

COLORADO STATE UNIVERSITY-GLOBAL CAMPUS

PROPOSAL FOR A BACHELOR DEGREE COMPLETION PROGRAM in ORGANIZATIONAL LEADERSHIP

Description of Program

Successfully leading organizations depends upon today's managers and leaders having a foundational understanding of competitive knowledge, skills and abilities. Courses in the program build an understanding of basic management functions, organizational behavior, organizational design and structure, workplace psychology applications, leadership communication skills, policy development, legal issues, project management and managing information and technology. Knowledge of these leadership and management skills provides a foundation for operating in today's global organizations.

Role and Mission Criteria

As required by the November 13, 2008 action by the Colorado Commission on Higher Education, this program is consistent with CSU-Pueblo's statutory role and mission:

Colorado State University – Pueblo shall be a regional, comprehensive university, with moderately selective admissions standards. The university shall offer a broad array of baccalaureate programs with a strong professional focus and a firm grounding in liberal arts and sciences. The university shall also offer selected masters-level graduate programs. *C.R.S. §23-31.5-101.*

The proposed program aligns to this statutory role and mission. It has a strong professional focus and will build upon a solid general education foundation in accordance with gtPATHWAYS curriculum requirements. Attachment A is a copy of the November 24, 2008 letter from Douglas L. Jones to Julie Carnahan submitting the required statements regarding the role and mission criteria. Mr. Jones is the Chair of the Board of Governors of the Colorado State University System and acting Chancellor for the CSU System.

Admission and Graduation Standards

As required by the November 13, 2008 action by the Colorado Commission on Higher Education, applicants for this program must meet the same requirements for admission that apply generally to students at CSU-Pueblo. The admission of students is overseen by an Undergraduate Admission Committee, which includes the CSU-Pueblo AVP of Enrollment Management or his designee, a CSU-Global Academic Representative and a CSU-Global Admissions Representative.

- Applicants for an undergraduate degree-completion program must have more than 45 semester credit hours and be in good standing at the institution last attended with a 2.300 cumulative grade-point average.
- Applicants who do not meet the minimum credit hour or grade-point average requirement will be reviewed by the CSU-Global Admission Committee for admission under the CSU-Pueblo transfer window exception.
- Transfer grades and credits are not computed within the cumulative grade point average earned at Colorado State University-Global. Courses completed with a grade of C- or better are accepted in transfer. Colorado State University-Global Campus accepts the A.A. or A.S. degree from a

regionally accredited institution as fulfilling CSU-Global Campus' general education requirements.

- Any college credit earned more than 10 years before the date of admission or readmission is not applicable toward the degree desired unless it is approved by the appropriate program chair. This policy does not apply to general education courses.
- Students must successfully complete a minimum of 120 semester hours of credit with an earned grade point average of 2.000 for all CSU-Global hours attempted and included in the GPA computation.
- Students must successfully complete a minimum of 40 credit hours in upper-division courses (numbered 300-499). Upper division credit may be earned only through a four-year institution.
- A minimum of 60 semester hours must be earned from a four-year institution.
- A minimum of 30 semester hours of credit (as stated in the program of the major) must be earned in residence (courses taken from Colorado State University-Global) with a minimum grade point average of 2.000 for all resident hours attempted.
- For degree purposes, CSU-Global accepts a maximum of 60 semester hours from community or junior colleges. For degree purposes, CSU-Global accepts a maximum of 90 semester hours from other four year institutions.
- Of the last 30 semester credits earned immediately preceding graduation, no more than 15 may be completed at other colleges or universities.
- Students must successfully complete the requirements for an approved major program. Some major programs may require completion of a specialization or specific related courses outside the major field.
- Students must satisfactorily complete all general education requirements as defined and explained in the General Education Requirements section of the CSU-Global catalog.

Attachment B is a copy of the letter from Dr. Russell J. Meyer, Provost and Vice President for Academic Affairs for CSU-Pueblo, providing the required statements regarding the requirements for admission.

Program Quality

Curriculum Description

The proposed program requires a student to complete 15 credit hours in common core courses (also referred to as the breadth of study) and 30 credit hours in the major courses. Students will also be able to complete a 15 credit hour specialization or concentration area. The common core is designed to provide students a toolbox for analysis, synthesis and application, as well as a set of shared values about leadership and communication that they will use as they work together individually and in teams throughout their academic program.

The common core is comprised of the following courses:

Effective Communication: Research & Writing

Identify and examine formats, principles, and research tools necessary for effective written communication. A practical approach for leaders in managing the diversity and dynamics of communication needs to achieve desired results.

Dimensions of Ethical Leadership

Analyze the role that ethics plays in effective leadership. Understand and evaluate the ethical challenges that leaders face as they balance the demands of internal and external stakeholders. Explore ways to consider ethical issues in everyday decision-making and effective leadership.

Working in Modern Society

An analysis of the conditions and challenges faced by workers in contemporary society, including the meeting of both employer and individual expectations. Focus includes the balancing of numerous factors including personal life, job commitment, and career management.

Technology & Tools for the Global Information Age

Explore the vast and growing number of technology tools available to meet the organizational demands of a global world. Evaluate the impact of technology on communication, skills development, and the role of leadership while learning to develop applicable strategies to meet organizational needs with optimal results.

Principles and Practices of Effective Leadership

Examine the role of leaders, explore leadership practices, and identify the attributes that determine leader success. Gain an understanding of leadership styles and their practical outcomes while learning how to incorporate study findings into effective leadership.

The program major is comprised of 30 credit hours drawing from various business fields at the baccalaureate level.

Program Competencies:

- Application of effective written communication and research skills
- Application of leadership skills in strategic development and change
- Identify the ethical behaviors and outcomes of decisions
- Develop critical thinking skills for effective analysis in decision-making
- Knowledge of the organizational responsibilities of managers providing a program built on the identified learning outcomes

Major Course Descriptions:

Principles of Management	An examination of the basic functions of management, including planning, organizing, leading, staffing and controlling and how they can be utilized to strengthen management, employee and organizational performance.
Perspectives on Organizational Behavior	Overview of attitudes, behavior and performance of individuals and groups and how they shape organizations. Included is a review of individual differences, decision making, power, motivation and change in understanding the various aspects of organizational life and culture.
Modern Organizational Theory	A study of organizational theories and how they relate to an organization's environment, structure and design in influencing its strategic and operational effectiveness. Focus includes the roles of individuals and groups

	operating in contemporary organizational systems.
The Legal Environment of Business	An introduction to the legal influences upon and within businesses, including statutory, executive, administrative, and court law. Included are the roles and influences of contracts and regulations upon business operations.
Business Policy and Strategy	An analysis of the process of developing business policies and how strategies are formulated, implemented and evaluated. Knowledge of how business strategies establish and influence the company's position within its industry in light of those being utilized by competitors.
Organizational Innovation and Change	Analysis of the dynamics of change and the importance of innovation within modern organizations. Emphasis on how managers can develop a culture receptive to new ideas, products, processes, and systems for improving organizational performance.
Project Management	Overview of important aspects of managing both small and large projects, including assessment of needs, development of specifications, acquisition of labor and materials, optimization of schedules, controlling costs, and ensuring outcomes and deliverables. Utilization of software tools providing efficient and effective processes is emphasized.
Conflict Management and Negotiation	Identification and analysis of management strategies for dealing with both functional and dysfunctional conflict in the workplace. Included is a study of conflict management styles of avoidance, accommodation, collaboration, negotiation, mediation and domination.
Applied Organizational Psychology	Focus is on how managers can utilize their understanding of individual and group psychology in fulfilling the organization's mission and accomplishing objectives. An analysis of motivational strategies and tactics is included.
Communication Strategies for Leaders	A practical review of leadership communication strategies for transmitting, receiving and understanding information in the workplace. Emphasis is on equipping leaders with the knowledge of how to overcome communication barriers by utilizing appropriate strategies and methods.

Program Specializations

Students may complete a 15 credit hour concentration that builds upon their program major.

Specialization in Criminology

Leadership careers in the public safety profession require individuals with a thorough understanding of local, regional, and national public safety issues. The specialization supports the Bachelor's degrees providing learning that incorporates the review and analysis of crime and deviance, fundamentals of law,

fundamentals of penology and victimology. The specialization supports students who want to continue their education and focus learning in the area of management in business. The specialization is supportive of promotional opportunities, providing a foundation of management knowledge for students who have educational and career experience in the sciences, liberal arts, or business. This degree provides a solid foundation for our students in today's economic marketplace.

Program Competencies:

- Recognize systems/management responsibilities within public safety
- Knowledge of leadership responsibilities in law and criminology
- Knowledge of effects of crimes/deviant behavior on victims/society

Courses:

- PBS 300 - Introduction to Crime and Deviance
- PBS 400 - Fundamentals of Law
- PBS 430 - Fundamentals of Penology
- PBS 431 - Victimology
- PBS 432 - Analysis of Crime and Deviance in the United States

Specialization in Human Resources and Organizational Development

Private and public sector organizations demand leaders who possess knowledge and skills of human resource functions and organizational development. These skills include proficiency in staff recruitment, selection, incentive, and retention; compensation and benefits; labor relations and performance appraisal; staff development and training; and organizational culture and change. The specialization supports students who want to continue their education and focus learning in the areas of human resources and organizational development.

Program Competencies:

- strategies for staff development and planning training programs
- social, ethical, and legal influences on modern organizations
- human resources management strategies and compensation systems
- organizational culture, change dynamics, communication and conflict resolution approaches

Courses:

- MGT 440 - Human Resource Development and Management
- HR 450 - Employment Law, Compensation and Policy
- HR 455 - Training and Staff Development
- HR 460 - Organizational Development
- MGT 470 - Conflict Management and Resolution

Specialization in Nonprofit Management

Leading organizations in today's global environment necessitates core knowledge, skills and abilities in the area of public management. The specialization supports the bachelor's degrees by providing learning that builds an understanding of basic leadership styles, how to effectively communicate, team leadership skills, ethical behavior and information management. The specialization supports students who want to continue their education and focus learning in the area of management in business. The specialization is supportive of promotional opportunities, providing a foundation of management knowledge for students who have educational and career experience in the sciences, liberal arts, or business. This degree provides a solid foundation for students in today's economic marketplace.

Program Competencies:

- Recognize leadership responsibilities in public/nonprofit organizations
- Identification of communication strategies in public/nonprofit organizations
- Develop management-level decision-making strategies

Courses:

- FIN 350 - Principles of Finance for the Public Sector
- PMG 300 - Public Administration
- PMG 320 - Public Policy and Strategy
- PMG 400 - Strategic Planning for Public and Nonprofit Organizations
- PMG 420 - Public Relations

Program Faculty

Faculty who teach in this program will have a graduate degree (terminal degree or master's degree with an exceptional record of professional and academic teaching history). Faculty must have at least 18 graduate credit hours or documented equivalent professional experience in the discipline in which they will teach. Faculty must have online teaching experience and are required to complete nationally recognized online teaching certification programs.

Attachment B is a copy of the letter from Dr. Russell J. Meyer, Provost and Vice President for Academic Affairs for CSU-Pueblo, providing the required statements regarding the quality of faculty and academic standards.