

**BOARD OF HIGHER EDUCATION**  
**REQUEST FOR COMMITTEE AND BOARD ACTION**

**COMMITTEE:** Assessment and Accountability

**NO.:** AAC 07-12

**COMMITTEE DATE:** February 7, 2007

**BOARD DATE:** February 15, 2007

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**MOVED:** The Board of Higher Education hereby approves the Articles of Amendment of **Nichols College** to award the **Associate in Arts in General Studies and the Master of Organizational Leadership**.

Authority: Massachusetts General Laws Chapter 69, Section 30 et seq.

Contact: Aundrea Kelley, Associate Vice Chancellor for Academic Policy

# BOARD OF HIGHER EDUCATION

February 2007

## Nichols College

Associate in Arts in General Studies  
Master of Organizational Leadership

### INTENT

Nichols College has petitioned the Board to offer the Associate in Arts in General Studies and the Master of Organizational Leadership.

The proposed Associate in Arts degree in General Studies (AAGS) was requested by current evening and part-time students to parallel the Associate Bachelor of Sciences/Bachelor of Arts in General Business presently being offered. The Associate in Arts in General Studies program is designed to give adult students a point of completion before they move on to a four-year program. The proposed program would also allow adult students who transfer a large number of credits to Nichols, and who intend to move on to a four-year program, to achieve a point of completion with the A.A. in a relatively short time after having their transfer credits accepted. This option is especially attractive to the increasing number of part-time, on-line, and military students who enroll with a number of credits already completed in the liberal arts and who would be able to take advantage of their earned credits to earn a degree as they consolidate an area of academic interest.

The proposed Master of Organizational Leadership (MOL) is intended to meet a need expressed by the professional community to provide new opportunities for students within the business discipline. The proposed degree, while distinct, will also contain a component that parallels the College's established Master of Business Administration (MBA) program. The MOL program will also complement Nichols' undergraduate business minor in leadership studies. The goal of the program is to develop leaders who will be able to provide effective, ethical, innovative leadership to organizations in a diverse, dynamic, global environment.

### INSTITUTIONAL OVERVIEW

Nichols College is a non-profit institution located in Dudley, Massachusetts. The College is authorized by the Board of Higher Education to grant the degrees of "Associate in Business Administration, Bachelor of Science in Business Administration, Bachelor of Science in Public Administration, Bachelor of Arts, Master of Business Administration, and such honorary degrees as are usually conferred by colleges in this Commonwealth, excluding medicine."

Student tuition and fees at Nichols for the most recent academic year were \$230 per credit for undergraduate tuition, \$470 per credit for graduate tuition and for all students a \$100 graduation fee.

The College employed 34 full-time and 126 part-time faculty. Participation in online courses grew significantly during the past five years as the College increased its military and accelerated program offerings and saw enrollments grow in these areas from 414 in fall 2001 to 759 in fall 2004. Current college wide enrollment totals 1,755 students as follows:

|                  |               |     |                  |               |     |
|------------------|---------------|-----|------------------|---------------|-----|
| <b>Full-time</b> | Undergraduate | 901 | <b>Part-time</b> | Undergraduate | 494 |
|                  | Graduate      | 48  |                  | Graduate      | 312 |

The Nichols library is professionally staffed with access in person, via fax or phone. Student patrons also have online access to reference services 24 hours-a-day, seven-days-a-week through the College's *MassAnswers* service.

Nichols College is regionally accredited by the New England Association of Schools and Colleges. Its business programs are accredited by the International Assembly for Collegiate Business Education.

## **ACADEMIC AND RELATED MATTERS**

In fall 2005, a college-wide restructuring took place that streamlined the admission and registration process for all programs. This included consolidation of systems and the identification and reorganization of staff dedicated to meeting the needs of students during the admissions process and when registering for classes. Advising services were also expanded at this time, and a new Advising Center was opened.

Students in both proposed programs will have access to the College's Conant Library, which is wired for staff and public internet access. The Nichols Library is professionally staffed with access in person, via fax or phone. Student patrons also have online access to reference services 24 hours-a-day, seven-days-a-week through the College's *MassAnswers* service.

The classrooms in Davis Hall and Academy Hall on the Dudley Campus are equipped as smart classrooms, including internet access, liquid crystal display projectors and large screens, video cassette recorders and DVD players and computers. Off-campus facilities offer necessary instructional aids such as white or chalk boards, televisions, video cassette recorders, and in some cases, smart classrooms. In addition, portable liquid crystal display projectors are available to provide support for instructors in off-campus facilities.

### Associate in Arts in General Studies

#### *Curriculum* (Attachment A)

In order to earn the Associate in Arts in General Studies, students must complete a total of 60 credits (20-21 courses) with a 2.00 cumulative grade point average. The degree includes courses in three areas, specifically designated "Foundation Courses," student-selected "Focused Choices" within subject areas, and freely selected "Electives."

*Admission and Enrollment.* To be admitted to the Associate in Arts in General Studies Program, applicants must submit an application, \$25 non-refundable fee, official transcripts from accredited institutions covering all prior undergraduate academic work at the high school, GED and undergraduate levels, military transcripts, and one letter of recommendation. The College has projected Enrollment through the third year of the program as follows:

|               |                     |
|---------------|---------------------|
| <b>Year 1</b> | 12 (new students)   |
| <b>Year 2</b> | 20 (total students) |
| <b>Year 3</b> | 30 (total students) |

*Resources.* It is estimated that the costs of adding and administering this program will be minimal, as no additional course sections will be needed. Students will be able to complete the coursework by taking classes that are currently offered to meet requirements of other programs. In addition, indirect costs and administrative duties will be assumed by current staff.

## Master of Organizational Leadership

*Curriculum* (Attachment B). The Nichols College Master of Organizational Leadership (MOL) is a 36-credit program designed for individuals who aspire to leadership roles within profit, non-profit or public organizations. The proposed program design blends theory and application with coursework focusing on leadership development, team building, conflict resolution, negotiation, global issues, innovation and change, and ethical leadership. Students will also examine their own roles as leaders and participate in an individually-designed action research project. Degree completion requires nine credits in “Common Skills”, six credits in “Business Essentials,” eighteen credits in “Leadership Core” and a final three-credit “Capstone Project” that encompasses the skills learned throughout the program. This project will involve research and the evaluation of an organizational issue or need.

*Admission and Enrollment.* To be admitted to the Master of Organizational Leadership Program, applicants must submit an application, \$25 non-refundable fee, personal statement, official transcripts from accredited institutions covering all prior undergraduate and graduate academic work, two letters of recommendation, and an updated résumé. Each applicant is also interviewed. Admitted students must maintain a grade point average of 3.0 or better in order to remain in the program. Admission and other academic policies are the same for all students regardless of the type of program in which the student is enrolled—i.e., traditional, online, or accelerated. Projected new student enrollments in the MOL are as follows:

|               |                    |
|---------------|--------------------|
| <b>Year 1</b> | 15-20 new students |
| <b>Year 2</b> | 20-30 new students |
| <b>Year 3</b> | 30-40 new students |

*Resources.* The College estimates that the new costs of adding and administering this program in the first year will total approximately \$20,500 as follows. Other costs are considered to be indirect costs and administrative duties will be assumed by current staff.

|                              |  |                 |
|------------------------------|--|-----------------|
| Course Development Fees      | \$250 stipend per course x 8 courses     | \$ 2,000        |
| Faculty                      | 3 new courses offered per year x \$2,500 | \$ 7,500        |
| Marketing                    | Advertising and PR launch                | \$10,000        |
| Additional Library Resources |  | \$ 1,000        |
| <b>Total Costs</b>           |  | <b>\$20,500</b> |

Projected tuition revenue is estimated as follows. These projections are based on 2005/2006 tuition rates and use the lower range of enrollment projections at minimum course loads.

|                                |                            |                    |                  |
|--------------------------------|----------------------------|--------------------|------------------|
| <b>Year 1</b>                  | 15 new students            | 3 courses per year | \$ 63,450        |
| <b>Year 2</b>                  | 20 new students (35 total) | 3 courses per year | \$148,050        |
| <b>Year 3</b>                  | 30 new students (65 total) | 3 courses per year | \$274,950        |
| <b>Total Projected Revenue</b> |                            |                    | <b>\$486,450</b> |

## **PUBLIC HEARING**

The required public hearing was held on Thursday, January 11, 2007, at 10:30 a.m. in the office of the Board of Higher Education. No comments were offered in opposition to the proposed programs.

## **STAFF ANALYSIS AND RECOMMENDATION**

Staff reviewed all materials submitted by Nichols College and held several discussions with representatives of the institution. The proposed Associate in Arts in General Studies and Master of Organizational Leadership are closely aligned to the College's existing degree program offerings. The College also provided evidence of the sufficiency of the institution's faculty, facilities, and other resources to deliver the proposed programs.

After a thorough evaluation of all documentation submitted, staff is satisfied that the proposed Associate in Arts in General Studies and Master of Organizational Leadership at Nichols College meet the criteria set forth in 610 CMR 2.08(3) in the Degree-Granting Regulations for Independent Institutions of Higher Education, accredited by the New England Association of Schools and Colleges. Recommendation is for approval.

**Attachment A**  
Associate in Arts in General Studies Curriculum Outline

| <b><u>FOUNDATION COURSES</u></b>         | <b><u>Courses</u></b>   | <b><u>Credits</u></b> |
|--|---|-----------------------|
| <b>Economics</b>                         | <b>ECON 221</b> Principles of Microeconomics <b>or</b><br><b>ECON 222</b> Principles of Macroeconomics  | <b>3 credits</b>      |
| <b>English Composition</b>               | <b>ENGL 105</b> Expository Writing  | <b>3 credits</b>      |
| <b>Literature</b>                        | <b>One course to be selected from the following:</b>  | <b>3 credits</b>      |
|  | <b>ENGL 235</b> The Classics: World Literature I <b>ENGL 314</b> The Pursuit of Happiness: American Literature I<br><b>ENGL 236</b> Shakespeare and His World: World Literature II <b>ENGL 315</b> Creating the Modern American: American Literature II<br><b>ENGL 238</b> The Modern World Through Literature: World Literature IV |                       |
| <b>Public Speaking</b>                   | <b>ENGL 252</b> Effective Speaking  | <b>3 credits</b>      |
| <b>History</b>                           | <b>One course to be selected from the following:</b>  | <b>3 credits</b>      |
|  | <b>HIST 101</b> United States History to 1877 <b>HIST 107</b> World Civilizations I<br><b>HIST 102</b> United States History Since 1877 <b>HIST 108</b> World Civilizations II  |                       |
| <b>Mathematics</b>                       | <b>One course to be selected from the following:</b>  | <b>3 credits</b>      |
|  | <b>MATH 117</b> College Mathematics <b>MATH 190</b> Calculus I<br><b>MATH 121</b> Precalculus   |                       |
| <b>Management Information Systems</b>    | <b>MIS 109</b> Computer Applications  | <b>1-3 credits</b>    |
| <b>Total Credits: Foundation Courses</b> |   | <b>19-21 credits</b>  |

**FOCUSED CHOICES****Courses****Credits**

|                       |   |                  |
|-----------------------|---|------------------|
| <b>Human Behavior</b> | <b>One course to be selected from the Psychology or Sociology offerings</b> | <b>3 credits</b> |
|-----------------------|---|------------------|

**Psychology****PSY 151** General Psychology**Sociology****SOC 107** Cultural Anthropology**SOC 161** Sociology**SOC 255** Courtship, Marriage and the Family**Humanities****One course to be selected from the Art, Music, Philosophy and Religion offerings****3 credits****Art****ART 256** Art before the Renaissance**ART 257** Art From the Renaissance to 1870s**ART 258** Modern Art**ART 259** An Essential History of American Art**ART 364** Great Artists**ART 366** Art and Design In the Age of Technology**ART 367** American Architecture**ART 368** Introduction to Drawing**ART 369** Introduction to Painting**Music****MUS 261** Fundamentals of Music**MUS 262** Music Appreciation I**MUS 263** Music Appreciation II**MUS 264** Popular Music In America**Philosophy****PHIL 267** Problems of Philosophy**PHIL 324** Ethics, Morality and the Institution**Religion****REL 322** World Religions**REL 323** Biblical Literature

|                           |  |                  |
|---------------------------|--|------------------|
| <b>Laboratory Science</b> | <b>One course to be selected from the following:</b> | <b>4 credits</b> |
|---------------------------|--|------------------|

**ESCI 233** The Environment**ESCI 243** Physical World

|                                |  |                    |
|--------------------------------|--|--------------------|
| <b>Science and Mathematics</b> | <b>One course to be selected from the following:</b> | <b>3-4 credits</b> |
|--------------------------------|--|--------------------|

**Science****ESCI 233** The Environment**ESCI 309** World Economic Geography**ESCI 409** Environmental Hazards**ESCI 243** Physical World**ESCI 410** Natural Resources: Scarcity or Plenty

**Mathematics**

**MATH 121** Precalculus

**MATH 190** Calculus I

**MATH 215** Statistics I

**Social Sciences**

**One course to be selected from the Economics, History and Political Science offerings**

**3 credits**

**Economics**

**ECON 221** Principles of Microeconomics

**ECON 222** Principles of Macroeconomics

**History**

**HIST 101** United States History to 1877

**HIST 107** World Civilizations I

**HIST 102** United States History Since 1877

**HIST 108** World Civilizations II

**Political Science**

**PSCI 204** Introduction To Political Science

**PSCI 315** Business, Government, And Regulation

**Advanced Writing**

**One course to be selected from the following**

**3 credits**

**ENGL 320** Fiction Writing

**ENGL 345** Non-Fiction Writing

**ENGL 321** Professional Writing

**ENGL 346** Journalism

**Total Credits: Focused Choices**

**19-20 credits**

**ELECTIVES**

**Courses**

**Credits**

**Electives**

**Free electives**

**19-22 credits**

**TOTAL CREDITS: PROGRAM COMPLETION**

**60 CREDITS**



## ATTACHMENT B

### MOL Curriculum Outline

The MOL requires a total of 36 credits (12 3-credit courses). The degree includes courses in four areas: common skills, business essentials, leadership core and the capstone.

**Common Skills** (9 credits) provide a general business background and enhanced communication skills needed for the advanced leadership studies in the program.

1. GSB 501 Effective Business Communication (Required course for all students)
2. GSB 504 Accounting for Managers **or** (Students without a previous undergraduate graduate course in Accounting or Finance will be required to complete GSB 504)  
GSB 708 Financial Management for Non Profits **or**  
GSB 705 Financial Decision Making
3. GSB 505 Marketing Management **or** (Students without a previous undergraduate or graduate course in Marketing will be required to complete GSB 505)  
GSB 725 Marketing Strategies

**Business Essentials** (6 credits) provides the understanding of the fundamental concepts of business and leadership within organizations that will be the foundation for the remaining coursework in the program.

4. GSB 600 Organizational Behavior
5. GSB 602 The Leadership Experience

**Leadership Core** (18 credits) are courses that build upon the business and leadership fundamentals and provide advanced study in the skills and techniques needed for effective leadership.

6. GSB 751 The Ethical Leader
7. GSB 752 Global Leadership
8. GSB 737 Change and Innovation Management
9. GSB 738 Negotiation and Conflict Management
10. GSB 739 Creative Decision Making
11. GSB 753 Leadership Priorities: Maintaining Balance and Creativity

**Capstone Course** (3 credits) will provide the opportunity for students to put into practice the knowledge and skills gained in their studies.

12. GSB 801 Action Research Project