

**FORM A**  
**Board of Regents, State of Iowa**

**REQUEST TO IMPLEMENT A NEW BACCALAUREATE, MASTERS,  
DOCTORAL, OR FIRST PROFESSIONAL DEGREE PROGRAM  
HRM MAJOR (9-10-20)**

**Yellow: Items to be completed by Provost Office**

THE PURPOSE OF ACADEMIC PROGRAM PLANNING: Planning a new academic degree program provides an opportunity for a Regent university to demonstrate need and demand as well as the university's ability to offer a quality program that is not unnecessarily duplicative of other similar programs offered by colleges and universities in Iowa.

Institution: Iowa State University

CIP Discipline Specialty Title: Human Resource Management

**CIP Discipline Specialty Number (six digits):** \_\_\_\_\_

Level: Bachelors

Title of Proposed Program: Major in Human Resource Management

Degree Abbreviation (e.g., B.S., B.A., M.A., Ph.D.): B.S.

Approximate date to establish degree:      Month May                      Year 2021

Contact person: (name, telephone, and e-mail)                      Dr. Deidra J. Schleicher – (515) 294-9822 –  
deidra@iastate.edu

College that will administer new program:                      Students majoring in Human Resource

Management will be Ivy College of Business students, and they will get a degree in business

Please provide the following information (use additional pages as needed). Do not use acronyms without defining them.

1. *Describe the proposed new degree program, including the following:*

a. *A brief description of the program. If this is currently being offered as a track, provide justification for a standalone program.*

The Department of Management and Entrepreneurship in the Ivy College of Business is proposing a new undergraduate major in Human Resource Management (HRM). This proposal furthers the strategic goals of the Ivy College of Business to provide innovative and effective educational opportunities. HRM is an area of high growth potential, both in general ([www.shrm.org](http://www.shrm.org)) and in terms of interest from our prospective students (per our UG Recruiting Office, and based on surveys we have conducted; see Appendix A). The primary objective for the new HRM major is to train students to be immediately employable in HRM functional roles with the potential for future leadership positions (“business leaders with a focus on HR”). The program will combine development of knowledge in functional areas of HRM with an integrated approach to skill building necessary for HRM professionals, such as an emphasis on data-driven decision-making skills and foundational professional skills. A survey (see Appendix A) conducted of departmental faculty; personnel in the advising, recruiting, and career services offices; members of our departmental Executive Advisory Council (several of whom are HR professionals); and current and former MGMT 471 (HR) students (which is currently a required course for our MGMT students) showed an overall perceived importance/value of an HR major of 4.10 on a 5-point scale.

HR is currently a track within our Management (MGMT) major, but offering this as a major (in HRM) instead of merely as a track is more in keeping with the professionalization of the HR field ([www.shrm.org](http://www.shrm.org)), where deeper expertise is now required to effectively manage the human capital of organizations, even in entry-level HR positions. It also allows us to address the needs and interests of more stakeholders, including employers and especially students and prospective students who have indicated for years they would like an undergraduate degree in HR specifically. As one student noted (see additional student comments in Appendix A), “As a management student with a passion for HR, but no specific HR major to study from, I have had to focus my broad major of management into HR. But, there are limited classes to choose from that would further my education in HR and still does not allow me to achieve a degree specifically in Human Resources. Adding any sort of HRM major will greatly benefit students with a desire to have a higher education in HR.” According to the Ivy Undergraduate Recruiting Office, amongst prospective students, HR is one of the most frequently asked about majors that we do not offer currently; “this is a major asked for by prospective undergraduate students on a weekly basis” (from survey response).

A major is also preferable to a track in the view of employers. Our Career Services staff noted on the survey that “our students compete with others who can list a specific HR major on resumes – again, this will keep our students competitive.” Our employers agree (see Survey 2, Appendix A), noting that “I think it would be definitely valuable to have an HR Degree.” Another notes that “As an employer, when we are looking at a candidate, it is really hard to see who fits if they do not have an HR background right out of school. We definitely could see it as a valuable program to be able to see that on somebody’s resume and for them to have some formalized training.”

b. *A statement of academic objectives;*

The primary objective for the new HRM major is to train students to be immediately employable in HRM functional roles with the potential for future leadership roles. To meet this goal and to set this program apart from HR majors at other schools, we propose that this major and its curriculum target three general categories of learning objectives:

- HR content knowledge (knowledge and technical expertise in the functional areas of HRM, including recruiting, selection, training and development, performance management, compensation and benefits, employment law)
- Foundational professional skills (relationship management skills, professionalism and business partnering skills, teamwork and collaboration skills, listening skills, and leadership skills)
- Data-driven decision-making skills (critical and analytical thinking, analytical skills, data interpretation and communication skills)

Students majoring in HRM will be students of the Ivy College of Business. The admission requirements to the College and to its professional program for students wishing to major in HRM will be the same as for all other majors. The curriculum will require 31 credits of general education coursework, 23 credits of foundation coursework, 9 credits of supporting courses, 24 credits of core coursework, 21 credits of major coursework, and 14 credits of general (free) electives (122 total credits). The general education, foundation, supporting, core, and general electives coursework is similar to that for other majors in the Ivy College of Business. This curriculum can be completed in eight semesters (four years). Complete details of the curriculum can be found in Appendix B. A sample four year plan can be found in Appendix C.

c. *What the need for the program is and how the need for the program was determined;*

As noted above, we have long had student-expressed interest in an HRM major. In addition, we conducted multiple surveys related to interest in and demand for this program, from both student and employers. The results of these surveys are summarized in specific sections below, to document the need for this program.

d. *The relationship of the proposed new program to the institutional mission and how the program fits into the institution's and college's strategic plan;*

The proposed new program directly aligns with the institutional mission by enhancing the quality of life through educating the leaders and problem solvers of tomorrow. The Ivy College of Business offers high quality undergraduate, masters, and doctoral level programs, and has a number of nationally recognized research scholars and a strong research reputation in several fields, including human resources. The addition of this bachelor's level HRM major would make a significant contribution to the College's strategic goals. In particular, one of the items under Goal 1 of the Ivy College of Business' 2015-2020 strategic plan calls for "the establishment of new undergraduate majors, minors, and certificates based on industry needs." Relevant to this important issue of "industry needs," according to the Bureau of Labor Statistics, the occupational outlook for HRM is very promising; jobs for human resource specialists are expected to grow by 5% between 2018 and 2028, and jobs for human resource managers are expected to grow by 7% during that same period.

e. *The relationship of the proposed new program to other existing programs at the institution; describe how the proposed program will enhance other programs at the university. Will the proposed program duplicate existing programs at the university?*

The proposed program does not duplicate any existing programs at the university. We asked about this specific issue in Survey 1 (see Appendix A) with a variety of stakeholders and found no duplication between this new program and others at ISU. The one exception

is some duplication with our own MGMT major (in terms of one required course and two elective courses). However, we are in the process of revising the MGMT major to remove such redundancy and to improve in other ways since creating ENTSP and HRM as their own majors. Notably, ISU does not have a degree program in Industrial-Organizational Psychology or in Labor and Industrial Relations, which is often where overlap with HR would occur.

The proposed HRM major will complement existing majors in both the Ivy College of Business and Iowa State University. First, it would be a useful second major for the current majors in the Ivy College of Business. Second, Survey 1 explicitly asked respondents about complementarity with other majors on campus. Respondents indicated that other programs most likely to benefit (in terms of the new HR courses being potentially relevant to curriculum programs or students possibly being interested and deciding to double major) included Psychology, Communications, Sociology, Leadership Studies, Event Planning, and other majors in the College of Human Sciences.

- f. *The relationship of the proposed new program to existing programs at other colleges and universities in Iowa, including how the proposed program is different or has a different emphasis than the existing programs.*

With this new program, Iowa State University would be the only Iowa Regents Institution with a full-scale major in human resource management. The University of Iowa offers a BBA degree in management where students can choose to take a human resource track – the track includes four human resources courses (strategic HR, HR law, staffing, and performance management). Similarly, the University of Northern Iowa offers an emphasis in human resources within the management major- students take four human resource management courses (introduction, law, staffing, and compensation). As noted above, we feel the standalone major offers advantages over a track or emphasis approach.

With regard to other colleges and universities in Iowa, according to the CyBiz Lab report (see Appendix A), the only other schools within the state of Iowa to offer an actual major and 4-year degree in HRM include Upper Iowa University, the University of Dubuque, Mount Mercy University, and William Penn University (only available as an online and evening program). Hawkeye Community College and Western Iowa Tech Community College also offer an HR major, but these are not 4-year degrees. None of these other schools have the number of PhD-level faculty that ISU does, nor with the same depth of scholarly expertise in HR, which is critical for the development of appropriate curriculum.

Our proposed degree also differs from those above in that it is built around a comprehensive set of required courses in HRM, rather than just a subset of electives, and that it emphasizes data-driven decision-making skills (critical and analytical thinking, analytical skills, data interpretation and communication skills) and an integrative approach to foundational professional skills across the curriculum (see Appendix B). All of these features set the proposed program apart from other HR programs in Iowa.

- g. *Special features or conditions that make the institution a desirable, unique, or appropriate place to initiate such a degree program.*

The proposed Bachelor of Science in Human Resource Management is a natural fit for the Iowa State University of Science and Technology. Iowa State is close to Des Moines, which has a strong technology and services sector, in which HRM plays a critical role. This creates a ready and easily accessible market for our students. The close proximity of this market makes it easy to maintain contact with the companies hiring our students and to stay up-to-date on current changes in industries which might affect our program. The program would

also draw on the existing unique strengths of the Ivy College of Business, including the fact that HR is a core competency amongst faculty in the Department of Management and Entrepreneurship, and business analytics (which will be incorporated into the HR degree) is a core competency of the Ivy College. The Ivy College of Business has all of the necessary faculty and required expertise to provide an excellent program. The program fits in well with the Ivy College of Business' educational mission and with that of Iowa State University as well.

- h. Are the university's personnel, facilities, and equipment adequate to establish and maintain a high-quality program?*

The Department of Management and Entrepreneurship at Iowa State is well-prepared to offer the proposed program. The Gerdin Business Building is a superb resource and is undergoing an expansion, which will allow for more courses to be offered in the facility. Faculty members in the Department of Management and Entrepreneurship have expertise in the functional areas of human resources, as well as in data analytics. The department also has strong capabilities in the support areas of organizational behavior and strategic management, wherein many courses are offered that teach the foundational professional and strategic skills that round out this degree program.

- i. How does student demand for the proposed program justify its development?*

There appears to be a great deal of interest in this program from students, based on survey responses from students and UG recruiters in Ivy (see earlier responses above and Appendix A). Survey 1 asked respondents "based on your experience, how interested are students likely to be in this new HRM major?" Cumulatively 84% of respondents endorsed one of the top three options: extremely interested (22%), very interested (32%), and moderately interested (30%). As noted earlier, our UG recruiting office has indicated that they get requests for this major from prospective students on a weekly basis.

In addition, the CyBiz research included examining similar HR programs at institutions in other states, given that (as noted in item 1f above) the existing HR programs in Iowa are not as comparable to ISU's proposed major. They identified three comparable HR major programs, at Michigan State, the University of Minnesota, and Penn State. The enrollment for the HR major at those large state universities is 72 students, 82 students, and 250 students, respectively. The HR enrollment at Upper Iowa University and University of Dubuque (mentioned in item 1f. above) is 175 and 107 students, respectively. All of this suggests there is sufficient student demand to justify the development of this program at ISU.

- 2. Describe the state and/or national workforce need and/or demand for graduates of the proposed program currently and in the foreseeable future (provide documentation about the current sources of data used to estimate need and demand).*

One source of data related to workforce need and/or demand is the U.S. Bureau of Labor Statistics ([www.bls.gov](http://www.bls.gov)). According to the BLS, the occupational outlook for HRM is very promising. Specifically, jobs for human resource specialists are expected to grow by 5% between 2018 and 2028, and jobs for human resource managers are expected to grow by 7% during that same period. A second source of data comes for the CyBiz Lab market research and report, wherein 12 HR employers in the state of Iowa were contacted to better understand the job market and desire for college graduates with a major in HRM. These employers were overwhelmingly supportive of this degree, with a few example quotes below:

"When I was a student at Iowa State it was a challenge to find HR related classes. As an

employer, when we are looking at a candidate, it is really hard to see who fits if they do not have an HR background right out of school. We definitely could see it as a valuable program to be able to see that on somebody's resume and for them to have some formalized training."

"I think it would be definitely valuable to have an HR Degree. I think from another standpoint; it educates people on that career path because maybe a lot of people have no idea what HR is. From an employer standpoint, definitely. That is another way to recruit and make recruiting easier. Every company needs an HR person, so this is definitely valuable."

"I think it's a great major, HR is a valuable part of any organization. Strong HR presence can help managers navigate through difficult situations. It's a very strategic part of the business."

"I think it's a great idea, great opportunity to do that. There's a lot of knowledge you need to have with HR, so this is a great opportunity to get students that educational background."

"It's a great opportunity for the university and those of us in the HR field, we want to see well educated and prepared employees as they come to the employer."

3. *List all other public and private institutions of higher education in Iowa currently operating programs similar to the proposed new degree program. (For comparison purposes, use a broad definitional framework, e.g., such identification should not be limited to programs with the same title, the same degree designation, having the same curriculum emphasis, or purporting to meet exactly the same needs as the proposed program.)*

Please see response to 1f above.

*If the same or similar program exists at another public or private institution of higher education in Iowa, respond to the following questions:*

- a. *Could the other institution reasonably accommodate the need for the new program through expansion? Describe collaboration efforts with other institutions.*
- b. *With what representatives of these programs has there been consultation in developing the program proposal? Provide a summary of the response of each institution consulted.*
- c. *Has the possibility of an inter-institutional program or other cooperative effort been explored? What are the results of this study? (Consider not only the possibility of a formally established inter-institutional program, but also how special resources at other institutions might be used on a cooperative basis in implementing the proposed program solely at the requesting institution.)*

As noted above, the other HR-related programs at other institutions of higher education in Iowa are not the same nor highly similar. More generally we have not explored the possibility of an inter-institutional program because undergraduate students generally want to attend a particular institution and, as a result, we do not believe there is anything to be gained from an inter-institutional program. However, if a student in our HRM degree program takes or has taken a class at any of these institutions that is a direct substitute for one of the classes required for our program, we will allow that substitution if it meets our university and college policies for such substitutions. This arrangement is already in place for our undergraduate programs generally, and we will continue to accommodate students this way.

- d. *Do other colleges in Iowa offer programs similar to the proposed program at comparable quality and cost?*

No. Please see response to 1f above.

- e. *Are letters of support included with the program proposal?*

Yes. Letters of support are included from the Deans of the appropriate colleges at the University of Iowa and the University of Northern Iowa.

4. *Estimate the number of majors and non-majors students that are projected to be enrolled in the program during the first seven years of the program.*

a. *Undergraduate.*

The CyBiz market research looked at enrollment in HR programs at comparable universities as well as the HR programs in the state of Iowa, relative to college enrollment, to project enrollment for this new HR major (see Appendix D for details). Their enrollment predictions suggest that we could see up to 6.16% of Ivy College of Business UG students enrolled in the HR major. Via a more conservative weighted average method (see Appendix D), this prediction would be 3.77% of Ivy UG students (which we use here for our projections). Current UG enrollment in the Ivy College of Business is 4714 students; thus, we could eventually have as many as 178 students in the HR major. It is likely there would be some ramping up to this number, as the below predictions illustrate.

Undergraduate	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Majors	10	20	40	80	100	120	140

b. *Graduate*

Since this major is for undergraduate students, graduate student estimates are not relevant and have been omitted.

c. *What are the anticipated sources of these students?*

We will actively recruit students for the major as part of our normal recruitment process for the Ivy College of Business. Details on the human resource management major will be included in all of our marketing materials and on our website. We will recruit students from high schools throughout Iowa and the surrounding states to make sure prospective students are aware of the new major. Once prospective students are aware of the new program, we believe they will be attracted to enroll at Iowa State University. Students already at Iowa State University will also be made aware of the program. Many students change majors once they arrive at Iowa State University, primarily because they find their initial choice of a major to not be a good fit for them. For some of those students, human resource management may be a good alternative choice. We also anticipate that some current students may choose to add human resource management as a secondary major.

5. *If there are plans to offer the program away from the campus, briefly describe these plans, including potential sites and possible methods of delivery instruction. Will off-campus delivery require additional **HLC accreditation**?*

There are no plans to offer this program away from campus.

6. *Has the proposed program been reviewed and approved by the appropriate campus committees and authorities?*

The proposed program has been reviewed and approved by the appropriate campus committees. The program review and approval process is shown below.

- The Department of Management and Entrepreneurship faculty members in the Ivy College of Business voted unanimously in favor of approving the proposal (28 in favor, 0 against) on April 13, 2020.

- The Ivy College of Business College Curriculum Committee voted unanimously (6 in favor, 0 against) to approve this proposal on October 5<sup>th</sup>, 2020.
- The Ivy College of Business Faculty voted ( in favor, against) to approve this proposal. The voting was done electronically and tallied on \_\_\_\_\_.
- The Faculty Senate Curriculum Committee voted in favor of approving the proposal ( in favor, against, abstained) on \_\_\_\_\_
- The Faculty Senate Academic Affairs Council voted in favor of approving the proposal ( in favor, against, abstained) on date\_\_\_\_\_.
- The Faculty Senate voted in favor of approving the proposal ( in favor, against, abstained) on date\_\_\_\_\_.

7. *List date the program proposal was submitted to the Iowa Coordinating Council for Post High School Education (ICCPHSE) and results of listserv review.*

**Note: will be completed by the Provost Office.**

8. *Will the proposed program apply for programmatic accreditation? When?*

The Ivy College of Business is reviewed every five years as part of the AACSB (Association to Advance Collegiate Schools of Business) Continuous Program Review process. The human resources management major will be included as part of our business programs to be reviewed by AACSB at our next Continuous Improvement Review. Once the major is well established, we will discuss with our industry partners and with members of our Ivy College of Business Executive Advisory Councils whether the pursuit of additional accreditations would be worthwhile.

9. *Will articulation agreements be developed for the proposed program? With whom?*

No new articulation agreements are planned with programs at community colleges or other four-year institutions. However, we will continue to honor any course level articulation agreements with community colleges that are in place at Iowa State University. In addition, if a student from a community college or other four-year institution wants to transfer to Iowa State University and major in HRM, they are welcome to do so.

10. *Will there be opportunities for student internships?*

There should be ample opportunities for internships, as illustrated by the strong support expressed by employers about this major (see item 2. above). We have an excellent Career Services Center in the Ivy College of Business and they will assist students in their search for internships. The progression of coursework (see sample 4-year plan in Appendix C) was designed to enable students to compete for internships starting between their junior and senior year. Additionally, there will be a required senior consulting project (as part of MGMT 476x) that offers additional practical experience comparable to an internship experience; this course project will focus on helping new start-up companies in ISU's Research Park with their HR-related needs. Finally, the Cyclone (professional) SHRM (Society for Human Resource Management) Chapter here in Ames helps the ISU SHRM student chapter members find internships and jobs, often within the professional chapter's membership. Cyclone (professional) SHRM welcomes student chapter members to meetings and often contributes and/or pays for national SHRM membership for student chapter members. The student SHRM chapter and its link with the Cyclone (professional) SHRM chapter is an important resource for our HR-interested students and will be an excellent form of ongoing support for our HRM major as well.

11. *Describe the faculty, facilities, and equipment that will be required for the proposed program.*

See response to 1h above.

12. *From where will the financial resources for the proposed program come (list all that apply, e.g., department reallocation, college reallocation, grants, new to the university)?*

Iowa State University utilizes a decentralized financial management model for the development of its annual operating budgets. The Resource Management Model (RMM) is a responsibility-centered and incentive-driven approach to financial planning and management. The model supports departments and colleges in making budgetary decisions that enhance student success (e.g., retention), innovate by meeting market demands from students and employers for degree programs of the future, and discontinue legacy curricula which are either not aligned with industry/employer needs or for which student demand is low. Through the RMM, 25% of net tuition revenue is allocated to academic colleges based on a student's choice of major, and 75% is allocated to academic colleges based on teaching (as measured by student credit hours). Through the infrastructure of Iowa State's budget model, then, financial resources follow students and are allocated based on majors and teaching that is conducted. Tuition revenue will include both base tuition and applicable differential rates. The proposed degree program will be funded through this existing, proven financial model, and is expected to be fully self-sustaining over time (see next paragraph). In addition to the budget model as described, financial resources may also come from internal reallocations made within the college during the program's startup phase. The level of reallocation will depend, in part, on the numbers of new students attracted to the proposed program, and the number of existing students who choose the proposed program over another program, based on standard and differential tuition rates. The proposed program will not be dependent on grants, contracts, gifts, central university resources, or reallocations between academic colleges.

In short, the financial resources for the program will come almost entirely from student tuition, and the program is projected to be self-sustaining. The tuition revenues shown below are based on the expected number of students in the program in the table shown in 4a and are based on both the standard tuition rate for freshman and sophomores and the differential tuition rate for juniors and seniors that the Ivy College of Business receives through the resource management model in place at Iowa State University. The model assumes that all students are new to the university. The tuition rates are also increased by 2% each year to account for tuition rate increases needed to keep pace with the rate of inflation. The tuition figures only include estimates of major and differential tuition that the Ivy College of Business might receive. We cannot estimate the incremental amount of Student Credit Hour (SCH) tuition the college will receive as it will depend on the college's share of the total number of SCHs offered at Iowa State every semester.

<b>SOURCES</b>	<b>TOTAL AMOUNT</b>
Year 1 Tuition	\$107,560
Year 2 Tuition	\$219,422
Year 3 Tuition	\$447,622
Year 4 Tuition	\$913,148
Year 5 Tuition	\$1,164,264
Year 6 Tuition	\$1,425,059
Year 7 Tuition	\$1,695,820
Year 8 Tuition	\$1,695,820

13. *Estimate the total costs/total new costs (incremental increases in expenditures) that will be necessary for the next seven years as a result of the new program. Be as specific as possible.*

The department has the necessary full-time faculty in-place to begin offering the program and will

have a couple of term faculty teaching a few specific courses within the program. Through the budget model described above, tuition revenue associated with student credit hour production will support the cost of teaching classes for this program. This program will not require investments in fixed expenses such as facility renovations, information technology software, or licenses. Printed information for all of our undergraduate majors is updated each year, so there will be no miscellaneous expenses associated with the major. We do not anticipate the need to expand recruiting, advising, or career coordinator staffing with the addition of this new major.

14. *Describe the marketing plan developed to communicate the new program and recruit students.*

Once the program is approved, marketing materials about the program will be developed and will be shared with prospective students through our normal Ivy College of Business marketing channels. We will also work with Iowa State University marketing to promote the program and upon request, we will visit high schools in Iowa and elsewhere to discuss our program.

15. *Describe the program evaluation plan to determine if the program is meeting the intended objectives, if the expected student enrollment has occurred, funding for the program, and any other components that affect the effective operation of the program.*

This program will be incorporated into the university's normal academic review process. That review process assesses whether the program is achieving its mission, providing high quality academic experiences, and fulfilling the enrollment and success metrics identified for the program. Specifically, student recruitment and enrollment will be monitored by our Associate Dean for Undergraduate Programs to ensure enrollment objectives are being met. Assessment of learning outcomes will be monitored to ensure students are meeting the desired learning objectives and for continual improvement of the program. Student internships and student placement will be monitored to evaluate the success of the program with respect to job placement.

16. *Include any additional information that justifies the development of this program.*

The justification for this program has already been covered elsewhere in this proposal.

## **Appendix A**

### **Evidence from Market Research Surveys**

Two surveys were conducted in the development of this program. The first survey (Survey 1) was undertaken to solicit feedback on the curriculum and other details of the proposal major. It went to current and former students in MGMT 471 (HR; which is a required course in our MGMT major), departmental faculty, personnel in the Ivy Advising, UG Recruiting, and Career Services offices, and members of our departmental Executive Advisory Council (several of whom are HR professionals). There were 125 respondents.

The second survey (Survey 2) was undertaken by a CyBiz Lab Team, as a market analysis for the proposed major. It included surveying (a) students about their potential interest in this major and (b) prospective employers about their interest in graduates with this major. The CyBiz project also included researching and benchmarking Human Resource degree programs at universities in the state (Iowa) and around the country that are similar to Iowa State University. The student interest survey was sent out to ISU UG students and received 710 responses.

#### Example Survey Responses from Students Justifying Need for/Interest in HRM Major (see Item 1. Above), from Survey 1:

There are a lot of classmates of mine who have expressed interest in human resource work post graduation and actually having a degree would be more fitting for their needs.

I have a true passion for HR, and I have been in several HR internships. It has been frustrating to have a lack of support from the MGMT department in terms of curriculum that applies to human resources. It has caused issues in recruiting for the SHRM Student Chapter, as it is hard to pinpoint where the students who are interested in HR are. Having this major will help that organization flourish further as well.

I recently discovered the field of HRM as a junior for a career path. With the current majors that were available at the college of business, I was not aware of this. So I would be very interested in the HRM major and wish it was already there for me to develop the essential knowledge for pursuing in the field of HR.

I would have loved to have this be my degree. My career aspirations are in human resources and this degree may have saved a lot of time spent having to make changes and having to seek additional classes on the side.

There are students who study management with the intent to go in to HRM but only have limited classes available.

It seems like a very interesting field of study and I would have been interested in going down the HR path if it had been a major.

Honestly excited but upset that this major will be created after I graduate.

Lots of students are looking to get into HR. This provides them a direct avenue.

I have had many friends who said they want to do HR but don't have specific majors for it.

If a student wants to be directly affiliated with HR this major would be the route to go.

I know a lot of classmates interested in going into HR

## Appendix B HRM Major Curriculum

The HRM major will have 21 credits of major coursework, with six required courses and one elective course (course descriptions included below). These courses target three general categories of **learning objectives**:

- **HR content knowledge** (knowledge and technical expertise in the functional areas of HRM, including recruiting, selection, training and development, performance management, compensation and benefits, employment law, diversity, equity, and inclusion)
- **Foundational professional skills** (relationship management skills, professionalism and business partnering skills, teamwork and collaboration skills, listening skills, and leadership skills)
- **Data-driven decision-making skills** (critical and analytical thinking, analytical skills, data interpretation and communication skills)

**Required Courses** (students would take all six):

- 1) Introduction to HRM (MGMT 471)
- 2) Employment Law for Human Resources (new class, MGMT 475x)
- 3) HRM Analytics (MGMT 473)
- 4) Employee Compensation and Benefits (new class, MGMT 474x)
- 5) Diversity, Equity, and Inclusion (MGMT 472)
- 6) Talent Management (includes senior consulting project) (new class, MGMT 476x)

**Elective Courses** (students would choose one from this list\*):

- 1) Conflict and Negotiations (MGMT 422)
- 2) Entrepreneurship and Innovation (MGMT 310)
- 3) Introduction to Business Analytics (ISBA 436)

### Course Descriptions:

**Introduction to Human Resources Management (MGMT 471):** Survey course offering an overview of HRM functional areas such as strategic HRM, legal issues, recruitment, selection, compensation, training and development, and performance management. This course also offers an introduction to foundational professional skills (e.g., relationship management, teamwork and collaboration, leadership) and data-driven decision-making skills.

**Employment Law for Human Resources (MGMT 475x):** An introduction to the legal side of HRM, including equal employment opportunity laws, contracts, pay, and labor laws. PRE-REQ: ACCT 215 (Legal Environment of Business)

**HRM Analytics (MGMT 473):** This course enforces the importance of data (its collection and interpretation) for HRM decision-making; it takes a problem-focused approach to building analytic capabilities and focuses on the HR functional areas of recruitment, selection, and training.

**Employee Compensation and Benefits (MGMT 474x):** This course explores the basic strategies, structures, and decisions involving employee compensation and benefit programs, including those that can be used to optimize financial, relational, and societal returns.

**Diversity, Equity, and Inclusion (MGMT 472):** This course tackles a critical imperative in organizations today and addresses issues of diversity, equity, and inclusion (DEI), the development of skills and tools to manage DEI, and the structure of DEI programs in organizations.

**Talent Management (MGMT 476x):** Talent management concerns the most strategic, integrated, and differentiated aspects of HRM. This course addresses issues of talent management systems within

organizations and especially the dynamics of succession planning and identifying, developing, and avoiding derailment of high-potential employees. This course also includes an experience-based component, wherein senior students put talent management-related knowledge into practice by working in teams on HRM-related consulting projects with companies in the ISU Research Park.

**Conflict and Negotiations (MGMT 422):** This course addresses theory, practice, and problems of negotiation faced by managers and employees in a variety of organizational settings. Emphasis is on understanding the behavior of individuals, groups and organizations in the context of competitive situations and building skills in these areas.

**Entrepreneurship and Innovation (MGMT 310):** Review of the entrepreneurial process with an emphasis on developing an entrepreneurial mindset for use in starting a new business as well as more widescale innovation. Course content topics include how to analyze opportunities, develop an innovative product/service, organize, finance, market, launch, and manage a new venture. Focuses on the role of the entrepreneur and the lean startup process.

**Introduction to Business Analytics (ISBA 436):** Introduction to the field of business analytics (BA). Students will examine BA processes and techniques used in transforming data to knowledge and creating value for organizations. Business cases, presentations by business professionals, class lectures and discussions on data analysis, design and modeling, and extensive hands-on analytical exercises.

\* We anticipate some fluidity in this list of electives over time (e.g., as new MGMT courses are added, if 310 becomes an Ivy Business Core course).

The learning dimensions targeted by each of these courses is displayed in the table below.

	Functl HR knowl	Rel-ship mgmt skills	Prof'l and bus partn	Team and collab skills	Listen skills	L'ship skills	Critical thinking	Analy skills	Data interp skills
Intro to HRM	X	X		X		X	X	X	X
Emp Law	X								
HRM Analytics	X		X	X			X	X	X
Comp & Benefits	X		X	X			X	X	X
DE&I	X	X	X	X			X		
Talent Mgmt	X	X	X	X	X	X	X	X	X
Conflict & Negotiations		X	X	X	X	X	X		
ENTSP & Innovation		X			X	X	X		
Business Analytics							X	X	X

## Appendix C: HUMAN RESOURCE MANAGEMENT MAJOR - SAMPLE 4 Year Plan

FALL				SPRING			
COURSE	TITLE	PRE-REQ	CR	COURSE	TITLE	PRE-REQ	CR
<b>FRESHMAN</b>							
BUSAD 102/103	Orientation/Business Learning Team		1	ECON 102	Principles of Macroeconomics		3
ECON 101	Principles of Microeconomics		3	STAT 226	Introduction to Business Statistics 1	MATH 150	3
COM S 113	Intro to Spreadsheets and Databases		3	BUSAD 250	Introduction to Business	COM S 113	3
ENGL 150	Critical Thinking and Communication		3	ACCT 284	Financial Accounting	Not Sem 1 Fr	3
MATH 150	Discrete Math for Business	ALEKS 39	3	INT'L/GLOBAL	Select from Approved List		3
LIB 160	Information Literacy		1	BUSAD 203	Business Careers/Employment Prep	BUSAD 102/103	1
<b>TOTAL</b>			<b>14</b>	<b>TOTAL</b>	<b>(Apply to Professional Program)</b>		<b>16</b>
<b>SOPHOMORE</b>							
ACCT 285 (CORE)	Managerial Accounting	ACCT 284	3	SP CM 212	Fundamentals of Public Speaking		3
MGMT 371 (CORE)	Organizational Behavior	Sophomore	3	ACCT 215	Legal Environment of Business	Sophomore	3
MATH 151	Calculus for Business		3	PHIL 230	Moral Theory and Practice		3
ENGL 250	Written, Oral, Visual & Electronic Comp	ENGL 150; CR/EN LIB 160	3	BUSINESS CORE	Select from Business Core List		3
NATURAL SCIENCE	Select from Approved List		3	HUM/SOCIAL SCI	Select from Approved List		3
<b>TOTAL</b>			<b>15</b>	<b>TOTAL</b>			<b>15</b>
<b>JUNIOR</b>							
ENGL 302	Business Communication	Jr/ENGL 250	3	<b>MGMT 473</b>	<b>HRM Analytics</b>	MGMT 371	3
BUSINESS CORE	Select from Business Core List		3	<b>MGMT 475X</b>	<b>Employment Law</b>	ACCT 215; MGMT 471	3
BUSINESS CORE	Select from Business Core List		3	BUSINESS CORE	Select from Business Core List		3
<b>MGMT 472</b>	<b>Management of Diversity*</b>	Junior	<b>3</b>	BUSINESS CORE	Select from Business Core List		3
<b>MGMT 471</b>	<b>Personnel &amp; Human Resource Mgmt</b>	MGMT 371	3	ELECTIVE			3
<b>TOTAL</b>			<b>15</b>	<b>TOTAL</b>			<b>15</b>
<b>SENIOR</b>							
HUM/SOCIAL SCI	Select from Approved List		3	MGMT 478	Strategic Management	Sr/Core Done	3
<b>HR ELECTIVE</b>	<b>Select from Approved List</b>		3	ELECTIVE			3
ELECTIVE			5	HUM/SOCIAL SCI	Select from Approved List		3
GLOBAL	Select from Approved List		3	<b>MGMT 476x</b>	<b>Talent Management</b>	Sr; MGMT 471; MGMT 473	3
<b>MGMT 474X</b>	<b>Compensation &amp; Benefits</b>	MGMT 471	3	ELECTIVE			3
<b>TOTAL</b>			<b>17</b>	<b>TOTAL</b>			<b>15</b>

\*MGMT 472 satisfies the US Diversity requirement; 122 credits required as minimum

## Appendix D Enrollment Projections

To project enrollment in Ivy CoB's HR Program, we looked at the enrollment in HR programs of the comparable universities.

**Average Prediction:** Column five in the table below shows predicted enrollment as a percent of college enrollment. The team takes an average of that percent enrollment to predict Ivy CoB could see up to **6.16%** of its students enroll in the HR Program.

**Weighted Average Prediction:** Column six in the table below shows predicted enrollment as a percent of college enrollment based on weights of the university. These weights are based on the size of the college to show a more accurate prediction. Based on the weighted average method, Ivy CoB could see **3.77%** of its students enroll in the HR Program.

Name of University	College Enrollment	Weight of College	HR Enrollment	HR Enrollment in College	WA of HR Enrollment
Mount Mercy University	146	0.00	19	13.01%	0.06%
Hawkeye Community College	231	0.01	41	17.75%	0.13%
Grand View University	292	0.01	40	13.70%	0.13%
Western Iowa Tech Community College	432	0.01	48	11.11%	0.16%
Drake University	893	0.03	12	1.34%	0.04%
Briar Cliff University	928	0.03	1	0.11%	0.00%
Upper Iowa University	1500	0.05	175	11.67%	0.57%
Dordt College	1500	0.05	64	4.27%	0.21%
University of Northern Iowa	1716	0.06	51	2.97%	0.17%
Buena Vista University	1847	0.06	38	2.06%	0.12%
Waldorf College	2053	0.07	7	0.34%	0.02%
University of Dubuque	2200	0.07	107	4.86%	0.35%
University of Minnesota	2287	0.07	82	3.59%	0.27%
Penn State University	3200	0.10	250	7.81%	0.81%
University of Iowa	5,500	0.18	152	2.76%	0.49%
Michigan State	6021	0.20	72	1.20%	0.23%
				<b>6.16%</b>	<b>3.77%</b>
				predicted enrollment without WA (just an average of % enrollment)	predicted enrollment with WA



**Tippie College of Business**

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October 15, 2020

Dean David Spalding  
Ivy College of Business  
Iowa State University  
2200 Gerdin Business Building  
2167 Union Drive  
Ames, IA 50011

Dear Dean Spalding,

I am writing to offer our support for the Ivy College Department of Management and Entrepreneurship to launch a new major in human resource management. The Tippie College has an established track in the Department of Management & Entrepreneurship management major specializing in human resource management, and it has been quite successful for years. The state of Iowa would benefit from our universities producing even more talented human resource professionals for Iowa companies to hire.

We wish you all the best in this important endeavor.

Sincerely,

Amy Kristof-Brown, Ph.D.  
Henry B. Tippie College of Business Interim Dean  
and Henry B. Tippie Research Professor of Management & Entrepreneurship

September 23, 2020

Dean David Spalding  
2200 Gerdin Business Building  
2167 Union Drive  
Ames, IA 50011-2027

Dear David,

I am happy to support your proposed Human Resource Management major. Interestingly, we have been working on moving our Human Resource Management Emphasis to a standalone major as well. Our current courses include HRM, Staffing & Employee Development, Compensation and Performance Management Systems, Dynamics of Negotiations, Employment and Labor Law and Organizational Behavior. We plan to add a People Analytics course and maybe a Leadership course as an elective.

I certainly believe that there is room in our state for two additional HRM majors, so I have no problem providing this letter of support for your proposed undergraduate major in HRM.

Sincerely,



Leslie K. Wilson

## Academic Program Approval Voting Record

This document is to be appended as the last page of the proposal for any new or revised academic program to record the successive votes of approval as the proposal moves through its required review and approval steps. Consult Faculty Handbook Section 10.8 or the Faculty Senate Curriculum Committee website for information regarding Committee review and voting requirements for each action.

Curricular Action: (check appropriate boxes below)

1.  New Program     Name Change         Discontinuation         Concurrent Degree for:
2.  Undergraduate Major    Graduate Major     Undergraduate Minor    Graduate Minor  
 Undergraduate Certificate     Graduate Certificate         Other: \_\_\_\_\_
3. Name of Proposed Change: Bachelor of Science in Human Resource Management
4. Name of Contact Person: Valentina Salotti e-mail address: vsalotti@iastate.edu
5. Primary College: Ivy College of Business Secondary College: \_\_\_\_\_
6. Involved Department(s): Department of Management and Entrepreneurship

**Voting record for this curricular action:**

Voting Body	Votes			Date of Vote
	For	Against	Abstain	
Dept. or Program Committee	28	0	0	04/13/2020
College Curriculum Committee	6	0	0	10/05/2020
College Approval Vote	77	10	0	12/08/2020
Graduate Council	n/a			
Faculty Senate Curriculum Committee	5	0	0	2/2/2021
Faculty Senate Academic Affairs Council	10	0	0	February 10, 2021
Faculty Senate				