

**Request for Authorization to Establish  
Bachelor of Science (BS) in Organizational Leadership and Learning  
CIP 52.0213  
Appalachian State University**

### **I. Program Highlights**

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- Appalachian State University proposes the establishment of a Bachelor of Science in Organizational Leadership and Learning.
- The purpose of the Bachelor of Science in Organizational Leadership and Learning (OLL) program at App State is to create holistic leaders equipped to excel in diverse organizational settings. The aim is to serve nontraditional students by providing a flexible, online curriculum that accommodates unique circumstances and prepares graduates for leadership roles in various industries. The program addresses workforce demands by focusing on leadership, project management, and data-driven decision-making.
- The OLL program aligns with the missions of both App State and the UNC System. The program supports the UNC System mission by providing a curriculum that imparts essential knowledge and skills, encourages the advancement of knowledge through data-driven decision-making and project management, and prepares graduates to contribute to their communities. The program aligns with App State's mission by preparing students to be effective leaders and equipping them with skills needed to drive positive change within their communities.
- The program is expected to provide strong employment opportunities for graduates to upskill, obtain advancement opportunities, or seek employment in new areas. Expected job titles for graduates include: project manager, account executive, operations manager, general manager, management analyst, training and development manager.
- Key strengths of the OLL program include: flexible online delivery that accommodates nontraditional students; internship opportunities providing real-world experience and networking; a curriculum that addresses current and future workforce demands, focusing on leadership, project management, professional development, and data-driven decision-making. The program is expected to achieve high retention and completion rates, leveraging student support structures, flexible eight-week semesters, and transfer-friendly policies. The comprehensive and flexible curriculum is designed to enhance graduates' career trajectories and earning potential.
- The projected enrollment for the OLL program is expected to grow to approximately 600 students by the fifth year of operation. This projection reflects anticipated demand driven by the more marketable program name and enhanced marketing efforts resulting from the university partnership with Project Kitty Hawk.

### **II. Academic Program Planning Criteria (UNC Policy 400.1)**

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1. **Relation to Campus Distinctiveness and Mission.** The proposed BS in Organizational Leadership and Learning (OLL) program is integral to App State's mission to foster globally minded,

responsible leaders and aligns with the broader UNC System's goals. By offering a flexible, online curriculum, the program extends educational access to rural and underserved communities, addressing critical educational gaps. The OLL program prepares students to be effective leaders and informed decision-makers in various organizational settings, enhancing career readiness and supporting workforce development.

2. The OLL program aligns directly with the goals of the FutureNC legislation, notably the myFutureNC/Postsecondary Attainment Goal. This initiative aims to achieve two million post-secondary degrees or certificates by 2030. The target demographic for the OLL program, adults aged 25-44+, matches the focus of the FutureNC legislation, making this program pivotal in helping North Carolina meet its educational and workforce development goals. By offering a flexible, online format, the OLL program is poised to significantly contribute to statewide efforts to provide nontraditional students opportunities to achieve higher education qualifications, thus directly supporting the state's strategic priorities for economic and social development.
3. **Student Demand.** Historical enrollment data from the existing CTE-Workforce Leadership and Development (WLD) concentration, which has consistently attracted 75-80 students annually over the past four years, indicates strong demand for flexible, career-oriented degrees focused on leadership. Market research by Project Kitty Hawk reveals that the search term "Organizational Leadership" has a 1,100 percent higher average search volume than "Workforce Leadership," suggesting significant market interest. Additionally, there is limited in-state competition for online organizational leadership programs within the UNC System, with many North Carolina students seeking out-of-state options. This presents an opportunity for App State to capture a substantial share of this demand. Labor market data from O\*NET Online and the Occupational Outlook Handbook further supports this demand, highlighting significant job growth and a bright outlook for careers related to organizational leadership.
4. **Employment Opportunities for Graduates.** The OLL program is expected to provide strong employment opportunities for graduates to upskill, obtain advancement opportunities, or seek employment in new areas. Expected job titles include project manager, account executive, operations manager, general manager, management analyst, and training and development manager. These roles are projected to see growth rates of 9.8 percent from 2024 to 2029 per Lightcast, with annual advertised salary (per Lightcast) of \$97,700 (in NC for CIP code 52.0213), highlighting the strong employment opportunities and favorable conditions for graduates.
5. **Impact on Access and Affordability.** The OLL program at App State is designed to enhance access and affordability for students, particularly targeting nontraditional and underserved populations. The program's online format allows for broader access by students who may be geographically distant or unable to attend traditional on-campus classes. Financially, the program is positioned as a cost-effective option, with a total cost of \$375 tuition per SCH for 2024-25 plus a \$25 Educational Technology fee per SCH. Program completion for most students will likely range from 50-80 SCH; the resulting cost of completion is approximately \$18,750 to \$30,000.

The long-term financial benefits are substantial, with a median lifetime return on investment (ROI) for App State business management graduates reported at \$784,682. This indicates that despite the upfront cost, graduates can expect a significant return on their educational investment throughout their careers. If students obtained loans for the entire estimated \$30,000 cost, this would result in an estimated yearly repayment of \$3,600. With expected earnings for graduates

around \$97,700 annually, this results in a favorable debt-to-earnings ratio, indicating a sustainable financial burden post-graduation. The Evaluation of University Programs (Return on Investment Study) calculates that the median first-time full-time undergraduate student at App State who obtains a bachelors degree in a business administration field “breaks even” on his or her investment approximately 7.5 years after graduation. Because most students will enter the program as adults with some amount of academic credit, they are likely to complete the program faster and more cheaply than a first-time undergraduate. Their return on investment for the program will likewise probably be higher. These figures underscore the program's commitment to maintaining affordability while offering a robust educational pathway. [University of North Carolina System Evaluation of University Programs, November 2023]

6. **Tuition and Fees.** App State is not requesting any program-specific fees or tuition differential for this program. The program will be delivered through the university Project Kitty Hawk partnership. Tuition and fees for the OLL degree are determined based on the partnership agreement between Project Kitty Hawk and App State and are \$375 tuition per SCH for 2024-25 plus a \$25 Educational Technology fee per SCH resident and \$450 per SCH nonresident.

2024-2025 Undergraduate Tuition and Fees per Year (In Dollars)

Category	Resident	Nonresident
Tuition	\$11,250	\$13,250
Tuition Differential	--	--
Mandatory Fees (Educational & Technology)	750	750
Special Fees	--	--

7. **Expected Quality.** The BS in OLL program at App State is designed to maintain high standards of quality through a combination of rigorous academic requirements and strategic administrative support. The program requires a total of 120 semester hours, including 41 hours of general education, 33 hours of core major courses, 15 hours of business foundation courses, 21 hours of career content concentration, four hours of electives, and a six-hour capstone internship. The Media, Career Studies and Leadership Development (MCL) department, along with support from the Reich College of Education, ensures the program’s integration and administration across various academic units. The OLL program will undergo a comprehensive review before the completion of its fourth year, involving annual assessments, stakeholder feedback, and strategic planning to ensure continuous improvement and alignment with industry standards.
8. **Faculty Quality and Number.** The faculty involved in the proposed OLL program come from a strong academic background within the Media, Career Studies and Leadership Development (MCL) department. There are nine full-time program faculty with experience in leadership and professional development who bring a wealth of knowledge and expertise in their respective fields and are already trained and teaching in the online space. The program will initially utilize existing faculty and adjuncts, with provisions for hiring additional faculty as enrollment grows. This approach guarantees that a robust and experienced faculty team will support the program, capable of delivering high-quality education without compromising existing programs.
9. **Relevant Lower-level and Cognate Programs.** The proposed OLL program builds on App State's robust general education curriculum and existing business courses, which provide a strong foundation for academic success. The university's general education program offers a wide range

of disciplines, including humanities, social sciences, natural sciences, and mathematics, ensuring students develop critical thinking, communication, and analytical skills essential for leadership studies. Additionally, the College of Business will offer necessary courses online, integrating additional business principles into the OLL curriculum. This comprehensive support structure leverages existing academic strengths to prepare students for effective organizational leadership.

- 10. Availability of Campus Resources (Library, Space, etc.)** This new online program will leverage the infrastructure of both App State and Project Kitty Hawk. Existing campus physical spaces and infrastructure are sufficient to support the program. No new space is needed.
- 11. Existing Programs (Number, Location, Mode of Delivery).** Bachelor of Arts in Human and Organizational Leadership Development (HOLD) offered by University of North Carolina at Chapel Hill, which is cohort-based and requires full-time, on-site attendance.
- 12. Potential for Unnecessary Duplication.** Within the UNC System, the proposed BS in OLL at App State stands out as it will be the only online bachelor's program in organizational leadership and learning. The program's online delivery will cater to students who require greater flexibility due to geographical, professional, or personal constraints, addressing an unmet need within the system and preventing unnecessary duplication.
- 13. Feasibility of Collaborative Program.** No specific collaborations have been identified at this time. However, the proposed BS in OLL opens potential pathways for joint or collaborative programs with other institutions, particularly those that focus on leadership and professional development.

### **III. Summary of Review Processes**

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- 1. Campus Review Process and Feedback.** The proposal has undergone a review and vetting process, receiving feedback at multiple levels within the institution. It was initially reviewed by the college program coordinator and faculty members, followed by an evaluation from the department chair. The College of Business and impacted departments have provided feedback on the degree and curriculum. The Faculty Senate representative reviewed and signed off on the proposal. The university administration, including key administrative figures and the strategic planning personnel, vetted the proposal, confirming its alignment with the university's mission and strategic goals. Each level provided valuable feedback, which has been incorporated into the final proposal. The proposal was approved by the chief financial officer, the provost and chief academic officer, and the chancellor.
- 2. UNC System Office Review Process and Feedback.** Throughout the review process, App State provided relevant information pertaining to program requirements and resources. The institution submitted appropriate documentation and research to support the statements made.

### **IV. Recommendation**

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Staff recommends that the Board of Governors approve Appalachian State University's request to establish the BS in Organizational Leadership and Learning (CIP 52.0213) effective fall 2024.

## **Request for Authorization to Discontinue and/or Consolidate Academic Degree Programs**

### **East Carolina University – Bachelor of Science in Fashion Merchandising and Consumer Studies (BS) (CIP 19.0901)**

**Overview:** The Bachelor of Science in Fashion Merchandising and Consumer Studies (CIP 19.0901) at East Carolina University will be discontinued/consolidated effective fall 2024. This request to discontinue/consolidate the degree program has been reviewed by the appropriate institutional committees and approved by the appropriate academic authority(ies).

The Bachelor of Science in Fashion Merchandising and Consumer Studies (CIP 19.0901) will be discontinued and consolidated into the Bachelor of Science in Interior Design and Fashion Merchandising (50.0408). This action is being requested to enhance faculty efficiency and facilitate accreditation with the Textile and Apparel Programs Accreditation Commission (TAPAC). No faculty or staff members will be affected by the discontinuation/consolidation of the program. Currently enrolled students will be able to complete their course of study.

**Recommendation:** UNC System Office staff recommend that the University of North Carolina Board of Governors approve the request of East Carolina University to discontinue/consolidate the delivery of the Bachelor of Science in Fashion Merchandising and Consumer Studies (CIP 19.0901) effective fall 2024.

### **North Carolina Agricultural and Technical State University – Bachelor of Science in Business Administration (BS) (CIP 52.0201)**

**Overview:** The Bachelor of Science in Business Administration (CIP 52.0201) at North Carolina Agricultural and Technical State University will be discontinued effective fall 2024. This request to discontinue the degree program has been reviewed by the appropriate institutional committees and approved by the appropriate academic authority(ies).

The Bachelor of Science in Business Administration has been inactive in the North Carolina Agricultural and Technical State University Information System since 2016. The UNC Academic Program Inventory lists the program as active. This discontinuation action will reconcile the discrepancy. No students, faculty, or staff members will be affected by the discontinuation of the program.

**Recommendation:** UNC System Office staff recommend that the University of North Carolina Board of Governors approve the request of North Carolina Agricultural and Technical State University to discontinue the delivery of the Bachelor of Science in Business Administration (CIP 52.0201) effective fall 2024.

## **NC State University**

### **Doctor of Education in Agricultural and Extension Administration (EdD) (CIP 01.0801)**

**Overview:** The Doctor of Education in Agricultural and Extension Administration (CIP 01.0801) at NC State University will be discontinued/consolidated effective spring 2025. This request to discontinue/consolidate the degree program has been reviewed by the appropriate institutional committees and approved by the appropriate academic authority(ies).

The Doctor of Education in Agricultural and Extension Administration (CIP 01.0801) will be discontinued and consolidated into the Doctor of Philosophy in Agricultural Education and Human Sciences (01.0801). This action is being requested to address the rising interest in the intersection of agriculture, family well-being, and community sectors and aims to translate research into practical applications that meet the evolving needs of these interconnected areas. No faculty or staff members will be affected by the discontinuation/consolidation of the program. Current students will have the option to complete the program or transition to the Doctor of Philosophy in Agricultural Education and Human Sciences.

**Recommendation:** UNC System Office staff recommend that the University of North Carolina Board of Governors approve the request of NC State University to discontinue/consolidate the delivery of the Doctor of Education in Agricultural and Extension Administration (CIP 01.0801) effective spring 2025.

### **Master of Science in Mathematics Education (CIP 13.1311)**

**Overview:** The Master of Science in Mathematics Education (CIP 13.1311) at NC State University at Raleigh will be discontinued/consolidated effective fall 2024. This request to discontinue/consolidate the degree program has been reviewed by the appropriate institutional committees and approved by the appropriate academic authority(ies).

The Master of Science in Mathematics Education (CIP 13.1311) will be discontinued and consolidated into the Master of Science in Science, Technology, Engineering, and Mathematics Education (13.1213). This action is being requested as part of a broader reorganization effort to align programs with related content areas for greater efficiency and effectiveness. No faculty or staff members will be affected by the discontinuation/consolidation of the program. One student is enrolled in the program and will have the option to complete the program or transition to the Master of Science in Science, Technology, Engineering, and Mathematics Education.

**Recommendation:** UNC System Office staff recommend that the University of North Carolina Board of Governors approve the request of NC State University to discontinue/consolidate the delivery of the Master of Science in Mathematics Education (CIP 13.1311) effective fall 2024.

### **Master of Science in Technology Education (CIP 13.1309)**

**Overview:** The Master of Science in Technology Education (CIP 13.1309) at NC State University will be discontinued/consolidated effective fall 2024. This request to discontinue/consolidate the degree

program has been reviewed by the appropriate institutional committees and approved by the appropriate academic authority(ies).

The Master of Science in Technology Education (CIP 13.1309) will be discontinued and consolidated into the Master of Science in Science, Technology, Engineering, and Mathematics Education (13.1213). This action is being requested as part of a broader reorganization effort to align programs with related content areas for greater efficiency and effectiveness. No faculty or staff members will be affected by the discontinuation/consolidation of the program. One student is enrolled in the program and will have the option to complete the program or transition to the Master of Science in Science, Technology, Engineering, and Mathematics Education.

**Recommendation:** UNC System Office staff recommend that the University of North Carolina Board of Governors approve the request of NC State University to discontinue the delivery of the Master of Science in Technology Education (CIP 13.1309) effective fall 2024.