Request for Entitlement to Plan a Bachelor of Professional Studies Degree and Comprehensive Major in Organizational Leadership and Communication

College of Arts and Sciences
University of Wisconsin-Eau Claire

This is a request for an entitlement to plan a new Bachelor of Professional Studies degree and associated Comprehensive Major in Organizational Leadership and Communication at UW-Eau Claire.

Need for the program

Regional and student demand. Currently, the University of Wisconsin-Eau Claire (UW-Eau Claire) offers the Bachelor’s degree in numerous areas of study to students who come to campus to pursue the degree.

In contrast, the proposed degree, Bachelor of Professional Studies (BPS), provides an alternative to the traditional on-campus undergraduate education. It is designed for students who have completed at least 60 credits and an Associate of Arts and Sciences (AAS) degree at a UW College and wish to continue their education toward the baccalaureate degree while having full-time working and/or family commitments. The 60 credits in the Comprehensive Major in Organizational Leadership and Communication constitute the online degree completion program. Together with the 60 credits and competencies already earned through the AAS degree, the student will be able to earn the Bachelor of Professional Studies degree.

The degree completion program is a liberal arts degree. It is aligned with and includes competency requirements for the UW-Eau Claire Liberal Education Learning Goals and Outcomes. Like all degrees offered by the College of Arts and Sciences, at least 90 credits of the total 120 must be completed in the College of Arts and Sciences or equivalent. Furthermore, with the goal of producing graduates who will assume leadership roles in their workplaces and their communities, the degree includes courses from traditional liberal arts areas that emphasize community issues on three levels: local, national and global.

The proposed degree is being developed in line with the Adult Student Initiative, led by the UW Colleges and UW-Extension, in response to the needs of many adults in Wisconsin who are not able to leave their homes or workplaces to complete their college education. Wisconsin ranks 38th in the USA in the percentage of adults with bachelor’s degrees. It ranks 8th in the nation in the percentage of residents with associate degrees. The proposed degree program is intended to enable residents with associate degrees to complete the bachelor’s degree and thereby qualify for careers that require bachelor’s degrees or advance in their existing careers.
Many students seeking employment upon graduation from college or those currently employed seeking advancement in their careers may not need bachelor’s degrees that focus on specific disciplines. Rather, they are more likely to need skills that can be applied to a variety careers: critical thinking, creative thinking, and ethical problem solving abilities; proficiency in written and oral communication skills; collaborative and leadership skills; skills in using behavioral and quantitative data in decision making; skill in using technology in their professions; understanding of how diversity relates to their personal and professional lives; and knowledge about their communities.

**Market demand.** Career services offices at many universities describe employers’ interest in graduates who can adapt to a changing workplace and world. Changing workplace demands require intellectual flexibility, the ability to deal with variety and ambiguity, multicultural competence, and scientific and technological literacy. The proposed online Bachelor in Professional Studies degree is designed to develop knowledge, intellectual skills, and habits of mind that will position students well for many opportunities in the 21st-century workplace.

A survey of 139 students in the UW Colleges was carried out during the summer of 2010. When asked about courses in an online degree completion program that respondents would find the most useful, a majority chose career-related courses in the following areas: managing people and project management; current computer software and database construction and use; all areas of communication, and specifically communicating as a leader; leadership skills, including problem solving, and strategic planning; and understanding of local issues related to the respondents’ professions. The results of this survey show that there is a market demand for the types of knowledge and skills that will be developed by the proposed BPS degree.

Moreover, 47% of the respondents expressed an interest in enrolling in the online degree completion program specifically offered by UW-Eau Claire; 52% are undecided at this time, but may potentially be attracted to the UW-Eau Claire degree. The respondents indicated the quality of programs offered by UW-Eau Claire as the strongest reason for enrolling at Eau Claire to complete the proposed degree.

**Description of the curriculum**

The Bachelor of Professional Studies degree program at UW-Eau Claire is designed to provide an opportunity for students to focus on the liberal arts and sciences throughout their studies for the degree, building on the study of the liberal arts and sciences that they will already have completed to earn the Associate of Arts and Sciences degree granted by the UW Colleges. The Associate of Arts and Sciences degree requires at least 60 credits. By Regent policy, students with the Associate of Arts and Sciences degree in the UW Colleges have already completed the General Education and Diversity requirements of UW-Eau Claire Bachelor’s degrees. English competency and mathematics competency courses completed for the Associate of Arts and Sciences degree transfer as equivalent to English 110 and Math 104 or 109, respectively, at UW-Eau Claire.

The BPS degree comprises the basic baccalaureate structure characteristic of all degrees at UW-Eau Claire, but with emphasis on knowledge and skills that graduates will need in their careers.
Like all Bachelor’s degrees in the College of Arts and Sciences, the BPS requires that at least 90 of the 120 credits must be attained in courses offered by or accepted as equivalent to courses in the College of Arts and Sciences. If the total Arts and Sciences credits earned for the Associate of Arts and Sciences degree and for the Comprehensive Major in Organizational Leadership and Communication do not equal 90, students will have to complete additional Arts and Sciences credits. A summary of the BPS degree requirements is provided in Appendix A.

The Comprehensive Major in Organizational Leadership and Communication comprises three seminars of 3 credits each and 51 credits of courses specifically designed to meet the needs of community and organization leaders. UW-Eau Claire hallmarks such as the capstone course, student/faculty collaborative research, and service learning are available to the students and, in the case of the capstone course and service-learning, required in the Comprehensive Major in Organizational Leadership and Communication.

The core of the Comprehensive Major in Organizational Leadership and Communication is a three-seminar sequence:

- an introductory seminar to the study of leadership and communication, with information literacy/technology embedded;
- a research methods seminar focusing on collecting, interpreting, and using data in decision making in organizations;
- a capstone seminar requiring students to integrate and apply what they have learned in the major: applications could include service learning experiences in their communities or organizations or student/faculty collaborative research.

The remaining courses required in the major are listed in Appendix B.

A steering committee will be established within the College of Arts and Sciences to oversee the BPS degree and comprehensive major. An Academic Director of the program will be named, with responsibilities to work with the steering committee in the development and implementation of the degree and serve as the contact person for students inquiring about the program. A classified staff member will be named to assist students with registration, financial aid, and related questions.

**Relation to institutional mission, strategic plan, goals and objectives**

The proposed Bachelor’s degree in Professional Studies is a means to realize several of UW-Eau Claire’s objectives. The proposed degree is designed to help students develop the breadth of knowledge and skills that represent the core of liberal education: communication, critical thinking, problem solving, and analytical skills, qualities of leadership, teamwork and collaborative abilities. The development of such skills and abilities is a component of the select mission of UW-Eau Claire as well as one of the goals of the strategic plan of the College of Arts and Sciences. The proposed degree will also help students to develop an interdisciplinary and integrative perspective, a goal of both the University and the College of Arts and Sciences.
Because the Comprehensive Major in Organizational Leadership and Communication is offered online, it provides greater flexibility and thus facilitates degree completion for working and place-bound adults. Providing educational opportunities for nontraditional students is one of the initiatives in the UW-Eau Claire strategic plan. By developing this degree, the University also supports the educational and economic development of the Chippewa Valley.

**Relation to other academic programs in the UW System, the region, and the nation**

Several universities in the UW System offer Bachelor’s degree completion programs for working adults, including programs offered online. Such programs are also offered by many universities across the nation as well as by for-profit institutions such as Globe University.

In contrast to programs at other universities, the proposed BPS degree is designed specifically to build on the strengths and distinctive signature of UW-Eau Claire, including service learning, faculty/student collaborative research, and the capstone. The proposed degree is also aligned with and includes competency requirements for the UW-Eau Claire liberal education learning goals and outcomes. As shown in Appendix C, eight liberal education outcomes have been defined for the degree and will be assessed through course-embedded assessment and follow-up of graduates.

**Projected Resource Needs**

The proposed major used to complete the BPS degree consists of a single track, the Comprehensive Major in Organizational Leadership and Communication. The major is highly structured, with a defined sequence of courses shown in Appendix D. The resource needs are as follows. Some of the resources will be provided by UW Extension and Continuing Education.

Funding for faculty is needed to develop online courses specified by the BPS degree proposal. UW Extension will provide funding for online course development.

Once the courses are offered, position allocations for instructors who will replace the faculty teaching courses in the Comprehensive Major in Organizational Leadership and Communication are needed. We are proposing that these courses be taught as part of faculty members’ teaching loads, not as overloads. Therefore, positions and funding will need to be allocated for instructors who will replace faculty teaching the online courses in the comprehensive major. The plan is that two online courses will be offered during each 8-week period every semester and two during the summer. Thus, each fall and spring semester, funding will be needed to reassign four faculty members from their typical teaching assignments to teach one course for the program. This equates to one FTE of faculty teaching (12 credits) per semester, plus funding for two courses in the summer session. Since the calendar for this program will run year-round and likely be fixed in terms of the time each course would be offered, we recommend that faculty teaching as part of the BPS program during the summer be paid at their regular academic year rate. UW-Extension will allocate up to $7500 plus fringe (and .125 FTE) to UW-Eau Claire Continuing Education for each faculty member to instruct a course. The funding can also be used for a person who will replace the faculty member in teaching the course that the faculty member typically teaches.
Funding will be needed for the Director of the BPS program position, which includes a reassigned time of 25% FTE and funding for the replacement instructor (20% FTE) who will teach the course typically taught by the person to be appointed as Director.

UW Extension recommends that a person be designated to assist students enrolling in this program with admissions, registration, financial aid, access to the library and other services that are available to students on campus. Since the BPS degree has only one track at this time, the Comprehensive Major in Organizational Communication and Leadership, with recommended enrollment of 20 students per course, a 25% classified staff position should be adequate.

Office space is needed for the Director and classified staff person.
## APPENDIX A

### Summary of Degree Requirements for the BPS

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Credits</strong></td>
<td>120 credits</td>
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<tr>
<td><strong>Total Upper Division Credits</strong></td>
<td>39 credits</td>
</tr>
<tr>
<td><strong>Total Arts and Sciences Credits</strong></td>
<td>90 credits</td>
</tr>
<tr>
<td><strong>Major:</strong> Comprehensive Major in Organizational Leadership and Communication</td>
<td>60 credits</td>
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**University Graduation Requirements**

- General Education (by Regent action, the requirement is met through completion of the Associate of Arts and Sciences degree granted by the UW Colleges)
- English Course Competency (met by courses at UW Colleges, equivalent to Engl 110)
- Mathematics Competency (met by courses at UW Colleges, equivalent to Math 104 or 109)
- Foreign Language or Foreign Culture (may include study abroad)
- Cultural Diversity (met by courses at UW Colleges)
- Wellness/Physical Activity
- Service-Learning

**University Residency Requirements**

- UW-Eau Claire credits: 30 minimum
- Resident senior year: 23
- Upper-division resident credits in comprehensive major: 21
APPENDIX B

DRAFT Course Descriptions for the Comprehensive Major in Organizational Leadership and Communication (60 credits)

Core Seminars: 9 credits

BPS 30X Introduction to Organizational Leadership and Communication, 3 credits

Theories, concepts and skills of organizational leadership and leadership communication. Emphasis on developing the skills and knowledge necessary to successfully integrate the materials and knowledge gained through other courses in the major with the goal of enhancing the practice of effective leadership.

BPS 35X Using Data to Make Decisions, 3 credits

Qualitative and quantitative methods to analyze data, engage in research and solve problems. Application of appropriate technology tools including database management and statistical software.

BPS 4XX Organizational Leadership and Communication Capstone, 3 credits

Culminating experience in the Organizational Leadership and Communication major. Engage in a collaborative research experience, internship, volunteer experience, or other immersion experience resulting in a final project demonstrating the integration of the practice of skills with the application of knowledge from the major.

Additional Required Courses in the College of Arts and Sciences: 33 credits

CJ 3XX Communication in Relationships and Cultural Contexts (Combining previous interpersonal and intercultural courses), 3 credits

Emphasizes knowledge of the factors and processes affecting communication in relatively unstructured face-to-face contexts and in globally and domestically diverse contexts, and the development of communication skills in those areas. Develops an awareness, appreciation, and understanding of the complexity of communicating across cultures. Analysis and application of appropriate principles and theories about relationships, conflict, self-concept, and self-presentation within and between diverse populations.

CJ 3XX Communication in Organizations: Perspectives and Applications, 3 credits

Communication theories, concepts, skills, and insights to enhance understanding, satisfaction and performance of organizational members. Covers major perspectives on organizational communication, application of theories to current organizational issues, communication processes for achieving interpersonal and organizational goals, communicating strategically and ethically, and collaboration within dynamic and changing environments.
CJ 3XX Communication in Groups and Teams, 3 credits
Theories, concepts and skills to enhance communication in community and professional groups and teams. Includes problem-solving, decision-making, conflict resolution, team-building, and leadership.

CJ 4XX Organizational Message Design Strategies (NOTE: Level change, from 3XX to 4XX), 3 credits
Persuasive theories and strategies for analyzing and designing messages for various stakeholders. Students will critique organizational messages, analyze audiences and situations, develop a message plan, and create messages for corporate or community organizations. Focus will include written, oral, mediated and visual elements of messages.

ECON 375, Urban Economics 3 credits
(From the catalog) An examination of the economic performance of urban economies, including theory, problems and policies. Includes the application of economics to the intricacies of such urban problems as poverty, housing, transportation, pollution and the urban environment.

HIST 3XX Local History Global History, 3 credits
Examines how local history has been shaped by developments in national and global history during the 20th century. Explores developments in minority communities.

IDIS 3XX Literature and Art, 3 credits
Examines literature and other forms of artistic expression in the contemporary world. Emphasizes the importance of creative expression to human society and the role of the arts in our communities.

IDIS 3XX Science and Society, 3 credits
Using topics from the natural sciences, this course will examine how science affects our social, cultural, economic, and political lives. Particular emphasis will be given to the ethical, legal, and social issues arising from the knowledge, advancements, applications, and technologies gained from the natural sciences.

PHIL 3XX Ethics in the Professions and the Community, 3 credits
Major ethical theories and their applications in the professions and in community affairs.

POLs 342 Public Opinion and Political Behavior, 3 credits
(From the catalog) Development, nature and impact of political attitudes and opinions; white and minority opinions compared; political role of the mass media; personality and opinions; political participation behavioral techniques of analysis; all in an American politics context.
SOC 385 Sociology of Work, 3 credits

Examines historical trends in the nature of work and occupations and the labor movement; trends in employment, unemployment, and the impact of technology on work in the global economy; the experience of paid and unpaid work across gender, race, and class; and issues surrounding work/life balance.

Required courses in the College of Business: 18 credits

BCOM 3XX Business Communication for Today’s Workforce, 3 credits

Students will focus on oral and written business communication theory and practice to enhance students’ communication skills. The use of technology in today’s business environment will also be explored including: social media, organizational, intercultural, and interpersonal.

BSAD 3XX Accounting for the Workforce, 3 credits

This course helps students understand basic concepts of accounting they are likely to encounter in different parts of their lives. Students learn about the basic kinds of financial statements and the kinds of information those statements contain. Students also learn what financial statements reveal about the financial health of a person or organization and how to include financial information when making decisions about things like investing, borrowing and budgeting.

BSAD 3XX Principles of Management and Leadership, 3 credits

Managerial functions of planning, organizing, directing, and controlling as they apply to organizations are discussed. Principles of leadership and motivation as they relate to the role of individual and team applications are examined.

IS 290 Introduction to Database Applications, 3 credits

Database processing means handling the transactions of individuals and organizations: purchases, deliveries, schedules, payroll, insurance, and on and on. Database management systems are the information backbone of the world's economy, and this course helps students become more effective database users. Students learn how databases are organized, how to design a useful database, and how to build and use the input forms and output reports that let users interact with databases.

MGMT 349 Human Resource Management, 3 credits

(From the catalog) Examines policies and practices relating to recruitment, selection, training and development, performance appraisal, reward systems and employee relations. Strategic human resource planning, equal employment opportunity laws and international human resource management issues are also addressed.
MKTG 330 Principles of Marketing, 3 credits

(From the catalog) The marketing function is critical to the success of every organization around the world. This course examines how profit and nonprofit organizations identify and evaluate customer needs; select target markets; and create, price, promote and distribute need-satisfying products/services to individuals, organizations, and society. This course contains an integrated communication component.
APPENDIX C

Bachelor of Professional Studies
Student Learning Outcomes

# of credits/learning outcome in the 60 credit Comprehensive Major in Organizational Leadership and Communication

24: **Outcome 1**: Students will be able to identify and understand a breadth of knowledge across the arts, humanities, natural sciences, and social sciences to enhance their abilities to adapt to a changing workplace.

12: **Outcome 2**: Students will use behavioral and quantitative data to identify marketplace needs and opportunities and lead their organizations in an ethical and sustainable manner to meet them.

12: **Outcome 3**: Students will demonstrate proficiency with written and oral communication skills

12: **Outcome 4**: Students will develop strong collaborative and leadership skills

6: **Outcome 5**: Students will increase their understanding of how technology relates to their professions

6: **Outcome 6**: Students will articulate ways in which diversity relates to their personal and professional lives (3 dedicated; 3 undedicated)

9: **Outcome 7**: Students will expand their critical thinking, creative thinking, and ethical problem solving abilities

9: **Outcome 8**: Students will make connections among disciplines as they relate to theoretical concepts, informational and quantitative literacy, and experiential learning with knowledge about their communities
APPENDIX D

Sequencing of BPS Courses

Key:

WR  Courses with significant writing components
NWR  Courses with no significant writing components
TECH  Courses with technology components
DIV  Courses with diversity components

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Year I

Fall I
BPS 30X (Intro to Org/Comm) WR, TECH
CJ 3XX (Relationships) NWR

Fall II
BCOM 3XX (Bus Comm) WR, TECH
MGMT 349 (Human Resource…) NWR

Spring I
SOC 385 (Soc of Work…) WR, DIV
MKTG 330 (Marketing) NWR

Spring II
BPS 351 (Using Data…) WR, TECH
CJ 3XX (Organizations) NWR

Summer I
IS 290 (Intro to Databases) TECH
IDIS 3XX (Lit and Art) WR

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Year II

Fall III
BSAD 3XX (Mgmt/Leader) NWR
CJ 3XX (Groups/Teams) WR

Fall IV
Econ 375 (Urban Econ) DIV
CJ 4XX (Message Design) DIV

Spring III
BSAD 3XX (Accounting) NWR
PHIL 3XX (Ethics) WR

Spring IV
IDIS 3XX (Science & Society) WR
POLS 342 (Public Opinion…) WR, DIV

Summer II
HIST 3XX (Local & Global) WR
BPS 4XX (Capstone) may have WR, TECH, DIV