Program Approval

I. General Information

A. Institution   University of Kansas

B. Program Identification
Degree Level: Master's
Program Title: Human and Organization Performance Effectiveness
Degree to be Offered: Master of Science
Responsible Department or Unit: School of Professional Studies
CIP Code: 52.1001
Modality: Course-Based Hybrid
                                          Competency-Based Online
Proposed Implementation Date: Spring 2025 (Course-Based Hybrid)
                                          Fall 2025 (Competency-Based Online)

Total Number of Semester Credit Hours for the Degree: 30 (Course-Based Hybrid)
Total Number of Competencies for the Degree: 10 (Competency-Based Online)

II. Clinical Sites: Does this program require the use of Clinical Sites?   no

III. Justification

The School of Professional Studies proposes to create two paths to pursue a Master of Science in Human and Organization Performance Effectiveness degree to meet the growing demands of working professionals in the Metro Kansas City area and beyond:

1. Course-based degree program (hybrid format, based out of the KU Edwards Campus)
2. Competency-based degree program (online, asynchronous)

The MS degree in Human and Organization Performance Effectiveness (HOPE) seeks to provide career advancement pathways for those in a variety of professions that are responsible for improving the performance of organizations and individuals in organizations. This program is ideal for profit, nonprofit, and military sectors, and is particularly relevant for functional areas in training and development, industrial relations, human resource management, entrepreneurial leadership, and executive coaching.

This program provides students with a broad foundation of theory in critical thinking, communication, leadership, and ethics while incorporating coursework focused on aligning the professional development needs of employees with the broader goals of their respective organizations. Graduates of the program will be prepared to better meet the present and future demands of the workplace and workforce.

Students will gain a foundational understanding of human and organization performance effectiveness using an applied and theoretical approach. The program will explore topics including training and development, industrial relations, human resource management, entrepreneurial leadership, technical writing, instructional design, user centered design, organizational analysis, task analysis, and human motivation. Students will utilize case studies to explore industry best practices and explore the alignment between the professional development needs of employees with the broader goals of their respective organizations.

This program is offered through the School of Professional Studies. The course-based path for this program will include a combination of online and in-person courses. The in-person courses will be offered at the KU Edwards Campus in Overland Park. The competency-based program will be 100% online and asynchronous. The

program is offered in two different formats (course-based and competency-based) to allow students the flexibility to choose the path that best fits their needs. Ideally, students will stay enrolled in the same format throughout the degree program; however, it will be possible to change from one format to the other, if needed. This program caters to working professionals and allows them to incorporate their work experience into the classroom as well as providing them new expertise that can be applied in the workplace.

IV. Program Demand:

Market Analysis

Student Demand
Based on national Google search trends, SPS anticipates that the MS in HOPE would see strong enrollment and meet the demands of working professionals in the metro Kansas City area and nationally. On average each month, there are more than 10,000 searches for master's degree programs that fit the scope of this degree.

From 2012 to 2020, there was a 61.9 % increase in students completing online or hybrid Human Resource graduate degrees or an overall 23.6% increase in students completing any Human Resources related degrees, according to Lightcast Economic Modeling.

KU regularly receives student inquiries for a Human and Organization Performance Effectiveness or Human Resource Management degree that is available in a hybrid format. This program would address that need. Also, KU has seen strong current student enrollment in courses such as human resource management, managing people, and organizational communication.

The School of Professional Studies has received feedback from students in a variety of SPS programs that demonstrates demand for highly flexible program offerings. The HOPE program seeks to meet that demand in two ways: 1) deliver the program in two distinct formats (course-based/hybrid and competency-based/online) and 2) develop curriculum to appeal to a wide range of businesses, nonprofit organizations, and military service operations regionally and nationally.

Comparative/Locational Advantage
In the greater Kansas City region, this would be the first MS in Human and Organization Performance Effectiveness degree to be offered in the hybrid or competency-based format and there are currently a limited number of similar or related degree offerings in the area. Currently, Park University offers a graduate certificate in Human Resource Management and a MA in Industrial and Organizational Psychology. Kansas State University offers a Masters in Adult Learning and Leadership and Avila University (located in Kansas City, MO) offers a MS in Organizational Development.

The only public graduate level program in Kansas with the same CIP code is the Master of Human Resource Management at Wichita State University. Online options are available across the nation, for example Villanova University's Masters in Human Resource Development, Purdue's MS in Human Resource Management, Penn State's Masters in Organizational Development and Change, and Arizona State University's Masters of Human Resources and Employment Law. This would be the first competency-based degree in the area of Human and Organization Performance Effectiveness to be delivered by a Research I institution.

All students will explore topics including training and development, industrial relations, human resource management, entrepreneurial leadership, executive coaching, human motivation, user centered design, instructional design, and task analysis. In the course-based/hybrid format, students will also have the option to complete a certificate in performance management or tailor their academic training to include a social welfare perspective.

V. Projected Enrollment for the Initial Three Years of the Program

Course Based Degree				
Year	Total Headcount Per Year		Total Sem Credit Hrs Per Year	
	Full- Time	Part- Time	Full- Time	Part- Time
Implementation	5	10	90	90
Year 2	15	20	270	180
Year 3	20	30	360	270

Competency Based Degree	
Year	Total Enroll Per Year
Implementation	0
Year 2	40
Year 3	80

VI. Employment

The Society for Human Resource Management highlighted that in 2023, there are more than 300,000 human resource professionals impacting more than 115 million employees worldwide and growing each year. Nationally, human resource management or related roles have grown 8.1% in the past three years, with 96,306 job openings annually. Some of the particularly high growth areas include human resource specialists (18.44%), managers - all other (12.76%), training and development specialists (10.43%), administrative services managers (7.87%), and facilities managers (7.73%) according to Lightcast.

According to the Bureau of Labor Statistics (BLS), employment of HR managers and related roles is projected to grow 7% from 2019 to 2029, which is faster than the average for all occupations. This is largely due to additional complexities in the workplace, competition for the recruitment, retention and development, and companies looking to strategically improve their performance effectiveness. The Society for Human Resource Management (SHRM) found that 90% of organizations believe that HR is becoming more important and strategic to their success and 75% of organizations reported having difficulty finding qualified HR candidates to fill open positions.

Additionally, the Mid-America Regional Council, in their August 2022 workforce indicators data, shows that Kansas City continues to see an upward trend in employment and added 5,800 new jobs since the previous month. The workforce indicators additional found that "the seasonally adjusted unemployment rate declined to 2.7%, and Kansas City has now recovered 87% of the 129,300 jobs lost from the COVID-19 recession." With employment continuing to grow in KC, additional employees, with a strong inter-disciplinary degree, will need to fill these roles. This is evidenced by the Kansas Department of Labor Statistics projections which indicates a 3.8% percent growth in Human Resource Managers from 2022 to 2024 in counties in the Kansas City region.

VII. Admission and Curriculum

A. Admission Criteria
Students must apply to KU and be admitted by the School of Professional Studies. The following materials are required to be considered for admission:
- A completed online application form
- Completion of a bachelor's degree from an accredited college or university
- Official transcript(s) bearing the official seal from each college or university in which course work had been taken.
- TOEFL or IELTS test results (if applicable).

For admission into the MS in HOPE program, the applicant must have a cumulative undergraduate GPA of 3.0 or better, from an accredited institution, for regular admission status. An applicant with an undergraduate GPA not meeting the minimum requirements may be admitted under provisional status.

B. **Curriculum**

This section outlines the course-based curriculum and then the competency-based curriculum. Both support the same program outcomes. The competency-based description incorporates a focus on what the learner learns and centers on performance-based, observable outcomes.

1. **Course-Based Curriculum:**

Required (18 credits):
- HUOP 840 Foundations of Human and Organization Performance Effectiveness
- HUOP 841 Organizational Analysis or PUAD 845 Managing Public Organizations
- HUOP 842 Theories of Human Motivation
- HUOP 843 Training and Instructional Design
- HUOP 844 Theories of Organizational Change or PUAD 854 Innovation and Organizational Change
- HUOP 896 Capstone Project in Human and Organization Performance Effectiveness

Electives (12 credits): Choose 4 of the following courses in consultation with an advisor.
- HUOP 854 Task Analysis
- HUOP 855 Instructional Design
- HUOP 856 Strategic Planning and Implementation
- HUOP 857 Learning and Development in Organizations
- PFS 801 Interpersonal and Persuasive Communication Skills for Managers
- PFS 804 Project Management for Professionals
- PFS 821 Employee Onboarding and Role Development
- PUAD 857 Performance Management and Governance
- PUAD 858 Performance Audit
- SW 840 Multi-System Community-Engaged Program Design
- SW 842 Agency-Based Evaluation
- SW 843 Leadership and Supervision in Program Management

Plan of Study

Courses will be taught in Fall, Spring, and Summer semesters as shown on the plan of study below:

Year 1: Fall   SCH = Semester Credit Hours

Course #	Course Name	SCH 12
HUOP 840	Foundations of Human and Organization Performance Effectiveness	3
HUOP 841 or PUAD 845	Organizational Analysis or Managing Public Organizations	3
HUOP 843	Corporate Training and Instructional Design	3
Elective	Choose from list	3

Year 1: Spring

Course #	Course Name	SCH 12
HUOP 842	Theories of Human Motivation	3
HUOP 844 or PUAD 854	Theories of Organizational Change or Innovation and Organizational Change	3

Elective	Choose from list	3
Elective	Choose from list	3

Year 1: Summer

Course #	Course Name	SCH 6
Elective	Choose from list	3
HUOP 896	Capstone Project in Human and Organization Performance Effectiveness	3

Total Number of Semester Credit Hours ……………………………………………………. 30

2. **Competency-Based Curriculum:** The following competencies support the same degree outcomes as the course-based curriculum sited above. The competency-based model will be structured so that students can progress through modules at their own speed. As such, a standard Plan of Study is not listed for the competency-based curriculum. Students will work closely with an advisor to create a plan that uniquely fits his or her needs.

- **Foundations of Human and Organization Performance Effectiveness**: Analyze, synthesize, and implement theories of Human and Organization Performance Effectiveness to optimize workplace outcomes.
- **Designing Education and Training Programs**: Design, execute, and evaluate comprehensive training based on organizational development needs.
- **Theories of Motivation**: Analyze and synthesize theories of human motivation; apply those theories to organizational processes of employee autonomy, mastery of work responsibilities and alignment between organizational/individual purpose.
- **Organizational Analysis and Systems**: Analyze and synthesize organizational culture theories; apply those theories to a particular organization to describe the organizational culture and analyze the gap between an existing organizational culture and a desired culture.
- **Organizational Change Theory and Process**: Analyze, synthesize, and implement theories of organizational change and deploy organizational change tools to plan and implement change processes.
- **Interpersonal and Persuasive Communication**: Analyze and synthesize theories of organizational communication; apply those theories to the design of organizational communications for specific purposes. Demonstrate the ability to effectively communicate ideas using a variety media and writing formats with an intentional focus on audiences.
- **Employee Selection and Onboarding**: Track, understand and use human resources best practices to attract and select personnel for the organization that matches organizational need.
- **Performance Management Theory and Process**: Analyze and synthesize tools of performance management; apply those tools to a specific organizational mission and goals. Develop, implement, and evaluate performance metrics as part of a performance management system, design metric collection and analysis systems for ongoing organizational analysis.
- **Strategic Doing**: Planning and Implementation: Design and lead organizational strategic planning processes with best practice tools; align plans with performance management systems.
- **Project Management**: Understand and deploy project management tools to initiate, plan, implement, manage, and evaluate projects to meet organizational goals.

Total Number of Competencies …………………………….………………………………………. 10

VIII. Core Faculty

Note: * Next to Faculty Name Denotes Director of the Program, if applicable
FTE: 1.0 FTE = Full-Time Equivalency Devoted to Program

Faculty Name	Rank	Highest Degree	Tenure Track Y/N	Academic Area of Specialization	FTE to Proposed Program
New Hire, Yr. 1*	Program Director & Assistant or Associate Professor of the Practice	PhD	N	Human and Organization Performance Efficiency, Organizational Communication, Higher Education, Business Administration or related degree	1.0
New Hire, Yr. 1	Assistant or Associate Professor of the Practice	MS or PhD	N	Human and Organization Performance Efficiency, Organizational Communication, Higher Education, Business Administration or related degree	1.0
In Gu Kang	Assistant Teaching Professor	PhD	N	Human and Organization Performance Effectiveness	0.25
Amy Neufeld	Assistant Dean	PhD	N	Education	0.13
Jordan Atkinson	Associate Professor of Practice	PhD	N	Communication Studies	0.13
Replacement Hire	Assistant Professor of the Practice	MS or PhD	N	Human and Organization Performance Efficiency, Organizational Communication, Higher Education, Business Administration or related degree	0.25
Marilu Goodyear	Associate Professor	PhD	Y	Organizational Change	.05
Nicole Humphrey	Assistant Professor	PhD	Y	Public Management and DEI	.05
New Hire, Yr. 3	Lecturer/Adjunct	MS or PhD	N	Human and Organization Performance Efficiency, Organizational Communication, Higher Education, Business Administration or related degree	1.0

Number of graduate assistants assigned to this program **…………………………………………… 0**

IX. Expenditure and Funding Sources *(List amounts in dollars. Provide explanations as necessary.)*

A. EXPENDITURES	First FY	Second FY	Third FY
Personnel – Reassigned or Existing Positions			
Faculty	$50,427	$51,525	$52,650
Administrators *(other than instruction time)*	$10,000	$0	$0
Graduate Assistants	$0	$0	$0

Support Staff for Administration (*academic advisor/coach*)	$26,000	$52,000	$52,000
Fringe Benefits *(total for all groups)*	$27,657	$33,128	$33,488
Other Personnel Costs	$0	$0	$0
Total Existing Personnel Costs – Reassigned or Existing	$114,084	$136,653	$138,138
Personnel – New Positions			
Faculty	$200,000	$205,000	$300,125
Administrators *(other than instruction time)*	$0	$0	$0
Graduate Assistants	$0	$0	$0
Support Staff for Administration *(e.g., secretarial)*	$0	$0	$0
Fringe Benefits *(total for all groups)*	$64,000	$65,600	$96,040
Other Personnel Costs	$0	$0	$0
Total Existing Personnel Costs – New Positions	$264,000	$270,600	$396,165
Start-up Costs - One-Time Expenses			
Library/learning resources	$0	$0	$0
Equipment/Technology	$0	$0	$0
Physical Facilities: Construction or Renovation	$0	$0	$0
Other	$45,000	$15,000	$0
Total Start-up Costs	$45,000	$15,000	$0
Operating Costs – Recurring Expenses			
Supplies/Expenses	$1,000	$1,000	$1,000
Library/learning resources	$0	$0	$0
Equipment/Technology	$0	$0	$0
Travel	$1,000	$1,000	$1,000
Other	$15,300	$15,300	$16,700
Total Operating Costs	$17,300	$17,300	$18,700
GRAND TOTAL COSTS	$ 440,384	$ 439,553	$553,003

B. FUNDING SOURCES *(projected as appropriate)*	Current	First FY (New)	Second FY (New)	Third FY (New)
Tuition / State Funds		$ 96,300	$ 800,750	$1,457,050
Student Fees		$0	$0	0
Other Sources (JCERT)		$344,084	$0	$0
GRAND TOTAL FUNDING		$440,384	$ 800,750	$ 1,457,050
A. Projected Surplus/Deficit (+/-) (Grand Total Funding *minus* Grand Total Costs)		$0	$ 361,197	$ 904,047

X. Expenditures and Funding Sources Explanations

A. Expenditures
Personnel – Reassigned or Existing Positions

Course Based Expenditures: The MS in HOPE program will utilize some existing courses that are currently offered at KU as part of the School of Professional Studies core course and the Organizational Communication program as well as existing courses in Public Administration and Social Welfare. Costs of instruction is already covered by these existing programs and these courses have additional enrollment capacity to support the program. Additional funds have been allocated in the second and third years to fund additional sections as needed.

Competency Based Expenditures: All of the competency based curriculum must be developed and ready for enrollment before the first student begins the program. Due to this, the curriculum development will take place in year 1 and the program will be available for student enrollment in year 2.

Shared Expenditures: These programs are budgeted to have an existing administrator oversee the development of the two programs during year 1 while we begin developing the curriculum and start a search for a program director. To maximize efficiencies in curriculum development, courses will be developed for both the course-based and competency-based programs concurrently. Faculty in the School of Professional Studies (those teaching above listed courses with a HUOP and PFS department indicator) will provide instruction in both programs and the academic advisor/coach will support both programs. It is expected that the advisor will have 50% of their load dedicated to HOPE in year 1 and 100% of their load dedicated to HOPE in years 2-3. The HOPE program will fund salary and fringe accordingly to student load. In addition to advising newly admitted and current students, the academic success coach will also work with prospective students who have indicated an interest in one of the paths to complete a master's degree in Human and Organization Performance Effectiveness.

Personnel – New Positions

Shared Expenditures: The HOPE program will hire two new faculty members with an emphasis in Human and Organization Performance Efficiency, Organizational Communication, Higher Education, Business Administration or a related field in the first year. The cost of the program director will split their time between instruction and administration at 80% teaching and 20% administration. The second faculty member will have 100% of their load dedicated to teaching in the program. These faculty members will be responsible for developing the new HOPE and Professional Studies courses needed for the program. Additional funding has been allocated in year three to support hiring a third faculty position to support growing student enrollment with 100% of their load dedicated to teaching in the program.

Start-up Costs – One-Time Expenses
To ensure a successful launch of the two paths (course-based/hybrid and competency-based/online) to earn a MS in Human and Organization Performance Effectiveness, we have designated $60,000 for course development during the first two years, with the bulk of the resources allocated in year 1 because the entire competency-based/online curriculum needs to be developed and ready for students to access as soon as the first term begins. These funds will provide faculty with additional resources to develop the courses needed for the program.

Operating Costs – Recurring Expenses
The program budgets $1,000/year for supplies to support the staffing of the program, learning resources and associated technological equipment have been accounted for in the existing services provided to KU Edwards

Faculty and Students and no additional cost will be associated with the program in those areas. The School of Professional Studies is allocating $1,000 each year for travel expenses associated with trip from the Edwards Campus to Lawrence campus for committee and other intercampus work. Other operating expenses include $2,500 each year for recruitment efforts, and $10,000 each year for marketing efforts and $1,400 per new program dedicated faculty member each year for professional development.

B. Revenue: Funding Sources

The MS in Human and Organization Performance Effectiveness program is a Johnson County Education and Research Triangle* (JCERT) funded program. The program will be fully funded through JCERT funds and tuition revenue. No state funds will be utilized. JCERT funds will be used to help fund the program during the implementation year, the program is expected to be sustainable on tuition funds alone as soon as year 2. The tuition structure for the two paths varies as follows:

Course Based Tuition Structure: This delivery format includes an all-inclusive tuition rate of $535 per credit hour to ensure that the program is affordable and accessible to all students given the hybrid nature of the program.

Competency Based Tuition Structure: This delivery format includes a subscription rate model, where students pay a flat rate for a period of time and advance through as many program competencies as possible. The subscription rate for a full-time student on this path is projected to be $14,000/year.

* The Johnson County Education Research Triangle (JCERT) is a unique partnership between Johnson County, the University of Kansas, and Kansas State University. Its goal is to create economic stimulus and a higher quality of life through new facilities for research and educational opportunities. In November 2008, Johnson County voters invested in the county's future by voting for a 1/8-cent sales tax to fund JCERT initiatives, including development of the National Food and Animal Health Institute at K-State Olathe; the KU Clinical Research Center in Fairway, Kansas; and here at KU Edwards, the BEST Building with several degree and certificate offerings in business, engineering, science, and technology.

C. Projected Surplus/Deficit

Given the anticipated costs and revenue, the program is expected to run a deficit for the first year and expects to see a surplus in years two and three. JCERT funds will be used to help fund the program during the implementation until the program is revenue generating and sustainable on tuition funds alone. With the current enrollment estimates, the program is expected to have a revenue surplus. These funds will be utilized to help improve the overall student experience and provide additional funding.

XI. References

August data shows new employment in the Kansas City Region, though still at a slow rate: Marc. MARC News. (2022, October 10). Retrieved January 25, 2023, from https://www.marc.org/news/economy/august-data-shows-new-employment-kansas-city-region-though-still-slow-rate

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