Business Analytics

Interim Chair
• Ann M. Campbell

Undergraduate major: business analytics and information systems (B.B.A.)
Graduate degrees: M.S. in business analytics (career, professional); business analytics subprogram for the Ph.D. in business administration
Graduate certificate: business analytics
Faculty: https://tippie.uiowa.edu/people?departments=175
Website: https://tippie.uiowa.edu/business-analytics

The Department of Business Analytics specializes in using advanced computation and mathematical techniques to solve critical business problems. Its strengths in research and instruction include operations management, optimization, machine learning, natural language processing, network science, and data mining.

The department offers the undergraduate major in business analytics and information systems, with tracks in business analytics or information systems. Off-campus offerings include the part-time Master of Science program in business analytics and a graduate Certificate in Business Analytics located in Des Moines, Cedar Rapids, and the Quad Cities. On-campus graduate programs include the full-time Master of Science program in business analytics and the Doctor of Philosophy in business administration with a business analytics subprogram.

The off-campus business analytics (professional) program collaborates with the Professional M.B.A. Program to offer a combined M.S./M.B.A. degree. Separate application to each degree program is required. Applicants must be admitted to both programs before they may be admitted to the combined degree program.

Programs

Undergraduate Program of Study

Major
• Major in Business Analytics and Information Systems (Bachelor of Business Administration)

Graduate Programs of Study

Majors
• Master of Science in Business Analytics (career)
• Master of Science in Business Analytics (professional)
• Business analytics subprogram for the Doctor of Philosophy in Business Administration

Certificate
• Certificate in Business Analytics

Courses

Business Analytics Courses

BAIS:1300 First-Year Seminar 1 s.h.
Small discussion class taught by a faculty member; topics chosen by instructor; may include outside activities (e.g., films, lectures, performances, readings, visits to research facilities).

BAIS:1500 Business Computing Essentials 2 s.h.
Basic proficiency with common business application software (word processing, spreadsheet, presentation software, database); simulation training to achieve requisite skills; additional support available via optional textbook or ebook; online, modular, self-taught course.

BAIS:2800 Foundations of Business Analytics 3 s.h.
Introduction to business decision making using data; students transform data into insight using visualization and statistics; introduction to Excel as a tool for business analytics. Prerequisites: (STAT:1030 or STAT:2010 or STAT:3100 or STAT:3101 or STAT:3120 or STAT:3510 with a minimum grade of B or STAT:4100 or BIOS:4120 or PSQF:4143 with a minimum grade of B) and (MATH:1380 or MATH:1460 or MATH:1550 or MATH:1850 or MATH:1860) and (MSCI:1500 or BAIS:1500 or CS:1020 or CS:1110 or CS:1210 or CS:2110 or ENGR:1300 or ENGR:2730).

BAIS:3000 Operations Management 2 s.h.
Strategic, tactical, operational issues that arise in management of production and service operations; product and process design, facilities planning, quality management, materials management, operations planning and scheduling, emerging technologies in production and service management. Prerequisites: STAT:2010 or STAT:3120 or STAT:3101 or STAT:3200 with a minimum grade of B or STAT:3510 with a minimum grade of B or BIOS:4120 or STAT:3100 or PSQF:4143 with a minimum grade of B or STAT:1030 or STAT:4100.

BAIS:3005 Information Systems 2 s.h.
Application of computing principles to solving business problems; information technology in modern organizations; focus on sound data analysis to support decision making; tools used for problem solving (spreadsheets, databases, web applications); role of information systems in organizations; components of information technology; internet and network economy; basic data analysis and visualization; decision-making logic represented as algorithms; perform what-if analysis with data; emerging technologies. Prerequisites: MSCI:1500 or BAIS:1500 or CS:1020.

BAIS:3020 Computational Thinking 3 s.h.
Introduction to algorithmic problem-solving logic with Python; use of data structures and programming constructs to manipulate data and solve business problems. Prerequisites: MSCI:3005 or BAIS:3005 or CS:2110.

BAIS:3025 VBA Spreadsheet Programming 3 s.h.
Introduction to programming Visual Basic for Applications in Excel to develop spreadsheet-based, decision-support systems. Prerequisites: MSCI:3005 or BAIS:3005 or CS:2110.
BAIS:3030 Business Process Analysis 3 s.h.
Data-driven approach to improve business processes; value-stream map analysis of industrial and service-oriented business processes to identify improvement opportunities; discrete-event simulation tools utilized to model business processes and demonstrate effect of variability on process performance metrics; role of information systems to increase an organization's efficiency and sustainability; application of lean principles to support environmental integrity and economic viability; meets a requirement for the sustainability certificate. Prerequisites: MSCI:3000 or BAIS:3000.

BAIS:3050 Business Analytics and Information Systems Professional Preparation 1 s.h.
Information on career opportunities in the fields of business analytics and information systems (BAIS); introduction to the many career avenues available to a BAIS major and how to position oneself for success in those careers.

BAIS:3070 Business Analytics and Information Systems Topics arr.
Special topics in business analytics and information systems.

BAIS:3100 Accounting Information Systems 3 s.h.
Application of computer technology to accounting and transaction processing systems; information systems infrastructure and trends; problem solving with microcomputer spreadsheets, databases; accounting cycle operations. Prerequisites: ACCT:2200 and ACCT:2100 and (MSCI:3005 or BAIS:3005 or CS:2110). Same as ACCT:3600.

BAIS:3120 Application Development 3 s.h.
Implementation of a complete application utilizing practical programming skills and a modern application framework. Prerequisites: (MSCI:3200 or BAIS:3200) and (MSCI:3020 or BAIS:3020). Corequisites: MSCI:3300 or BAIS:3300.

BAIS:3140 Information Visualization 3 s.h.
Instruments for reasoning about quantitative information; analyzing and communicating statistical information; main typologies of data graphics (data-maps, time-series, space-time narrative, relational diagrams, graphs and methods for dimensionality reduction); language for discussing data visualizations combined with knowledge of human perception of visual objects; how to visualize information effectively by using statistical methods, knowledge of human perception, and basics of data graphics. Prerequisites: (MSCI:2800 or BAIS:2800) and (MSCI:3005 or BAIS:3005).

BAIS:3200 Database Management 3 s.h.
Design and implementation of a database using relational DBMS; emphasis on issues of logical and physical design, database administration, concurrency control, maintenance. Prerequisites: MSCI:3005 or BAIS:3005 or CS:1210 or CS:2110 or ACCT:2230 or CS:3330 or ENGR:2730.

BAIS:3250 Data Wrangling 3 s.h.
Use of R programming environment to apply methods of processing, manipulating, analyzing, and visualizing data for insights that can aid business decision making. Prerequisites: (MSCI:2800 or BAIS:2800) and (MSCI:3020 or BAIS:3020) and (MSCI:3200 or BAIS:3200).

BAIS:3300 Software Design 3 s.h.
Planning, analysis, design, and implementation of an information system with emphasis on using software development methodologies to manage the software development life cycle. Prerequisites: (MSCI:3020 or BAIS:3200) and (MSCI:3200 or BAIS:3200).

BAIS:3400 Data Communications 3 s.h.
Exploration of computer networking fundamentals with emphasis on using modern data communication protocols, technologies, and applications to securely support and enhance business functions. Prerequisites: MSCI:3005 or BAIS:3005 or CS:2110 or CS:1210.

BAIS:3500 Data Mining 3 s.h.
Introduction to predictive analytics methods motivated by problems in operations, marketing, finance and accounting; data and text mining techniques, including classification, clustering, and association analysis. Prerequisites: (MSCI:2800 or BAIS:2800 or STAT:2020 with a minimum grade of B or STAT:4101 or ECON:4800) and (MSCI:3020 or BAIS:3020) and (MSCI:3200 or BAIS:3200). Corequisites: MSCI:3250 or BAIS:3250.

BAIS:3800 Optimization and Simulation Modeling 3 s.h.
How to leverage data and apply spreadsheet optimization software and Monte Carlo simulation to form optimal decision policies. Prerequisites: MSCI:2800 or BAIS:2800 or STAT:4101 or ECON:4800 or STAT:2020 with a minimum grade of B.

BAIS:3920 Supply Chain Management 3 s.h.
Key issues in design and management of global supply chains; issues in integration of business processes across organizations that are concerned with movement of goods, delivery of services, and information flow along the supply chain in order to create value for the customer; issues in coordinating production and logistics within a firm and with outside suppliers and customers in the supply chain. Prerequisites: MSCI:3000 or BAIS:3000.

BAIS:4050 Directed Readings arr.

BAIS:4150 Business Analytics Capstone 3 s.h.
Individual or team senior project incorporating track-specific knowledge and skills from business analytics curriculum; projects from real-world customer involving descriptive, predictive, and prescriptive; outcomes include client presentation and project report. Prerequisites: (MSCI:3250 or BAIS:3250) and (MSCI:3500 or BAIS:3500) and ACCT:2200 and BUS:3000.

BAIS:4220 Advanced Database Management and Big Data 3 s.h.
Advanced database management topics; basics of semi-structured data and web services; how to retrieve real-world big data sets from web services; use of SQL and PL/SQL to analyze data in relational databases; big data related topics such as Hadoop and Hive. Prerequisites: MSCI:3200 or BAIS:3200. Same as IGPI:4220.

BAIS:4280 Data Security 3 s.h.
Data and network security topics to ensure confidentiality, integrity, and availability of information and assets including cryptography, access control, physical security, network and application security, and management issues surrounding information security. Prerequisites: MSCI:3005 or BAIS:3005 or CS:1210 or CS:2110 or CS:2230 or CS:3330 or ENGR:2730.

BAIS:4350 Information Systems Capstone 3 s.h.
Individual or team senior project incorporating track-specific knowledge and skills from information systems curriculum; projects from real-world customer involving development of software applications and information system infrastructure; outcomes include written documentation, presentation, and project report. Prerequisites: (MSCI:3120 or BAIS:3120) and (MSCI:3300 or BAIS:3300) and ACCT:2200 and BUS:3000.
BAIS:4480 Knowledge Discovery 3 s.h.
Knowledge discovery process, including data reduction, cleansing, transformation; advanced modeling techniques from classification, prediction, clustering, association; evaluation and integration. Same as CS:4480, ECE:4480.

Independent student project directed by faculty or staff advisor; culminates in a thesis that conforms to University of Iowa Honors Program guidelines; may include empirical research, library research, applied projects.

BAIS:6040 Data Programming in Python 3 s.h.
Introduction to principles and practices of handling, cleaning, processing, and visualizing data using the Python programming language; basic programming skills that can be applied to software development in any high-level programming language; data types, control structures, functions and modules, and other useful libraries for data manipulation and machine learning applications in Python.

BAIS:6050 Data Management and Visual Analytics 3 s.h.
Understanding how data is stored in databases and learning the tools used to access the data is key to creating data sets used to answer many business questions; how to manage and access data in relational databases using Structured Query Language (SQL); basic principles of visual analytics using Tableau; techniques for presenting data retrieved from databases. Requirements: enrollment in graduate business analytics program.

BAIS:6060 Data Programming in R 3 s.h.
Introduction to principles and practices of handling, cleaning, processing, and visualizing data using R programming language; basic programming skills that can be applied to software development in any programming language; variables and data types, control structures, functions and subroutines, arrays and other simple data structures.

BAIS:6070 Data Science 3 s.h.
Underlying concepts and practical computational skills of data-mining tools including penalty-based variable selection (LASSO), logistic regression, regression and classification trees, clustering methods, principal components and partial least squares; analysis of text and network data; theory behind most useful data mining tools and how to use these tools in real-world situations; software for analysis, exploration, and simplification of large high-dimensional data sets. Prerequisites: MBA:8150 or MSCI:9100 or BAIS:9100.

BAIS:6100 Text Analytics 3 s.h.
Concepts and techniques of text mining; practice of using statistical tools to automatically extract meaning and patterns from collections of text documents; topics include document representation, text classification and clustering, sentiment analysis and topic modeling. Prerequisites: (MSCI:6040 or MSCI:9060 or BAIS:6040 or BAIS:9060 or BAIS:6040) and (MSCI:6070 or MSCI:9110 or BAIS:6070 or BAIS:9110).

BAIS:6105 Social Analytics 3 s.h.
Exploration of collection, management, and analysis of social data (interactions among actors); actors as individuals, organizations, or other collectives; sources for social data including social media, websites, annual reports, press releases, articles, and other traditional media. Prerequisites: MSCI:6060 or BAIS:6060 or MSCI:9060 or BAIS:9060.

BAIS:6110 Big Data Management and Analytics 3 s.h.
Introduction to advanced techniques for managing and analyzing big data; non-relational data models, such as semi-structured (XML) and unstructured (key-value) data; state-of-the-art big data tools for non-relational data management, such as NoSQL databases and distributed databases (Hadoop); query languages such as Hive; design and implementation of data analysis methods on these platforms; students use introduced tools to implement analysis tasks on big data sets through exercises and course projects. Prerequisites: (MSCI:6050 or MSCI:9050 or BAIS:6050 or BAIS:9050) and (MSCI:6060 or MSCI:9060 or BAIS:6040 or BAIS:9060 or BAIS:9060 or BAIS:6040).

BAIS:6120 Analytics Experience 3 s.h.
Students work in groups to complete semester-long projects pertaining to business analytics; all project stages are addressed including problem definition, data cleaning, analysis, and final presentation; appropriate tools from required courses used throughout. Prerequisites: (MSCI:9100 or BAIS:9100) and (MSCI:6050 or BAIS:6050) and (MSCI:9110 or BAIS:9110) and (MSCI:6060 or MSCI:6060 or BAIS:6060 or BAIS:6040) and (MSCI:6070 or BAIS:6070). Requirements: all CER courses and at least one master's course.

BAIS:6130 Applied Optimization 3 s.h.
Use of optimization (also called prescriptive analytics or mathematical programming) to make tactical and strategic decisions; advanced optimization skills including data collection and preparation, logical modeling, and solution interpretation and implementation within a software environment; applications in the various functional areas of business are discussed throughout. Prerequisites: (MSCI:9100 or BAIS:9100) and (MSCI:6050 or BAIS:6050) and (MSCI:9110 or BAIS:9110) and (MSCI:6060 or MSCI:6060 or BAIS:6060 or BAIS:6040) and (MSCI:6070 or BAIS:6070). Requirements: all CER courses and at least one master's course.

BAIS:6140 Information Visualization 3 s.h.
Exposure to problems and challenges of effectively interpreting and communicating the pervasive data that surround us; students cover the area of information visualization, grounded in theoretical foundations of visual perception, cognition, information design, human-computer interaction, and analysis of quantitative, unstructured, and relational data; lecture/seminar format with discussion of assigned readings, critiquing visualization examples, hands-on experience with a commercial information visualization application, and exploration of select open-source information visualization tools and toolkits.

BAIS:6150 Financial Analytics 3 s.h.
Businesses as well as investors are affected by fluctuating treasury bond rates, equity prices, and foreign exchange rates, and the risk must be measured; students focus on gaining knowledge of the classic financial models and statistical and risk metrics and scaling them up with analytics techniques (sorting with thresholds, portfolio optimization, decision trees, and database programming) to find the best investments based on historical data sets; beginning with descriptive analytics and pushing into predictive and prescriptive analytics, students build a software simulation laboratory using R. Prerequisites: (MSCI:9100 or BAIS:9100 or MBA:8150) and (MSCI:6060 or MSCI:6060 or MSCI:6040 or BAIS:6060 or BAIS:9060 or BAIS:6040).
BAIS:6160 Big Data Analytics 3 s.h.
Principles of data mining and machine learning in the context of big data; basic data mining principles and methods (pattern discovery, clustering and ordering); analysis of different types of data (sets and sequences); machine learning topics including supervised and unsupervised learning, tuning model complexity, dimensionality reduction, nonparametric methods, comparing and combining algorithms, and applications of these methods; development of analytical techniques to cope with challenging and real big data problems; introduction to graphics processing unit (GPU) computing tools. Prerequisites: (MSCI:9100 or BAIS:9100 or MBA:8150) and (MSCI:6060 or MSCI:9060 or BAIS:6060 or BAIS:9060).

BAIS:6170 Directed Readings - Graduate Business Analytics arr.
Project and/or research with a faculty member as part of the graduate business analytics program. Requirements: enrollment in graduate business analytics program.

BAIS:6180 Healthcare Analytics 3 s.h.
Clinical data management is essential for evaluating evidence-based practice/performance-improvement projects; a high quality data management plan provides key stakeholders with information necessary to make decisions; plan components include identified processes and outcomes linked to variables and data sources, adequate statistical power, data cleaning and manipulation techniques, statistical methods, and meaningful presentation of variables that address stakeholder concerns and questions; students gain knowledge and skills necessary to develop and execute a data management plan within a final project. Prerequisites: (MSCI:9100 or BAIS:9100 or MBA:8150) and (MSCI:6060 or MSCI:9060 or BAIS:6060 or BAIS:6050).

BAIS:6190 Forecasting 3 s.h.
Forecasting plays a central role in business decision making, and accurate forecasts are needed when making decisions about investments, resource allocations, schedules, and inventory levels; quantitative forecasting tools; extrapolation of time series data (e.g., daily, weekly, monthly sales); exponential smoothing methods: time series extrapolations from autoregressive and autoregressive integrated moving average (ARIMA) Box-Jenkins models; regression models that predict a variable of interest from its own history as well as any other available information (e.g., sales promotions, price reductions); methods for assessing performance of forecasting methods. Prerequisites: MBA:8150 or MSCI:9100 or BAIS:9100.

BAIS:6210 Data Leadership and Management 3 s.h.
Core chief information officer (CIO) basics; focus on how to keep technology, systems, and procedures supporting business goal outcomes including management of information technology (IT) teams, systems selection, vendor negotiation, change, information risk, data integrity, ethics, information system (IS) policies, strategies, cloud computing, and budget.

BAIS:6220 Business Analytics Certification Workshop 0-3 s.h.
Preparation for one or more industry certifications in the field of business analytics; certification varies based on timing of course and current trends in business analytics; several options include certifications related to programming languages (e.g., Python, R, SQL), analytics tools (e.g., Tableau, PowerBI), or general professional skills certifications (e.g., Associate Certified Analytics Professional, Certified Associate in Project Management).

BAIS:6300 Dynamic Programming 3 s.h.
Fundamentals of discrete sequential dynamic programming with special focus on situations in which outcomes are uncertain; formulation and analysis of deterministic and stochastic dynamic programs under several objective criteria; emphasis on rapidly expanding field of approximate dynamic programming; applications including inventory control, vehicle routing, and resource allocation.

BAIS:6480 Knowledge Discovery 3 s.h.
Knowledge discovery process including data reduction, cleansing, and transformation; advanced modeling techniques from classification, prediction, clustering, and association; evaluation and integration. Same as IGPI:6480.

BAIS:6500 Social Network Analytics: Models and Algorithms 3 s.h.
Preparation for future research in computational network analysis; introduction to methodology for analyzing various types of complex networks including social networks, information networks, and business networks; basic concepts of networks, models for network structures and dynamics, computational algorithms for analyzing networks; hands-on experience with analyzing real-world networks using third-party software or programming APIs.

BAIS:6600 Linear Programming 3 s.h.
Mathematical programming models; linear and integer programming, transportation models, large-scale linear programming, network flow models, convex separable programming. Requirements: calculus and linear algebra. Same as IGPI:6600, ISE:6600.

BAIS:6700 Discrete Optimization 3 s.h.
Introduction to modeling and solving discrete optimization problems; integer programming, network flows, dynamic programming. Prerequisites: MSCI:6600 or BAIS:6600. Same as IGPI:6700.

BAIS:6900 Heuristic Search 3 s.h.
Design of heuristic search algorithms to find good (near-optimal) solutions to difficult (NP-hard) optimization problems that occur in many disciplines; basic heuristic concepts (local search, greedy search, problem decomposition) which serve as fundamental constructs for metaheuristics, including simulated annealing, genetic algorithms, tabu search, variable neighborhood search; introduction to various optimization problems and survey of various heuristic approaches; underlying theoretical structure of several heuristic methods; how to implement a heuristic algorithm.

BAIS:6999 Graduation Registration Requirement 1 s.h.
Requirements: professional business analytics M.S. degree candidate in final semester and all mandatory courses completed.

BAIS:7000 Business Analytics Topics 3 s.h.
Same as IGPI:7000.

BAIS:7900 Special Topics in Business Analytics arr.
BAIS:7950 Directed Readings arr.
Requirements: Ph.D. enrollment.

BAIS:9010 Contemporary Topics in Analytics 1-3 s.h.
Content from cutting edge topics in business analytics, operations, and project management; topics vary.
BAIS:9050 Data Management and Visual Analytics 3 s.h.
Understanding how data is stored in databases and learning the tools used to access the data is key to creating data sets to answer many business questions; how to manage and access data in relational databases using Structured Query Language (SQL); basic principles of visual analytics and techniques for presenting data retrieved from databases.

BAIS:9060 Data Programming in R 2-3 s.h.
Introduction to principles and practices of handling, cleaning, processing, and visualizing data using R programming language; basic programming skills that can be applied to software development in any programming language; includes topics such as variables and data types, control structures, functions and subroutines, arrays and other simple data structures. Prerequisites: MBA:8150 or MSCI:9100 or BAIS:9100.

BAIS:9070 Data Science 2 s.h.
Underlying concepts and practical computational skills of data-mining tools including penalty-based variable selection (LASSO), logistic regression, regression and classification trees, clustering methods, principal components and partial least squares; analysis of text and network data; theory behind most useful data mining tools and how to use these tools in real-world situations; software for analysis, exploration, and simplification of large high-dimensional data sets. Prerequisites: MBA:8150 or MSCI:9100 or BAIS:9100.

BAIS:9080 Business Analytics in Practice 3 s.h.
Application of theory from classroom to real world context through an experiential learning project; company-sponsored project applying analytics to solve problems in a variety of contacts; including supply chain and operations, marketing, finance, or health care. Prerequisites: (MSCI:6050 or BAIS:6050) and (MSCI:6060 or BAIS:6060) and (MSCI:6070 or BAIS:6070).

BAIS:9100 Data and Decisions 3 s.h.
Introduction to analytical techniques for making business decisions; utilizing Excel for application of descriptive and predictive analytical tools to solve practical business problems using real world data; dealing with uncertainty in decision making; formal probability concepts and statistical methods for describing variability (decision trees, random variables, hypothesis testing); application of techniques (linear regression, Monte Carlo simulation, linear optimization) to model, explain, and predict for operational, tactical, and strategic decisions.

BAIS:9110 Advanced Analytics 2-3 s.h.
Development of data-driven, problem-solving skills for prediction of uncertain outcomes and prescription of business solutions; linear and nonlinear regression, Monte Carlo simulation, forecasting, data mining, and optimization utilizing spreadsheets and dedicated software packages. Prerequisites: MBA:8150 or MSCI:9100 or BAIS:9100.

BAIS:9120 Managing the Supply Chain 2-3 s.h.
Design, operation, and management of a supply chain; supplier and customer partnerships, supply base management, transportation and logistics, supply chain innovation, supply chain sustainability; supply chain risk management and performance metrics. Prerequisites: MBA:8190 or MBA:8240.

BAIS:9130 Lean Process Improvement 3 s.h.
Design, management, and improvement of business processes which form the basis of every organization, ranging from manufacturing facilities to service providers and from for-profits to nonprofits; students learn the principles of lean thinking and continuous improvement through a series of hands-on exercises; team-based, data-driven approach on how to map a value stream, identify waste, analyze root causes, and brainstorm countermeasures for a variety of different processes. Prerequisites: MBA:8240.

BAIS:9160 Supply Chain Analytics 2-3 s.h.
Supply chain analytics applications for decision making, including demand forecasting, inventory management, capacity planning, and supply chain coordination. Prerequisites: MBA:8150 or MSCI:9100 or BAIS:9100.

BAIS:9200 Computational Thinking 3 s.h.
Introduction to algorithms, data structures, and object-oriented programming constructs to solve business problems. Corequisites: MSCI:3005 or BAIS:3005.

BAIS:9210 Introduction to Modeling with VBA 2-3 s.h.
Introduction to programming Visual Basic for Applications in Excel; case studies in finance, marketing, operations, accounting.

BAIS:9220 Introduction to Information Systems 3 s.h.
Effective ways for business firms to harness the power of information technology for strategic purposes; conventional and emerging architectures of information systems; integrated perspective on structural relationships among IT components; emphasis on case studies.

BAIS:9400 Professional Development and Business Acumen 0-3 s.h.
Professional development and business acumen in preparation for a postgraduate career; students explore how to grow a professional network, examine how to build depth of knowledge and breadth of business acumen, gain knowledge from industry professionals on current trends and activities in business analytics, and receive guidance and best practices on career management fundamentals as well as specific recommendations for business analytics students; exposure to relevant information important to student's major that does not clearly fit into academic coursework. Requirements: admission to M.S. in business analytics (career) program.