

Attachment 4

Graduate Certificate in the Management of Animal Health Related Organizations

Educational Objectives:

The Graduate Certificate in the Management of Animal Health Related Organizations (GCMAHRO) program provides an opportunity for individuals to gain business skills and advanced business knowledge about management without having to participate in a full time, two-year MBA program. Students will learn how to use applied skills and attain an understanding of the basic functional areas of business and how each contributes to an effective business organization in the context of the animal health industry. The purpose of the certificate is to improve the effectiveness of companies in the animal health industry by educating employees and preparing them to take on more responsibilities and expand their career opportunities. The lead course will focus on the managerial challenges and dynamics of the animal health industry. This will be followed by business functional area courses that draw on examples from a range of industries. The certificate program will end with a detailed project that is based on a practical need in the employing organization. Students will propose strategic business strategies that will result in improved effectiveness for their company and make a formal presentation to their sponsoring organization.

Proposed Course Sequence:

The GCMAHRO program will consist of 16-credit hours and is designed to be flexible to the demands of working professionals. A foundation course and a capstone course are required of all students. Students also select a total of three additional courses from a menu of five course electives. The students should take the foundation course (MANGT 870: *Managing Animal Health Organizations*), beginning the program. MANGT 870 will be presented in a mixed format with both online and several face-to-face class sessions. This will focus on the unique demands and managerial challenges of the animal health industry. Students can take the three elective business tool online courses before, concurrently or following the foundation course. Two of the three elective courses should be completed prior to enrolling in the capstone course (GENBA 890), and the third elective course can be taken concurrently with GENBA 890. The final capstone course (GENBA 890: *Business Practicum*), is also presented in a format that includes both online and several face-to-face class sessions. All elective tool courses must be started before enrolling in this course. The capstone practicum course will use advanced marketing research techniques and advanced managerial strategies to address real business problems and create budgeted strategic solutions for a company in the animal health industry.

The five courses that will comprise the certificate are as follows:

Required Foundation Course:

- MANGT 870 – *Managing Animal Health Organizations (Face-to-face & online format) (3 credits)*

Business Tools Elective Courses (Select three courses from these five online courses):

- ACCTG 810. *Accounting Concepts and Analysis (3 credits) (Fall)*
- FINAN 815. *Managerial Finance I (3 credits) (Spring)*
- MKTG 810. *Marketing Concepts and Research (3 credits) (Spring)*
- MANGT 810. *Operations Management and Analysis (3 credits) (Spring)*
- MANGT 820. *Behavioral Management Theory (3 credits) (Fall)*

Required Capstone Course:

- GENBA 890. *Business Practicum (Both face-to-face and online format) (4 credits)*

Beginning the Program:

- MANGT 870. *Managing Animal Health Organizations (3) (Spring)*

Relevant theoretical concepts will be drawn from strategic management, management of change, human resource management, and the management of innovation to provide an intellectual grounding for understanding industry dynamics and the analysis of contemporary managerial challenges and issues for organizations in the animal health industry. *Special emphasis will be given to proposing strategic solutions to solve major problems that companies face in the animal health corridor.*

Select three of the following elective courses:

- ACCTG 810. *Accounting Concepts and Analysis*. (3) I. A study of the nature of business transactions; identifying relevant economic events for reporting; determining the most appropriate financial measures for those events; and analyzing the effects of those events on firm performance and financial condition. Pr.: MATH 205 or instructor permission.
- FINAN 815. *Managerial Finance I*. (3) II. Introduction to the process of value creation. Development of an understanding of the environment in which firms operate, including a discussion of financial markets and institutions and valuation of financial assets. Provides a working knowledge of the financial system and analytical tools for decision making. Pr.: ACCTG 810 or instructor permission.
- MKTG 810. *Marketing Concepts and Research*. (3) II. Presents marketing concepts and marketing research concepts at the graduate level. Emphasis is directed toward managerial strategy development using marketing theories and applied marketing research techniques. Pr.: MATH 205 or 220 or instructor permission.
- MANGT 810. *Operations Management and Analysis*. (3) II. The study of the role of operations systems in the provision of value for the customer. Operations systems design, capacity determination, resource requirements planning and control, theory of constraints, supply chain management, quality management and control and project management are discussed and analyzed. Pr.: STAT 351 or STAT 702.
- MANGT 820. *Behavioral Management Theory*. (3) I, S. An in-depth analysis of the development of the behavioral bases of individual and group behavior in business, governmental, educational, and other organizations with emphasis on current research literature and applications. Pr.: Open only to students in graduate business degree or certificate programs or with permission of the instructor.

At End of Certificate Program:

GENBA 890. *Business Practicum* (4) The practicum is a means of demonstrating the interconnections between ‘theory’ and ‘practice’. By conducting a practicum project, executive students demonstrate the ability to apply concepts and ideas from their study of business to a practical matter of concern to their employing organization and business within that organization.

How the Proposed Course Sequence Meets Program Objectives:

With basic courses available in the four functional business areas, accounting, finance, marketing, and management, breadth of coverage in the basic areas of business will be offered with the understanding and practice of business skills. The emphasis in the two required courses on solving business problems and taking advantage of business opportunities that companies face in the animal health industry will customize the certificate program for executives employed in companies in the animal health corridor.

Resource Implications:

There are no negative resource implications for the College of Business Administration since the courses will be taught in an overload format.

Entrance Criteria:

- (1) Applicant must submit an online application as non-degree student.
- (2) Applicant must have minimum of 3.0 advanced undergraduate GPA (advanced GPA is calculated using the last 60 credit hours) with undergraduate degree OR minimum of 3.0 graduate GPA.

NOTES:

- * Courses taken under this Certificate program may be applied to the Graduate Certificate of Business Administration or to the MBA program upon application and acceptance into the MBA program.

- * The certificate program student must file his/her intent for the "Certificate" with the CBA Graduate Studies Office prior to the enrollment in the Business Practicum.

Maintenance Criteria:

Certificate program students must maintain a 3.0 cumulative GPA. If the student's GPA falls below a 3.0, he/she will be dismissed from the certificate program. The student may reapply to the program after retaking the recommended courses needed to improve the cumulative GPA. Course retakes must be approved by the CBA Director of Graduate Studies and the Graduate school. The student must also meet other graduate school requirements for a retake of a course included in the certificate program.

Statement of Need:

The certificate program will offer the KSU CBA an opportunity to be involved at the K-State's Beef Cattle Institute and to serve companies in the animal health corridor. The Beef Cattle Institute was created by a Targeted Excellence Initiative. The mission of the Beef Cattle Institute is to conduct research, teach courses (on campus and online) and internationally deliver outreach on these core issues to serve the beef cattle industry. It organizes faculty with related expertise to move forward with a range of animal health related research and educational initiatives.

There are many business, research, and education opportunities to partner and grow this region by combining the expertise of the faculty in the CBA and with the support of the faculty associated with the Beef Cattle Institute. The certificate program brings K-State's expertise to the animal health corridor to focus on commercially viable applied research and technology discovery in animal health, food safety and security, and other relevant areas.

The Beef Cattle Institute and the CBA in partnership will provide a gateway to K-State's broad capabilities and resources on the Manhattan campus. Underlying all these areas of technology discovery and commercialization is education and workforce development in the animal health and nutrition industry.

Animal health corridor companies account for nearly 34 percent of total sales in the \$16.8 billion global animal health market. More than 120 companies are located in a region stretching from Manhattan, Kan., to Columbia, Mo., provide product development, manufacturing, distribution or support services to the industry, employing more than 5,000 people, including 500 researchers. They range from industry giants like Bayer HealthCare's Animal Health Division, maker of such things as industry-leading flea medication Advantage and Advantix, to specialty firms like Crest Flavor Co., which produces pet food additives. Four of the world's top 10 animal health companies are either based in the area or use Kansas City as their U.S. headquarters, including Bayer, Boehringer Ingelheim Vetmedica, Fort Dodge Animal Health and Intervet Inc.

This certificate program will serve the educational needs for business administration and the Beef Cattle Institute that is strongly desired by organizations in the Animal Health Corridor. Two recent studies of several thousand veterinarians and a study of sales representatives in the animal health corridor industry indicate there is strong demand for the type of educational experience encompassed in the certificate program. Faculty associated with the Beef Cattle Institute will serve as guest instructors in Mangt870 and Genba890 as well as provide consultation to faculty teaching other courses of the certificate. The director of the Beef Cattle Institute will also provide assistance with the marketing of the certificate to organizations having employee training needs consistent with the student learning objectives of the certificate.

Target Markets:

- (1) An outreach to individuals currently employed in the veterinary profession, Animal Health Corridor organizations, or supply chain organizations related to the animal health industry. Graduate business courses give those employed in these organizations a graduate level exposure to basic business functions and skills as well as a program that is customized to their industry.
- (2) Graduate students on-campus in other programs who are unable to enroll in on-campus classes because of a lack of space.

Certificate Administration:

Dr. Jeff Katz, Associate Dean and Director of Graduate Studies
107 Calvin Hall
KSU CAMPUS

He will be responsible for admissions processing and student advising.

Graduate Faculty Members Contributing to the Program:

Kevin Gwinner, Professor of Marketing
Bruce Prince, Professor of Management
David Andrus, Professor of Marketing
Eric Higgins, Associate Professor of Finance
John Morris, Assistant Professor of Accounting
Brian Niehoff, Professor of Management
Chwen Sheu, Professor of Management

Requested Effective Date:

Fall 2009

Delivery Method:

The program will be delivered using a combination of online learning experiences and limited face-to-face classroom experiences. The classroom experience for MANGT 870 and GENBA 890 will be on-line and/or on campus on two Saturdays. The two Saturday class periods will each last five hours. The remaining 40 hours of equivalent contact time for GENBA 890 and 27.5 contact hours for MANGT 870 will be conducted online from the KSU campus. The courses will be taught on an overload basis by the aforementioned faculty.

Role of DCE in the Certificate Program:

DCE will help market the program to companies in the animal health corridor and to veterinarians. DCE will also fund course modification costs for existing courses and the development costs for the new courses, and manage student enrollment and interface with KSOL.

**Template
Certificate Program
Assessment of Student Learning Plan
Kansas State University**

X Check the box if your program's student learning outcomes have been modified since November 2003. If so, please email (apr@ksu.edu) or attach a hard copy to this document. (SLOs are attached at end of this Assessment Plan)

A. College, Department, and Date

College: College of Business Administration
Department: Graduate Studies
Date: January 1, 2009

B. Contact Person(s) for the Assessment Plans

Jeff Katz, Director of Graduate Studies

C. Certificate Program

Graduate Certificate in the Management of Animal Health Related Organizations

D. Assessment of Student Learning Three-Year Plan

1. Student Learning Outcome(s)

Demonstrate an understanding of the functional areas of business and how each contributes to an effective business organization in the context of companies in the animal health corridor.

Apply knowledge of business to the identification and analysis of a company problem to improve the effectiveness of the organization.

Relationships to K-State Student Learning Outcomes (inserts the program SLOs and check all that apply):

Program SLOs	University-wide SLOs (Graduate Programs)			Program SLO is conceptually different from university SLOs
	Knowledge	Skills	Attitudes and Professional Conduct	
Understanding of functional areas of business	XX			
Applying knowledge of business to improve company performance		XX		

2. How will the learning outcomes be assessed? What groups will be included in the assessment?

Learning Outcomes	Direct	Indirect	Who will be Assessed?
General knowledge of functional areas of business and managerial challenges of the animal health industry	Written analyses of course cases	Survey of students completing the certificate	All certificate students in MANGT 870, Managing Animal Health Organizations and functional area courses
Applying knowledge of business to improve the effectiveness of a company	Selected assignments in courses and capstone practicum project	Satisfaction survey	All certificate students in GENBA 890, Business Practicum:

3. When will these outcomes be assessed? When and in what format will the results of the assessment be discussed?

Learning Outcomes	2009 and 2010	2010 and 2011	Baseline
General knowledge of functional areas of business and managerial challenges of the animal health industry	1. Develop business cases 2. Identify direct measures in rubric form	Administer cases, measure student performance and compare with rubric	A baseline rubric for learning outcomes will be developed and discussed with faculty teaching the certificate courses.
Applying knowledge of business to improve the effectiveness of a company in the context of the animal health industry	1. Develop course assignments 2. Identify direct measures for student performance in rubric form 3. Identify practicum assignments	Administer selected course assignments and assessment of final project in certificate program	A baseline will be developed and discussed with faculty teaching the certificate courses.

4. What is the unit's process for using assessment results to improve student learning?

Learning Outcomes	Improvement Plan
General knowledge of Functional areas of business and managerial challenges of the animal health industry Applying knowledge of business to improve the effectiveness of a company in the context of the animal health industry	The college maintains an active Graduate Studies Committee of faculty teaching courses in the certificate program. Data from the assessment processes (direct and indirect) will be summarized and discussed at the summer committee meeting. Changes to the certificate curriculum, course content, and assessment processes will be discussed with plans for implementation during the following year.

Student Learning Outcomes
Graduate Programs
College of Business Administration
Graduate Certificate in Organizational Leadership

It is expected that students with a Graduate Certificate in Organizational Leadership will have the following:

Demonstrate an understanding of the functional areas of business and how each contributes to an effective business organization in the context of companies in the animal health corridor.

Apply knowledge of business to the identification and analysis of a company problem to improve the effectiveness of the organization.