Agenda Item 2.d

New Program Proposal
Bachelor of Arts
Major in Organizational Leadership
USC-Columbia

USC-Columbia requests approval to offer a program leading to the Bachelor of Arts degree with a major in Organizational Leadership to be implemented in Fall 2009. The proposed program is to be offered through a mix of traditional and distance instruction and implemented in Fall 2009. The proposed degree will be conferred by USC-Columbia but courses will be offered through Palmetto Programs at the four USC regional campuses (Lancaster, Salkehatchie, Sumter, and Union).

The Program Planning Summary was submitted to the Commission in August 2008 and reviewed and voted upon favorably by the Advisory Committee on Academic Programs on October 9, 2008. At this meeting there was some discussion about the target focus of the program and its potential impact on other campuses, but after explanation of the focus on place-bound students at the four regional campuses, the vote to approve was unanimous. The full proposal was received by the Commission on January 27, 2009.

According to the proposal, the purpose of the proposed program is to provide students with a workplace-oriented program preparing them for leadership in a variety of community-focused venues including nonprofit organizations, businesses, local government, and public agencies. The proposed program will be a companion program to USC's Bachelor of Arts in Liberal Studies (B.L.S.) which is of similar design. The B.L.S., currently serving 65 students at the four regional campuses, is delivered through a mix of traditional face-to-face instruction, interactive video conferencing, and on-line courses. These delivery methods allow for sharing of instructional resources across the campuses and from Columbia to the distance sites. The proposal indicates that the B.L.S. program is expected to continue to grow for the foreseeable future, and that the proposed program will show similar growth over time.

The proposal states that the proposed degree in Organizational Leadership will have its greatest impact on some of the most disadvantaged portions of the state. The average income in the areas served by these campuses is, according to figures reported in the proposal, significantly lower than that of the state's population as a whole. In addition, there are few opportunities for postsecondary education at the baccalaureate level in these areas. Although the proposed program was designed and submitted before the Legislature's Higher Education Study Committee published its final action plan, it is a beginning step in meeting the report's expressed objective to increase the number of baccalaureate-level degree-holders in the state, especially using non-traditional means to reach underserved areas of the state.

According to the proposal, there is only one organizational leadership program in the region, offered through license by Mountain State University to selected areas in North Carolina. In addition, there are a number of such programs available across the country. The proposal highlights Pennsylvania State University's B.S. program in Organizational Leadership, offered through Penn State's World Campus, as a program similar to the one proposed. No institution in the state, public or private, offers a similar program.

The proposal states that admission to the proposed program will require a student to have completed 45 credit hours of undergraduate work at an accredited institution and have a minimum GPA of 2.0. The proposed program will require a total of 120 credit hours, with 41-51 credit hours in General Education courses, 27-30 credit hours in Professional Foundation courses (e.g., Micro and Macroeconomics; Principles of Management; South Carolina Studies), and 33 credit hours in Integrative Major courses. The Integrative Major courses will focus on one of three areas as determined by the student's program of study: Employer and Employees (e.g., Management of Human Resources; Organizational Behavior; and Applied Psychology); Law, Policy, and Organizations (e.g., Survey of Commercial Law; State Government; and Principles of Public Relations); and Workplace Dynamics (e.g., Labor Economics; Business Ethics; and Organizational Communication). The proposal states that student learning assessments are being developed by the Palmetto Advisory Committee. According to the proposal no specific accreditation or licensing is currently required for this program.

USC anticipates that total student enrollment in the proposed program will begin at 25 students (27 FTE) in the first year of implementation, increasing to 75 students (80 FTE) by the third year, and remaining at that level at least through the fifth year. In the first year of implementation, ten (10.7 FTE) will be new students. For subsequent years, the proposal projects 20 (21.3 FTE) new students in the second year and 30 (32.0 FTE) each year thereafter. These projections are based on current enrollment in the B.L.S; enrollment in the terminated Bachelor of Arts in Independent Study (B.A.I.S.), a program formerly offered at the regional campuses to provide a path to a baccalaureate-level degree; and student surveys. The proposal outlines extensive plans to use existing and specifically developed articulation and transfer agreements with the technical colleges to broaden the impact of the program. If the enrollment projections are met, the program will meet the commission's program productivity standards for enrollment and degrees awarded.

The proposal states that no new faculty, staff, or administrators will need to be hired to meet program needs. Faculty from each regional campus and the USC main campus will be used to provide instruction both on-site and through distance education.

The proposal states that the existing physical plant and classroom facilities at the campuses are adequate to provide space for the proposed program. "Blended delivery" techniques, a combination of on-line and interactive video, are used for some classes in

order to make efficient use of existing facilities. The proposal further states that current equipment is adequate to support the program.

The proposal presents a detailed overview of the library resources available to the students in the proposed program. Access to related holdings is achieved through materials sharing among the campuses, electronic access to a wide range of books and periodicals through PASCAL and other means, access to physical material through PASCAL Delivers, an on-line catalogue search-engine, and staff available to answer questions from distance education students. The library resources available to support the proposed program are adequate.

New costs for the proposed program include $10,000 in the first year, decreasing to $5,000 in the second year, $4,000 in the third year, and increasing to $8,000 in the fourth year, and decreasing to $2,000 in year five. Categories of new costs in the first five years of the proposed program include Faculty Training ($19,000) and Marketing ($10,000). Total new costs for the first five years of the program are estimated to be $29,000.

Shown below are the estimated Mission Resource Requirement (MRR) costs to the state and new costs not funded by the MRR associated with the implementation of the proposed program for its first five years. Also shown are the estimated revenues projected under the MRR and the Resource Allocation Plan as well as student tuition and additional revenues.

Estimated Program Costs and Revenue

	Estimated Program Costs		Estimated Program Revenue				
	(A) MRR Cost	(B) Other Costs*	(C) Actual State Funding	(D) Tuition	(E) Additional Revenue	(F) Total Revenue (C+D+E)	(G) Total Revenue -Total Costs (F-(A+B))
Year 1	$109,259	$0	N/A	$110,567	$0	$110,567	$1,308
Year 2	$218,517	$0	$62,777	$224,308	$0	$287,085	$68,568
Year 3	$327,776	$0	$126,222	$334,875	$0	$461,097	$133,321
Year 4	$327,776	$0	$189,000	$334,875	$0	$523,875	$196,099
Year 5	$327,776	$0	$189,000	$334,875	$0	$523,875	$196,099

*Includes costs of an extraordinary nature not otherwise included in the MRR cost calculation (e.g., costs for a new building required to support a program).

These data demonstrate that if USC can meet the projected student enrollments and contain costs as shown in the proposal, the program will be able to cover new costs with revenues generated in the first year of its implementation.

In summary, the University of South Carolina proposes to add a new program leading to the Bachelor of Arts in Organizational Leadership, to be conferred by the Columbia campus but offered at the system's regional campuses. The proposed program will use a variety of traditional, interactive video, and on-line methods to present the program to place-bound students desiring a baccalaureate degree. The program will complement USC's existing Bachelor of Arts in Liberal Studies program by offering a workplace-oriented degree to prepare graduates to lead in business, nonprofit organizations, local government, and public agencies.

Recommendation

The staff recommends that the Committee on Academic Affairs and Licensing commend favorably to the Commission the program leading the Bachelor of Arts degree with a major in Organizational Leadership at USC-Columbia, to be implemented in Fall 2009, provided that no "unique cost" or other special state funding be required or requested.