























Differences between Kent State's proposed major and Cleveland State's human resource management program include (credit hour requirements are the same as Kent State's):

1. GPA requirements for graduation (2.5 major/overall KSU versus 2.0 major/overall CSU);
2. Cleveland State does not offer a human resource management major, but a track within the management major that requires students to select two courses from a list of six offerings.
3. Kent State will offer a course dedicated to the study of human resource management analytics and ERP systems; and
4. Kent State will offer a course dedicated to global human resource management and an optional human resource management international experience.

Differences between Kent State's proposed major and Youngstown State University's program include (major/overall GPA requirements are the same as Kent State's):

1. Overall credit hours (120 KSU versus 124 YSU);
2. Kent State will offer a course dedicated to the study of human resource management analytics and ERP systems; and
3. Kent State will offer a course dedicated to global human resource management and an optional human resource management international experience.

***Indicate whether the proposed program was developed in collaboration with another institution in Ohio. If so, briefly describe the involvement of each institution in the development of this request and the delivery of the program.***

The program was not developed in collaboration with another institution.

## SECTION 5: STUDENT SERVICES

### 5.1 Admissions policies and procedures

The admissions policies and procedures for this major are the same or similar as for all existing College of Business Administration majors:

General Admission for Freshman Students: The freshman admission policy at the Kent Campus is selective. Admission decisions are based upon the following: overall grade point average, ACT and/or SAT scores, strength of high school college preparatory curriculum and grade trends. The university affirmatively strives to provide educational opportunities and access to students with varied backgrounds, those with special talents and adult students who graduated from high school three or more years ago. More information is available at the Admissions website for new freshmen: [www.kent.edu/admissions/apply/undergraduate/freshman](http://www.kent.edu/admissions/apply/undergraduate/freshman)

Transfer Student: A minimum 2.500 overall GPA is required for admission into the College of Business Administration. Students who have previously attended Kent State and have completed COMM 15000, ENG 21011, MATH 11010 (or placement out of ENG 11011 and/or MATH 11010) must have earned a minimum C (2.00) grade in the course (or their equivalent).

Progression Requirements: Minimum 2.500 overall GPA; minimum C (2.000) grade in required courses COMM 15000, ENG 21011, MATH 11010 and MIS 34180.

***Describe the transfer credit policies for the proposed program, including the use of credit transfer review committees and the maximum number of hours that can be transferred into the program. In your response, specifically address the credit that may be transferred according to the Board of Regents' Transfer Assurance Guide (TAG) and Career Technical Credit Transfer (CT<sup>2</sup>) initiatives; and other types of transfer credit awarded toward major program requirements (e.g., AP, life experience, CLEP, portfolio).***

Kent State's Transfer Center reviews and applies transfer coursework where appropriate as determined by state policies and faculty review. Kent State's residence policy requires that transfer students complete a minimum 30 semester hours (including 9 semester hours of upper-division coursework in the major) at Kent State to be awarded a Kent State bachelor's degree.

The majority of courses in the Kent Core (general education requirements) are approved as Ohio Transfer Module courses. Credit earned through military service, Advanced Placement (AP), International Baccalaureate (IB), College Level Examination Program (CLEP) and Kent State's Credit-by-Exam, among others, is awarded for general education requirements and electives.

Business core courses (required in all the majors in the College of Business Administration) are approved in the Transfer Assurance Guides (TAG). In addition, introductory business courses will be submitted in the near future for Career Technical Credit Transfer (CT<sup>2</sup>) as part of the Secondary Career-Technical Alignment Initiative.

## **5.2 Student administrative services**

***Indicate whether the student administrative services (e.g., admissions, financial aid, registrar) currently available at the institution are adequate to support the program. If new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.***

The student administrative services currently available at Kent State University are adequate to support the Human Resource Management major. No new services are necessary.

## **5.3 Student academic services**

***Indicate whether the student academic services (e.g., career services, counseling, tutoring, ADA) currently available at the institution are adequate to support the program. If new or expanded services will be needed, describe the need and provide a timeline for acquiring/implementing such services.***

Student academic services currently available at Kent State University are adequate to support the Human Resource Management major. No new services are necessary.

Students in the proposed major will have the same access as other students to all Kent State University and College of Business Administration services, including academic and career advising. Regarding career services, the College of Business Administration recently opened a Career Services Office that serves only College of Business Administration majors. This office complements similar services at the university level.

## SECTION 6: CURRICULUM

### 6.1 Introduction

*Provide a brief description of the proposed program as it would appear in the institution's catalog.*

The Bachelor of Business Administration in Human Resource Management prepares students for leadership positions in human resource departments, including the ability to establish and advance organizational policies and guidelines and to utilize the tools and techniques for developing transformational work environments. Graduates are prepared to become influential business leaders equipped with the ability to identify, analyze and solve complex human resource and management issues. Students will learn about strategic human resource management, compensation and benefits, human resource planning, training and development, performance management, staffing, analyzing and designing jobs, human resource management analytics and enterprise resource planning (ERP) systems, global human resource management and employee relations.

### 6.2 Program goals and objectives

*Describe the goals and objectives of the proposed program. In your response, indicate how these are operationalized in the curriculum.*

Goals. Graduates of the Human Resource Management major will be prepared to:

1. Demonstrate an understanding of all facets of the business enterprise.
2. Demonstrate an understanding of the functional areas of human resource management and interconnections between those functional areas.
3. Demonstrate understanding of the relationships between human resource management and other functions of the business enterprise.
4. Demonstrate an understanding of the different roles of stakeholders.
5. Demonstrate and be able to articulate how successful human resource management creates a competitive advantage for the organization.

Objectives. Graduates of the Human Resource Management major will be able to:

1. Demonstrate effective human resource management and leadership ability when presented with a human-resource-related dilemma or opportunity.
2. Use human resource analytics and/or ERP systems to create budgets, ensure equal employment opportunity compliance by preparing required reports to local, state and federal agencies; prepare cost/benefit analyses of human resource management initiatives; forecast need for additional human resources; analyze compensation systems; and administer benefits.
3. Identify and analyze global human resource concerns that affect business decisions;
4. Analyze, interpret and use data to solve problems and make decisions.
5. Create and communicate value for all stakeholders in the organization.

The department curriculum committee has the general oversight of the curriculum in the major and reviews syllabi to ensure conformance with curriculum standards. Further, these learning outcomes are part of the assessment rubric established to fulfill the requirements of accrediting agencies. When assessment results fall below established benchmarks, steps are taken to review instructors' coverage of materials to ensure that students are adequately prepared to learn expected outcomes.

### 6.3 Course offerings/descriptions

*Complete the following table to indicate the courses that comprise the program. Please list courses in groups by type (e.g., major/core/technical, general education, elective) and indicate if they are new or existing courses.*

Course (number/name)	Cr hrs	Major Core	General Education (Kent Core)	Elect ive	OTM TAG CTAG	New/ Existing Course
<b>BBA DEGREE CORE REQUIREMENTS (51 credit hours)</b>						
ACCT 23020 Introduction to Financial Accounting	3	■			TAG	Existing
ACCT 23021 Introduction to Managerial Accounting	3	■			TAG	Existing
BUS 10123 Exploring Business	3	■				Existing
BUS 30061 Business Professional Practices	1	■				Existing
COMM 15000 Introduction to Human Communication <i>fulfills Kent Core Additional</i>	3	■	■		OTM	Existing
ECON 22060 Principles of Microeconomics <i>fulfills Kent Core Social Sciences</i>	3	■	■		OTM TAG	Existing
ECON 22061 Principles of Macroeconomics <i>fulfills Kent Core Social Sciences/ Additional</i>	3	■	■		OTM TAG	Existing
ENG 30061 Writing in Business	2	■				Existing
FIN 26074 Legal Environment of Business	3	■			TAG	Existing
FIN 36053 Business Finance	3	■				Existing
MATH 11010 Algebra for Calculus <i>fulfills Kent Core Mathematics and Critical Reasoning</i>	3	■	■		OTM	Existing
MATH 11012 Intuitive Calculus (3) <i>or</i> MATH 12002 Analytic Geometry and Calculus I (5)	3-5	■	■		OTM OTM	Existing
MIS 24053 Introduction to Computer Applications	3	■				Existing
MIS 24056 Fundamentals of Business Statistics	3	■				Existing
MIS 24163 Principles of Management	3	■				Existing
MIS 34060 Operations Management	3	■				Existing
MIS 44285 Integrated Business Policy and Strategy	3	■				Existing
MKTG 25010 Principles of Marketing	3	■				Existing
<b>MAJOR REQUIREMENTS (30 credit hours)</b>						
MIS 34180 Human Resource Management	3	■				Existing
MIS 34185 Individual and Group Behavior in Organizations	3	■				Existing
MIS 44183 Developing and Training Human Resources in Organizations	3	■				Existing
MIS 44185 Staffing Human Resources	3	■				New
MIS 44445 Global Human Resource Management	3	■				New
MIS 44492 Business Experience and Internship in Human Resource Management	3	■				New
MIS 44499 Human Resource Business Consulting and Project	3	■				New
MIS 44660 Performance Management and Compensation Systems	3	■				New
MIS 44763 Human Resources Analytics and Enterprise Resource Planning (ERP) Systems	3	■				New

Major Elective, chose one from the following: MIS 34092 Practicum in Career Development MIS 34165 Dynamics of Leadership MIS 34175 Learning to Lead MIS 34187 International Experience in Human Resource Management MIS 44091 Seminar in Human Resource Management	3	■		■		Existing Existing Existing New Existing
<b>KENT CORE/ADDITIONAL REQUIREMENTS (39 credit hours)</b>						
US 10097 Destination Kent State: First Year Experience	1		■			Existing
Kent Core Composition	6		■		OTM	Existing
Kent Core Humanities and Fine Arts	9		■		OTM	Existing
Kent Core Social Sciences	3		■		OTM	Existing
Kent Core Basic Sciences	6-7		■		OTM	Existing
General Electives <i>credits required depends on meeting minimum overall 120 hours and 39 upper-division hours</i>	14			■	OTM	Existing

***Provide a brief description of each course in the proposed program as it would appear in the course catalog. In your response, include the name and number of the course. Submit course syllabi as appendix items.***

#### **BBA DEGREE CORE REQUIREMENTS (51 credit hours)**

##### ACCT 23020 INTRODUCTION TO FINANCIAL ACCOUNTING (3)

Introduction to principles of accounting as they relate to financial accounting and the preparation of financial statements.

##### ACCT 23021 INTRODUCTION TO MANAGERIAL ACCOUNTING (3)

Introduction to principles of accounting as they relate to managerial accounting, including cost relationships.

##### BUS 10123 EXPLORING BUSINESS (3)

An introduction to the basic areas of business with an integrated perspective on how the various areas work together. Technological competencies and communicative skills will be developed. Team building opportunities will be announced. This course is open to any major.

##### BUS 30061 BUSINESS PROFESSIONAL PRACTICES (1)

The purpose of this course is to help students develop appropriate approaches to oral communications given organizational cultures and hierarchies, proper business etiquette (regarding dress, dining and behaviors) and other professional business acumen. This course is linked with ENG 30061. Therefore, students must be registered for the matching section of ENG 30061.

##### COMM 15000 INTRODUCTION TO HUMAN COMMUNICATION (3)

An inquiry into the nature and function of human communication in interpersonal, group and public contexts.

##### ECON 22060 PRINCIPLES OF MICROECONOMICS (3)

Principles and policies affecting prices, including factor incomes, under alternative market structures. Tools developed to examine social problems, including poverty, crime, pollution and international relations.

##### ECON 22061 PRINCIPLES OF MACROECONOMICS (3)

Principles and policies affecting aggregate production, consumption, investment and government expenditures. Includes role of money, the banking system, inflation, unemployment and economic growth.

##### ENG 30061 WRITING IN BUSINESS (2)

Introduces students to writing practices in business settings, helping students to understand several of the ways that business writing differs from academic writing. Students learn practical skills related to addressing audience expectations relative to the purpose of the message, applying appropriate formats to business documents, integrating graphics commonly used in business documents and using principles of rhetoric to convey a message effectively and concisely.

FIN 26074 LEGAL ENVIRONMENT OF BUSINESS (3)

Coverage of the nature, structure and significance of the legal and regulatory areas which confront business, with special emphasis on business ethics environmental and international issues (Equivalent to BMRT 21000).

MATH 11010 ALGEBRA FOR CALCULUS (3)

Study of elementary functions and graphs, including polynomial, exponential and logarithmic functions, complex numbers; conic sections; arithmetic and geometric sequences. No credit earned for this course if student earned credit for MATH 11011 or 12001.

MATH 11012 INTUITIVE CALCULUS (3)

Designed to give an overview of differential and integral calculus to business and life-science majors. Does not include trigonometric functions. No credit earned for this course if student earned credit for MATH 12002.

MATH 12002 ANALYTIC GEOMETRY AND CALCULUS I (5)

Concepts of limit, continuity and derivative and the indefinite and definite integral for functions of one real variable. Maximization, related rates, fundamental theorem of calculus. No credit earned for this course if student earned credit for MATH 12011 and 12012.

MIS 24053 INTRODUCTION TO COMPUTER APPLICATIONS (3)

Develop competency in the operation of contemporary software and hardware applications. To develop an appreciation for the contribution of computers, software and the Internet to society.

MIS 24056 FUNDAMENTALS OF BUSINESS STATISTICS (3)

Introduction to concepts in statistical methods and their applications to real world problems. Examines both the theoretical and practical side of the different methods.

MIS 24163 PRINCIPLES OF MANAGEMENT (3)

Introductory course in management and organizational design. The leading contributions in the area are reviewed and practical implications are developed. The course covers the principles that most management professors have come to expect in an introductory course: planning, organizing, leading and controlling. In addition, the students need to be aware of critical issues managers must be aware of to succeed: diversity, globalization, ethics, technology, among them. The course serves as an introduction to many upper level business courses.

MIS 34060 OPERATIONS MANAGEMENT (3)

A survey course in operations management that covers the managerial concepts and the quantitative tools used in the design, planning operation and control of operations systems.

MIS 44285 INTEGRATED BUSINESS POLICY AND STRATEGY (3)

Integration of the functional areas of business in the formulation and implementation of policy. Projects and case analyses of business situations provide students with the opportunity to apply analytical and creative problem solving skills.

MKTG 25010 PRINCIPLES OF MARKETING (3)

An overview of the processes, activities and problems associated with the conception, planning and execution of the pricing, promotion and distribution of ideas, goods and services to create exchange values in the market. Offered both as an in-class and online course.

US 10097 DESTINATION KENT STATE: FIRST YEAR EXPERIENCE

Assists student in making a successful academic transition to the university through experiential or intellectually engaging discipline-based content. Required of all first year students. Not required of transfer students with 25 or more credit hours.

**MAJOR COURSE REQUIREMENTS (30 credit hours)**

**Please see Appendix D for course syllabi for courses marked “NEW.”**

MIS 34092 PRACTICUM IN CAREER DEVELOPMENT (3)

In-depth training and development course designed to prepare students for resume presentation, job search, interviewing, participation in the internship and career launching. Prerequisites: Human Resource Management major or minor; minimum 2.500 overall GPA; and junior standing.



MIS 34165 DYNAMICS OF LEADERSHIP (3)

This course discusses management and leadership concepts and does so by blending theory and practice. Cases studies, practical application approaches, personal assessment and opportunities to develop individual and group leadership skills are possible. In addition, many organizational behavior concepts are blended throughout the course. Students that have already passed MIS 34175 will not receive graduation credit for MIS 34165. Prerequisite: MIS 24163 or BMRT 11009.

MIS 34175 LEARNING TO LEAD (3)

This is a hands-on learning and leadership course. Classroom time occurs over 4 days at a residential camp before the semester begins. Students learn about leadership from professors, experts in the field and each other through interactive discussions and activities. During the semester students continue their leadership development working with a personal mentor and practice their skills through community service projects. Students that have already passed MIS 34165 will not receive graduation credit for MIS 34175. Prerequisite: special approval.

MIS 34180 HUMAN RESOURCE MANAGEMENT (3)

Focuses on the importance of the management of human resources for an organization, its employees, customers, shareholders and the community where it is located. The topic helps students understand the important issues that derive from managing people at work and the changing environment organizations face. Students will learn the integral role human resources management plays to the success or failure of an organization. Both practical and theoretical perspectives are presented. Prerequisites: minimum overall 2.500 GPA; and MIS 24163 or BMRT 11009.

MIS 34185 INDIVIDUAL AND GROUP BEHAVIOR IN ORGANIZATIONS (3)

Determinants of individual and group behavior within work organizations. Topics covered include, motivation, job design, learning, decision making, leadership and group behavior as they relate to performance and other outcomes in work organizations. Prerequisite: MIS 24163 or BMRT 11009.

MIS 34187 INTERNATIONAL EXPERIENCE IN HUMAN RESOURCE MANAGEMENT [NEW]

Students travel abroad to gain exposure to human resource management as it is practiced in different cultures. Through study and interaction with human resource professionals in foreign cultures, students learn about the globalization of business and how it influences various human resource management functions and initiatives. Prerequisites: Human Resource Management major or minor; and MIS 24163 or BMRT 11009.

MIS 44091 SEMINAR IN HUMAN RESOURCE MANAGEMENT (3) [repeatable for credit]

In depth readings, discussion projects and presentations in a specialized area of human resource management. Prerequisites: Human Resource Management major or minor; minimum 2.50 overall GPA; and MIS 34180 or BMRT 31006.

MIS 44183 DEVELOPING AND TRAINING HUMAN RESOURCES IN ORGANIZATIONS (3)

Course focus is quality training design, based upon theory and empirical research. Implications for practice and current challenges in employee training and development are also highlighted. Prerequisites: Human Resource Management major or minor; minimum 2.500 overall GPA; and MIS 34180 or BMRT 31006.

MIS 44185 STAFFING HUMAN RESOURCES (3)

[NEW]

Staffing is a core human resource activity in organizations. It involves the development of systems to select, place, promote and retain employees to enhance organizational effectiveness and maintain legal compliance This course will provide students with an understanding of the technical components of selection, including how to determine which applicant characteristics should be examined, what procedures should be used to gather information and how that information should be combined to identify qualified job applicants. Prerequisites: Human Resource Management major or minor; minimum 2.500 overall GPA; and MIS 34180 or BMRT 31006.

MIS 44445 GLOBAL HUMAN RESOURCE MANAGEMENT (3)

[NEW]

Provides an overview of contemporary issues and theoretical frameworks in the field of international human resource management using traditional lecture and practical application cases. Prerequisites: Human Resource Management major or minor; minimum 2.50 overall GPA; and MIS 34180 or BMRT 31006.

MIS 44492 BUSINESS EXPERIENCE AND INTERNSHIP IN HUMAN RESOURCE MANAGEMENT (3) [NEW]

(Repeatable for credit) Learning by experience by performing activities related to the human resource management profession in a cooperating organization. Prerequisites: Human Resource Management major or minor; minimum 2.500 overall GPA; and MIS 34180.

MIS 44499 HUMAN RESOURCE BUSINESS CONSULTING AND PROJECT (3) [NEW]

(Currently taught as MIS 44195 Advanced Topics in Human Resource Management) Provides decision-making tools for solving real-world problems by building synergies in prior knowledge to create real-life solutions and apply them to problems of the local community. The project component includes consulting experience with both for profit and not-for-profit business clients. Prerequisites: Human Resource Management major or minor; minimum 2.500 overall GPA; MIS 34180; and junior standing.

MIS 44660 PERFORMANCE MANAGEMENT AND COMPENSATION SYSTEMS (3) [NEW]

Provides an overview of the performance management process, examines various approaches to performance management and discusses sources of performance management information. Also considers the nature of the compensation systems and pay system mechanics, as well as methods for recognizing employee contributions through compensation. Prerequisites: Human Resource Management major or minor; minimum 2.50 overall GPA; and MIS 34180 or BMRT 31006.

MIS 44763 HUMAN RESOURCE ANALYTICS AND ERP SYSTEMS (3) [NEW]

Examines use of human resource data, metrics, analytics and ERP systems to guide decision making and support the strategic goals of the organization. Explains the characteristics of high quality data, introduces common analysis techniques, data interpretation and visualization and report assessment. Prerequisites: Human Resource Management major or minor; minimum 2.50 overall GPA; and MIS 34180 or BMRT 31006.

#### 6.4 Program sequence

Please see Appendix E for catalog copy and suggested program sequence (roadmap).

#### 6.5 Alternative delivery options:

The proposed major will not be offered online or with an accelerated delivery model.

#### 6.6 Off-site program components (please check all that apply):

- Co-op/Internship/Externship     Student Teaching     Other  
 Field Placement     Clinical Practicum

Students will learn through experience by performing activities related to the human resource management profession in a cooperating organization. Students will be required to complete MIS 44499 Human Resources Business Consulting and Project to provide a bridge between coursework and practice. In addition to course work, student groups will work with a local organization to develop and implement a human-resource-related initiative based on assessed needs and, hence, acquire knowledge and practical experience in preparation for a career in the human resource management profession.

Students will also be required to complete an internship in human resource management (MIS 44492), obtaining real-world experience in the functions and initiatives related to human resource management while developing skills and abilities necessary to function successfully in a human resource department.

Students will also have the option of completing a practicum in career development (MIS 34092). Upon completion of this course, students should be able to design and implement an individualized career development plan that will be used for securing internships, permanent employment and continued professional growth. These goals will be met by strengthening skills and knowledge in the following competencies:

1. Self-assessment and awareness: understand the relation of values, interests, personality and skills to career planning
2. Written communication: develop tangible self-marketing pieces: resumes and career portfolios
3. Verbal communication: develop professional interviewing and networking skills
4. Practical experience: make the most of the internship experience

## SECTION 7: ASSESSMENT AND EVALUATION

### 7.1 Program assessment

***Describe the policies and procedures in place to assess the program. In your response, include the following: Include name of the unit/position responsible for directing assessment efforts; description of any committees or groups that assist the unit; description of the measurements used; frequency of data collection; frequency of data sharing; and how the results are used to inform the institution and the program.***

The proposed program will be assessed and evaluated through the College of Business Administration's assurance of learning process. Students are examined in the capstone course (MIS 44285 Integrated Business Policy and Strategy) using metrics developed for this process. The Department of Management and Information Systems is responsible for directing assessment efforts for the proposed Human Resource Management major. Assisting in this effort are the department's Undergraduate Curriculum Committee and Faculty Advisory Committee, the assistant dean of undergraduate programs and assessment and the college's Undergraduate Curriculum Committee.

Various outcomes such as writing and communication effectiveness, leadership skills, knowledge of global markets and ethical decision-making will be used to assess the goals and objectives listed in Section 6.2. Some of the data on these metrics will be collected every other spring and fall semester to assess how well students perform in comparison with expected outcomes. For example, if the expectation is that at least 80 percent of students in the program should be able to demonstrate effective leadership skills, then the data should be able to reveal whether this standard is being met or surpassed.

Data from the program assessment will be shared with faculty members teaching the assessed subject area immediately after it is collected so that corrective action may be taken prior to the next assessment period. Data will also be shared with the college-wide Curriculum Committee during the yearly reporting cycle.

Results from the program assessment will be benchmarked against established metrics. While results below established metrics provide opportunities for improvements in course syllabi, coverage and delivery methods, those results that are regularly above the metrics provide opportunities for revising the metrics and benchmarks.

## 7.2 Measuring student success

*Describe the policies and procedures in place to measure individual student success in the proposed program. In your response, include the following: name of the unit/position responsible for directing these efforts; description of any committees or groups that assist the unit; description of the measurements used; frequency of data collection; frequency of data sharing; how the results are used to inform the student as they progress through the program; initiatives used to track student success after program completion.*

Student success in the proposed Human Resource Management major will be assessed through the College of Business Administration's assurance of learning process. The Department of Management and Information Systems is responsible for directing assessment efforts for the proposed Human Resource Management major. Assisting in this effort are the department's Undergraduate Curriculum Committee and Faculty Advisory Committee, the assistant dean of undergraduate programs and assessment and the college's Undergraduate Curriculum Committee.

Various outcomes such as writing and communication effectiveness, leadership skills, knowledge of global markets and ethical decision-making will be used to assess the goals and objectives listed in Section 6.2. Some of the data on these metrics will be collected every other spring and fall semester to assess how well students perform against expected outcomes. For example, if the expectation is that at least 80 percent of students in the program should be able to demonstrate effective leadership skills, then the data should be able to reveal if this standard is being met.

Data from the program assessment will be shared with all faculty members teaching the assessed subject area immediately after it is collected so that corrective action may be taken prior to the next assessment period. Data will be shared with the college-wide Curriculum Committee during the yearly reporting cycle.

Results from the program assessment will be benchmarked against established metrics. While results below established metrics provide opportunities for improvements in the course syllabi, coverage and delivery methods, those that are continuously above the metrics provide opportunities for revising the metrics and benchmarks.

In the past year, the college has established the Career Services Office, exclusive to majors offered in the college, including the proposed Human Resource Management major. Also, Kent State University has similar career advising programs, which the Career Services Office complements, for all majors in the university, including the Career Services Center.

The Kent State Office of Alumni Relations, the College of Business Administration's Career Service Offices and the Department of Management and Information Systems' Center for Information Systems track graduates through regular surveys.

Information from these surveys provides data on demographics, employment and successes of graduates, which aid the department in assessing the impact of the academic programs for both graduates and the community. Additionally, the department frequently asks graduates of its programs back to campus as guest presenters to share their experiences with current students as to how their education has helped them in the workplace. Such feedback provides continuous improvement opportunities that inform our curricular revisions.

## SECTION 8: FACULTY

### 8.1 Faculty appointment policies

***Describe the faculty designations available (e.g., professor, associate professor, adjunct, instructor, clinical) for the proposed program's faculty. In your response, define/ describe the differences between the designations.***

Kent State University uses three faculty tracks: “tenure track,” “non-tenure track,” and “adjunct” to deliver instruction to its programs. Tenure-track and non-tenure-track faculty are full-time employees of the university, while adjunct faculty are part time and are employed as needed. Further, tenure-track faculty must have earned a terminal degree in their discipline (e.g., PhD). While a terminal degree is not required for non-tenure track and adjunct faculty members, it is preferred because it may allow them to teach at any academic level (undergraduate and graduate), especially if they also meet an accrediting agency’s standards for teaching at those levels.

Finally, ranks within each faculty track vary. At initial hire, tenure-track faculty members hold the rank of assistant professor; through teaching and research accomplishments the faculty member may be promoted to associate professor and, eventually, full professor. Conversely, a non-tenure-track faculty member may hold the rank of lecturer, associate lecturer, or senior lecturer. However, if they have earned a terminal degree, they are hired as an assistant professor and advance through the ranks as do tenure-track faculty members.

***Describe the credentialing requirements for faculty who will be teaching in the program (e.g., degree requirements, special certifications or licenses, experience).***

Credentialing requirements for faculty who will be teaching in the program are the same as those for College of Business Administration’s existing degree programs. These faculty members are already teaching the courses required for the Human Resource Management major and fall into one of the categories described above. At a minimum, the faculty members teaching in the program will have a master’s level degree. Special consideration will be given to candidates with industry experience and certifications in the field of human resource management.

Faculty members are required to follow university guidelines for appointment.

***Describe the institution’s load/overload policy for faculty teaching in proposed program.***

Overload assignment is not a regular expectation, right or obligation of employment. However, programmatic need is a primary consideration in the assignment of courses and the expertise of an instructor relevant to programmatic need will often be a factor in determining the assignment of specific courses to be offered. Overload assignments may be made if the department chair or college dean determines such an assignment is warranted as a result of programmatic need. Overload occurs when a faculty member exceeds the number of hours that are listed as his/her load in his/her current contract. Payment for such assignments is made based on the appropriate percentage of the faculty member’s base annual contract salary (1/24 of base annual contract salary for each workload credit hour).

In instances when the department chair or college dean authorizes an overload assignment, the assignment ordinarily may not exceed one additional course for a semester, nor may overload compensation for an academic year exceed 25 percent of a faculty member's base academic year salary.

***Indicate whether the institution will need to identify additional faculty to begin the proposed program. If additional faculty members are needed, describe the appointment process and provide a timeline for hiring such individuals.***

For the first year of the program offering, the four new courses required for the major will be taught by the college's existing AACSB-qualified faculty, while SHRM practitioners (qualified human resource professionals) will be used as adjuncts. However, as the program grows, additional tenure-track or non-tenure-track faculty resources will be provided as necessary to support the program.

## 8.2 Program faculty

***Provide the number of existing faculty members available to teach in proposed program.***

Full-time: 8\*                      Less than full-time: 1\*

\* These numbers are faculty dedicated to the major coursework. There are 18 full-time and five part-time faculty members teaching all college and major courses in the program.

***Provide an estimate of the number of faculty members to be added during the first two years of program operation.***

Full-time: 1                      Less than full-time: 2

## 8.3 Expectations for professional development/scholarship

***Describe the institution's general expectations for professional development/scholarship activities by the proposed program's faculty. In your response, describe any differences in the expectations for tenure-track vs. non tenure-track faculty and for full-time vs. part-time faculty. Indicate the financial support provided for such activities. Include a faculty handbook outlining the expectations and documenting support as an appendix item.***

To remain current in their respective fields, all faculty in the College of Business Administration are expected to engage in scholarship activities such as publishing refereed journal articles and proceedings; authoring, editing and contributing to book chapters and books; consulting; attending academic and teaching seminars; and making professional presentations. Each faculty member is required to have engaged in these activities substantially within the most recent five-year period. Full time faculty members are given workload equivalencies and a budget amount every academic year that allows them to engage in these activities.

Expectations for engagement in these activities are different depending on the faculty member's designation and the level of our program in which she/he teaches.

Additionally, Kent State’s Center for Teaching and Learning provides a resource to all university faculty for teaching, learning innovation and educational support. The center’s four main areas of service are to:

- Connect, network and support continuity in opportunities for faculty to explore, research and support student learning.
- Serve as a portal of all information and services related to faculty at Kent State University.
- Offer expertise and consultation related to specific areas of scholarship and professional issues.
- Provide peer review.

Please see Appendix F for the department faculty handbook.

### 8.4 Faculty matrix

***Complete a faculty matrix for the proposed program. A faculty member must be identified for each course that is a required component of the curriculum. If a faculty member has not yet been identified for a course, indicate that as an “open position” and describe the necessary qualifications in the matrix.***

The faculty listed below and on the next page are teaching courses in the major only. See Appendix G for a copy of their curriculum vitae.

\* Number of courses taught each year at all Kent State campuses

Instructor name	Rank or title	Full part time	Degree title, discipline, institution, year	Yrs teach. or exp.	Additional experience	Courses(s) will teach	Load *
Diane DeRubertis	Lecturer	FT	MEd, Kent State University, 1983	3	talent management consultant; HR talent acquisition senior project consultant, PNCC Financial Services Group	MIS 34180 MIS 44492	8
Mary Hogue	Associate Professor	FT	PhD, University of Akron	16		MIS 34165 MIS 34185	4
Marlo Kibler	Lecturer	PT	MBA, Tiffin University, 2005	2	HR benefits coordinator, Kent State	MIS 34180	3
Debbie Knapp	Associate Professor	FT	PhD, Micro Organization Theory and Personnel, Kent State University, 1994	21	consultant with various organizations; management experience with AT&T	MIS 34180 MIS 34185 MIS 34187 MIS 44091 MIS 44183 MIS 44445	6
Julia Levashina	Associate Professor	FT	PhD, Organizational Behavior and Human Resource Management, Purdue University, 2005	9		MIS 34180 MIS 34092 MIS 44660 MIS 44763	4
Dean Porr	Assistant Professor	FT	PhD, Organizational Leadership, Regent University, 2004	29	consultant with various organizations	MIS 34175	8
James Smas	Associate Lecturer	FT	MBA, Business, Pepperdine University, 1982	16	consultant with various organizations	MIS 44492	8

Instructor name	Rank or title	Full part time	Degree title, discipline, institution, year	Yrs teach. or exp.	Additional experience	Courses(s) will teach	Load *
Mark Whitmore	Assistant Professor	FT	PhD, Industrial and Organizational Psychology, The Ohio State University, 1985.	5	consultant with various organizations	MIS 34165 MIS 34180 MIS 34187 MIS 44183 MIS 44185 MIS 44499	8
Open Position	Assistant Professor	FT	PhD required			MIS 44185 MIS 44445 MIS 44499 MIS 44763	4

**SECTION 9: LIBRARY RESOURCES AND INFORMATION LITERACY**

**9.1 Library resources**

The information resources and services of the University Library adequately support the research and curricular requirements of the proposed BBA degree in Human Resource Management. No additional library resources will be needed in support of this program.

The College of Business Administration’s subject librarian works with the department chair and a library representative for each department in the college to create awareness of library services and programs and to build library collections appropriate to the curriculum of the department. Subject librarians have three major responsibilities:

1. Assist in effectively and appropriately expending the college’s library collection allocation.
2. Provide reference and research assistance at the reference desk and through one-on-one consultations with faculty, students and staff.
3. Provide instructional support by collaborating with teaching faculty to articulate information literacy-based learning objectives in the curriculum.

**Monographs.** Most monographs in the disciplines related to business administration are automatically acquired through an approval plan with YBP Library Services. Acquisition profiles are developed for each of the primary academic fields related to departments in the College of Business Administration: accounting, economics, finance, management and information systems and marketing and entrepreneurship. The profiles are reviewed and modified as needed, annually. In addition, the annual firm order acquisition budget for the each department allows for the purchase of additional materials selected by the business librarian or requested by faculty.

**Journals.** Journals are available in both print and electronic formats, with an increasing emphasis on electronic access as many database vendors increase their full-text content and linking capabilities. Where a specific journal is not available in the collection, users are encouraged to request a copy of the necessary material through the interlibrary loan program. The Article E-Delivery Service is excellent is promoted to students in library orientations.

**Electronic Resources.** Students and faculty in the College of Business Administration programs rely heavily on journals, major reference works and databases to conduct research and complete assignments. However, it is important to note that research and study in the field of human resource management is an interdisciplinary process. students and faculty in the College of Business Administration benefit from additional library collection development in the areas of



technology, education, psychology, communications, sociology, political science, computer science, public health and nutrition and government documents. Resources recommended specifically for human resource management research are highlighted on a Library Research Guide. Most of the online databases are made available to users, both on and off-campus, through University Library subscriptions and OhioLINK, a state-wide initiative to provide access to electronic resources.

OhioLINK provides access to nearly 50 million library items statewide, encompassing a spectrum of library material including law, medical and special collections. The OhioLINK Library Catalog contains over 13 million unique titles from its 91 member libraries. Students, faculty, staff and card holders from participating public libraries can use the OhioLINK Library Catalog to find and request materials online, then pick them up two to three days later at the participating library of their choice. Users can renew books online and keep them for up to 21 weeks (students, staff) or 42 weeks (faculty).

## 9.2 Information literacy

***Describe the institution’s intent to incorporate library orientation and/or information literacy into the proposed program. In your response, describe any initiatives (e.g., seminars, workshops, orientations) that the institution uses or intends to use for faculty and students in the program.***

The business subject librarian will commit to presenting a basic orientation to the library resources and services in every section of BUS 10123 Exploring Business. This orientation helps students locate reference materials, scholarly books and journals, business trade journals and appropriate web sites. Techniques for evaluating information quality will also be presented. In addition, at the invitation of course instructors, the business and entrepreneurship outreach librarian will conduct classroom instruction where content is tailored to course or project-specific research.

## SECTION 10: BUDGET, RESOURCES and FACILITIES

### 10.1 Resources and facilities

No additional resources will be needed to support the proposed program as the faculty and curriculum for the Human Resource Management major are already in place. The courses in the proposed major are delivered for other majors currently offered within the College of Business Administration.

### 10.2 Budget/financial planning: fiscal impact statement

	Year 1	Year 2	Year 3	Year 4
<b>I. Projected Enrollment</b>				
Headcount full time	21	25	30	36
Headcount part time	9	10	12	14
Full-time equivalent (FTE) enrollment	25.5	30	36	43
<b>II. Projected Program Income</b>				
Tuition (paid by student or sponsor)	\$296,601	\$348,942	\$418,730	\$500,150
Expected state subsidy	\$0	\$51,825	\$62,190	\$74,283
Externally funded stipends or other income	\$0	\$0	\$0	\$0

	Year 1	Year 2	Year 3	Year 4
<b>Total Projected Program Income</b>	<b>\$296,601</b>	<b>\$400,767</b>	<b>\$480,920</b>	<b>\$574,433</b>
<b>III. Program Expenses</b>				
New personnel instruction				
New full time tenure-track faculty	\$120,000	\$123,600	\$128,544	\$134,971
Courses to be taught by adjunct faculty	\$8,000	\$8,240	\$8,570	\$8,998
New personnel non-instruction				
Full: 0	\$0	\$0	\$0	\$0
Part time: 0	\$0	\$0	\$0	\$0
New facilities/building/space renovation	\$0	\$0	\$0	\$0
Scholarship/stipend support	\$0	\$0	\$0	\$0
Additional library resources	\$0	\$0	\$0	\$0
Additional technology or equipment needs	\$0	\$0	\$0	\$0
Other expenses	\$0	\$0	\$0	\$0
<b>Total Projected Expenses</b>	<b>\$128,000</b>	<b>\$131,840</b>	<b>\$137,114</b>	<b>\$143,969</b>
<b>Net Projected Program Income</b>	<b>\$168,601</b>	<b>\$268,927</b>	<b>\$343,806</b>	<b>\$430,464</b>

**Budget Narrative:**

- Enrollment in the program is assumed to start at 30 students (21 full-time and 9 part-time) in year one and modestly increase by approximately 20 percentage points in each of the subsequent years.
- The initial enrollment of 30 was conservatively estimated based on projections from college marketing efforts, enrollment in the minor and percentage of students who are undecided.
- The number of part-time students for year one is 10 percent of the students who stop out.
- An 80-percent retention rate was used to compute freshman to sophomore year numbers, a 72-percent retention rate from sophomore to junior year and a 67-percent retention rate for junior to senior year. Additionally, an estimate of the number of new students was made for years two, three and four based on marketing efforts.
- FTE is based on 30 credit hours per full time student per year and 15 per part-time student per year (1 FTE=30 credit hours).
- It is assumed that the full-time one-year tuition and general fees rate of \$12,271.40 (Ohio resident) for all students. Any change due to non-residency will only increase the projected income.
- Tuition and general fees are assumed to be flat during the first four years of the program.
- State subsidy is based on the SSI undergraduate FTE charge of \$3,445 for BES-3. It is assumed to be zero for year one, 50 percent for each of years two and three and 100 percent for year four.
- In order to account for inflation and other factors, faculty salaries and benefits are estimated to increase by three percentage points in the second year, four percent in the third and five percent in the fourth. The full-time faculty person is expected to teach two courses in the program each year. The rest of this person’s workload will be in other programs within the department where other faculty members will be redeployed from to cover courses in the proposed program

## APPENDICES

### Appendix Description

- A Curriculum vitae for O. Felix Offodile, PhD, program lead administrator
  - B Analysis of needs assessment survey
  - C Letters of support
  - D Major course syllabi
  - E Proposed catalog copy and program sequence (roadmap)
  - F Department faculty handbook
  - G Human resource management faculty curriculum vitae
- 

Kent State University is committed to continual support of the delivery of the Bachelor of Business Administration degree in Human Resource Management. If Kent State decides in the future to close the program, the university will provide the necessary resources and means for matriculated students in the program to complete their degree.

Kent State University verifies that the information in the application is truthful and accurate.

Respectfully,

Todd A. Diacon  
Senior Vice President for Academic Affairs and Provost  
Kent State University