



Tacoma Community College

Bachelor of Applied Science in Applied

Management

Statement of Need

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Cover Sheet
STATEMENT OF NEED

Program Information

Institution Name: Tacoma Community College

Degree Name: Applied Management CIP Code: _____

Name(s) of existing technical associate degree(s) that will serve as the foundation for this program:

Degree: AAS Business CIP Code: 52.0201 Year Began: 1971

Degree: AAS Accounting CIP Code: 52.0302 Year Began: 1971

Degree: AAS Paralegal Studies CIP Code: 22.0302 Year Began: 2006

Degree: AAS Human Services CIP Code: 44.0000 Year Began: 1977

Proposed Start Implementation Date (i.e. Fall 2014): Fall 2019

Projected Enrollment (FTE) in Year One: 15 at Full Enrollment by Year: 2023

Funding Source: State FTE: Self-Support: Other:

Mode of Delivery

Single Campus Delivery: Tacoma Community College

Off-site: _____

Distance Learning: Online/Hybrid

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Chief Academic Officer

24 March 2018

Date

Introduction

Tacoma Community College (TCC) is proposing a Bachelor of Applied Science (BAS) Degree in Applied Management. This new offering will create a pathway for graduates to further their managerial education from four of TCC's Associate of Applied Science Degrees to include Business (with concentrations in Logistics and Entrepreneurship), Accounting, Paralegal, and Human Services (HSP). This newly proposed BAS degree will focus on human resources, project management, and entrepreneurship. This proposed degree will enhance technical skills by adding a business management component, making graduates more marketable in their respective industry. Specific details of how the program learning outcomes for these four degrees tie directly to the proposed Applied Management BAS can be found in Criteria 4 on pages 13-15 in this Statement of Need. This Applied Management Bachelor Degree aspires to increase access and mitigate or remove the significant barriers faced by current graduates of applied associate degree programs when trying to pursue further education.

According to Washington State's Employment Security Department for the months of January through October 2017 Pierce County shows a gap of over 2000 bachelor prepared business management focused employees. **(2017)**. There are a number of local universities that offer traditional Bachelor of Arts in Business education, to include Pacific Lutheran University, the University of Puget Sound, and the University of Washington-Tacoma. Both Pacific Lutheran University and University of Washington-Tacoma also have Master's degrees in Business. These universities produced 505 business graduates at the bachelor and Master's level during the 2015-16 school year. **(National Center for Education Statistics, 2017)** Our research has shown that, while these traditional university programs are an excellent option for direct transfer Associate of Business graduates, graduates from our professional technical programs encounter substantial barriers to access, which include having to complete significant additional credit work before receiving Junior status as well as obstacles that come from being working adults with families.

There are two programs that currently offer related Bachelor of Applied Science programs in Pierce County. Clover Park Vocational College has a BAS in Operations Management, which is specifically focused on management for trade industry professionals. Central Washington University offers a BAS in Information Technology and Administrative Management (ITAM) on the Pierce College Campus. Pierce College has also indicated an interest in exploring a Bachelor of Applied Science in Applied Management. With such a substantial unmet need for business graduates in Pierce County, Tacoma Community College and Pierce College are committed to collaboration around applied management options to meet the diverse needs of the students, employers, and the Pierce County community. TCC and Pierce College will support the needs of our county and differing populations by coordinating applied management options, to include the modality of offerings, specializations, and shared courses.

A BAS in Applied Management would allow associate of applied science graduates to achieve their bachelor's degree with fewer barriers. Unlike traditional Bachelor of Arts in Business degrees, which focus on a wide variety of business professions, such as accounting, finance, and marketing, TCC's proposed Applied Management BAS would concentrate on enhancing previously learned technical expertise with managerial skill. By focusing on graduates who already hold an applied science degree we can aid and support employers in promoting their incumbent workforce. A BAS in Applied Management at TCC would provide a streamlined, career-focused option for those degree holders with no other reasonable alternatives to pursue higher education.

Criteria One: Institutional Role and Mission

The proposed BAS in Applied Management supports the role and mission of Tacoma Community College and reflects its program priorities as demonstrated by the TCC mission and key priorities in the TCC 2014-2018 Strategic Plan.

Tacoma Community College (TCC) is a public, two-year institution of higher education authorized by the State of Washington under the Community College Act of 1967. The college offers comprehensive educational and service programs to meet the needs of the students and communities in our service area. In addition to providing associate degrees in a number of areas for students with 4-year university transfer intent, TCC is committed to creating high-quality workforce education opportunities for Tacoma and the surrounding area. Currently TCC offers certificates and associate in applied science degrees in 12 programs and most recently has added BAS degrees in Health Information Management (Fall, 2016) and Community Health (Fall, 2018).

TCC is one of nineteen Washington colleges participating in Achieving the Dream (ATD), a national, foundation-funded student success initiative focused on students of color and low-income students. This initiative has increased the college's institutional research capacity, fostered evidence-based decision making across the college, and facilitated the development and implementation of interventions to increase student success, particularly that of historically underrepresented populations.

Tacoma Community College's mission is to create meaningful and relevant learning, inspire greater equity, and celebrate success in our lives and our communities. The college meets its mission through the Strategic Plan 2014-2018 which focuses broadly on learning, equity, community, and discovery. Within the strategic plan, TCC has identified several priorities which align with the development of an applied baccalaureate in Applied Management. These include:

- ❑ **Theme One: Create Learning.** Ensuring College curricula meet current and emerging workforce competencies, transfer requirements, and the educational goals and priorities of our students.
- ❑ **Theme Two: Achieve Equity.** Increasing completion rates for diverse populations in all academic programs, with emphasis on those that lead to higher wage employment.

- ② **Theme Three: Engage Community.** Developing strong relationships and partnerships with local employers, including active program advisory committees, in order to meet their employment needs.
- ② **Theme Four: Embrace Discovery.** Continuously exploring and evaluating new and emerging fields of business so that Tacoma and Pierce County can benefit from these opportunities by providing graduates with the necessary knowledge and skillsets.

The proposed Bachelor of Applied Science in Applied Management degree has been discussed on the TCC campus soliciting input from faculty, staff and students. The vetting process at TCC has included widespread sharing and discussion of the proposed Statement of Need with administration through formalized meetings with all of the Instructional Deans, as well as meetings with the Student and Administrative Services Group (which includes all Instructional Administrators as well as Executive Staff). In addition, the Statement of Need has been presented at multiple faculty groups, to include Faculty Forum, Instructional Council, and Curriculum Committee. The proposed degree has also been discussed and endorsed by our professional technical program advisory committees. Finally, this degree has been discussed with student groups and we have performed a formal survey of the target student populations.

Criteria Two: Support of Statewide Strategic Plan

The development of a BAS in Applied Management supports both the WSAC and SBCTC missions, goals, and strategies as outlined in their organizational documents.

The 2013 WSAC Roadmap speaks to demographic and economic imperatives for both increased postsecondary attainment and alignment between credentials and degrees with employees' skill needs and employment opportunities. The Roadmap identifies three strategies to meet these imperatives: ensure access by making education more affordable; enhance learning through use of technology to improve student outcomes; and prepare for the future challenges by responding to student, employer and community needs. A BAS in Applied Management at Tacoma Community College addresses all three of these strategies by providing a cost-effective alternative in the Tacoma/Pierce County area, leveraging the successful online education already in place at TCC, and preparing the workforce in the Tacoma area through education to meet current and future demand of employers. Finally, the Roadmap's emphasis on adult learners is met by an intentional expansion of adult-centered learning principles currently designed into the all professional technical programs as Tacoma Community College develops the applied baccalaureate content.

The follow up WSAC 2015 Roadmap Report reported a number of issues, three of which the BAS in Applied Management addresses.

1. The least educated were hit hardest by the last economic downturn.

The BAS in Applied Management addresses this issue by providing a new and different pathway to a bachelor's degree thereby making the graduates more resilient in economic downturns.

2. Employers are finding it harder to find qualified employees.

The BAS in Applied Management addresses this issue by creating a made-in-Washington skilled workforce ready and able to fill openings for current Tacoma-area employers and more attractive to future employers.

3. Persons of color are the largest growing demographic in WA State but have been traditionally underserved by postsecondary education.

The professional technical business program at Tacoma Community College serves a higher percentage of students of color than the rest of the college; in 2017, 50% of graduates of the program were students of color compared to 10% of graduates college-wide. A BAS of Applied Management would give those graduates, who are largely students of color, a pathway to seamlessly advance to a bachelor degree program and all the economic potential it holds.

The SBCTC Mission Study (2010) focused on economic demand, increased educational attainment particularly for underserved populations, and instructional innovation in framing its recommendations. Specifically, the study suggests that "Washington...needs more people with baccalaureate and graduate degrees. Community and technical colleges must expand their contribution to help meet this need."

The mission study also outlines ten action items that are met by Tacoma Community Colleges' applied baccalaureate in Applied Management. These include:

- ☐ Serving more students, particularly the underserved;
- ☐ Closing skills gaps between what technically trained workers can do and what industries in Washington need;
- ☐ Contributing to the production of baccalaureate degrees that meet regional needs and are oriented towards competitiveness for employment;
- ☐ Creating seamless pathways in P-20 with stackable credentials from the AAS in Business, AAS in Accounting, AAS in Paralegal, and others to the BAS in Applied Management;
- ☐ Using technology to invest in a 21st century learning infrastructure including eLearning and online student services. Tacoma Community College has years of experience in offering quality online and blended learning and continually seeks out new technologies to enhance education clearly demonstrating our commitment.

Finally, our proposal to create a BAS in Applied Management at Tacoma Community College helps fulfill the SBCTC's goals "increase educational pathways for professional and technical associate graduates who have been limited in their ability to apply credits toward a bachelor degree"; "meet state goals for increasing the overall number of baccalaureate degrees" and "expand the workforce mission of community and technical colleges to serve the needs of local and state employers".

Criteria Three: Employer and Community Demand

Tacoma-Pierce County Business Environment

Tacoma Community College is located in Tacoma, Washington in Pierce County. Pierce County is the second largest county in the state of Washington and Tacoma is the third largest city. According to the U.S. Department of Commerce, the estimated population size of Pierce County in 2017 was 861,312, 62.9% of which are between the ages of 18-64; 25.4% of person's age 25+ have a bachelor's degree or higher. (2017). The city of Tacoma is home to an estimated 211,277 persons, 66% of whom are between the ages of 18-64; 26.7% of whom have a Bachelor's degree or higher. (U.S. Department of Commerce, 2017). The total number of employer establishments in Pierce County for 2015 was 17,012. (U.S. Department of Commerce, 2017) .

The city of Tacoma has experienced a healthy recovery and continues to thrive. The downtown area has seen massive development with investments of \$300 million due to partnerships with developers from China. As Tacoma is uniquely situated with direct access a major seaport, railway, and close proximity to an international airport, we also boast a vibrant global presence. Tacoma's international exports total \$10 billion. **(City of Tacoma, 2018)**. Our 15 sister cities all connect on global trade and we are home to the World Trade Center Tacoma. On a local level, Tacoma has 14 distinct business districts, home to everything from coffee shops, retail shopping, nightclubs, theater districts, health care centers, law offices, construction, and manufacturing. **(City of Tacoma, 2017)**. All of these business need management professionals.

Labor Market Demand

Washington State as a whole is experiencing a large gap in supply in Business Management and Administration fields. According to the Labor Market Supply/Demand Annual report (which takes into account the number of graduates from colleges and universities entering the workforce as well as the number of unemployed insurance (UI) claimants) - there is a gap of 18,669 in Business Management and Administration fields in Washington State. (2017).

Tacoma-Pierce County's businesses continue to grow as does the need for qualified bachelor level business employees. According to Washington State's Employment Security Department (ESD), for the period of January-October 2017, Pierce County saw a demand of 2,025 postings for Business Operations Specialists with a supply of qualified prospective employees of 1,682 leaving a gap of 343 (see figure 1). (2017).

The Employment Security Department's labor market supply/demand report for January-October 2017 show total online job postings for Management Occupations of 4,409 with a supply of qualified prospective employees of 2,886, leaving a gap of 1,523 (see figure 2). (2017)

Figure 1. Business Operations Specialists Supply Demand Pierce County Jan-Oct 2017

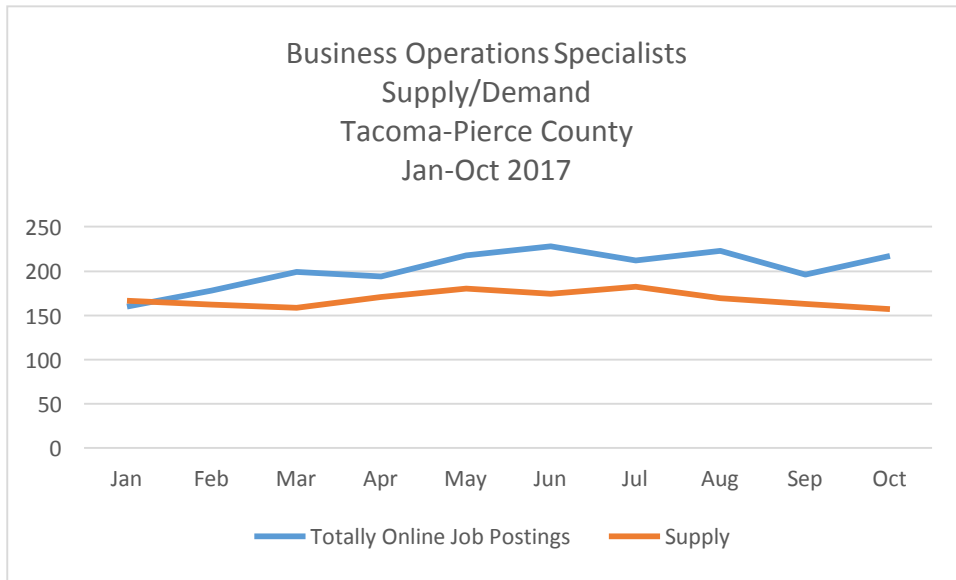
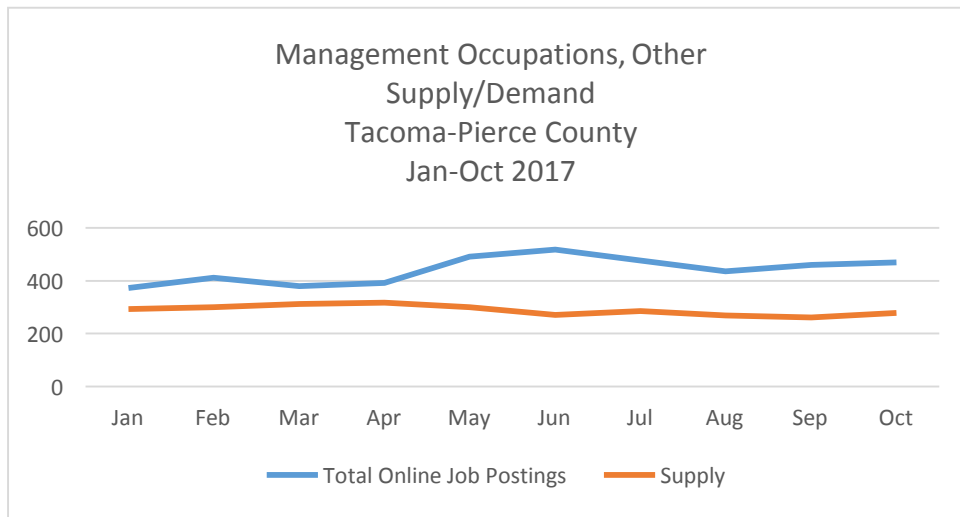


Figure 2. Management Occupations Supply Demand Pierce County Jan-Oct 2017



The Employment Security Department’s long-term projections for SOC 11-0000, Management Occupations in Pierce County, shows an estimated employment in 2015 of 14,996 and 17,774 by 2025 – which is an average annual growth rate of 1.34% and average annual openings of 5,190. (Washington State Employment Security Department, 2017)

While professionals with applied management degrees could work in any number of fields, TCC’s attention is focused on occupational classifications that most closely reflect natural pathways for graduates of our Business, Accounting, Paralegal, and Human Services Applied Associate Degrees and Certificates. The following occupations all require a bachelor’s degree, have sizeable demand, and are high wage earning (see table 1). Labor data illustrates that the 6 occupational categories targeted by TCC indicate a significant gap in supply of 837 qualified professionals for the time period of January through October 2017. (2017).

Table 1. ESD Pierce County Occupations In Demand List

Occupation	SOC Code	Est Employment (2015)	Avg Annual Openings (2015-2025)	Avg Annual Growth Rate (2015-2025)	Avg Annual Wage (2017 Q1)	ESD Supply/Demand Gap Jan-Oct 2017
Purchasing Managers	11-3061	69	17	1.20%	\$84,723	19
Social and Community Service Managers	11-9151	604	211	1.4%%	\$62,617	229
Human Resource Specialist	13-1071	1,260	473	2.60%	\$62,895	95
Management Analyst	13-1111	1,404	460	2.30%	\$76,534	349
Training and Development Specialists	13-1151	532	158	1.80%	\$66,079	110
Market Research Analysts and Marketing Specialists	13-1161	671	283	4.1%	\$56,733	35

Not listed in the above table is Project Managers. Currently there is no SOC code specific to Project Mangers, however the 2018 update will include Project Mangers with SOC code 13-1082.

According to a June 2017 snapshot provided by Burning Glass through the SBCTC, there is an unmet demand for bachelor level management positions in Pierce County. Burning Glass notes, “On average, there are 2,150 unique job postings in this career area and region each year, and 293 graduates”. (Burning Glass, 2017). Listed within the top ten occupations in this category are six of our areas of focus, Purchasing Managers, General Managers, Human Resource Specialists, Project Managers, Social/Human Service Managers, and Training and Development Specialists.

This same Burning Glass report showed an Unmet Demand for Sales and Marketing Professionals, showing job postings of 1,684 and 599 graduates. Marketing Specialists were listed as one of the top 10 occupations based on demand with an average of 82 annual job postings. (Burning Glass, 2017)

Table 2. Burning Glass June 2017 Snapshot Unmet Demand Bachelor Level Management Occupations
Pierce County

Occupational Title	Average Annual Job Postings	Medial Regional Earnings
Business Development	86	\$50,479
Buyer/Purchasing Agent	106	n/a
General Manager	313	\$73,656
Human Resources/Labor Relations Specialist	350	\$49,062
Nursing Manager/Supervisor	67	\$51,0+0
Operations Manager/Supervisor	171	\$75,719
Project Manager	63	\$65,082
Property /Real Estate	63	n/a
Social / Human Services Manager	84	\$44,971
Training and Development Specialist	122	\$59,298

TCC has received enthusiastic endorsement of this proposed degrees by members of our Associate of Applied Science Business degree advisory board members. These advisory board members represent a variety of employers to include:

- ☐ Macmillian Piper Inc
- ☐ Site Selection NW
- ☐ RedBike International
- ☐ Oliver Group
- ☐ Porter & Associates Logistics Consulting
- ☐ Lynden Transport
- ☐ Tote Maritime
- ☐ William Factory Incubator
- ☐ Holman Transportation

Supply

Pierce County includes four four-year universities and colleges and four community and technical colleges (see table 3).

Table 3. Pierce County Institutions of Higher Education

Four-Year Universities and Colleges	Community and Technical Colleges
University of Washington Tacoma	Tacoma Community College
Pacific Lutheran University	Pierce College
University of Puget Sound	Bates Technical College
The Evergreen State College Tacoma	Clover Park Technical College

While there is currently no Applied Management BAS offered, of the eight institutions of higher learning, four of them offer some type of business related baccalaureate level degree. Using IPEDS data

on completions for the 2015-2016 academic year, there were 411 bachelor prepared graduates in business and 100 master’s prepared graduates. Pacific Lutheran University, University of Puget Sound, and University of Washington-Tacoma all have general Bachelor of Art Business degrees. Clover Park Technical College offers a Bachelor of Applied Science in Operations Management, which is specific to those working in the manufacturing industry. Using IPEDS data for the 2015-16 they showed a graduating class of 6 students (see table 4). Central Washington University has a branch campus on the Pierce College campus that offers a BAS in Information Technology and Administrative Management. We did not include these graduates in our numbers as our applied management degree does not have an IT focus.

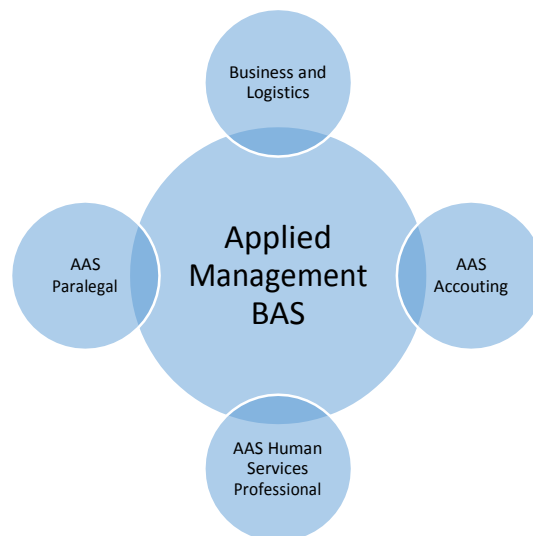
Table 4. Business, Management, Marketing, and Related Support Service Graduates 2015-2016 IPEDS

College/University	Bachelor Degrees	Master’s Degrees	Total
Clover Park Technical College	6	0	6
Pacific Lutheran University	113	52	165
University of Puget Sound	55	0	55
University of Washington - Tacoma	237	48	285
TOTAL	411	100	511

Criteria Four: Building on existing Professional and Technical Degree Programs

The target population for this degree will be graduates from TCC's Associate of Applied Science Degrees in Business, Accounting, Human Services (HSP), and Paralegal programs (see figure 3).

Figure 3. AAS Target Degrees for BAS in Applied Management



TCC has graduated over 500 students in these four degrees over the past five years (see table 5).

Table 5. Five Years of Graduates from Targeted Programs

Program	AY12/13	QY13/14	AY14/15	AY15/16	AY16/17	Total
Accounting	36	22	20	35	22	135
Business	11	15	11	24	19	80
HSP	37	43	29	39	37	185
Paralegal	30	15	28	25	18	116

In addition to the graduates listed above, this degree may eventually allow a pathway to baccalaureate level education for graduates from any number of applied associate degrees that currently have little or no pathway due the nature of the transferability of their associate degree. As this degree strives to bring managerial skill to those with technical expertise, it can apply to any number of fields.

Degree Specifics

Associate of Applied Science in Business

The Associate of Applied Science in Business has been in existence at TCC since 1971. This 94 credit program prepares students for employment in a wide variety of business environments.

TCC's Associate of Applied Science Degree in Business includes concentrations in Global Logistics or Entrepreneurship. Along the way to degree completion, students earn certificates in Customer Service, Marketing, and Management. Students also have the opportunity to add additional certificates in Human Resource Specialist.

Students earning these degrees and certificates find work in a variety of areas (see figure 4).

Figure 4. Careers for Associate in Applied Business and related Certificates

Associate in Business	Global Logistics Concentration	Entrepreneurship Concentration	Retail Management Certificate
<ul style="list-style-type: none"> •Small Business Owner •Compliance Managers •First Line Supervisors •Sales and Related •General Operations Managers 	<ul style="list-style-type: none"> •Purchasing •Distribution •Inventory/Materials Management •Warehouse Operations •Systems Management •Rate Analysis •Supplier Sourcing •Customer Service •Transportation Management •Traffic Management •Dispatching •Sales 	<ul style="list-style-type: none"> •Small Business Owners •General Operations Managers •Regulatory Affairs Managers •Compliance Managers •Supply Chain Managers •Security Mangers •Loss Prevention Managers 	<ul style="list-style-type: none"> •General and Operations Managers •First Line Supervisors of Retail Sales Workers

Management Certificate	Marketing Certificate	Human Resources Certificate
<ul style="list-style-type: none"> •First Line Supervisors •Demonstrators and product Promoters •Sales and Related Workers 	<ul style="list-style-type: none"> •First Line Supervisors •Demonstrators and Product Promoters •Sales and Related Workers 	<ul style="list-style-type: none"> •Human Resource Assistant

Associate Applied Science in Accounting

The Associate of Applied Science in Accounting degree has been in existence at TCC since 1971. This 90 credit program prepares students for entry-level positions that work with integrated computerized accounting systems. The degree includes curricula that covers practical accounting as well as leadership and business. As students complete this AAS degree, they also complete an Accounting Office Associate Certificate, Assistant Bookkeeping Clerk Certificate, and a Bookkeeping Systems Certificate. In addition, students can complete specialized accounting certificates in computerized accounting and in tax preparation (see figure 5).

Figure 5. Careers for graduates of Accounting AAS and Related Certificates

AAS in Accounting	Assistant Bookkeeping Clerk Certificate	Bookkeeping Systems Certificate	Tax Preparation Certificate
<ul style="list-style-type: none"> •Entry Level Accountant 	<ul style="list-style-type: none"> •Bookkeeping, Accounting, and Auditing Clerks •Payroll and Timekeeping Clerks •Brokerage Clerks 	<ul style="list-style-type: none"> •Bookkeeping, Accounting, and Auditing Clerks •Payroll and Timekeeping Clerks •Brokerage Clerks 	<ul style="list-style-type: none"> •Tax preparer

Associate of Applied Science in Paralegal

The American Bar Approved (ABA) Associate of Applied Science in Paralegal has been in existence at TCC since 2006 (prior to this it was included in an Administration of Justice program). This 100 credit program prepares students for employment in the legal services as specialist to provide assistance to attorneys or other legal professionals. Graduates of TCC’s Paralegal Associate of Applied Science Degree, or those who obtain the Paralegal Pro-Certificate are prepared to work as paralegal professionals. TCC also offers the Limited License Legal Technician (LLLT) program. In September 2012, the Washington State Supreme Court adopted the LLLT Rule, which authorizes non-attorneys who meet

certain education requirements to advise and assist clients in approved practice areas of law (see image 6).

Figure 6. Careers for Graduates of AAS in Paralegal and Related Certificates

AAS in Paralegal	Paralegal Preferred Pro-Certificate	Limited License Legal Technician Certificate
<ul style="list-style-type: none"> •Paralegal and Legal Assistant •Legal Secretary •Investigator 	<ul style="list-style-type: none"> •Paralegal and Legal Assistant •Legal Secretary •Investigator 	<ul style="list-style-type: none"> •Limited License Legal Technician

Associate of Applied Science in Human Services

The Associate of Applied Science in Human Services has been in existence at TCC since 1977. This 97 credit program prepares students for employment as practitioners in social service, health and addiction agencies. In addition to the Associate of Applied Science Degree, this program offers a Case Aide Certificate and a Human Services Certificate, which meets education competencies for Chemical Dependency Professional (CDP) as described by the State of Washington (see figure 7).

Figure 7. Careers for Graduates of AAS in Human Services and Related Certificates

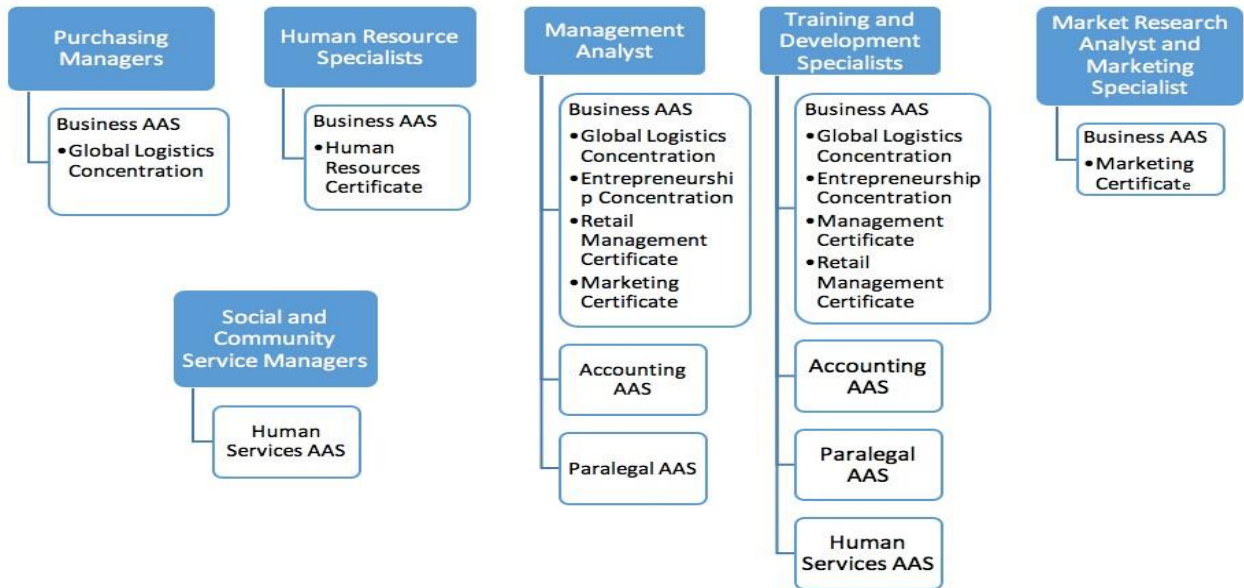
AAS in Human Services	Case Aid Certificate	Human Services Certificate
<ul style="list-style-type: none"> •Social and Human Service Assistants 	<ul style="list-style-type: none"> •Social and Human Service Assistants •Case Aid 	<ul style="list-style-type: none"> •Substance Abuse Counselor

Close attention to the outcomes of these four degrees and their related certificates have led to TCC’s six targeted SOCs for the proposed Applied Management BAS (see figure 8)

Issues of Equity

According to the SBCTC’s conclusion in their 2014 Progress Report on Student Access and Success, “Professional technical education is the predominant entry way for state population groups identified as under-represented in post-secondary attainment” and that “the results by race and ethnicity highlight the challenges for increasing college attainment for Hispanics, Black/African American, and American Indian/Alaskan Native and Hawaiian/Pacific Islander students. “ (p. 6).

Figure 8. Pathways for graduates of AAS in Business and related Certificates into careers requiring bachelor degrees



Review of the student population of our four targeted degree programs, Accounting, Business, Human Services, and Paralegal shows that, as suggested in the SBCTC Progress Report, these programs are serving a significant population of under-represented groups. Using data from our Civitas, Illume Students Database, out of the 345 students currently enrolled in four programs during Winter 2018, shows a racial makeup of 50% students who identified as white or Caucasian, 29% identify as persons of color, and 21% did not identify their race (see table 6).

Table 6. Student Race. Business, Accounting, HSP, Paralegal, Winter 2018

Race	White or Caucasian	Black or African American	Asian	American Indian/Alaskan Native	Pacific Islander	Two or More	Unknown	Total
Business	57	17	1	3	3	11	22	114
Accounting	29	5	1	1	1	3	10	50
Paralegal	32	7	0	0	0	9	18	66
HSP	56	22	1	2	2	10	22	115
Total	174	51	3	6	6	33	72	345

Using our Civitas Data for students enrolled Winter 2018, 226 of the 345 students self-identified as women, which is 66% of students in this group. Seventy-five of the 345 students identified as male (22%) and 44 (12%) chose not to identify (see table 7).

Table 7. Student Gender. Business, Accounting, HSP, Paralegal, Winter 2018

Gender	Male	Female	Not Specified	Total
Business	32	67	15	114
Accounting	11	34	5	50
Paralegal	8	48	14	66
HSP	24	77	14	115
Total	75	226	48	345

In addition, graduates from these programs will likely face barriers to continuing their education, such as being older, having family obligations, and working while completing school. Using data from our Civitas, Illume Students Database, out of the 345 students currently enrolled in these programs during Winter 2018, 40% of the currently enrolled students were over the age of 40 with 17% being over the age of 50 (see table 8).

Table 8. Student Age. Business, Accounting, HSP, Paralegal, Winter 2018

Age	<18	18-19	20-21	22-24	25-29	30-34	35-39	40-48	50-64	65+	Total
Business	0	5	7	5	23	20	10	26	18	0	114
Accounting	0	3	5	6	7	5	6	9	9	0	50
Paralegal	0	1	3	3	12	10	15	17	4	1	66
HSP	1	0	4	3	10	23	19	26	29	0	115
Number of Students	1	9	19	17	52	58	5	78	60	1	345

Enhanced Connection to our Local Community and Technical College Professional Technical Programs

The Applied Management BAS will build on Associate Degree programs from a multitude of backgrounds for health to business to legal studies. With that in mind the other community and technical colleges in our local area have programs that can also potentially feed into this degree program in the same way we have advised and directed our students to neighboring community colleges with appropriate BAS programs.

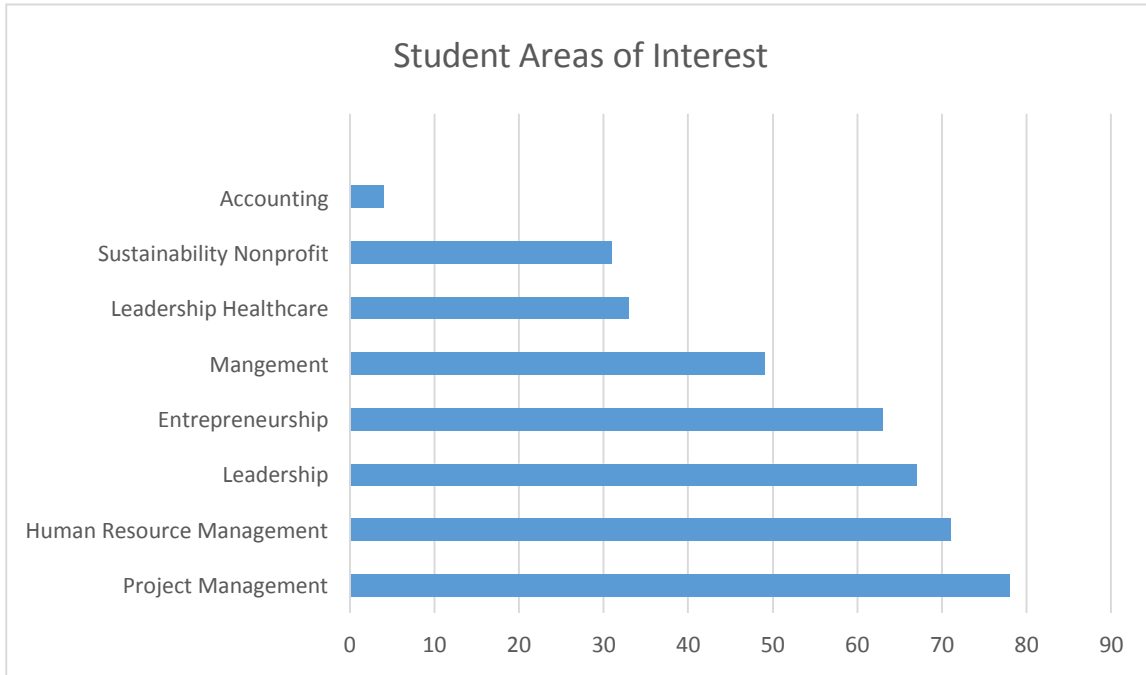
Criteria Five: Student Demand

During the Fall of 2017, TCC surveyed current students and former graduates for a number of our sampling of applied associate degree programs to include business, accounting, paralegal, health information technology, and diagnostic medical sonography. We received 157 responses. Of particular note:

- ☐ 144 respondents indicated that they had considered pursuing a bachelor degree
- ☐ 105 respondents were either unsure of or felt that they did not have sufficient pathways to pursuing a bachelor degree

Prospective students were asked about their areas of interest. As you can see, students indicated that Project Management was their top area of interest, followed closely by Human Resource Management, Leadership, and Entrepreneurship (see figure 9).

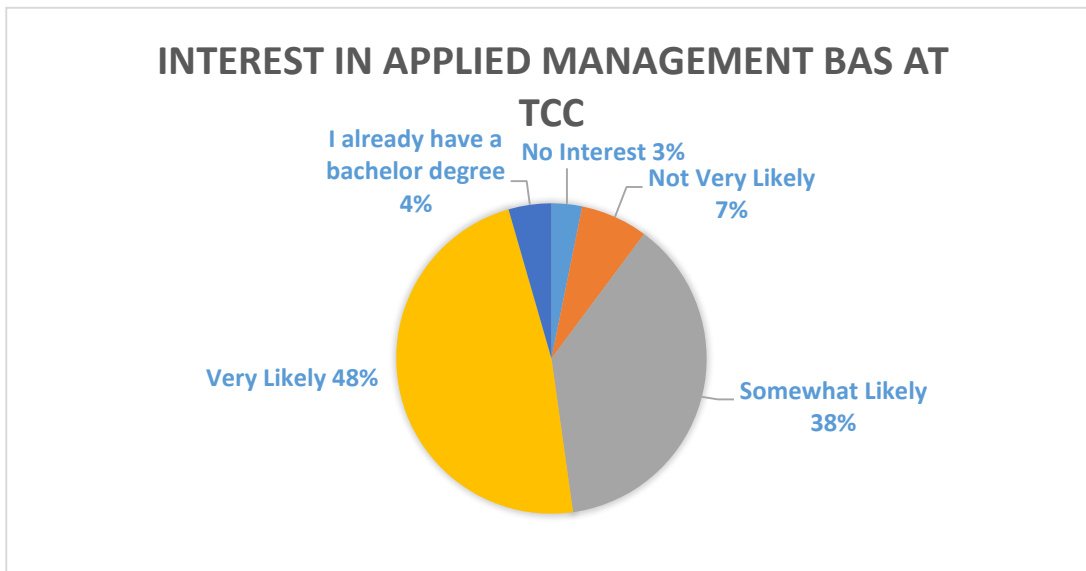
Figure 9



When asked, "If Tacoma Community College offered an Applied Bachelor of Science degree in Applied Management, how likely you would be to enroll," 85.4% of respondents were either somewhat or very likely to attend (see figure 10).

- ☐ 75 students indicated they were very likely,
- ☐ 59 indicated somewhat likely
- ☐ 11 answered not very likely
- ☐ 5 had no interest
- ☐ 7 already have bachelor degrees

Figure 10



Cohort Size

TCC plans to allow students to attend full time or part time. Our first cohort will plan for 15 full time students and 5 part time students and reach our expected full capacity of 35 full time students and 5 part time students. TCC projects the following enrollments for the first five years (see table 9):

Table 9. Five-Year Projected BAS Enrollments

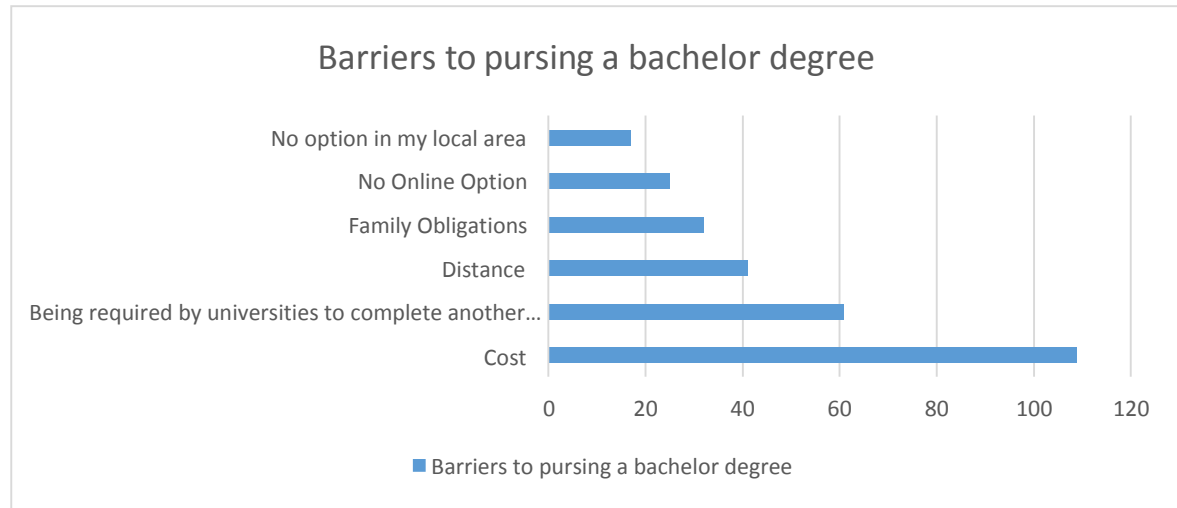
Year	Projected New Full time Enrollment	Projected New Part Time Enrollment
FY2019-20	15	5
FY2020-21	25	5
FY2021-22	30	5
FY2022-23	35	5
FY2023-24	35	5

Criteria Six: Service Place-Bound Students

Place Bound Students

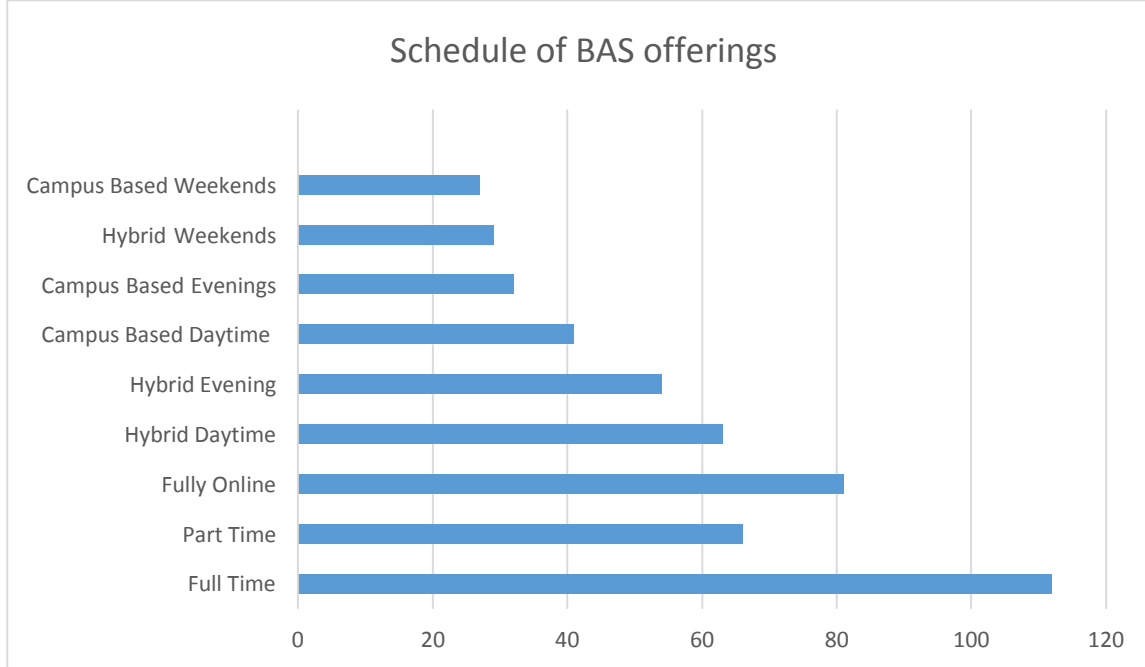
In the survey to our potential student pool 157 of our 144 respondents answered that they had considering pursuing a bachelor degree. When we asked them why they had not done so yet, the top answers were distance, money, having to do an additional year of schooling before they could apply, family obligations, no online options, and no option in my local area (see figure 11).

Figure 11



The majority of students who decide to pursue TCC's BAS in Applied Management are likely already working. Many of them will be full time employees. With this in mind, we asked potential students what kind of scheduling would allow them to pursue a bachelor degree. It is clear that students need both full and part time options. The overwhelming majority requested online or hybrid options.

Figure 12



Of the students surveyed, 41 indicated distance was a barrier and 17 indicated there was no option in their area. Students clearly need full and part time options as well as a variety of modalities of delivery. While a majority of students indicated that they preferred an online option, there was a significant number of students who desired some sort of campus component. Keeping in mind not only the cost of the education itself, but that entailed in moving to access education, TCC will work to offer options for working, place bound professionals to include full and part time options, as well as online and hybrid options to maximize access to those currently without.

Surveyed students were also offered the chance to comment on the possibility of an Applied Management BAS at TCC. The comments showed support for this idea. A sampling of comments includes:

- “This is a fantastic idea. I’d work overtime to pay tuition for this.”
- “I think that this would be a great idea. It would definitely provide opportunity for those who cannot afford to go to a university and would still have the ability to obtain a bachelor’s degree at a community college. This would add value and more reputation for degree at Tacoma Community College”
- “Thank you for giving me the chance to improve my life and career.”
- “Please offer this here, it would benefit so many students with financial restrictions like myself.”

Similar Programs in the Area

As stated previously, there are five schools in Pierce County with bachelor level or above education in a business related field.

Table 10. Business, Management, Marketing, and Related Support Service Graduates.

College/University	Bachelor Degree	Specializations
Clover Park Technical College	BAS Operations Management	
Pacific Lutheran University	Bachelor of Business Administration	Accounting Finance Management & Human Resources Marketing
University of Puget Sound	BA in Business	Business Administration International Emphasis
University of Washington - Tacoma	BA in Business Administration	Accounting Finance General Business Management Marketing
Central Washington University – Pierce College	BAS Information Technology and Administrative Management	

Clover Park Vocational College’s BAS in Operations Management is designed for those in management or supervision in the trade industry (such as production managers). The proposed degree from TCC is focused on general management to include human resources, entrepreneurship, and project management. TCCC’s curriculum will not address industry operations management and as such we will continue to advise and direct TCC students who are interested in this field to pursue further education at Clover Park.

Graduates from TCC’s Associate in Business DTA/MRP degree have a direct path into the Business degree program at the University of Washington-Tacoma. Looking at five year period to include AY 2011-2016 graduation and transfer history for the Associate of Business students, TCC graduated 527 Associate of Arts in Business DTA/MRP students; 30% of those students can be verified as transferring to a Washington State Bachelor program to continue their schooling (see table 11).

Table 11. Associate of Arts in Business Graduates who transferred to Washington Bachelor Programs

Academic Year	AA Business DTA/MRP graduates	Transfer to Bachelor Degree
11-12	67	27
12-13	112	16
13-14	128	23
14-15	122	19
15-16	110	18
TOTAL	527	103

While students transferred to a number of different institutions, 64% transferred to the University of Washington-Tacoma (see table 12).

Table 12. TCC Graduates with Associate of Business DTA/MRP that transferred to Washington Bachelor program

Transfer Institution	First Year at Transfer Institution					Total
	2011-12	2012-13	2013-14	2014-15	2015-16	
Bates Technical College					1	1
Bellevue College				1	1	2
Central Washington University	1	4	1	2	3	11
Eastern Washington University	1					1
Green River College			1			1
Highline College		1				1
Olympic College	1				1	2
Peninsula College			1			1
Pierce / Fort Steilacoom				1	1	2
Pierce / Puyallup		1			1	2
Renton Technical College					1	1
The Evergreen State College		1		1		2
University of Washington - Seattle	5	2	3	5	3	18
University of Washington-Bothell Campus					1	1
University of Washington-Tacoma Campus	27	16	23	19	18	103
Washington State University		2	3	1	2	8
Western Washington University				1	2	3
Whatcom Community College					1	1
Grand Total	35	27	32	31	36	161

This well-established pathway has worked well for students who have completed this traditional transfer degree and we would continue to advise and encourage those students appropriately into this degree. The Applied Management BAS would not target graduates from TCC’s Associate in Business DTA/MRP.

Collaborations

TCC has made contact with several local community and technical colleges to begin conversations about collaborations and articulations.

- ☐ TCC and Bates Technical College have had preliminary discussions on plans to create pathways for Bates Associate of Applied Science students in Business Management and Marketing, Administrative Office Assistant, and Accounting into TCC BAS in Applied Management.
- TCC has had preliminary discussion with Clover Park Technical College. Clover Park and TCC will work together to ensure that messaging on the differences between Clover Park’s BAS in Operations Management and TCC’s proposed BAS in Applied Management are clear for students. These two colleges will collaborate to ensure that students are advised to the program that is appropriate for them.
- ☐ Pierce College has also indicated an interest in exploring a BAS in Applied Management for their student population. TCC and Pierce met and both are committed to a collaboration around

applied management options to meet the diverse needs of the students, employers, and the Pierce County community. TCC and Pierce College will support the needs of our county and differing populations by coordinating applied management options, to include the modality of offerings, specializations, and shared courses.

Conclusion

Labor market data shows an unmet need of business professionals in the Tacoma-Pierce County area. The SBCTC's own studies show that under-represented groups participate at a higher rate in professional technical areas. By adding a BAS in Applied Management at TCC we hope to fill the gap in our workforce, as well as provide pathways to bachelor education to students who traditionally felt they had no option to go beyond their associate degree. This proposed BAS will allow students to stay in their current industry while providing them with the skills they need to improve their career.

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