



**NORTH SEATTLE
COLLEGE**

One of the Seattle Colleges



Accounting with International Accounting

Bachelor of Applied Science

Statement of Need

North Seattle College

Revised April, 2019

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Form A: Cover Sheet, Statement of Need

Program Information

Program Name: Accounting, with International Accounting

Institution Name: North Seattle College

Degree: BAS Accounting

CIP Code: 52-0302

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

Degree: Accounting AAS-T

CIP Code: 52-0302

Year Began: 2014

Degree: Business AAS-T

CIP Code: 52-0201

Year Began: 2012

Proposed Start Implementation Date: Winter 2020

Projected Enrollment (FTES) in Year One: 17 **at Full Enrollment by Year:** 4 (42 FTES)

Funding Source: State-Funded, Internally Self-Support

Mode of Delivery

Single Campus Delivery: North Seattle College main campus, Seattle, Washington

Distance Learning: Primarily online instruction, general education classes may be either classroom-based, hybrid, or online.

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Pete Lortz, Chief Academic Officer, Vice-President of Instruction

Feb. 14, 2019
Date

Introduction to the degree

North Seattle College (NSC) proposes to develop a bachelor of applied science (BAS) degree in Accounting, with International Accounting to serve the support businesses, public agencies, and non-profit organizations in all sectors of the economy in the central Puget Sound area. This would be the second applied baccalaureate program in accounting in the Washington State (alongside Bellevue College), and would address the area's long-standing unmet demand for accounting professionals.

Nationally, demand for accounting professionals is at record levels as well as student interest in accounting. According to the Association of International Certified Professional Accountants (AICPA) 2017 Trends Report, undergraduate accounting enrollments were at an all-time high in 2015-16. Demand dipped slightly in 2016, but that is not expected to change the overall upward trend in demand. The U.S. Bureau of Labor Statistics is projecting 10% growth out to 2026 which is faster than average across all occupations. This translates to 140,000 new accounting and auditor positions.

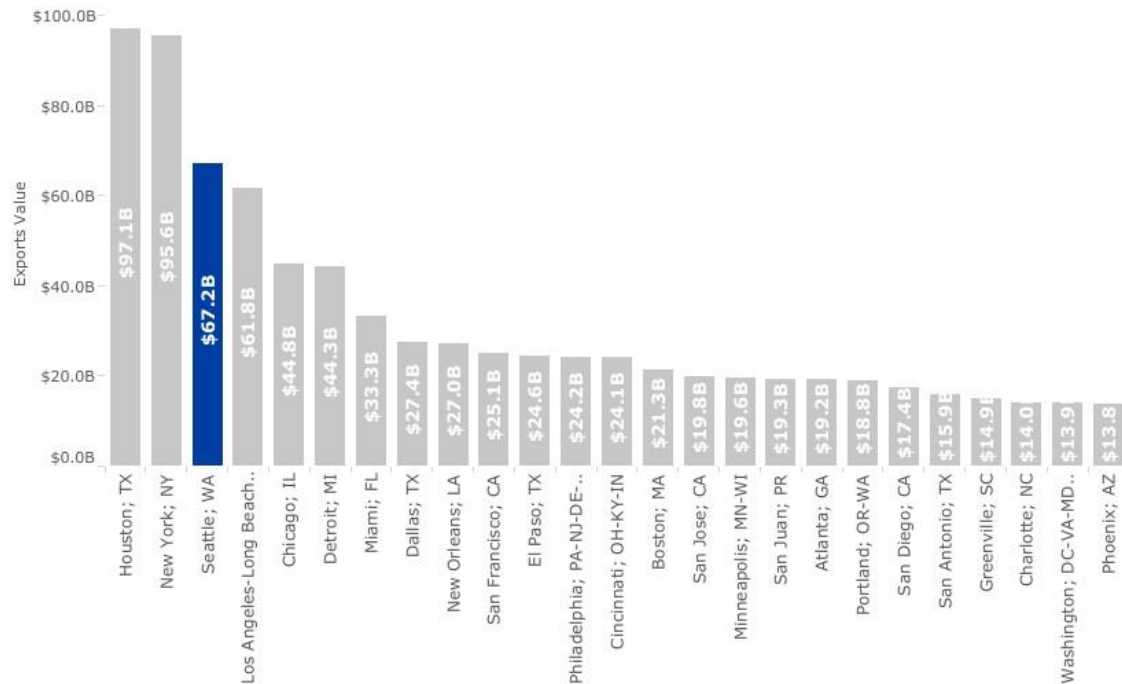
The employment demand forecasts for Accountants in King County exceeds national levels and reflects the growth in business activity in the region across all industries. According to EMSI, Inc. the number of accountants and auditors (SOC 13-2011) positions in King County has grown by 11% in the last 10 years, and is forecast to grow by an additional 12% in the next ten years (2018-2028) and 13% statewide. Each year, an average of 2,118 accountant and auditor jobs will be filled in King County and 4,413 statewide. Current Washington estimates are that 31% of incumbent accountants and auditors are 55 and older, so retirement will create a large portion of the job openings. In fact, over the next 10 years, the total number of accountant and auditor job openings (21,183) in King County will exceed the current total of 20,274 accountant and auditor jobs. Median hourly earnings for accountants and auditors in King County is \$34.12 (\$71,000/year).

North Seattle College proposes an applied baccalaureate degree in Accounting, with International Accounting that brings together theory and practice and prepares graduates to work effectively positions that require applied accounting skills. The Seattle economy is trade-oriented. According to the U.S. Department of Commerce International Trade Administration, Seattle is the third largest export market in the United States, behind New York and Houston, with over \$67 billion in exports. Almost 80% of that total is transportation equipment (primarily aircraft and aircraft parts). For this reason, it is important that the program cover International Financial Reporting Standards (IFRS) established by the IFRS Foundation's International Accounting

Standards Board (IASB). Having this knowledge-base will enhance employment opportunities for program graduates in the Seattle area.

Seattle is the Third Largest Export Market in the U.S.

Seattle is a city driven by trade. With the largest port in the Pacific Northwest, we have become one of China's most valuable trading partners in the U.S.



Source: Office of Trade and Industry Information (OTII), Manufacturing and Services, International Trade Administration, U.S. Department of Commerce

The program will be multi-disciplinary bringing together elements from business and accounting. It will be designed to build upon the business and accounting AAS-T programs at NSC, and will provide the accounting content needed for success in the occupation and in preparation for Certified Public Accountant (CPA) licensure. Program graduates seeking CPA licensure will need to take additional business-related coursework (45 credits, which NSC will offer) and complete the work experience requirement prior to sitting for the CPA exam. But they will graduate with all of the accounting courses they need for licensure.

The program will primarily serve students living and working in King County, but may draw from or place students in jobs beyond King County and throughout the Central Puget Sound. Other Associate degree programs that will provide a transfer pathway into the Accounting BAS program include nearby accounting and bookkeeping programs at Bellevue, Edmonds, Everett, Green River, Highline, and Shoreline Community Colleges. With additional work experience, graduates of the BAS program will be strongly

positioned to enroll several area Masters of Accounting programs at Seattle University, UW Seattle, Tacoma and Bothell, WGU, and City University.

The BAS in Accounting with International Accounting would begin admitting students in the winter of 2020. The following proposal demonstrates how the program supports the college's mission and goals; addresses the goals of the state's master plan for education; meets student and employer demand; addresses a skills gap; and offers general information on the new curriculum.

1. Relationship to institutional role, mission, and program priorities

The Seattle District Board of Trustees, the President's Executive Team, the Board of Trustees, the Instructional Council, the faculty-driven Curriculum and Academic Standards Committee (CAS), and the Real Estate Program Technical Advisory Committee all strongly support the development of the Bachelor of Applied Science Degree in Accounting, with International Accounting. The college leadership and faculty support the program because it directly aligns with North Seattle's core mission and values (as well as those of the Seattle District) and is a logical step in providing North Seattle students with a career pathway that will lead to employment in a growing occupation that is critical to the central Puget Sound and Washington State. This proposal is also reflective of the Seattle District which includes Seattle Central and South Seattle Colleges, as the mission, goals and priorities for the District closely mirror those of North Seattle College.

Mission: North Seattle College is committed to changing lives through education. We achieve our mission by:

- Offering comprehensive educational opportunities
- Creating a highly supportive learning environment
- Engaging in effective and enduring partnerships

The Accounting BAS degree will give students new educational opportunities beyond a certificate or Associate degree, and will help to further professionalize the occupation. It will provide a pathway toward CPA licensure. The degree will support the college and the District in its continuing efforts to create partnerships with business and industry, giving companies the opportunity to help shape the curriculum of the program, hire interns, and eventually hire qualified graduates.

Vision: *North Seattle Community College is a progressive educational resource, actively engaged with its community, and known for its innovation and responsiveness.*

The Accounting BAS degree is a response to the demonstrated needs of the Puget Sound region for trained professionals who have demonstrated accounting knowledge and skills.

Values: *In promoting continuous learning and growth, we practice: Caring, Collaboration, Diversity, Innovation, Integrity, Quality.*

To develop and maintain the Accounting BAS degree there has been, and will continue to be, collaboration with the public employers, accounting firms and major corporations who comprise the Greater Seattle economy, and with other community colleges in Puget Sound that will send students to the program. In addition, there will be articulation with graduate programs in business and accounting, as well as collaboration with area high schools. These levels of articulation and coordination will combine to produce a streamlined pathway with multiple entry and exit points that will increase access, retention and completion efforts. The program will attract both high school graduates seeking a secure career in accounting, as well as existing business and accounting professionals interested in a secure and stable career path. Developing this degree and its pathway options directly aligns with North's values of collaboration and innovation, while also striving for integrity and quality which will attract an increasingly diverse student population.

Core Themes: *Advancing student success, excelling in teaching and learning, building community.*

The Accounting BAS degree is in direct alignment with the three Core Themes of the institution:

- **Advancing Student Success** – the four-year degree will give community college students a more accessible opportunity to pursue an advanced degree with the same care and concern about student retention that current North Seattle students enjoy.
- **Excelling in Teaching and Learning** – the Accounting BAS degree will build on the District's strong business and accounting programs and give faculty the ability to develop and implement the more rigorous 300- and 400-level classes. The regular assessment of course, program and degree outcomes will take on even more importance and relevance with students and faculty as North now plays the dual role of the feeder college and baccalaureate institution.
- **Building a Sustainable Community** –The degree requires the college to continue its drive to form local and global partnerships because local employers and employees will play a key role in the creation and the delivery of the degree.

Companies that already have a close relationship with the college and serve on the Accounting Technical Advisory Committee include Robert Half (who currently hires more accountants than any other company in Seattle), Bader Martin, Argosy Cruises, Starbucks, and many other accounting and industry support organizations.

Essential Learning Outcomes: *Knowledge, intellectual and practical skills (including intercultural knowledge and competence), personal and social responsibility and integrative and applied learning.*

The Accounting BAS degree will embody the Essential Learning Outcomes in its rigorous curriculum and supportive educational activities, with a special emphasis on real world applications and work-based learning. An added benefit of the Accounting BAS degree is accounting students who are not enrolled in the program will see fellow students taking classes and being successful at the junior and senior levels. Students who are the first in their families to attend college, students who are starting out in precollege classes and adult basic education, and students who think a transfer degree is something unattainable will be able to observe and interact with students who attained their Associate degree and are now taking the next step forward in their career. This is a dynamic that is important to the Board, the Executive Team and faculty of North Seattle, and the rest of the Seattle District.

North Seattle College and the Seattle Colleges in general are ideal institutions to promote and enroll students into the PM degree. The district enrolls over 46,000 students annually and is second only to the University of Washington in student population in Washington State. North, Central and South Seattle are currently offering thirteen Applied Baccalaureate programs, and with several more under development. Seattle is also a very diverse district, with North Seattle enrolling 48% students of color (not including students who do not report race or ethnicity) out of a total of 15,354 students in 2018. Fifty-eight percent of Seattle District students are non-white. This strong diversity will strengthen the Accounting BAS program as it develops, and make the program's graduates more marketable as employees.

Another advantage North Seattle and the Seattle District has is the large number of international students that are on their campuses. The Seattle Colleges will enroll over 2,000 international students this year. Having a large pool of international students adds significantly to the richness of student life on the campuses. Finally, the Seattle campuses have robust existing applied associate degree programs in business, construction trades and building science, real estate, information technology and other related fields.

2. Support of the statewide strategic plan

The proposed Accounting BAS degree that North will offer clearly supports the SBCTC Mission Study. It helps answer the fourth Challenge in the study: Washington needs more people with baccalaureate and graduate degrees. Community and technical colleges must expand their contribution to baccalaureate education to meet this need, and is well-positioned to reach place-bound and lower-income students. In addition, item number four of SBCTC's 10-point *Twenty-Year Action Plan* lists calls for community colleges to contribute more to the production of applied baccalaureate degrees.

The Accounting BAS degree helps meet the first Challenge of the *Mission Study* as well: to help more people attain higher levels of skill and knowledge as our state becomes more diverse and its corresponding item in the *Twenty-Year Action Plan*. The Accounting BAS degree will be more affordable to students than most other business-related options offered in the region, and will be drawing from the much more diverse student population which the community colleges traditionally serve. The program also supports the second item in the *Twenty-Year Action Plan*: close the statewide skills gap for technically trained workers.

The Washington Student Achievement Council's 2019-21 Strategic Action Plan sets the ambitious goal of raising to 70 percent the share of Washington adults 25-44 who have a post-secondary credential. It identifies one challenge area by building pipelines to address regional workforce shortages. As you will see below, accounting is one area where the supply has been and will continue to be inadequate to meet local demand. Another goal in the Strategic Plan is to reengage adult learners, especially those who have some college but no degree. This low-cost BAS program in a high demand occupation will attract place-bound working students and help to induce them to complete a post-secondary degree that will lead to more rewarding employment.

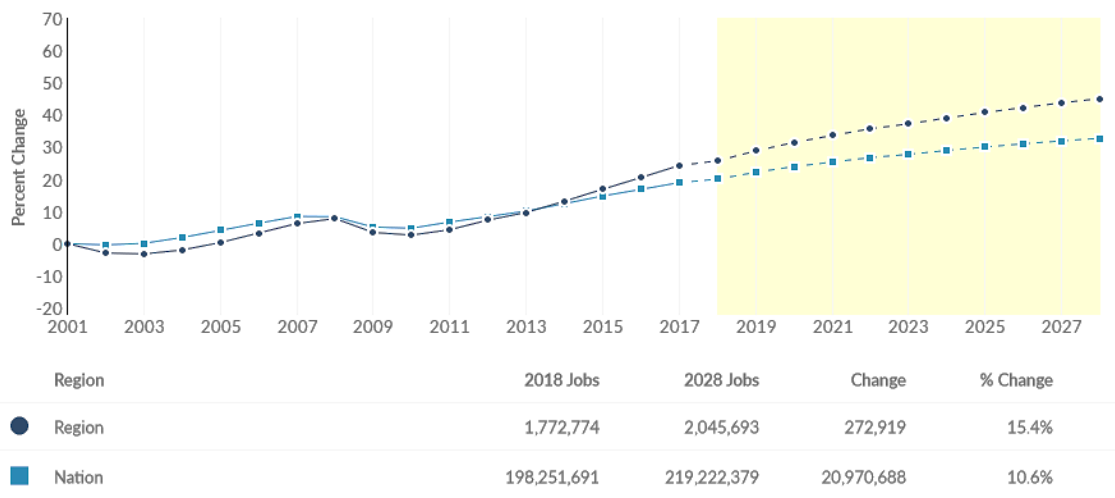
3. Employer/community demand for graduates at the baccalaureate level of education proposed in the program

Regional Economic Growth. The Seattle-area economy is booming. The unemployment rate in King County is just over three percent. That is full employment by almost any definition.

Nearly every business and government agency needs accountants and auditors. Demand for this occupation is tied to the size of the economy, and the Seattle economy has grown tremendously and looks to continue to do so.

For example, over the last 10 years in King County, employment levels in occupations that typically hire entry-level employees with a baccalaureate degree has increased by 111,000 jobs or 27%. This is an incredible rate of growth. Projected growth over the next 10 years (to 2028) is lower (one would not expect that growth rate to be sustained) but still impressive at an additional 85,000 jobs or 16%. The national forecast for baccalaureate-level job growth is just 12%, by comparison. The chart below shows that since the end of the recession in 2014, job growth across all occupations in King County has outpaced the nation, and is projected to continue to do so through 2028.

King County and U.S. Historical and Projected Employment Growth, 2001-2028



Demand-Supply Gap for Accountants and Auditors. The target occupation for the Accounting BAS program is:

Accountants and Auditors (SOC/O*NET 13-2011.01 and 13-2011.02)

Examine, analyze, and interpret accounting records to prepare financial statements, give advice, or audit and evaluate statements prepared by others. Install or advise on systems of recording costs or other financial and budgetary data.

The following key data regarding demand for accountants and auditors in King County are as follows:¹

- There are currently 20,476 accountants and auditors. There were 2,012 job openings for accountants in 2017.

¹ All data from EMSI, Inc. *Analyst* labor market data system.

- The average number of monthly online job postings (un-duplicated) in 2018 was 1,638. The posting intensity was 5:1, the same as the overall county average across all occupations.
- There will be an estimated 2,100 job openings for accountants and auditors each year for the next ten years.
- Nearly 80% of these job openings will require a bachelor's degree. The breakdown of these annual job openings by education level is as follows:

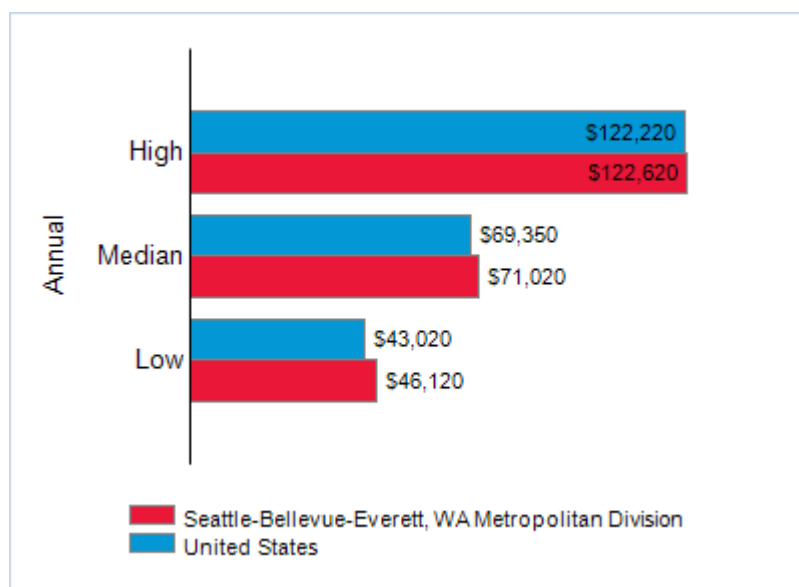
Table 3
**Estimated Annual Job Openings for Accountants and Auditors (13-2011)
in King County by Education Level**

Education Level	Number of Job Openings
Bachelor's Degree or higher (79%)	1,659
Associate Degree (9%)	189
Some College or Certificate (8%)	168
HS Diploma/GED (4%)	84
Total	2,100

Source: EMSI job forecast and Bureau of Labor Statistics.

- The median hourly earnings for accountants and auditors in Washington State is \$34.12 (\$71,000 per year). Managers of larger facilities and in Seattle-Bellevue are likely to have higher earnings. The distribution of earnings at the 10th, 50th, and 90th percentiles for the occupation is as follows:

Seattle MSA and U.S. | Percentile Earnings for Accountants and Auditors



Source: CareerOneStop website, <http://careerinfonet.org>.

- According to EMSI, Inc., based on IPEDS data, in 2017 there were 408 baccalaureate completions in accounting-related fields of study in King County. This includes 289 at UW Seattle and Bothell campuses, 66 at Seattle University, and 28 at Seattle Pacific University. Bellevue College had only four Accounting BAS graduates in 2017.

IPEDS Baccalaureate-Level Completions in Accounting-Related Programs King County, 2017

Institution	Bachelor's Degree Completions (2017)	Growth % YOY (2017)	Market Share (2017)
☐ University of Washington-Seattle Campus	179	-4.8%	36.2%
☐ University of Washington-Bothell Campus	110	23.6%	22.2%
☐ Seattle University	66	11.9%	13.3%
☐ Seattle Pacific University	28	12.0%	5.7%
☐ City University of Seattle	12	50.0%	2.4%
☐ Northwest University	9	125.0%	1.8%
☐ Bellevue College	4	Insf. Data	0.8%

The baccalaureate-level degree gap in King County for accountants and auditors is substantial. From the data presented above, we see 1,659 baccalaureate-level job openings each year for the next 10 years. King County is producing only 408 accounting-related baccalaureate completions every year, yielding an **unmet demand gap of 1,251 jobs**. Some of that gap will be met by workers with lower level skills than is sought by employers, and some of it by workers moving into the county to take the positions. But most of it must be met by expanding baccalaureate accounting capacity in the county.

The proposed BAS degree will emphasize international accounting. A search of online job postings for accountants in King County between January and October 2018 turned up 195 unique job postings mentioning the words “International” or “IFRS”. Top companies looking for these skills include T-Mobile, Deloitte LLP, Amazon, KPMG LLP, and Alaska Air Group. The posting intensity ratio (total postings to unique postings) was 9:1, almost twice the all-jobs average of 5:1, indicating substantial employer difficulty recruiting for these skills.

4. Applied baccalaureate program builds from existing professional and technical degree programs offered by the institution

Accounting is an occupation that is nearly ubiquitous across all industries, public and private. As indicated earlier, nearly 80% of accounting professionals hold a bachelor's

degree or higher. Accounting students may be recent or new entrants into the labor market or they may be bookkeepers seeking to advance into the accounting profession. The primary lower division feeder programs for the Accounting with International Accounting BAS are through the existing business and accounting programs at North. Two direct pathways will be the General Business AAS-T and the Accounting AAS-T degrees at North Seattle College. These are the same pathways for two other BAS options at North—International Business and Residential and Commercial Property Management. Graduates of either of these two AAS-T programs will be able to choose from three BAS options, once the Accounting BAS is implemented. It will also be possible for students to transition into the BAS degree any other AAS-T from any college by completing the prerequisite classes to the BAS degree program.

North Seattle College also offers several related certificate programs that provide an on-ramp or pathway to the two AAS-T degrees and the Accounting BAS. In accounting, these include certificates in Advanced Tax Preparation, IBEST Office Assistant/Bookkeeping Assistant, Bookkeeping Certificate in Accounting, Accounting Fraud, Not for Profit Management, and Computerized Accounting Technology. In business, certificate pathways include International Trade and Marketing.

Table 4, below, shows the range of certificate and degree programs currently offered by North Seattle College that are part of the multiple pathways toward the Accounting BAS program:

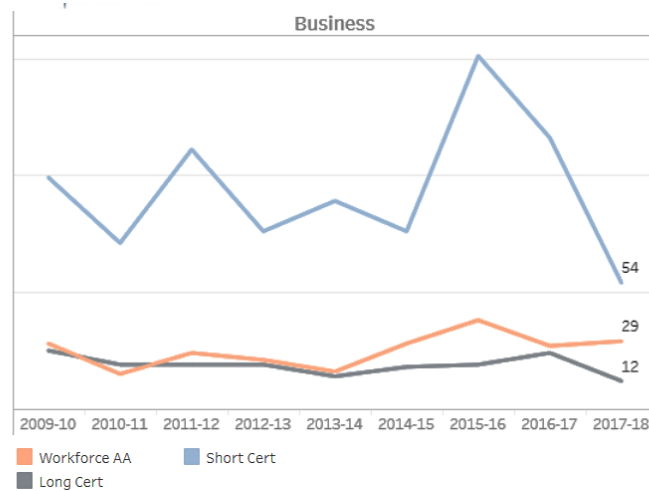
Table 4
Pathway Programs to the Property Management BAS Degree
North Seattle College

Program	Short Term Certificate	Certificate	AAS	AAS-T
Real Estate				
Real Estate		✓		✓
Property Management		✓		
Green Real Estate	✓			
Business				
General Business			✓	✓
Entrepreneurial Training		✓		
Marketing	✓			
Project Management	✓			
Accounting				
General Accounting			✓	✓
Bookkeeping		✓		
Cert. of Accountancy		✓		
Computerized Accounting		✓		
Accounting Achievement	✓			
Not-for-profit	✓			
Accounting Fraud	✓			
I-BEST Bookkeeping Assist.	✓			

Table 5, below shows completions from the programs listed above for the last five years. From the numbers it is apparent that with minor fluctuations, the total number of completions has been about 100 or more, providing a solid base of students at NSC who will have completed some or all of the preparatory courses for entry into the BAS program.

Our experience has shown us that if we create more BAS options for students in a given instructional pathway, more students will complete an associate degree because they will need that degree for BAS program entry. This means that we can expect some of our certificate completers to go on and complete their AAS-T degree.

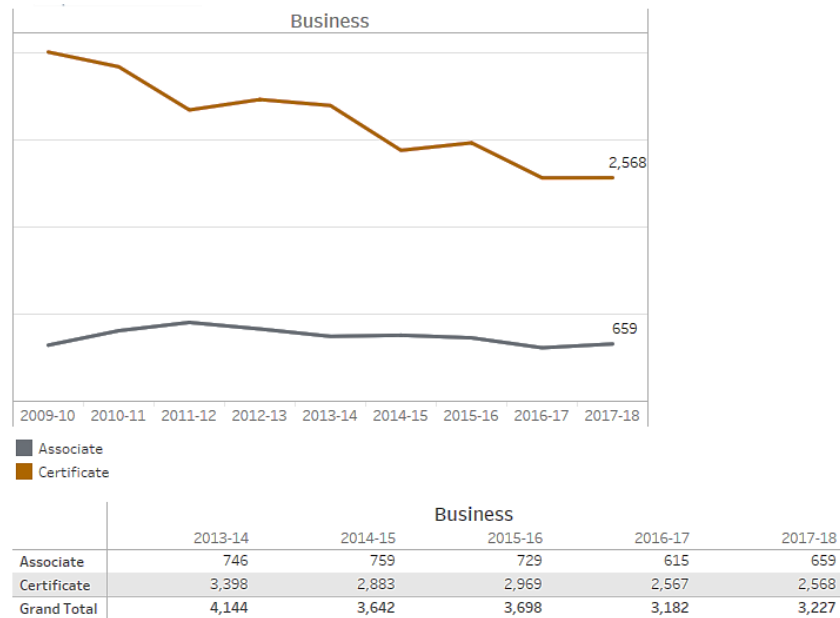
Table 5
**Awards by Year for Business-Related Professional-Technical Programs to the
Accounting BAS Degree at North Seattle College, 2014-2018**



	Business				
	2013-14	2014-15	2015-16	2016-17	2017-18
Workforce AA	16	28	38	27	29
Long Cert	14	18	19	24	12
Short Cert	89	76	151	116	54
Grand Total	119	122	208	167	95

If we look at all of the business-related students in the Central Puget Sound region’s community colleges in either Real Estate, Business, or Accounting, we see a much more impressive and stable pipeline of potential students for this BAS program. This analysis best shows the full potential pipeline of prepared applicants to enter the proposed Accounting BAS program. We see over 3,200 professional-technical business and accounting completions last year, including 659 associate degree completions. Students coming from business and accounting programs may need a transition quarter to cover the necessary pre-requisite courses prior to program entry, but they will have the other skills and coursework needed to move efficiently into the Accounting BAS program.

Table 6
**Total Awards by Year for Business-Related Pathway Programs to the
Accounting BAS Degree, Central Puget Sound Community Colleges**



While developing and later implementing the Accounting BAS program, administrative and curricular synergies with existing North Seattle College BAS degrees will be assessed and leveraged. Strategies to share curricular elements with the NSC BAS programs in Residential and Commercial Property Management and International Business and Application Development will be explored. Opportunities to leverage/share administrative resources across the three North Seattle College BAS programs will also occur, especially because the new Accounting BAS program will share the same pre-requisite courses for entry as NSC’s International Business and Property Management BAS programs.

North Seattle College has taught its Accountancy Certificate program for many years. This program is designed for bachelor’s degree holders seeking to meet the post-baccalaureate credit requirements (40 additional post-secondary credits in accounting and business) to sit for the CPA exam. These eight courses will be enhanced to the 300 and 400 level (with more in-depth content) and will comprise the core of the Accounting BAS curriculum. The remaining four content courses will be practicum and internship courses, and two courses in international accounting principles and practice. NSC’s INFO300 course Information Literacy for Undergraduate Research will be the only required general education course.

5. Student demand for the program

In the winter of 2019, North Seattle College surveyed its real estate, business and accounting students to assess demand for an Accounting BAS degree, with International Accounting (see Appendix 1). NSC also reached out to the other two Seattle Colleges, Edmonds, Shoreline, Cascadia, Renton and Highline, and some of their business and accounting students participated in the survey as well. There were 163 respondents to the survey. The survey included a brief description of the proposed program. The following are summary highlights of the results of the survey:

- **80% of respondents indicated they would be interested in enrolling in the BAS program**—32% (52 students) said they would be interested in enrolling right now, 33% after finishing their Associates degree, and 15% would be interested in enrolling some day in the future.
- **92% of respondents indicated getting an applied bachelor's degree would benefit them** through either a promotion or increased earnings.
- **77% of respondents preferred totally online classes**, greatly higher than preferences for classes at other times of the day or weekends. 92% of respondents indicated they had experience taking classes online or would like to.

The fact that 52 respondents indicated interest in enrollment right now in the BAS program was very encouraging, and implies filling the first cohort should not be difficult. This is also supported by some of the comments received by students who responded to the survey.

Another important source for student recruitment will be workers already employed in a bookkeeping or accounting occupation. There are 17,000 bookkeeping, accounting and auditing clerks in King County who would potentially be interested in this degree. Based on national estimates for this occupation, about 80% of them are likely to not have a baccalaureate degree. About 57% of the MSA's 46,000 real estate sales agents

already have a college degree, which means there are 13,600 incumbent workers in the accounting field who potentially may be interested in this BAS program in King County to advance in their profession. An accounting or bookkeeping clerk makes about \$22/hour in King County. An accountant makes \$35/hour.

Much time and energy will be dedicated to working with our advisory committee for the BAS program, as well as the Accounting technical advisory committees at North and our partner colleges. The college anticipates enrolling a significant number of incumbent workers who are upgrading their skills and working to advance in the real estate industry.

Our business partners have been clear in the importance of a four-year degree in the jobs for which program graduates will qualify. The upper division accounting classes that make up the degree will be online classes to better accommodate working students.

As indicated in Table 7 below, the program will enroll at least twenty students in its first year with an additional 24 in year 2 as the first class moves on to their senior year.

Student Survey Comments

Student survey respondents offered comments on the proposed Accounting BAS, with International Accounting degree.

"I'm so excited that this could be a possibility! Please let this come to fruition! I would love an online option to pursue my bachelor's degree in accounting. I would much rather pursue this degree at North Seattle than transfer to a university."

"Sounds like a great option! I was able to use the Accounting Certificate at North as a 5th year (to go with a Bachelor's I already had) to sit for the CPA exam. Online is challenging, but very helpful when trying to juggle job, family, etc. A four year accounting degree from North would be a great option for people."

"I took all of my California Board of Accountancy requirements at NSC. I believe that not only was I able to obtain my credits but strongly believe that the online curriculum was challenging and positioned me to further advance my career."

"I am in my last quarter finishing up some prerequisites before transferring to WSU to get a BA in accounting fully online. If I could stay at North instead and do the BAS fully online I would definitely do so."

"I currently hold an AAS in Accounting and have been researching Bachelor programs. I would be very interested in this option, and would enroll this year if it were available as an online, or nights/weekend option."

"I think this is a fantastic idea and long overdue!"

Experience has shown that not every student will attend full time, hence the FTES numbers are slightly lower.

Table 7
Projected Enrollment Levels (FTES) for Accounting BAS Program

Winter 2020	2020-21	2021-22	2022-23	2023-24
17	39	42	42	42

6. Efforts to maximize state resources to serve place-bound students

As previously mentioned, the courses in North’s Accounting BAS program will be primarily online instruction to reach as many place-bound and working students in the Central Puget Sound region (and beyond) as possible. General education courses will be typically fully online. With 20 percent of North Seattle College’s current student population taking online classes, the college has a great deal of experience in supporting on-line students. In fact, contrary to state and national trends, North’s online students do as well in grade point averages and course completions as “grounded” students.

As mentioned above in Section 3, there were 408 baccalaureate completions in accounting in 2017 in King County. Most of those (72%) came from the two UW campuses. North Seattle College has reached out to the UW BAS contact to provide them with an opportunity to comment on or inquire further about our plans to start this program. After several follow-up emails, we have not received any response from UW at this time. Seattle University and Seattle Pacific University made up most of the rest of the supply capacity. According to this data source, Bellevue College added to the total with just four completions from its Accounting BAS program in 2017.

The most common master’s degree pathway for graduates of the Accounting BAS program will be a Master in Business Administration (MBA) program. North Seattle College has articulation agreements in place with several institutions for this type of program progression, including two MBA options at City University and Western Governors University, and another with Central Washington University’s Information Technology Administrative Management program. When the Accounting BAS program is created, we will add this program to those three articulation agreements so students can move seamlessly into them after graduation, if that is their choice.

North Seattle College has consulted extensively with area employers in the development of this program proposal to ensure that the need for baccalaureate-trained accountants is clear and regional demand will be sustained. The message we keep hearing from our employer partners is clear—experienced and well-trained

accountants are very difficult to find, and employers are hiring under-prepared staffers for these positions and spending time and money to move them up the learning curve so they can be fully-productive employees.

The table below lists some of the employers that were consulted regarding the Accounting BAS program and the text box shows a selection of some of the things they said about it, and the impact it would have on their organizations in the Seattle area.

Table 8
Business and Public Sector Experts Consulted, Accounting BAS Degree Program

Name	Employer	Job Title
Chris Fulton	Access Laser Co.	Chief Financial Officer
Trina Doty	Argosy Cruises	Controller
Steve Bishop	Bader Martin PS	Principal
Melinda Merrell	City of Seattle	Business Operations Mgr.
Victoria Kitts	Clark Nuber PS	Audit Senior Manager
Kenneth Duncan	Duncan and Schuler, CPA LLC	Consultant
Elizabeth Whiteman	Greenwood Ohlund & Co.	CPA
Christopher Dowsing	Morrow and Dowsing, Inc.	CPA
George Neiswanger	North Seattle College (Ret.)	Accounting Faculty
J. Travis Sjostrom	Recruiting Integrity	Principal Recruiter
Dan Strunk	Robert Half International, Inc.	Division Director
Rasmus Tellmann	Starbucks Coffee Co.	Accounting Manager
Sam Lord	U.S. Health and Human Serv.	Auditor

The employer experts we spoke with substantiated the following conditions that support the creation of the Accounting BAS, with International Accounting program:

- Demand for accountants in the area is high and will be sustained. Familiarity with international accounting principles is particularly difficult to find.
- Accountants need at least a baccalaureate level of training to be effective in their positions.
- With no choice, employers are having to hire workers for these positions who lack the level of professional preparation they would prefer.
- Employers are spending time and money to train new hires so they can be fully-productive employees.
- Existing experienced accountants are nearing retirement and there is no pipeline for replacing them in place.
- An Accounting BAS program with an international accounting emphasis would solve many of these issues and is very much needed.

Unique aspects of the program. There are many unique features of the Accounting BAS program that will help ensure its success. First, this is an applied vocational degree focusing on a high demand profession that drives the Seattle-area economy. While the importance of theory cannot be minimized, students in the program will learn how to handle real-world accounting problems and follow best-practice procedures. Students will get real experience and resolve real-world scenarios and through their practicum and internship.

Second, this degree directly addresses a critical need in the industry. The skill sets we will train and educate our students to use are those same skill sets industry is clamoring for as evidenced by the labor market data and employer consultation.

Third, this degree is very affordable. Average cost of the degree over the two years will be much less than comparable degrees at other public four-year institutions. Below is the cost in tuition and fees for one academic year, with comparisons to the average yearly cost of other local Business degree programs.

Table 9
Current Annual Tuition Cost of Baccalaureate Business Degree Programs

Institution	Annual Tuition	% of NSC Cost
North Seattle College	\$6,456	100%
University of Washington	\$11,207	174%
Seattle University	\$45,765	709%
Seattle Pacific University	\$42,480	658%

Fourth, this degree is built for those with AAS and AAS-T degrees in the business and accounting fields. It is taking what once was a terminal degree and adding two years of junior and senior level course work so that graduates can now qualify for much higher paying jobs in a high demand industry essential to economy of Seattle and the State. This program will attract a significant number of incumbent bookkeepers seeking to advance.

Fifth, the program will be able to take advantage of pre-established masters pathways to ensure that Accounting BAS graduates have multiple opportunities to efficiently continue their studies in business and management, should the desire to do so at some later point in their career.

Sixth, the program will heavily rely on industry experts and business leaders for their valued involvement in developing the program and courses, to ensure that graduates are well-prepared.

Program description and learning outcomes. This new degree program would provide a clear pathway to CPA licensure for those with an Associate degree in business or accounting. The program will cover a wide range of critical knowledge and skill-building areas including basic and intermediate accounting principles, international accounting, FASB and GAAS, accounting software, ethics, and business law. It will include a practicum and capstone project to provide students with real-world experience.

The draft learning outcomes for the program include:

- Demonstrate an understanding of the principles and scope of accountancy in a private, public, or non-profit sector environment.
- Prepare financial statements in accordance with appropriate standards.
- Demonstrate an understanding of International Financial Reporting Standards (IFRS) and their application in common business situations.
- Meet the Washington State CPA Board's accounting educational requirements.
- Identify and appraise situations in professional accounting where applications of ethical judgments are required.
- Apply FASB and GAAS pronouncements to resolve professional accounting issues.
- Use technology to support basic accounting functions and operations.
- Identify an organization's information technology components and risks that can affect financial systems and propose appropriate controls.
- Analyze transaction data for tax planning and preparing business and individual tax returns in accordance with appropriate regulations.
- Demonstrate an ability to organize their workload to meet academic deadlines and thereby develop professional skills.
- Exhibit the knowledge to practice according to the ethical and legal standards of national and international accounting norms and principles.
- Design audit programs that frame the elements of planning, testing and reporting phases of an audit in the context of the overall audit objective; engagement risk assessment and internal controls.
- Demonstrate the ability to locate information, utilize information in research, and summarize research findings, related to accounting issues.

Appendix A: Applied Baccalaureate Degree Supply/Demand Gap Rubric for Colleges

The goal of this rubric is to help you build a program that will meet the needs of your community. We have given you options about the information you can use to support the need for your new program. Also, the guidelines for estimating the supply/demand gap are similar to the ones we use for other program applications. We hope this makes the rubric more familiar to you. If not, contact Joyce Hammer at jhammer@sbctc.edu for further information.

The application needs to show the information below for program approval:

- employers demand* the level of technical training proposed within the program, making it cost-effective for students to seek the degree;
- lead to high wage-earning jobs; and
- the proposed program fills a gap in options available for students because it is not offered by a public four-year institution of higher education in the college's geographic area.

College Name: North Seattle College	
Program Name: BAS in Accounting, with International Accounting	
Select one: Existing Occupation <input checked="" type="checkbox"/> or Emerging Occupation <input type="checkbox"/>	
If local demand/supply information is available for the specified degree program and target occupation(s),**	
For demand: Provide local/regional demand data for the targeted occupation job title(s) from traditional labor market data, industry data, trade association data, or other transactional data. <i>(Provide absolute numbers, not just percentages)</i>	<i>Target Occupation: Accountants and Auditors, SOC 13-2011.</i> There are currently 20,500 accountants and auditors in King County. The estimated annual number of accountant and auditor job openings for King County over the next ten years is 2,100, and 1,659 of those will be at the baccalaureate level or above. Accountants and auditors in the Seattle MSA have median earnings of \$71,000/year.
For supply gap: Provide data on the number of programs and the number of annual program graduates for all four-year colleges that supply your region. Is the number of current annual graduates insufficient to meet current and projected demand? <i>(The result of demand minus supply).</i>	There were just 408 baccalaureate completions in accounting in King County in 2017, as compared to 1,659 baccalaureate-level job openings in the field. This leaves a supply gap of 1,251 jobs annually. These are jobs that will be filled by applicants recruited from outside the county, or they will go unfilled. The current supply capacity is grossly insufficient to meet the demand.

Appendix B

Student Survey Questions

North Seattle College is developing a four-year Bachelor of Applied Sciences (BAS) in Accounting, with International Accounting Degree. The goal of the accounting BAS degree is to provide a professionally-oriented program that prepare students for successful careers in accounting. The program will provide graduates with the knowledge, backgrounds and skills to work as tax accountants, cost accountants, auditors, corporate accountants, and as not-for-profit accountants. Graduates will also be prepared to pursue a CPA license. The program will emphasize international accounting principles, since many Seattle area firms are engaged in international production and trade.

We need your input to establish student interest in this degree program which, like other BAS programs, will be designed as a 2+2 program, building on an applied Associate degree in business, accounting, or real estate. Please complete the survey form below so to assist us in this effort and include your contact information at the bottom if you want to stay in touch with us about the development of this new program.

1. Have you ever considered working in the accounting industry?

Yes

No

2. Are you currently employed in an accounting related occupation?

Yes

No

3. Do you believe that additional training and education, specifically an applied bachelor's degree, would benefit you either through success in career searching, promotion or increased earnings?

Yes

No

I don't know

4. Are you interested in enrolling in a Bachelor of Applied Science degree program in International Accounting?

Now (this year)

After I finish with my AA Degree

Someday

No

What is that?

5. Would you consider attending North Seattle College for a Bachelor of Applied Science in International Accounting if you could get college credit for work experience you have already completed?

Yes

No

Does not apply

Question Title

6. Have you ever taken an online course?

Yes

No

No, but I would like to

7. What is your availability for attending college classes? (Check all that apply).

Morning

Afternoon

Evening

Weekends

Online Anytime

8. What is the highest degree you currently hold?

HS Diploma/GED

Associates Degree (AA)

Bachelor's degree

Graduate/Master's Degree

PhD

Certificate

9. Comments or additional information on any of the above questions:

10. Please provide your name and email address if you would like more information about a Bachelor of Applied Science in International Accounting degree at North Seattle College as it develops.