

PUBLIC

INDEPENDENT

### NEW PROGRAM PROPOSAL FOR ROUTINE REVIEW

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*When finished, please save and email to: [he.academicprogramactions@dhe.mo.gov](mailto:he.academicprogramactions@dhe.mo.gov)*

Sponsoring Institution:

Program Title: Organizational Leadership

Degree/Certificate:

If other, please list:

Options:

Delivery Site: University of Missouri—St. Louis (ONLINE)

CIP Classification: 45.0101

Implementation Date: Spring 2020

Is this a new off-site location?  Yes  No

If yes, is the new location within your institution's current CBHE-approved service region?

*\*If no, public institutions should consult the comprehensive review process*

Is this a collaborative program?  Yes  No

*\*If yes, please complete the collaborative programs form on last page.*

**Please list similar or comparable programs at Missouri public institutions of higher education.**

*\*For public institutions only*

Currently, no other UM System campus offers an Organizational Leadership program at the undergraduate level. From a local (competitor) standpoint, Maryville University (a private university) appears to have the most developed online organizational leadership program at the undergraduate level. This 36-42 credit hour B.A. program is heavily reliant on psychology and business departments, and it requires an external research project or internship. Most importantly, the Maryville University program will cost as much as \$24,000 per year ([https://catalog.maryville.edu/preview\\_program.php?catoid=15&poid=2524&returnto=1138#](https://catalog.maryville.edu/preview_program.php?catoid=15&poid=2524&returnto=1138#), accessed 2/18/19). That is over twice the cost of our proposal.

St. Louis University (a private university) offers several analogous programs at the undergraduate level in their (online) School for Professional Studies. These programs include: B.S. in Organizational Leadership and Technology, B.A. Organizational Studies, and minor and/or undergraduate certificate in Organizational Leadership. These programs appear to be well integrated in the business community (providing adjunct faculty and internship opportunities), but they remain prohibitively expensive.

Our program will match the local business integration of the private universities, but will use tuition cost and our streamline program as competitive advantages. Students in our program will graduate faster at far less cost than our regional competitors.

**CERTIFICATIONS:**

The program is within the institution's CBHE approved mission. *(public only)*

The program will be offered within the institution's CBHE approved service region. *(public only)*

The program builds upon existing programs and faculty expertise

- The program does not unnecessarily duplicate an existing program in the geographically-applicable area.
- The program can be launched with minimal expense and falls within the institution's current operating budget. *(public only)*

**AUTHORIZATION**

Name/Title of Institutional Officer	Signature	Date

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**PROGRAM CHARACTERISTICS AND PERFORMANCE GOALS**

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Although all of the following guidelines may not be applicable to the proposed program, please carefully consider the elements in each area and respond as completely as possible in the format below.

Quantification of performance goals should be included wherever possible.

**1. Student Preparation**

- Any special admissions procedures or student qualifications required for this program which exceed regular university admissions, standards, e.g., ACT score, completion of core curriculum, portfolio, personal interview, etc. Please note if no special preparation will be required.

The Organizational Leadership degree is designed for working adults. The program is most appropriate for students who have completed at least 40 transferrable credit hours at the community college level, or have been awarded an A.A. or A.S. degree (or A.A.S. with a general educational underpinning). Prior to enrollment, transcripts from all previous college work will be evaluated to determine academic status and where credits that satisfy degree program requirements will transfer. Once enrolled in the program, additional educational experiences may be reviewed for transfer credit in a prior learning assessment portfolio / competency-based process.

All students in the Organizational Leadership program will be UMSL|NOW students. As such they will receive advising specific to their needs at a time and place that works for them. Dedicated UMSL|NOW academic advisors will review each student's goals and recommend Concentration Areas and elective coursework that meets the individual needs of each student. Dedicated transfer staff will review previous coursework and process transfer credits generously and quickly.

Because online education requires different teaching, learning, and technology skills than those found in traditional classes, Organizational Leadership students (and faculty) will be provided access to UMSL's Online Mentor Program (OMP). This program supports online students to enhance their learning experience, develop strategies for academic success, and assist with course navigation. The goal of this program is to provide support in the online class to help enrich the learning experience at UMSL.



And because groups that learn together, graduate together, it is the goal of the Organizational Leadership program to track student progress in a cohort model. The first course, *First, Lead Yourself: Introduction to Organizational Leadership* will build this cohort. The last class, *The Organizational Leadership Capstone*, will solidify the skills attained and convert new knowledge into action through group leadership projects.

- Characteristics of a specific population to be served, if applicable.

The Bachelor of Arts in Organizational Leadership is an interdisciplinary program that will provide students with the knowledge, skills and credentials necessary to advance in a rapidly changing workplace. It is designed specifically for the substantial number of adult learners who are already in the regional workforce but lack the bachelor's degree required to move up in their career.

## 2. Faculty Characteristics

- Any special requirements (degree status, training, etc.) for assignment of teaching for this degree/certificate.

While most of the coursework for this program already exists and is taught consistently by faculty in other departments, the organizational leadership classes require specific faculty competencies. Our faculty hire will have competencies in leadership through academic study or professional practice (preferably both). We will expect this faculty member to have at least a master's degree in leadership, organizational psychology, management, or a related field (with a preference for a Doctorate/PhD). Our faculty should come with teaching experience as well as practical application. Although we have no candidate in mind at this time, we foresee retired members of the military may fit this role, as well as those who have served locally in elected office or held executive level business roles.

- Estimated percentage of credit hours that will be assigned to full time faculty. Please use the term "full time faculty" (and not FTE) in your descriptions here.

50-100% of courses will likely be taught by full-time faculty members.

- Expectations for professional activities, special student contact, teaching/learning innovation.

All faculty members in this program will be Non-Tenure Track. As such they will focus on teaching, but will not be evaluated on research production. In their service capacities, they will be required to participate in student mentoring and guidance toward developing appropriate leadership competencies, and they will participate in activities related to community outreach, partnership development, and service.

### 3. Enrollment Projections

- Student FTE majoring in program by the end of five years.  
40
- Percent of full time and part time enrollment by the end of five years.  
Full-time: 50%; Part-time: 50%

#### STUDENT ENROLLMENT PROJECTIONS

YEAR	1	2	3	4	5
Full Time	5	19	30	35	40
Part Time	5	19	30	35	40
Total	10	37	59	70	80

### 4. Student and Program Outcomes

- Number of graduates per annum at three and five years after implementation.  
Year 3: 20; Year 5: 24
- Special skills specific to the program.

After completing the UMSL B.A. degree in Organizational Leadership, graduates will be able to:

#### *UNDERSTANDING*

- Articulate a personal leadership style and evaluate her/his own performance for self-improvement
- Demonstrate an understanding of organizational leadership theory as it relates to individuals, communities and wider societies

#### *COMMUNICATING*

- Communicate effectively with a variety of audiences in written, oral and non-verbal mediums

#### *OPERATING*

- Demonstrate critical thinking and problem solving abilities regarding organizational challenges within the chosen area of concentration
- Use tools specific to the area of concentration to manage

systems and organizational resources

#### LEADING

- Demonstrate an understanding of the ethical principles underlying effective organizational leadership
  - Lead teams in the development of innovative solutions to organizational challenges and opportunities within the chosen area of concentration
- 
- Proportion of students who will achieve licensing, certification, or registration.  
n/a
  - Performance on national and/or local assessments, e.g., percent of students scoring above the 50th percentile on normed tests; percent of students achieving minimal cut-scores on criterion-referenced tests. Include expected results on assessments of general education and on exit assessments in a particular discipline as well as the name of any nationally recognized assessments used.  
n/a
  - Placement rates in related fields, in other fields, unemployed.

This program will expand the educated human capital for the region. It can make a measurable difference for more than 300,000 St. Louis area residents with some college, but no bachelors-level degree. There are no other 4-year, public institutions in the region that offer a program of this type. Finally, we expect students in this program will already be employed, so upon completion, these students will remain in the region as college educated members of the community and will be eligible for employment in, or promotion to, positions of management.

We project a strong market demand for graduates of this program. According to ProgramInsight™ from *Burning Glass*, job demand for management occupations and careers directly linked in a bachelors level Organizational Leadership degree will increase in the St. Louis Area 4.74% from 2019 to 2028. 8,902 positions that matched to outcomes of this program were posted in the STL area alone last year. Entry level salaries range from \$42,000 for managers in human service fields, up to \$65,000 or more for managers in computers, analysis, and logistics; the higher end of the salary range is expected to be reserved primarily for those with already substantial experience in their domain.

- Transfer rates, continuous study.  
n/a

#### 5. Program Accreditation

This program will be accredited by HLC through the UMSL and the College of Arts and

Sciences. The topic of additional, external accreditation was discussed at the College of Arts and Sciences Advisory Council. This forum indicated accreditations from an external entity is not necessary, instead the skill sets and reputation of the program are much more important. Reputation is especially important for us as most of our graduates are expected to stay in this area.

Therefore, we will focus on maintaining our reputation for high quality graduates and providing the right skills as opposed to external accreditation.

**6. Program Structure**

A. Total credits required for graduation: 120

B. Residency requirements, if any:

*UMSL requires 30 out of the last 36 hours to be earned in residency, and at least 15 major hours in residency.*

C. General education: Total credits:

45

*Courses (specific courses OR distribution area and credits)*

Course Number	Credits	Course Title
	3	First year writing
	3	Communication proficiency
	3	Mathematics proficiency
	3	Information literacy
	3	US history & government
	9	Humanities & fine arts
	9	Social sciences
	9	Math & Life/Natural sciences
	3	Jr. Writing

D. Major requirements: Total credits: 30 minimum

Course Number	Credits	Course Title
2001	3	INTERDSC 2001
1010	3	SOC 1010
1030	3	COMM 1030
2235	3	COMM 2235

1800	3	INFSYS 1800
3600	3	MGMT 3600
1160	3	PHIL 1160
2254	3	PHIL 2254
4001	3	INTERDSC 4001
Varies	9	Concentration Area
Varies	11	Language

E. Free elective credits: 28

*(sum of C, D, and E should equal A)*

F. Requirements for thesis, internship or other capstone experience:

INTDSC 4001: Capstone Course in Organization Leadership will focus on one individual and one group leadership exercise working on a “real-world” challenge. Other internship opportunities may be available in the emphasis areas.

G. Any unique features such as interdepartmental cooperation:

The program is a result of collaboration between the UMSL|NOW program and various departments in both the College of Arts and Sciences and the College of Business Administration. Faculty from eight different departments across the two colleges coordinated and collaborated to build this interdisciplinary program. It is a degree completion program like no other at UMSL. It is rigorous, focused, adaptable, as well as recognized and relevant to the business environment today. Because of faculty expertise and discipline knowledge in sociology, the Sociology department is the “home” department for this important UMSL-wide program.

**7. Need/Demand**

Student demand

Market demand

Societal demand

I hereby certify that the institution has conducted research on the feasibility of the proposal and it is likely the program will be successful.

*On July 1, 2011, the Coordinating Board for Higher Education began provisionally approving all new programs with a subsequent review and consideration for full approval after five years.*



## COLLABORATIVE PROGRAMS

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- Sponsoring Institution One:
- Sponsoring Institution Two:
- Other Collaborative Institutions:
- Length of Agreement:
- Which institution(s) will have degree-granting authority?
- Which institution(s) will have the authority for faculty hiring, course assignment, evaluation and reappointment decisions?
- What agreements exist to ensure that faculty from all participating institutions will be involved in decisions about the curriculum, admissions standards, exit requirements?
- Which institution(s) will be responsible for academic and student-support services, e.g., registration, advising, library, academic assistance, financial aid, etc.?
- What agreements exist to ensure that the academic calendars of the participating institutions have been aligned as needed?

*Please save and email this form to: [he.academicprogramactions@dhe.mo.gov](mailto:he.academicprogramactions@dhe.mo.gov)*

University of Missouri - St. Louis

Bachelor of Arts in Organizational Leadership  
New Undergraduate Degree Program Proposal

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## Executive Summary

The Bachelor of Arts in Organizational Leadership is an interdisciplinary program that will provide students with the knowledge, skills and credentials necessary to advance in a rapidly changing workplace. It is designed specifically for the substantial number of adult learners who are already in the regional workforce but lack the bachelor's degree required to move up in their career. Courses in the program are shared between the College of Arts and Sciences and the College of Business Administration and the students are supported by the UMSL|NOW (Night-Online-Weekends) initiative. Coursework is available in fully online formats so that each student can continue to work while completing their degree.

This program will help students understand theoretical and practical aspects of leadership across disciplines. The 27-hour core curriculum is focused on the competencies of *understanding, communicating, operating, and leading*. The required courses begin with an introduction to organizational leadership and end with a capstone course that requires students to demonstrate organizational leadership mastery in a work setting. Students will also receive training in professional communications, information systems, critical thinking, business ethics and more, during their core coursework.

Our program is designed so each student has the opportunity to focus their training on a specific field by selecting a 9-hour Area of Concentration (Examples include: Business Management, Community Studies, Corporate Communication, and more). If a student's professional needs or the needs of the sponsoring company require a concentration that does not already exist, this program is flexible enough to accommodate that need.

The BA in Organizational Leadership is a distinct degree program grounded in social science and drawing on elements from several existing degree programs to create a unique student experience to address a market need. Like a business degree, Organizational Leadership students will learn the fundamentals of management, but the BA in Organizational Leadership is more flexible and tailored to the working adult learner. It will provide students with increased ability to concentrate their studies in an area that acknowledges and capitalizes on their current domain knowledge. Like liberal studies, the BA in Organizational Leadership can be understood as a degree completion program. But the curriculum of the BA in Organizational Leadership is more focused, its design establishes clear pathways to graduation, and the degree title is far more recognized and accepted in the corporate community.

Because this program is designed for St. Louis area adults who have some college but need a degree to move up in their career, we will focus our recruiting efforts on students who have completed at least 40 transferrable credit hours at the

community college level, or have been awarded an A.A. or A.S. degree (or A.A.S. with a general educational underpinning). According to the American Community Survey there are more than 300,000 residents of the St. Louis area who fit this description. Those individuals are our target market. This program will provide them with a way to maximize their previous educational experiences at the same time sharpening their skills and increasing their potential. These capacities are essentials in a rapidly changing workplace.

Through our conversations with local companies and the St. Louis Regional Chamber, and our research into other metropolitan universities with similar programs (University of Louisville and University of Wisconsin-Green Bay, for example), we project a strong market demand for a BA in Organizational Leadership in the St. Louis area. Further, according to ProgramInsight™ from *Burning Glass*, job demand for management occupations and careers directly linked in a bachelor's level Organizational Leadership degree will increase in the St. Louis Area by 4.74% from 2019 to 2028. Entry level salaries range from \$42,000 for managers in human services, up to \$65,000+ for managers in computers, analysis, and logistics; the higher end of the salary range is expected to be reserved primarily for those with already substantial experience in their domain. We believe these estimates are realistic given our target market is comprised of individuals already in the workforce.

UMSL has two advantages over other institutions in the area that offer this degree. Foremost is tuition cost. Not only does our program cost less than the local private school versions, it also has a more focused path to graduation and it accounts for each student's current domain knowledge. And because of our commitment to the broad use of Affordable & Open Educational Resources (A&EOR), our students will graduate faster and with less debt than our regional competitors. Second, UMSL has vast experience serving adult and online learners. This is an area of competitive advantage for UMSL, which has dedicated substantial resources to developing high-quality online offerings and has a dedicated staff of retention coordinators and academic advisors who work solely with adult and online students.

Finally, UMSL is well-positioned to offer the proposed BA in Organizational Leadership degree quickly. We already offer the vast majority of the coursework, and we already have most of the faculty in place. With the exception of two courses (an introduction and a capstone), the curriculum for this interdisciplinary program will use already established UMSL courses, most of which are currently offered in an online format. Those two new courses, which are under development, are not focused on a specific domain, but are overarching leadership studies. Organizational and leadership studies grew out of the discipline of sociology, thus the departmental "home" for this program will be the Sociology Department. The deans of the two colleges that share course in the program are 100% in support of this degree and the various departments that will actually provide space in their existing classes have all agreed to accept and support BS in Organizational Leadership students.

## 1. Introduction

### Academic Components and Career Paths

The BA in Organizational Leadership is a new program for UMSL designed to address the higher education needs of the working population in the St. Louis area and the greater region. This program will help students understand theoretical and practical aspects of leadership across disciplines, while allowing them to focus on a specific field by selecting an Area of Concentration that interests them, or advances their current career. New or individualized areas of concentration (9 hours course sequence) can be designed to suit an individual student's personal or professional needs or the needs of the sponsoring company/organization.

Students graduating with this new degree will be ready to take on higher responsibility in their current work. Students with this degree will be able to enter new careers or enhanced positions in occupations such as Operations Manager, Program Manager, Project Lead, General Manager, Production Manager, and Human Services Manager.

### Program Evolution

*To ensure that St. Louis remains globally competitive, the region requires a strong and well-educated workforce as its core. A highly educated population is capable of adapting to the shifting demands of a global economy, withstanding the shocks of economic downturn, and identifying new solutions to improve the human condition.*

*-The St. Louis Regional Education Commitment Document, page 2*

UMSL established the NOW (Nights-Online-Weekends) initiative in the Fall of 2017. One result of this initiative was a much better understanding of the education needs of working adults in the region. At the same time, UMSL was undertaking a deliberate and extensive strategic planning process. This degree is a direct result of those two initiatives and UMSL's commitment to be an anchor institution in the region.

At its core, this program is designed to address the critical need identified in the commitment statement above. That is, the need to increase the highly educated population of our region so the talent pool is prepared for the jobs and economies of the 21<sup>st</sup> century. A more educated workforce will attract the best businesses (new and established) which will support the regional economy as it grows into an exciting, but uncertain future. There are over 300,000 working adults in the region who have some college and substantial domain knowledge from their work experience, but are held back from advancement because they lack a postsecondary credential. What this program will do is provide a framework for organizational leadership in a degree completion model that will allow such individuals to take their career to the next level.

To learn about best practices in programs like our proposal, we visited or reviewed similar programs in other metropolitan areas. Our visit to the University of Louisville was particularly instructive. Their program, BS in Organizational Leadership and Learning, conferred 114 degrees in 2017. This program became our initial model. Our study of the program at UW-Green Bay (BA or BAS in Organizational Leadership) confirmed for us that our “Core + Area of Concentration” design would be effective, and it reinforced our notion that the UMSL|NOW office was the right place to lead advising and retention for these non-traditional students.

Finally, core course selection and our assessment of what new courses were needed was completed based on Professor Craig’s (Chair of Sociology) leadership development experiences from a career of officership in U.S. Army. The framework of *understanding, communicating, operating, and leading* is a well-tested and effective leadership model used in the military. This framework (which is clearly identified in the core curriculum) drove the selection and development of courses. The program design ensures that each competency is introduced, developed, and (where appropriate) mastered.

### **Preliminary Steps and Relationship to Current Courses and Programs**

UMSL is well-positioned to offer the proposed BA in Organizational Leadership degree immediately. We already offer the vast majority of the coursework, and we have most of the faculty in place. With the exception of two courses (an introduction and a capstone), the curriculum for this interdisciplinary program will use already established online UMSL courses. While many of the core courses are competency-specific, the introduction and capstone courses are studies in leadership, a field that has a comfortable home in the discipline of sociology. For this reason, the sociology department at UMSL will house this interdisciplinary program and coordinate course scheduling, staff and administration, and faculty (full-time and adjunct) hiring.

### **Person Responsible for Success**

Professor James Craig, the Chair of the Sociology Department (retired US Army Lieutenant Colonel) and Kathleen Burns, PhD, the director of UMSL|NOW will be responsible for implementing and monitoring the program’s outcomes.

## **2. Fit With University Mission and Other Academic Programs**

### **2.A. Alignment With Mission and Goals**

UMSL’s Mission statement is simple and direct: *We transform lives.* [Italics added]

Our vision statement further clarifies our aspirations. *The University of Missouri–St. Louis will be a beacon of hope, a force for good, and a leader in the*

*pursuit of excellence in education, impactful research and community service. We boldly assert that education is for everyone who is willing and able to seek it out. We honor the duties inherent in our land-grant beginnings by positioning ourselves as partners in the search for knowledge, progress and positive change for ourselves, our communities, our world. [Italics added]*

But it is in our strategic plan where this program truly finds its footing.

*We are committed to doing our part to increase the number of adults in St. Louis who hold a bachelor's degree to 40 percent by the year 2025... As one of the largest, most culturally and ethnically diverse universities in Missouri, we believe no institution is better suited to assist with this goal than UMSL.*

*- UMSL Strategic Plan (page 14)*

This program closely aligns with the mission of this university and with several of our strategic goals. Specifically this proposal supports:

*Objective 1 - Increase the number of educated citizens in the region*

*Objective 3 - Increase flexible pathways to degree completion*

Through this program, UMSL will accommodate adult students from many different types of organizations and industries with the critical goal of completing 4-year degrees. The degree is mapped and sequenced so students are able to objectively plan ahead and predict their coursework years in advance. These clear pathways will support *Objective 9 - Decrease debt at graduation and loan default rates.*

The proposed program is the most important undertaking in the Sociology Department and in the UMSL|NOW program. It will remain so for the foreseeable future.

## **2.B. Duplication and Collaboration Within Campus and Across System**

Currently, no other UM System campus offers an Organizational Leadership program at the undergraduate level. The MU Graduate School offers a series of graduate level leadership courses in Business Administration, Educational Leadership, Public Affairs, and Management, but these courses are not part of a coherent, degree producing program. UMKC's Bloch School of Management offers an Executive Certificate in Organizational Leadership, but it is not available at the undergraduate level. Missouri S&T also offers a graduate level certificate program in Management and Leadership, but there is no formal degree program at the undergraduate level.

From a local (competitor) standpoint, Maryville University (a private university) appears to have the most developed online organizational leadership program at the undergraduate level. This 36-42 credit hour B.A. program is heavily reliant on psychology and business departments, and it requires an external research project or internship. Most importantly, the Maryville University program



will cost as much as \$24,000 per year ([https://catalog.maryville.edu/preview\\_program.php?catoid=15&pooid=2524&returno=1138#](https://catalog.maryville.edu/preview_program.php?catoid=15&pooid=2524&returno=1138#), accessed 2/18/19). That is over twice the cost of our proposal.

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Our program will match the local business integration of the private universities, but will use tuition cost and our streamline program as competitive advantages. Students in our program will graduate faster at far less cost than our regional competitors.

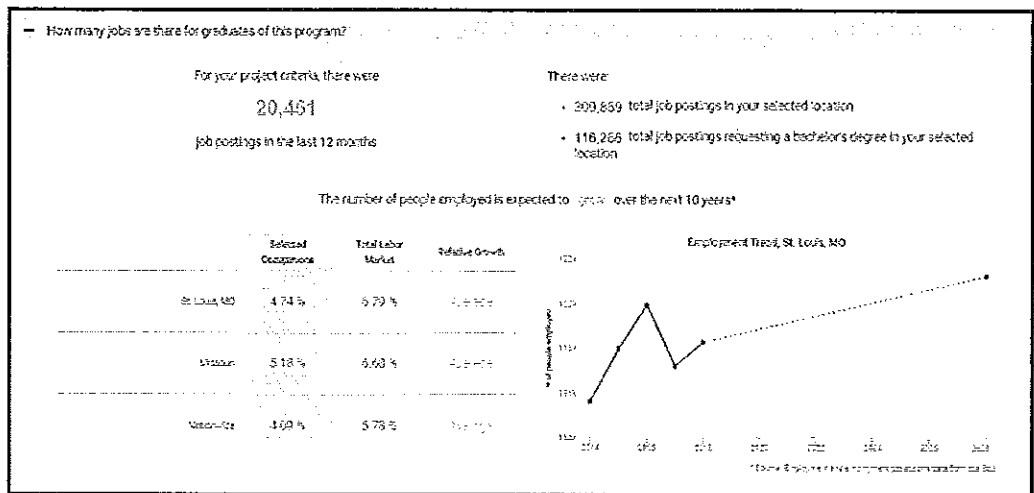
### **3. Business-Related Criteria and Justification**

#### **3.A. Market Analysis**

##### **Need for Program**

This program will expand the educated human capital for the region. It can make a measurable difference for more than 300,000 St. Louis area residents with some college, but no bachelors-level degree. There are no other 4-year, public institutions in the region that offer a program of this type. Finally, we expect students in this program will already be employed, so upon completion, these students will remain in the region as college educated members of the community and will be eligible for employment in, or promotion to, positions of management.

We project a strong market demand for graduates of this program. According to ProgramInsight™ from *Burning Glass*, job demand for management occupations and careers directly linked in a bachelors level Organizational Leadership degree will increase in the St. Louis Area 4.74% from 2019 to 2028. 8,902 positions that matched to outcomes of this program were posted in the STL area alone last year. Entry level salaries range from \$42,000 for managers in human service fields, up to \$65,000 or more for managers in computers, analysis, and logistics; the higher end of the salary range is expected to be reserved primarily for those with already substantial experience in their domain. A screenshot of the report is pasted below; an excerpt from the full report is in Appendix B.



We consulted with many companies, organizations, and individuals in the region who are excited about and supportive of this degree path. The organizations include small businesses like St. Louis Parking, to large multi-national corporations like Bayer and Pittsburgh Pipe, to association like the St. Louis Regional Chamber of Commerce, and even the Federal Reserve Board of St. Louis. A sample of their letters of support are attached at appendix A.

### Student Demand for Program

Working adults with substantial domain experience and knowledge but no postsecondary degree often find themselves held back in their career advancement. They are looking for ways to maximize their previous educational experiences and at the same time sharpen their current skills and increase their credentials. These capacities are essential to advance in a rapidly changing workplace.

According to the American Community Survey there are 306,724 residents aged 25-45 in St. Louis City and County that have some college or an associate's degree, but no bachelor's degree ([https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS\\_17\\_1YR\\_S1501&prodType=table](https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?pid=ACS_17_1YR_S1501&prodType=table), accessed 2/14/19). The demand for a bachelor's level program in organizational leadership that is accessible to the community, at an affordable tuition rate is substantial. The expertise and new skills that that Organizational Leadership students will garner from this program will place them in positions of competitive advantage for employment in, or promotion to, positions of management.

Through the UMSL|NOW office, this university now has a starting point of contact for adult student who are seeking educational opportunities outside the traditional college academic day (Nights, Online, Weekends). Our model for student demand for a program like this is based on a conservative comparison to similar degree conferrals at similar programs outside the state. Among St. Louis areas schools ProgramInsight™ indicates that Organizational Leadership degrees

conferred last year were in the single digits. We believe this low number is indicative of the expense of the private school programs. Demand for a focused, recognized and effective degree completion program like this proposal is strong, but no university has moved to where the market is. Our program addresses that pend-up demand.

Table 1a below presents total enrollment projections in this new program from all students. Although in the 2nd year and beyond we project some students will switch to this program from other degree paths, we designed the program for new students. This data assumes that between 40-60% of our students will be part time and around 20% will be students who transfer from another program. These percentages are typical for adult learners in the UMSL|NOW program.

**Table 1a. Student Enrollment Projections (anticipated total number of students enrolled in program during the fall semester of given year).**

Year	1	2	3	4	5
Full-Time	5	19	30	35	40
Part-Time	5	19	30	35	40
Total	10	37	59	70	80

Table 1b shows only students new to UMSL because of this new program (excludes existing students choosing the new program over their current program).

**Table 1b. Student Enrollment Projections (anticipated number of students enrolled during the fall semester of given year who were new to campus).**

Year	1	2	3	4	5
Full-Time	5	15	22	28	33
Part-Time	5	15	22	28	33
Total	10	29	44	55	65

Table 1c provides projections for the number of degrees awarded. It captures students that would not otherwise graduate because they would leave the current program and university, or not come here at all.

**Table 1c. Projected Number of Degrees Awarded**

Year	1	2	3	4	5	6	7	8	9	10
# of Degrees Awarded	0	7	20	24	24	27	31	31	31	31

### **3.B. Financial Projections**

#### **Additional Resources Needed**

In order to run this program effectively and grow it to the level of its potential, this program will require a new faculty position (Non-Tenure Track) and a new staff position. The faculty member will serve as the academic coordinator for the program and will develop and teach the introductory courses and the capstone courses. The staff member will be a program coordinator that focuses on the back-end programmatics, credit transfers, recruiting, advising and event planning / management. Both positions will be heavily engaged in recruiting and retention. Contingent on enrollments, we project an additional faculty hire in year four.

In order to promote strong enrollment numbers, the university administration will support marketing expenditure of \$75,000 for the first year, declining to \$50,000 then \$25,000 per year after that. Advertising and promotion are crucial to getting adequate awareness and exposure to our programs. This proposal accounts for computing expenses, course development expenses, travel and professional development expense and a conservative estimate of unforeseeable miscellaneous expense. There are no expenses related to space, research equipment, or research start-up in this proposal.

#### **Revenue**

Revenue sources in this program proposal only include Tuition Fees and Supplemental Fees. The "Total Program Revenue" figures are based on Tuition and Supplemental fees using projected cumulative total student enrollments adjusted for possible attrition and projected graduations as shown in Table 1a. The total program revenue figures are then adjusted to include only new students to campus (using numbers from Table 1b) as described below. The revenue projections should be considered baseline as they rely solely on in-state per credit hour tuition rate.

The financial projections are based on the "proforma new program spreadsheet" attached as Appendix C. The per-year figures were arrived at as follows:

The full-time enrollment numbers from Table 1a were multiplied by a 24-credit hour full time student load per year. Part-time enrollment numbers were multiplied by 12-credit hour student course load per year. The total credit hours across all students were multiplied by "In-State" undergraduate tuition fee per credit hour based on 2019 rates.

In addition, courses delivered in this program will be subject to existing supplemental fees. These fees are assessed on a per credit hour basis and are included in our revenue projections. The sum of these revenues is reflected in the Supplemental Fee sub-totals.

The sub-total for tuition and supplemental fee revenue were added together to produce a sub-total that was then adjusted to reflect the discounted tuition rate. Most students do not pay full tuition so accounting for the discrepancy is necessary to make accurate revenue projections. UMSL's undergraduate discount Tuition Rate of 18% (AY2018) was used to estimate future discount rates on projected revenue. Thus, the Total Program Revenue reflects the sum total of tuition and fees minus tuition rate discounts.

Final Revenue projections are provided in Table 2, *Financial Projections* (below).

### **3.B.3. Net Revenue**

As listed in Table 2, our only anticipated one-time expenses are for computer purchases and (5 years later) computer upgrades. We do not anticipate any other non-recurring expenditures. The single faculty line and single staff position are this proposal's major recurring expense. Marketing and advertising expenses listed above appear as recurring expenditures in all years as does a conservative miscellaneous expense. From the total program revenue in each year, we subtracted the total recurring expenditures each year to obtain the Direct Margin to Campus figures. From the Direct Margin to Campus figures we subtracted revenue generated from "within-campus transfers" to retain only revenue that can be attributed to students who are new to the campus giving us the Net Margin to Campus figures. The respective figures appear in Table 2.

This program is net revenue positive starting in year four. The internal rate of return on this investment is 18% over the 8 year projection period.

Table 2: Financial Projections

PROGRAM:	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	FY20	FY21	FY22	FY23	FY24	FY25	FY26	FY27
<b>Enrollment Projections</b>								
Head Count Students - new and continuing	10	29	44	55	65	73	77	76
Head Count Students - transfers within campus	-	8	15	15	15	15	15	15
Student Credit Hours	180	666	1,062	1,260	1,440	1,584	1,656	1,638
Tuition Rate/Credit Hour	349.70	349.70	349.70	349.70	349.70	349.70	349.70	349.70
Fee Rate/Credit Hour	72.70	72.70	72.70	72.70	72.70	72.70	72.70	72.70
Tuition Discount Rate (%)	18%	18%	18%	18%	18%	18%	18%	18%
<b>Revenue Projections</b>								
Tuition	\$ 62,946	\$ 232,900	\$ 371,381	\$ 440,622	\$ 503,568	\$ 553,925	\$ 579,103	\$ 572,809
Supplemental & Other Fees	\$ 13,086	\$ 48,418	\$ 77,207	\$ 91,602	\$ 104,688	\$ 115,157	\$ 120,391	\$ 119,083
Scholarship Allowances	\$ (13,686)	\$ (50,637)	\$ (80,746)	\$ (95,800)	\$ (109,486)	\$ (120,435)	\$ (125,909)	\$ (124,540)
Net Tuition and Fees	\$ 62,346	\$ 230,681	\$ 367,843	\$ 436,424	\$ 498,770	\$ 548,647	\$ 573,585	\$ 567,351
Other Income								
<b>TOTAL PROGRAM REVENUE</b>	\$ 62,346	\$ 230,681	\$ 367,843	\$ 436,424	\$ 498,770	\$ 548,647	\$ 573,585	\$ 567,351
Recurring State Support								
<b>TOTAL REVENUE</b>	\$ 62,346	\$ 230,681	\$ 367,843	\$ 436,424	\$ 498,770	\$ 548,647	\$ 573,585	\$ 567,351
<b>Expenditure Projections</b>								
Faculty Salaries	\$ 55,000	\$ 56,100	\$ 57,222	\$ 58,366	\$ 59,534	\$ 60,724	\$ 61,939	\$ 63,178
1 NTT (2% salary/increases)								
additional NTT faculty to accommodate growth								
Support Salaries	\$ 50,000	\$ 51,000	\$ 52,020	\$ 53,060	\$ 54,122	\$ 55,204	\$ 56,308	\$ 57,222
1x Program support manager (2% salary/increases)								
Total Salaries	\$ 105,000	\$ 107,100	\$ 109,242	\$ 111,427	\$ 113,655	\$ 115,928	\$ 118,247	\$ 120,399
Benefits	\$ 37,401	\$ 38,149	\$ 38,912	\$ 39,690	\$ 40,484	\$ 41,295	\$ 42,122	\$ 42,964
<b>Subtotal Salaries and Benefits</b>	\$ 142,401	\$ 145,249	\$ 148,154	\$ 151,117	\$ 154,139	\$ 157,223	\$ 160,369	\$ 163,363

Table 2: Financial Projections (continued)

Operating Expense																					
Computing Expenses	\$ 4,000																				
Work computers for staff and faculty																					
Advertising / Marketing Expenses	\$ 50,000	\$ 25,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Significant/sustained marketing effort/community engagement																					
Travel & Training	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Miscellaneous Expenses	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Subtotal Operating Expenses (Startup Costs)	\$ 59,500	\$ 30,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500	\$ 20,500
One-time Expenses (Startup Costs)	\$ 4,000																				
Additional Space Costs																					
Subtotal One-time Expense	\$ 4,000	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0	\$ 0
TOTAL EXPENDITURES	\$ 205,901	\$ 175,749	\$ 168,664	\$ 171,617	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639	\$ 176,639
DIRECT MARGIN	(\$143,555)	\$54,932	\$189,189	\$284,807	\$322,130	\$291,334	\$309,636	\$300,672													
CUMULATIVE DIRECT MARGIN	(\$143,555)	(\$88,623)	\$110,566	\$375,373	\$697,503	\$988,837	\$1,298,473	\$1,599,145													
Subtract:																					
Revenue from Transfers within Campus	\$ -	\$ 50,698	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040	\$ 95,040
NET MARGIN TO THE CAMPUS	(\$143,555)	\$-224	\$104,149	\$169,767	\$227,090	\$196,294	\$214,596	\$205,632													
CUMULATIVE NET MARGIN TO THE CAMPUS	(\$143,555)	(\$139,311)	(\$35,162)	\$134,605	\$361,695	\$557,989	\$772,595	\$978,217													
Campus Overhead Allocation	\$ 9,720	\$ 35,964	\$ 57,348	\$ 68,040	\$ 77,760	\$ 85,536	\$ 89,424	\$ 88,452													
MARGIN AFTER CAMPUS OVERHEAD	(\$153,275)	(\$31,720)	\$46,801	\$101,727	\$149,330	\$110,758	\$125,172	\$117,180													
CUMULATIVE MARGIN AFTER CAMPUS OVERHEAD	(\$153,275)	(\$184,995)	(\$138,194)	(\$36,467)	\$112,863	\$223,621	\$348,793	\$465,973													

### 3.B.4. Financial and Academic Viability

Table 3 provides minimum enrollments for financial and academic viability. While we project that the program will be net revenue positive by the third academic year, we estimate that the minimum number of enrollments required at year 5 to break-even (i.e. financial viability) is 18 (this assumes 50% full time and 50% part time). This approximation was derived by setting the projected cumulative enrollments at years 1 through 5 at a value that would make the Cumulative Margin After Campus Overhead figures become positive at year 5.

In summary, based on the make-up of the program in terms of existing courses, faculty resources, healthy student demand, and existing UMSL capabilities, we feel assured that this program will be academically and financially viable within by the start of the 4<sup>th</sup> year.

**Table 3. Enrollment at the End of Year 5 for the Program to Be Financially and Academically Viable.**

<b>Enrollment Status</b>	<b>Full-Time</b>	<b>Part-Time</b>	<b>Total</b>
<b>Number of Students</b>	<b>9</b>	<b>9</b>	<b>18</b>

### 3.C. Business and Marketing Plan: Recruiting and Retaining Students

The primary target groups of students for the BA in Organizational Leadership will be individuals who has some college completed, are in the workforce and need the postsecondary degree to move their career up the ladder. Our program will be marketed as a career enhancing educational opportunity and we will seek individuals on their own and employers who will offer tuition assistance. As shown in our support letters, this program idea is attractive to employers both large and small. We will continue to use our alumni and advisory board contacts to connect directly with companies that are looking to improve their workforce. In terms of geographic segments, we will focus on the Saint Louis Metropolitan area to undergird enrollments. In the out years we plan to target the greater mid-west region using our online marketing and the UM System's eLearning Initiatives. Our advertising and marketing strategies include focused paid online advertisements (Google Adwords, Facebook Ads), social media outreach and promotions, as well as free and paid print media publications.

As indicated in the financial projections section (3B), the university administration plans to provide robust support for marketing in order to grow and sustain this program.

In addition to UMSL's campus wide recruitment initiatives such as UMSL Day, billboards, radio spots, web advertising, and UMSL|NOW information sessions. We will specifically carry out the activities listed below.



## **Web Advertising**

A mobile enabled (cross platform) website will be created using UMSL's existing Content Management System. The site will be Search Engine Optimized with keywords that depict various aspects of the this new educational opportunity

Our advertising budget allows for a reasonable scale web advertising campaign through Google Adwords and if possible, Facebook Ads specifically targeting our market segment described above.

Social media accounts using the existing "UMSL NOW" brand, and new "UMSL Organizational Leadership" and "#UMSL-LEADS" brands will be used to maximize the potential use of social media complementing any paid advertising outlets.

## **Print Advertising and Other Promotion Efforts**

UMSL's existing publications and other UM System publications will be requested to feature the new programs and associated developments.

When feasible, we will take out reasonably priced advertisements in the Saint Louis Post Dispatch and Saint Louis Business Journal before program launch.

## **Student Retention**

Apart from other campus wide retention efforts that will also apply to the new program, we will particularly leverage the following:

All students in the organizational leadership program will be UMSL|NOW students. As such they will receive advising specific to their needs at a time and place that works for them. Dedicated UMSL|NOW academic advisors will review each student's goals and recommend concentration areas and elective coursework that meets the individual needs of each student. Dedicated transfer staff will review previous coursework and process transfer credits generously and quickly.

Online education requires different teaching, learning, and technology skills than those found in traditional classes. Many times this creates uncertainty for students. Organizational Leadership students (and faculty) will be provided access to UMSL's Online Mentor Program (OMP). This program supports online students to enhance their learning experience, develop strategies for academic success, and assist with course navigation. The goal of this program is to provide support in the online class to help enrich the learning experience at UMSL.

The most important resource of the OMP is the Online Class Mentors (OCM). Mentors are graduate students who serve both faculty and students to foster an authentic learning environment in the online class. The OCM may be a mentor, liaison, facilitator, participant, confidante, and coach; the OCM is not a teaching assistant. The OCM will assist students with the course tools, including Canvas applications, VoiceThread, Panopto, Kaltura, and Google Apps

Because groups that learn together graduate together, it is the goal of the Organizational Leadership program to track student progress in a cohort model. The

first course, *First, Lead Yourself: Introduction to Organizational Leadership* will build this cohort. The last class, *The Organizational Leadership Capstone*, will solidify the skills attained and convert new knowledge into action through group leadership projects.

#### **4. Institutional Capacity**

UMSL is well-positioned to offer the proposed BA in Organizational Leadership degree immediately. We already offer the vast majority of the coursework and we have most of the faculty in place. With the expectation of two courses (an introduction and a capstone), the curriculum for this interdisciplinary program will use already established UMSL courses, most of which are already offered in an online format.

#### **5. Program Characteristics**

##### **5.A. Program Outcomes**

After completing the UMSL B.A. degree in Organizational Leadership, graduates will be able to:

##### *UNDERSTANDING*

- Articulate a personal leadership style and evaluate her/his own performance for self-improvement
- Demonstrate an understanding of organizational leadership theory as it relates to individuals, communities and wider societies

##### *COMMUNICATING*

- Communicate effectively with a variety of audiences in written, oral and non-verbal mediums

##### *OPERATING*

- Demonstrate critical thinking and problem solving abilities regarding organizational challenges within the chosen area of concentration
- Use tools specific to the area of concentration to manage systems and organizational resources

##### *LEADING*

- Demonstrate an understanding of the ethical principles underlying effective organizational leadership
- Lead teams in the development of innovative solutions to organizational challenges and opportunities within the chosen area of concentration

## 5.B. Structure

### Core Coursework (27 hrs)

#### --Understanding

INTDSC 2001	Introduction to Organizational Leadership	3
SOC 1010	Introduction to Sociology	3

#### --Communicating

COMM 2231	Communication in the Organization	3
COMM 2235	Professional Communications	3

#### --Operating

INFSYS 1800	Computers and Information Systems	3
MGMT 3600	Management and Organizational Behavior	3

#### --Leading

PHIL 1160	Critical Thinking	3
PHIL 2254	Business Ethics	3
INTDSC 4001	Organizational Leadership Capstone Course	3

### Concentration Areas - choose 1 (9 hrs)

#### BUSINESS MANAGEMENT

MGMT 3611	Advanced Management and Organizational Behavior	3
MGMT 3612	Professional Skill Development	3
MGMT 3625	Leadership in Organizations	3

#### COMMUNITY STUDIES

SOC 1040	Social Problems	3
SOC 2203	The City	3
SOC 2160	Social Psychology	3

#### CORPORATE COMMUNICATION

COMM 1150	Intro to Public Relations	3
COMM 3150	Crisis, Disaster, Risk and Communication	3
COMM 3370	Social Media in Public Relations	3

#### CRIMINAL JUSTICE

CRIMIN 1100	Introduction to Criminology and Criminal Justice	3
CRIMIN 2240	Policing	3
CRIMIN 2250	Courts	3

#### HEALTH COMMUNICATION

COMM 1369	Introduction to Health Communication	3
COMM 3150	Crisis, Disaster, Risk and Communication	3
COMM 3368	Advanced Health Communication	3

**INFORMATION SYSTEMS**

INFSYS 2800	Information Systems Concepts and Applications	3
INFSYS 3841	Enterprise Information Systems	3
INFSYS 3842	Data Networks and Security	3

**SUPPLY CHAIN MANAGEMENT (requires MATH 1105 or higher)**

SCMA 3300	Business Analytics	3
SCMA 3301	Introduction to Supply Chain Management	3
SCMA 3320	Advanced Supply Chain and Operations Management	3

**Language Requirement - (11 hours)**

FL 1001	Any Foreign Language I	5
FL 1200	Languages and Identities (or Foreign Language II)	3 (5)
FL 2100	Languages and World Views (or Foreign Language III)	3

Total Credit Hours = 47

**5.C. Program Design and Content**

See below.

## PROGRAM STRUCTURE

### 1. Total credits required for graduation:

General education (and Jr writing):	45
Language requirement (BA only):	11
Core courses:	27
Emphasis area:	9
Free electives or transferred credits:	28
Total:	120

### 2. Residency requirements, if any:

UMSL requires 30 out of the last 36 hours to be earned in residency, and at least 15 major hours in residency.

### 3. General education

Total credits for general education courses: 45 (includes Jr. level writing)

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
First year writing	3	Information literacy	3	Social sciences	9
Communication proficiency	3	US history & government	3	Math & Life/Natural sciences	9
Mathematics proficiency	3	Humanities & fine arts	9	Jr. Writing	3

### 4. Major requirements

Total credits specific to degree: 47 (includes language)

Courses (specific course or distribution area and credit hours):

Course	Hrs	Course	Hrs	Course	Hrs
INTERDSC 2001	3	INFSYS 1800	3	Concentration Area	9
SOC 1010	3	MGMT 3600	3	Language	11
COMM 1030	3	PHIL 1160	3		
COMM 2235	3	PHIL 2254	3		
		INTERDSC 4001	3		

### 5. Free elective credits

Total free elective credits: 28

**6. Requirement for thesis, internship or other capstone experience:**

*INTDSC 4001: Capstone Course in Organization Leadership* will focus on one individual and one group leadership exercise working on a “real-world” challenge. Other internship opportunities may be available in the emphasis areas.

**7. Any unique features such as interdepartmental cooperation:**

The program is a result of collaboration between the UMSL|NOW program and various departments in both the College of Arts and Sciences and the College of Business Administration. Faculty from eight different departments across the two colleges coordinated and collaborated to build this interdisciplinary program. It is a degree completion program like no other at UMSL. It is rigorous, focused, adaptable, as well as recognized and relevant to the business environment today. Because of faculty expertise and discipline knowledge in sociology, the Sociology department is the “home” department for this important UMSL-wide program.

#### **5.D. Program Goals and Assessment**

The learning outcomes, and thus the outcome from the program, will be assessed in multiple ways:

- Outcomes from individual courses will be measured by passing rates as compared to existing passing rates.
- Outcome from the program will be measured assessments during the capstone course which will be designed to assess mastery of program level objectives in an actual business scenario or leadership challenge
- Longitudinally, we will monitor both career advancement and new job placements at graduation and after graduation to establish a baseline for comparison in the following years.

Because of the focus and enhanced career opportunities upon completion, we expect the graduation rates in this new program to be equal to or higher than what we see in the current adult learner population.

#### **5.E. Student Preparation**

The Organizational Leadership degree is designed for working adults. The program is most appropriate for students who have completed at least 40 transferrable credit hours at the community college level, or have been awarded an A.A. or A.S. degree (or A.A.S. with a general educational underpinning). Prior to enrollment, transcripts from all previous college work will be evaluated to determine academic status and where credits that satisfy degree program requirements will transfer. Once enrolled in the program, additional educational experiences may be reviewed for transfer credit in a prior learning assessment portfolio / competency-based process.

All students in the Organizational Leadership program will be UMSL|NOW students. As such they will receive advising specific to their needs at a time and place that works for them. Dedicated UMSL|NOW academic advisors will review each student's goals and recommend Concentration Areas and elective coursework that meets the individual needs of each student. Dedicated transfer staff will review previous coursework and process transfer credits generously and quickly.

Because online education requires different teaching, learning, and technology skills than those found in traditional classes, Organizational Leadership students (and faculty) will be provided access to UMSL's Online Mentor Program (OMP). This program supports online students to enhance their learning experience, develop strategies for academic success, and assist with course navigation. The goal of this program is to provide support in the online class to help enrich the learning experience at UMSL.

And because groups that learn together, graduate together, it is the goal of the Organizational Leadership program to track student progress in a cohort model. The first course, *First, Lead Yourself: Introduction to Organizational Leadership* will build this cohort. The last class, *The Organizational Leadership Capstone*, will solidify the skills attained and convert new knowledge into action through group leadership projects.

## **5.F. Faculty and Administration**

### **Individual(s) Responsible for Success of Program**

James Craig, Chair of Sociology, Lieutenant Colonel, U.S. Army (retired)

Kathleen Burns, PhD, Director of UMSL|NOW

Coordinator, Faculty position – to be hired

Program Manager, Staff position – to be hired

### **Faculty Characteristics, Special Requirements, Percentage of Credit Hours to Full-time Faculty**

While most of the coursework for this program already exists and is taught consistently by faculty in other departments, the organizational leadership classes require specific faculty competencies. Our faculty hire will have competencies in leadership through academic study or professional practice (preferably both). We will expect this faculty member to have at least a master's degree in leadership, organizational psychology, management, or a related field (with a preference for a Doctorate/PhD). Our faculty should come with teaching experience as well as practical application. Although we have no candidate in mind at this time, we foresee retired members of the military may fit this role, as well as those who have served locally in elected office or held executive level business roles.

### **Faculty Involvement in Professional Activities, Student Contact, and Teaching/Learning Innovation**

All faculty members in this program will be Non-Tenure Track. As such they will focus on teaching, but will not be evaluated on research production. In their service capacities, they will be required to participate in student mentoring and guidance toward developing appropriate leadership competencies, and they will participate in activities related to community outreach, partnership development, and service.

## **5.G. Alumni and Employer Survey**

We currently don't have a survey or other assessment mechanism for UMSL|NOW students. This program will provide us with the population and a mechanism to establish such a survey and gain valuable insights.



#### **5.H. Program Accreditation**

This program will be accredited by HLC through the UMSL and the College of Arts and Sciences. The topic of additional, external accreditation was discussed at the College of Arts and Sciences Advisory Council. This forum indicated accreditations from an external entity is not necessary, instead the skill sets and reputation of the program are much more important. Reputation is especially important for us as most of our graduates are expected to stay in this area. Therefore, we will focus on maintaining our reputation for high quality graduates and providing the right skills as opposed to external accreditation.