commissioner. The OAC is responsible for directing, approving, and monitoring the use of funds for community-engaged public health initiatives and public health education and training. Through WPP's annual reports, the OAC fulfills the obligations in the Order to report on the expenditure, use and evaluation of the full portfolio of WPP's funded programs and projects.

In accordance with the Order and the OAC Bylaws, the Board of Regents has the following oversight responsibilities for the Wisconsin Partnership Program:

- Reviews annual reports;
- Receives financial and program audits, which are required at least every five years;
- Approves five-year plans; and
- Appoints OAC members upon recommendation of the UW SMPH Dean.

In accordance with the Order, OAC formed a nominating subcommittee consisting of the remaining three public members of OAC and the OAC member appointed by the Insurance Commissioner. A far-reaching, public call for applications went out and the nominating subcommittee reviewed applications, interviewed finalists and made the recommendation to OAC to nominate Mr. Aaron Perry to fill the vacant public member position. OAC unanimously approved this recommendation, which was presented to Dean Robert Golden.

In accordance with the nomination process followed by the UW SMPH, Robert Golden, Dean of the SMPH, recommends the following nominee for as a public member (health advocate) appointment by the Board of Regents: Aaron Gabriel Perry, Founder and President, Rebalanced-Life Wellness Association. Mr. Perry has extensive experience as a public health leader and community organizer in Dane County and will serve as a community health advocate concerning urban health issues.

ATTACHMENTS

A) Aaron Perry bio

Resume of Qualification

Aaron Gabriel Perry Bio

Aaron Gabriel Perry is the Founder and President of the nationally recognized Rebalanced-Life Wellness Association, whose mission is ensuring that Black men and boys living in under-represented communities, who bear the heaviest burden of disease and poor health status, have the opportunity to live fuller, healthier lives. He is also a former Police Officer and current crisis manager.

On September 11, 2005, Aaron became the world's first African American diabetic to complete the Ironman Triathlon, which is considered the world's most grueling endurance event. Today he is recognized as an expert presenter by the CDC Centers for Disease Control & Prevention.

As a Community Organizer and Health Innovator, Aaron opened the nation's first Men's Health & Education Center inside the largest Black barbershop in Madison, Wisconsin. The Barbershop Health Initiative has successfully provided thousands of Black male's access to daily preventative health screenings, health consultations, and insurance enrollment from a location that they trust, respect and always feel welcome.

Aaron is a past Jefferson Award Winner and received the Influencer 50 nomination. Aaron was also named TIME Magazine's 50 Most Influential People in Healthcare Globally for "Thinking Outside the Hospital". and he's featured in the May 2020 issue of Men's Health Magazine as 1 of 5 men globally that's Changing the World of Health.

Aaron is the volunteer National Director of Health, Wellness and Disease Prevention for Black Men Run which has 52 chapters across 30 States. He also serves on the Board of Directors with the American Heart Association and was selected to serve on the Advisory Council for the Office of the Commissioner of Insurance. He's also a graduate of Madison College Police Academy and Marycrest University.



**HOST PRESENTATION BY UW-RIVER FALLS: "ACADEMIC
INNOVATION ON A TRADITIONAL CAMPUS"**

REQUESTED ACTION

For information and discussion.

SUMMARY

This panel discussion will highlight three examples of academic programs with innovative characteristics that still honor traditional learning at the University of Wisconsin-River Falls. Each program is designed to embrace the tradition of personalized, hands-on learning while also utilizing characteristics such as technology, group-level peer-mentorship and/or individualized self-paced learning. Each presenter will provide an overview of the program that they lead and evidence of how it contributes to enhanced student retention. Students that have participated in one or more of the programs will be invited to share brief testimonials of the impacts of the program on their overall success.

Presenters

- David Travis, Ph.D., Provost and Vice Chancellor for Academic Affairs, UW-River Falls
- Wes Chapin, Ph.D., Associate Provost and Dean of Graduate Studies, UW-River Falls
- Rebecca Haley, Ph.D., Assistant Professor, Department of Chemistry and Biotechnology, UW-River Falls
- Kateri Carver, Ph.D., Assistant Professor; Director of Ed. D. in Montessori Studies; Director of Montessori Teacher Education Programs, UW-River Falls
- Student(s) from one or more of the programs

UPDATE: DIRECT ADMISSIONS IMPLEMENTATION

REQUESTED ACTION

For information, discussion, and to inform future decision-making.

SUMMARY

UW System leadership from the Office of Enrollment & Student Success will provide an update regarding the University of Wisconsin Direct Admission program.¹ This is the first phase in implementing a direct admissions initiative, which aims to increase access and simplify the admissions process for Wisconsin high school students. The initiative was discussed at previous Education Committee meetings and a feasibility study was shared in February 2023.

Presenters

- Julie Amon, Ed.D., Associate Vice President for Enrollment & Student Success, UW System Administration
- Corina Diaz-Suazo, Strategic Enrollment and Transfer Specialist, UW System Administration

BACKGROUND

Direct Admission is a process for universities to proactively offer admission to students based on pre-approved criteria, much earlier than a student would enter into a traditional application process.

The Education Committee of the UW Board of Regents held a preliminary discussion of direct admissions with academic experts, campus professionals and chancellors at its August 18, 2022, meeting. A systemwide [task force with broad representation convened](#) and shared a feasibility report and recommendations in [February](#), 2023.

¹ See <https://www.wisconsin.edu/direct-admissions/> and slides that are used in presentations to high school counselors <https://www.wisconsin.edu/direct-admissions/download/UWSystem-PPT-Template-Direct-Admissions-HS-Overview-updated-9.15.23-Finalupdated.pdf>

Implementation planning for a direct admissions program has continued, with Corina Diaz-Suazo (UW System) and Erin Grisham (UW Oshkosh) leading an implementation team to design and implement a robust system-wide direct admissions program. UW Direct Admission is an opt-in program, meaning UW Universities, high schools, and students may all choose whether to participate.

The implementation team first obtained partnership commitments from two high school student information system vendors (Infinite Campus and Skyward) and the approval of President Rothman. Then, the team moved forward rapidly with various aspects of planning and logistics to meet the ambitious Phase I launch date in Fall 2024. Currently, members of the implementation team are focusing on the development and implementation of various program requirements including:

- High school outreach (information sessions, focus groups and direct communication);
- Marketing and communications to various constituencies;
- Technical aspects including data sharing agreements, transcript transfers and EApp changes; and
- Admissions business process changes.

During Phase I of the program, the UW System will have the potential to reach nearly 80% of Wisconsin high schools. The goal is to bring UW Universities Direct Admission to all Wisconsin high schools in the upcoming years. In Phase I, 10 of 13 UW Universities have opted-in to participate.

Related Policies

- Regent Policy Document 7-3: "[UW System Freshman Admissions Policy](#)"
- [UW System Administrative Policy 171](#) (Recruitment/Retention of Students)
- The [Family Educational Rights and Privacy Act](#) (FERPA)
- [WI Pupil Records Law](#) (Wis. Stat. 118.125)

ACCREDITATION AND QUALITY ASSURANCE FOR ACADEMIC PROGRAMMING

REQUESTED ACTION

For information and discussion.

SUMMARY

High quality programs are a hallmark of the campuses in the UW System. The discussion will focus on the policies and procedures that guide the review of academic programming. Every UW campus is accredited by the Higher Learning Commission (HLC) via a rigorous process on a ten-year cycle. The panelists will highlight the process and criteria for HLC review. Panelists will also discuss national accreditation processes associated with quality across programs (e.g., distance learning) and accreditations associated with specific disciplines* such as AACSB, ABET, CAPTE, CACREP, NASAD, NASM, and NASP with a focus on ABET and CACREP. In addition, they will focus on the relationship between teacher preparation programs and the standards of the WI State Department of Public Instruction (DPI). The panelists will highlight the on-campus governance-driven process of program review. A thorough, evidence-based self-study and feedback from external reviewers are the key elements of robust program review. The discussion will include the implications of accreditation and program review for continued quality assurance. Finally, the panelists will highlight the role UW System plays in ensuring program quality.

Presenters

- Betsy Morgan, Provost & Vice Chancellor for Academic Affairs, UW-La Crosse
- Glendalí Rodríguez, Provost & Vice Chancellor for Academic Affairs, UW-Stout
- Maria Cuzzo, Provost & Vice Chancellor for Academic Affairs, UW-Superior
- Tracy Davidson, Associate Vice President, UW System

BACKGROUND

The UW System's strategic plan includes a priority to, "Encourage and celebrate efforts to provide an exceptional, effective, high-quality education to students that leaves graduates able to succeed professionally and personally."¹

Discussion Questions

- Why does accreditation matter?
- What resources (workload/costs) are involved in accrediting and other quality assurance?
- What are typical types of concerns and the consequences of concerns that arise during a review?
- What are the continuous quality measures occurring in between the formal reviews by accreditors?

Resources

Sample listings of programmatic accreditations:

- <https://www.uwstout.edu/about-us/our-leadership/institutional-accreditation/program-accreditation>
- <https://www.uwsuper.edu/about/accreditation-and-licensure/>
- <https://catalog.uwlax.edu/undergraduate/aboutuwlax/accreditation/>

***Acronym Key**

- The Association to Advance Collegiate Schools of Business (AACSB)
- Accreditation Board for Engineering and Technology, Inc (ABET)
- Commission on Accreditation for Physical Therapy Education (CAPTE)
- Council for Accreditation of Counseling and Related Educational Programs (CACREP)
- National Association of Schools of Music (NASM)
- National Association for School Psychologists (NASP)
- National Association of Schools of Art & Design (NASAD)

¹ See Strategy 9, <https://www.wisconsin.edu/president/strategic-plan/>