# Idaho State Board of Education

Proposal for Other Academic Program Activity and Professional-Technical Education

<table>
<thead>
<tr>
<th>Date of Proposal Submission:</th>
<th>9/19/2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution Submitting Proposal:</td>
<td>University of Idaho</td>
</tr>
<tr>
<td>Name of College, School, or Division:</td>
<td>College of Letters, Arts, &amp; Social Sciences</td>
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<tr>
<td>Name of Department(s) or Area(s):</td>
<td>Organizational Sciences</td>
</tr>
</tbody>
</table>

**Program Identification for Proposed New, Modified, or Discontinued Program:**

| Title: | Organizational Dynamics Certificate |
| Degree: | Undergraduate Certificate |
| Method of Delivery: | Online, with traditional lecture available |

**Indicate if the program is:**

| x Regional Responsibility | Statewide Responsibility |

**Indicate whether this request is either of the following:**

- [x] New Program (minor/option/emphasis or certificate)
- [ ] Discontinuance of an Existing Program/Option
- [ ] New Off-Campus Instructional Program
- [ ] Consolidation of an Existing Program
- [ ] New Instructional/Research Unit
- [ ] Expansion of an Existing Program
- [ ] Contract Program/Collaborative
- [ ] Other

**College Dean (Institution) Date**

**Vice President for Research (as applicable) Date**

**Graduate Dean (as applicable) Date**

**State Administrator, SDPTE (as applicable) Date**

**Chief Fiscal Officer (Institution) Date**

**Academic Affairs Program Manager Date**

**Chief Academic Officer (Institution) Date**

**Chief Academic Officer, OSBE Date**

**President Date**

**SBOE/OSBE Approval Date**

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Before completing this form, refer to Board Policy Section III.G., Program Approval and Discontinuance. This proposal form must be completed for the creation of each new program and each program discontinuation. All questions must be answered.

1. **Describe the nature of the request.** Will this program/options be related or tied to other programs on campus? Please identify any existing program, option that this program will replace. If this request to discontinue an existing program, provide the rationale for the discontinuance. Indicate the year and semester in which the last cohort of students was admitted and the final term the college will offer the program. Describe the teach-out plans for continuing students.

We are requesting an undergraduate-level Organizational Dynamics Certificate (ODYN). The need for such a certificate was first confirmed by a survey conducted by the University's Social Science Research group. Since that time (2007), we have developed a major (Organizational Sciences, i.e., ORGS) and conducted additional focus groups in N. Idaho (with business and professional leaders). The focus groups, in particular, suggested there should be a briefer, more focused set of courses for those who (1) did not want to be degree candidates, or (2) who wished to be degree candidates in a traditional arts and sciences field, or (3) were in a professional applied field (e.g., criminal justice) where the courses and Certificate would be useful credentials for job expansion or promotion. Very recent input from current and potential students on the Moscow campus further indicated to us that a more limited set of skill-based courses would be welcome there as well.

The former Director of the Idaho Nonprofit Center said in private conversation that this was consistent with her understanding of the changes in the small organization and nonprofit sectors.

2. **List the objectives of the program.** The objectives should address specific needs (industry) the program will meet. They should also identify the expected student learning outcomes and achievements. This question is not applicable to requests for discontinuance.

The program is expected to serve students who are primarily in non-business fields. Such students often find themselves working in small stand-alone organizations, or small organizations within larger ones in multiple sectors of the economy (nonprofits, for-profits, public sector, etc.). The Certificate is designed to give these students additional tools that will help them succeed. Although non-business students are our primary target, some faculty in our College of Business and Economics have expressed an interest in encouraging traditional Business students to elect such a Certificate as a useful adjunct to their majors.

We have a successful degree program in this area (ORGS), but the Certificate can serve those who may wish to remain in the majors they have already selected in the arts, in professional fields, in health areas, etc. It can also stand alone as a service to students in the workplace who wish to add to their on-the-job skill sets or professional-technical training.

**Learning Outcomes**

1. Understand the interrelationships among work, workers, and the workplace.
2. Prepare certificate holders for supervisory placement in for-profit, public and nonprofit sectors.
3. Understand fundamentals of operation of public and private organizations.

3. **Briefly describe how the institution will ensure the quality of the program** (i.e., program review). Will the program require specialized accreditation (it is not necessary to address regional accreditation)? If so, please identify the agency and explain why you do or do not plan to seek accreditation. This question is not applicable to requests for discontinuance.
Programs such as this are not accredited by any external body. Routine annual assessments will be conducted as part of the university’s assessment activities (post graduate surveys, class performance and evaluation, scholarly products, to name some).

4. **List new courses that will be added to curriculum specific for this program.** Indicate number, title, and credit hour value for each course. Please include course descriptions for new and/or changes to courses. Attach a Scope and Sequence, SDPTE Form Attachment B, for professional-technical education requests. This question is not applicable to requests for discontinuance.

All courses for the ODYN program currently exist and are being offered. They serve Organizational Science (ORGS) majors, Business majors, Political Science majors, Psychology majors, and others (and are drawn from those majors).

5. **Please provide the program completion requirements and attach to this proposal as Appendix A.** This question is not applicable to requests for discontinuance.

| Credit hours required in major certificate: | 12 |
| Credit hours required in minor: | |
| Credit hours in institutional general education or core curriculum: | |
| Credit hours in required electives: | |
| **Total credit hours required for completion:** | 12 (from those listed) |

6. **Identify similar programs offered within Idaho or in the region by other colleges/universities.** If the proposed request is similar to another state program, provide a rationale for the duplication. Institutions do not need to complete this section for PTE programs. This question is not applicable to requests for discontinuance.

Degrees/Certificates offered by school/college or program(s) within disciplinary area under review

<table>
<thead>
<tr>
<th>Institution and Degree name</th>
<th>Level</th>
<th>Specializations within the discipline (to reflect a national perspective)</th>
<th>Specializations offered within the degree at the institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>BSU</td>
<td>graduate</td>
<td>Nonprofit Management Cert. *</td>
<td></td>
</tr>
<tr>
<td>CSI</td>
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<td>CWI</td>
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<td>EITC</td>
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<tr>
<td>ISU</td>
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<tr>
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<td>NIC</td>
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A recent proposal from BSU covers similar ground, but intends to target a graduate audience. We are hoping to appeal to an undergraduate audience. We do not know the status of BSU’s proposal.

**UI currently offers a B.S. and B.A. in Organizational Sciences (ORGS).** This degree is focused on students who wish to work in small for-profit, nonprofit, and public organizations. The degree has several courses under its own ORGS prefix, but also includes courses from Communication (COMM), Business (BUS), Political Science (POLS), Psychology (PSYC), and Sociology (SOC). Courses from the certificate will be drawn from the major and will serve students who want the designation offered by the certificate, but do not want to give up their major for the ORGS major.

7. **Describe the methodology for determining enrollment projections.** If a survey of student interest was conducted, attach a copy of the survey instrument with a summary of results as Appendix B. This question is not applicable to requests for discontinuance.

We believe the program will be appealing to two groups, for slightly different reasons in each case.

First, current students: undergraduate arts and sciences majors. Students in those majors make up over a third of the enrollment at UI. Some go into graduate programs, but many enter the workforce and would benefit from the skills offered by the certificate.

Our second group includes new students. Some of these are students already in the workforce who wish to add a set of skills that could improve their standing in their organizations and allow them to improve their prospects for advancement. The program will be available online, which serves working students. Others will be students who are interested in the excellent arts and sciences majors offered at UI, but want the opportunity to add the skills offered by the certificate.

We find that our target students from both groups tend to seek employment in human service businesses, in hospitality (especially arts & leisure), and healthcare. Many attempt to start their own small businesses in these areas. Our Bureau of Labor Statistics data shows projected growth in our region in all of the areas mentioned above. Some of the projections will show seasonal fluctuations, but the overall trend is upward. We are not requesting to add a program that addresses a particular sector, but to give current and new students a marketing advantage, and skills, when they discover opportunities that are of interest to them.

The ORGS major has been a source of information for us. This major is very successful on its own terms, but it has revealed the other audiences mentioned above. In recruiting and advising for ORGS, we have run into students who want some of the courses, but not the entire major. To take on the major would require adding a semester or two (to double-major); or, it would require them to drop the major they have, a major that may be near and dear to them. In Coeur d’Alene, our experience with ORGS has helped us identify potential students with associate’s degrees, or professional-technical education, who want the skills offered by the certificate, but cannot afford the time or money to return for a degree. The fact that the 12 credits of the certificate will eventually apply to a degree, if and when they choose to seek a degree, is a real bonus.
8. **Enrollment and Graduates.** Provide a realistic estimate of enrollment at the time of program implementation and over three year period based on availability of students meeting the criteria referenced above. Include part-time and full-time (i.e., number of majors or other relevant data) by institution for the proposed program, last three years beginning with the current year and the previous two years. Also, indicate the number of graduates and graduation rates.

*Our target audience is a large subsection of current UI students as well as new students.*

**3-year estimate**

Year 1: 20  
Year 2: 35  
Year 3: 60

**Completion.** Because all the courses are expected to be available every semester (and several in summer) students can move through the program as quickly as their personal resources (time, money, energy) permit. Regular arts and sciences students should have no trouble completing the certificate as part of their elective package. We expect that many of the new students will be part-timers who are seeking only the certificate. Completion rates are difficult to estimate for these students. We can say that a major hurdle for completion, i.e., course timing and course availability, will not be a problem for this certificate.

**Full/Part time.** There are almost 2700 UI students in the college most likely to find ODYN attractive: the College of Letters, Arts, & Social Sciences (BS/BA level, Fall, 2013, Institutional Research data). Approximately 85-90% of the current students are full-time. Similar percentages exist for Colleges of Art & Architecture (535 students) and Science (907 students). Engineering, Education, Agriculture & Life Sciences, and Natural Resources are less likely to find ODYN appealing because some of the issues are already embedded in their curricula. Students not part of a UI degree program are likely to be part-timers.

Recent data from the Idaho Nonprofit Center (the statewide professional association) indicates that the nonprofit sector is the fastest growing sector of our economy. Statewide data also shows stable employment opportunities in local and state public sector jobs, and an increase in for-profit and nonprofit start-ups. As mentioned, we believe the certificate might be particularly useful for non-business majors who have great ideas, drawn from their scientific/artistic training or from their professional training, who want to start a business themselves or join a start-up. In addition to UI degree candidates, these are often students who have not completed a degree, or who have an associate’s degree or professional-technical credential, who are employed or seeking employment.

**Discontinuations.** Using the chart below include part-time and full-time (i.e., number of majors or other relevant data) by institution for the proposed discontinuation, last three years beginning with the current year and previous two years. Indicate how many students are currently enrolled in the program for the previous two years to include number of graduates and graduation rates.

<table>
<thead>
<tr>
<th>Institution</th>
<th>Relevant Enrollment Data</th>
<th>Number of Graduates</th>
<th>Graduate Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current</td>
<td>Year 1 Previous</td>
<td>Year 2 Previous</td>
</tr>
<tr>
<td>BSU</td>
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<tr>
<td>CSI</td>
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9. **Will this program reduce enrollments in other programs at your institution?** If so, please explain.

   *This program is not expected to reduce enrollments elsewhere in the university. It has potential to increase enrollments.*

10. **Provide verification of state workforce needs such as job titles requiring this degree.** Include State and National Department of Labor research on employment potential. *This question is not applicable to requests for discontinuance.*

   Using the chart below, indicate the total projected job openings (including growth and replacement demands in your regional area, the state, and nation. Job openings should represent positions which require graduation from a program such as the one proposed. Data should be derived from a source that can be validated and must be no more than two years old. *This question is not applicable to requests for discontinuance.*

<table>
<thead>
<tr>
<th></th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Total</th>
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<tbody>
<tr>
<td>Region</td>
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<tr>
<td>State</td>
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</tr>
<tr>
<td>Nation</td>
<td></td>
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</tr>
</tbody>
</table>

   a. Describe the methodology used to determine the projected job openings. If a survey of employment needs was used, please attach a copy of the survey instrument with a summary of results as Appendix C.

   *As noted in #7, above, this certificate itself does not prepare students for particular professions. Rather, it provides skills to existing majors and workers. ODYN is not a degree program.*

   b. Describe how the proposed change will act to stimulate the state economy by advancing the field, providing research results, etc.

   *We expect that the certificate will contribute to a better-trained workforce. Students in the Arts and Sciences often have great ideas, but lack the skills to create and sustain a supporting organization. The ODYN certificate addresses this missing piece. It also addresses skills that would be useful to students already in the workforce.*

   c. Is the program primarily intended to meet needs other than employment needs, if so, please provide a brief rationale.
11. Will any type of distance education technology be utilized in the delivery of the program on your main campus or to remote sites? Please describe. This question is not applicable to requests for discontinuance.

As mentioned, the courses are already being offered. Current delivery is a mix of online, traditional lecture, and online/lecture hybrids. However, all courses are available online for those who are place-bound and/or who have work schedules that make classroom attendance a hardship.

12. Describe how this request is consistent with the State Board of Education’s strategic plan and institution’s role and mission. This question is not applicable to requests for discontinuance.

SBOE Goals that are relevant to this proposal include:

1. A well-educated workforce – The primary purpose of this certificate program is add to the skill sets of students in a way that improves their ability to support themselves in the workplace.
2. Critical thinking and innovation – The program focuses on courses that are methodologically rich, and that have elements of empiricism and assessment.
3. Effective and Efficient delivery – The courses are well-crafted, and are available for students online or at our statewide sites. They are already offered within other majors and have established successful track records.

13. Describe how this request fits with the institution’s vision and/or strategic plan. This question is not applicable to requests for discontinuance.

<table>
<thead>
<tr>
<th>Goals of Institution Strategic Mission</th>
<th>Proposed Program Plans to Achieve the Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teaching &amp; Learning (e.g., innovative and integrative coursework)</td>
<td>Courses in ODYN are creative, draw from multiple disciplines, and are practical.</td>
</tr>
<tr>
<td>Outreach and Engagement (engaging with communities)</td>
<td>An important underlying assumption is that the certificate improves employment chances, especially in the human service area.</td>
</tr>
<tr>
<td>Community and Culture (openness and respect)</td>
<td>The basics of representing the state’s population and providing opportunity are explicit in our workplace and personnel courses.</td>
</tr>
</tbody>
</table>

UI is a Land Grant university, and thus values practicality. This Certificate is, if anything, practical.

14. Is the proposed program in your institution’s Five-Year plan? Indicate below. This question is not applicable to requests for discontinuance.

Yes _____ No x _____

If not on your institution’s Five-Year plan, provide a justification for adding the program.

The potential for the program has only recently been identified. As mentioned, advising and recruiting for the ORGS major has revealed the interest among arts and sciences students. Our connections with statewide professional groups (e.g., the Idaho Nonprofit Center) has helped us see the potential interest at the community level.
15. Explain how students are going to learn about this program and where students are going to be recruited from (i.e., within institution, out-of-state, internationally). For request to discontinue program, how will continuing students be advised of impending changes and consulted about options or alternatives for attaining their educational goals?

Some enrollments will be drawn from existing UI students in the colleges mentioned previously. Additional audiences:
- students interested in the disciplines of those colleges who are making an enrollment or transfer decision.
- students in the workforce, or returning to the workforce, who have an arts and sciences degree but lack organizational training.
- students in the workforce who have an associate’s degree or a professional-technical credential, but find themselves as supervisors or small business owners.

Internally, no recruiting strategy is needed. Indeed, we perceive that demand is already in place. Externally, we plan to take advantage of the Moscow campus and the UI regional Centers. The UI Centers, in particular, have strong ties to industries and professional groups. They also serve to support new business incubation. Awareness is the fundamental issue. Practical training often sells itself—the key is to make sure that potential students are aware of the program. A certificate program, such as this one, adds value without taking away from other interests.

16. Program Resource Requirements. Using the Excel spreadsheet provided by the Office of the State Board of Education, provide a realistic estimate of costs needed for the overall program. This should only include the additional costs that will be incurred and not current costs. Include both the reallocation of existing resources and anticipated or requested new resources. Second and third year estimates should be in constant dollars. If the program is contract related, explain the fiscal sources and the year-to-year commitment from the contracting agency(ies) or party(ies). Provide an explanation of the fiscal impact of the proposed discontinuance to include impacts to faculty (i.e., salary savings, re-assignments).

The spreadsheet is attached but, in summary, we see no additional costs.

Organizational Dynamics Academic Certificate Curriculum

Pick 3 credits from
- ORGS 210 Intro to Organizational Sciences (1 cr)
- ORGS 220 OrgS 220 Budgeting for Small Organizations (1 cr)
- ORGS 221 Workplace Motivation (1 cr)
- ORGS 222 Workplace Soft Skills (1 cr)

Pick at least 9 additional credits from
- ORGS 110 Governance in Small Organizations (3 cr) (Reserved for leaders of student & community groups at UI, or dual enrolled.)
- ORGS 155 Financial Literacy (3cr)
- ORGS 305 Nonprofit Organizations (3 cr)
- COMM 410 Conflict management (3 cr)
- COMM/JAMM 456 Nonprofit Fundraising (3 cr)
- PoLS 451 Public Administration (3 cr)
- Psyc/ORGS 441 Human Relations in the Workplace

3 credits of COMM, ORGS, POLS, PSYC 400, 404, 498, 499 may be substituted for one of the courses above, with approval of the Director of the Organizational Sciences Program.