



BOARD OF REGENTS OF  
THE UNIVERSITY SYSTEM OF GEORGIA

## BACCALAUREATE AND MASTER'S DEGREES

NEW PROPOSAL FORMS  
(Submit One Copy)

### LETTER OF INTENT

Institution: Columbus State University

Institutional Contact (President or Vice President for Academic Affairs): Dr. Inessa Levi

Date: October 8, 2009

School/Division: D. A. Turner College of Business & Computer Science

Department: Management and Marketing

Name of Proposed Program: Master of Science in Organizational Leadership

Degree: Master of Science

Major: Organizational Leadership

Degree Inscription: Master of Science in Organizational Leadership

CIP Code: 52.999901

Anticipated Starting Date: August 2010

Program Classification: Graduate

---

#### **1. Program Description and Objectives:**

##### **a. Objectives of the program**

This program is designed to provide an alternative graduate program to the traditional MBA for professionals seeking a greater emphasis on the leadership aspects of for-profit and not-for-profit administration. A report by Roger Thompson in the Harvard Business School's Bulletin indicates that the traditional MBA is too oriented to quantitative skills and does not provide enough "soft" skills. Additionally, they suggest that traditional MBAs are too theory oriented and do not provide enough practical leadership skills. This program, with applied courses in negotiations, coaching, employee development, human resources and similar topics will provide an alternative to the MBA that focuses on

those “soft” leadership skills rather than the quantitative and theoretical topics typically covered in an MBA program.

Program Learning Objectives:

- Students completing the core requirements of the MSOL will be able to:
  - Understand the theory and practice of leadership
  - Contrast international leadership practices and recognize the necessity to tailor leadership to different environments
  - Understand follower behaviors and be able to identify appropriate leader responses.
  - Critically analyze and form action plans to address various leadership issues
  - Demonstrate proficiency in written and oral communication, including interpersonal skills, negotiation skills and presentation skills.
  - Be able to discuss strategic alternatives, environmental analysis and use both to select appropriate strategies
- Students completing the HR track will be able to:
  - Independently develop and understand how to implement HR planning, recruiting, selection, training, development, appraisal, compensation, benefits, performance management feedback and disciplinary systems in a legal and ethical fashion.
  - Analyze and solve HR problems and issues
  - Use technology to assist in dealing with HR practice and solve HR problems.
  - Students should also possess the academic preparation necessary to pass the PHR or SPHR exams.
- Students completing the SL track should be able to:
  - Understand the concepts of servant leadership and be able to articulate them clearly.
  - Demonstrate proficiency in coaching and the use of effective coaching behavior.
  - Discuss the process of building a culture of servant leadership and identify appropriate strategies for different organizational environments.
  - Critically analyze ethical/moral dilemmas and use a framework to evaluate the issue and recommend ethically sound solutions
  - Discuss current issues and trends related to servant leadership.

The program of study for the Master of Science in Organizational Leadership follows:

## Program of Study

### Master of Science in Organizational Leadership

#### Area 1

Program Core

Required hours: 15

MSOL 6115 Organizational Behavior and Leadership  
MSOL 6125 Negotiations and Conflict Resolution  
MSOL 6135 Contemporary Economics and Finance for Leaders  
MSOL 6145 Global Management  
MSOL 6155 Strategic Leadership and Change Management

#### Area 2

Program Concentration

Required hours: 15

##### A. Human Resource Management

MSHR 6116 Human Resource Management  
MSHR 6126 Recruiting and selection  
MSHR 6136 Employee development  
MSHR 6146 Performance management and compensation  
MSHR 6156 Labor relations

##### B. Servant Leadership

MSSL 6117 Foundations in Servant Leadership  
MSSL 6127 Contemporary Issues in Servant Leadership  
MSSL 6137 Coaching  
MSSL 6147 Developing an Organizational Culture of Servant Leadership  
MSSL 6157 Organizational Ethics and Values

#### Area 3

Electives

Required hours: 6

Two courses selected from among the courses listed for the other track (HR track students would select courses from the SL track and vice versa) and/or EDUL 7796 Team Building Innovation

Total required hours: 36

**b. Needs the program will meet**

This program will be initially offer two tracks: Human Resources or Servant Leadership. The program will target working professionals who need to improve their leadership skills, or those seeking career changes or advancement. There is significant local interest which we will seek to capture by marketing both to employers and individuals.

Representatives from the Society for Human Resource Management visited our campus within the last year, with ranking representatives from the national office, requesting that we add programs in Human Resources at both the undergraduate and graduate level. We also get frequent requests from potential students, including military personnel stationed at Ft. Benning, Georgia.

An additional source of applicants will be the graduates of our current undergraduate servant leadership program seeking opportunities for advanced study. Columbus State University is in a unique position to support the proposed servant leadership program as Columbus, Georgia has become recognized for the large number of companies and organizations that have embraced the principles of servant leadership. There is a pervasive commitment to servant leadership from Columbus-based corporations, non-profit organizations and educational institutions. The M.S. in Organizational Leadership – Servant Leadership track will support the leadership needs of the community, while drawing on the wealth of resources situated here, ranging from the expertise of leading practitioners, proliferation of applicable case studies and opportunities for field experience.

**c. Brief explanation of how the program is to be delivered**

This program will be delivered in a traditional classroom, using face to face instructional methods. There is no intention at this point to offer the program in any distance learning format.

**d. Prioritization within the institution's strategic plan**

This program directly impacts three of the five goals in CSU's strategic plan:

- Strategic goal 1 is to “achieve excellence in undergraduate and graduate education to meet student and community needs.” The objectives for doing this include to “expand educational opportunities throughout the region.” and to “Strategically develop and grow graduate programs”. This proposed degree program would provide a new educational opportunity within our region and would strategically grow our graduate programs.
- Goal two in the strategic plan is to “Increase enrollment to 10,000 students by fall 2011.” The target enrollment for this program when it is up and running is 40 FTEs. This would contribute to the enrollment goals of the University.
- Goal four in the strategic plan is to “Increase external funding and recognition.” There is an external donor who has indicated a willingness to provide funding for a significant portion of this program. Therefore, this would increase our external funding, it is consistent with this goal. Additionally, the announcement of the new Masters program would provide recognition for CSU, as few schools have programs like this.

## **2. Description of the program's fit with the institutional mission and nationally accepted trends in the discipline.**

CSU's mission and vision are as follows:

### **Vision**

Columbus State University provides world-class education and assures student success through creative inquiry and community, regional, and global partnerships.

### **Mission**

- To achieve academic excellence through teaching, research, creative inquiry and student engagement.
- To achieve excellence in the student experience and prepare individuals for a life of success, leadership, and responsibility through community awareness, engagement, and service to others.
- To achieve recognition as a leader in community development, regional economic development, and public-private partnerships.

The second bullet point directly addresses the topic of leadership and service to others. Within this framework, a Masters degree in leadership with a track in servant leadership seems not only fitting but essential to the fulfillment of our mission.

Additionally, since our vision states that we assure student success through partnerships, it is important to note that we are partnering with the Society for Human Resource Management to develop a program that meets their recommended learning objectives. SHRM is a group formed of high ranking HR professionals from around the US and worldwide. Meeting their objectives will help prepare our students to receive SHRM professional certification and gain quality employment in the HR field.

## **3. Description of how the program demonstrates demand and a justification of need in the discipline and geographic area and is not unnecessary program duplication.**

Demand in the community for the HR track is high enough that a delegation of national SHRM officers were brought to our campus to meet with the president and request such a program be created. Additionally, there is an expressed interest among graduates of our undergraduate servant leadership program for a masters degree focusing on servant leadership. Lastly, there is no public university in Georgia that offers a graduate program of any sort in servant leadership. Nor is there a college nearby that offers that offers an MS in Organizational Leadership. There is also no Georgia university that offers a graduate degree with an emphasis in HR in or near our MSA.

**4. Brief description of institutional resources that will be used specifically for the program (e.g., personnel, library, equipment, laboratories, supplies & expenses, capital expenditures at program start-up and when the program undergoes its first comprehensive program review.**

This program will be delivered in a traditional in-class format. Therefore, the program will require the use of sufficient classroom space for 15-20 sections of classes per academic year (Including summer term) during the evening hours.

The program will require the following resources:

Redirection of one state funded faculty position

Three positions to be funded by donations from an external donor.

Four offices

Four office computers

Four phones

Furniture for four offices

Classroom space for 15 sections of classes during evening hours (6:00-9:15pm)

These resources will be provided primarily through private donor funds. The balance will be provided through redirection of current resources within the College of Business and Computer Science.