The first step prior to the development of a formal curriculum proposal for a new certificate, concentration or minor is to complete this Curricular Development Form (CDF). The proposal should have the support of the appropriate academic unit heads and Dean(s) and be submitted by the Dean or Dean’s designee to: curriculumplanning@asu.edu. Proposals are due the 1st Monday of September, November, February, or April and will be reviewed by the University Provost’s Academic Council in a timely fashion. The dean will be notified if it is appropriate for the unit to proceed with the proposal or if other action is requested. For information contact ramsden@asu.edu.

Campus:  ☑ Downtown  ☐ Polytechnic  ☐ Tempe  ☐ West

Proposal Name/Topic: BIS Concentration in Management Communication

College/School: University College

Department/Division/School: School of Letters and Sciences

Projected Effective Date (semester and year): Fall 2009

☐ New undergraduate minor

☐ Does a major exist in this area at ASU? ☑ Yes  ☐ No

If yes, please indicate degree, major, and offering unit:

☐ New certificate program  ☐ Undergraduate  ☐ Graduate

☐ New concentration for an existing degree program  ☑ Undergraduate  ☐ Graduate

Please indicate degree, major, and offering unit: Bachelor of Interdisciplinary Studies, School of Letters and Sciences

☐ Will new courses be proposed for this proposal? ☐ Yes  ☑ No

☐ Will a new prefix be proposed for this proposal? ☑ Yes  ☐ No

Briefly describe the proposed program:

The concentration in Management Communication (45 semester credit hours) is a closely interwoven selection of courses offered entirely at the upper division level. This maximizes the applicability of lower division transfer credits and does not require students to complete any lower division major-specific requirements.

The introduction of this concentration will be via off-site employer-based course delivery in an attempt to assist area employers with workforce development and degree completion. Students will be able to participate in employer tuition assistance plans as well as qualifying for federal financial aid. With successful implementation and evaluation, the concentration may provide access to additional students through distance delivery via webcast or web-based technology.

The proposed concentration offers a curriculum that will prepare students for greater contribution in the workplace and greater personal reward. The concentration design reflects a meaningful integration of subject matter, applied learning, academic strength, and interdisciplinary focus. Student retention will be insured through high quality student services from recruitment through admission and registration to degree completion and graduation. A dedicated website will help to support student success.

Courses offered in this concentration will be taught in a condensed seven-week format and scheduled to meet the needs of the target audience. Course sequencing is designed to maximize the integration of courses to support a successful learning experience. A fixed and repeating schedule will allow students to anticipate and plan for future coursework.
**Fit with unit mission:** How does the proposed program offer students a new set of skills and knowledge that are different from what they can already obtain in this or other degree programs in your unit? How does this new set of skills and knowledge complement your existing programs, and advance your unit’s mission?

The proposed BIS concentration in Management Communication fits well with the vision of ASU’s School of Letters and Sciences. The School of Letters and Sciences provides students across ASU with the knowledge and skills to both comprehend and effectively engage the changing world of the 21st century at local, national, and global levels. The school offers graduate and undergraduate degree programs that prepare students for a rapidly changing marketplace, as well as foundational instruction in humanities, social sciences, mathematics, sciences, and professional fields. The School of Letters and Sciences is guided by the principles of student success, strategic partnerships within the university and the community, and interdisciplinary inquiry. Theory, creativity, and applied learning are integrated as students create entrepreneurial opportunities both inside the university and in their communities.

The proposed Management Communication “super –concentration” within the Bachelor of Interdisciplinary Studies degree program is designed to enhance workforce development in all sectors of our society: private, public, and social (nonprofit). Curriculum selection, course scheduling, and course delivery have all been designed to provide access and bachelor’s degree completion opportunities for working adult students.

**Impacted units:** List selected academic units that might be impacted by the proposed program (e.g., student headcount/enrollment, student recruitment, faculty participation, course content, etc):

W.P Carey School of Business, Hugh Downs School of Human Communication, New College of Interdisciplinary Arts and Sciences

**Projected Resources and Funding:** Describe the additional resources (faculty, staff, facilities, technology support, course development, library, etc.) estimated costs, and anticipated funding sources (new state funds, reallocation of existing funds, program fees, grants/contracts, etc.) that are likely to be required if this proposal is approved.
The target audience for the proposed concentration is the working adult students who, faced with multiple priorities in their personal and professional lives, find it difficult to complete their baccalaureate studies. They are an underserved population. Many have experienced an interruption in pursuit of their degree, forcing them out of school and into the workplace without the credentials to enable them to move forward in their career. In almost all cases, management-level opportunities are denied because of their lack of degree.

Designing a degree concentration that enables workforce development and contribution is an investment in our community and our state. Employers who are trying to do more with less will benefit from a workforce that finds a convenient, meaningful path to enhance their knowledge and skills. The Management Communication concentration is designed to provide such a solution.

In a partnership with ASU’s Online and Extended Campus, the Management Communication concentration will be introduced through off-campus delivery at employer-based sites. Analysis of Maricopa County population trends through 2030, and geographic distribution of major employers have identified several potential sites. Two major employers have agreed to provide physical facilities to host the concentration courses. A list of approximately 150 employers has been developed for target recruitment activities. A recent telephone survey indicated that the largest area employers continue to provide tuition assistance plans, and this policy has been confirmed by recruitment specialists in ASU’s MBA program and through attendance at area employer-sponsored Education Fairs.

In recessionary times, university continuing education/outreach units have historically experienced an upswing in enrollments. Completion of studies and earning degrees have been viewed by potential students as a security measure in employability.

The design and development of a new concentration in Management Communication takes advantage of the most popular BIS degree at ASU: a two-area concentration in Business and Communication. Targeting the proposed new concentration to a transfer student audience means focusing on upper division courses and skills acquisition. It is anticipated that the student audience will bring a wealth of real-life experience and workplace issues to the learning environment, thereby enhancing the applied learning potential for this concentration. The Management Communication super-concentration will have broad application, serving every employment sector: public, private, and social (nonprofit).

The experience of ASU Online and Extended Campus in delivering employer-based degree completion programs verifies market demand for this degree focus. Needs assessment surveys conducted by employers also point to skills designed to enhance organizational effectiveness and management abilities.

**Mode of Delivery** (check all that apply):

- [x] Classroom based
- [ ] Online
- [ ] Hybrid

**Contact for Proposal:** Please list the primary contact for this proposal

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frederick C. Corey</td>
<td>Dean, University College</td>
</tr>
<tr>
<td>Phone: 602-496-0624</td>
<td>E-mail: <a href="mailto:frederick.corey@asu.edu">frederick.corey@asu.edu</a></td>
</tr>
</tbody>
</table>

**Approvals:** List the appropriate School/Department Directors/Chairs and Dean(s) who have been consulted and are supportive of this proposal:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Frederick C. Corey</td>
<td>Dean, University College</td>
</tr>
<tr>
<td>Philip Regier</td>
<td>Executive Dean, W. P. Carey School of Business</td>
</tr>
<tr>
<td>Bud Goodall</td>
<td>Director, Hugh Downs School of Human Communication</td>
</tr>
<tr>
<td>Mernoy Harrison, Jr.</td>
<td>Vice President and Executive Vice Provost, ASU Online and Extended Campus</td>
</tr>
<tr>
<td>Senior Vice President for Academic Affairs (signature)</td>
<td>(date)</td>
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</tbody>
</table>
Bachelor of Interdisciplinary Studies

Proposed Concentration: Management Communication

Overview

The School of Letters and Sciences offers academic programs that prepare students for a rapidly changing marketplace. Faculty and staff in the school are guided by the principles of student success, strategic partnerships within the university and the community, and interdisciplinary inquiry. Theory, creativity, and applied learning are integrated as students create entrepreneurial opportunities both inside the university and in their communities. The proposed concentration in Management Communication, developed in partnership with the W. P. Carey School of Business, College of Liberal Arts and Sciences, and ASU Online and Extended Campus advances the mission of the School of Letters and Sciences by providing access to an excellent educational opportunity through strategic partnerships within the university.

The New American University is inclusive and engaged with communities in order to influence social and economic development. Arizona and national trends indicate that our workforce will continue to become less educated unless we increase access to higher education and provide a program that meets employer and student needs. The proposed Management Communication concentration within the Bachelor of Interdisciplinary Studies degree program is designed to enhance workforce development in all sectors of our society: private, public, and nonprofit. Curriculum selection, course scheduling, and course delivery have all been designed to provide access and bachelor’s degree completion opportunities for working adult students.

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maximize the integration of courses to support a successful learning experience. A fixed and repeating schedule will allow students to anticipate and plan for future coursework.

**Learning Outcomes**

Through program coursework and completion of the major, graduates of the degree program will have learned how to:

a. **Become effective problem-solvers:** asking meaningful questions and knowing how to seek and evaluate a variety of evidence to communicate well-founded answers for questions posed to them; listen to others in a reflective manner; conceptualize, analyze, and synthesize complex problems; recognize and create practical solutions to workplace issues.

b. **Apply principles of management and communication to increase organizational effectiveness.** Graduates of the program will understand and build small-group communication and presentation skills, team-building strategies, conflict management and negotiation, training and development programs, globalization, and project management.

c. **Think about management and communication processes and outcomes:** integrate communication theory and management theory from a base of interdisciplinary understanding and tools, utilizing and translating insights across boundaries to make helpful connections. Graduates will be able to appreciate the scholarship done by others, and think through alternate perspectives at multiple levels to facilitate creative approaches to problems and opportunities. Graduates will develop a repertoire of communication tools and strategies to advance the goals of an organization.

d. **Understand and engage in strategic behavior:** learn about alternative strategies and tactics to gain compliance, persuade others, and manage conflict; study how people’s behavior relates to their professional and personal goals, and how to communicate accordingly; learn how to take other people’s perspectives and adjust communication accordingly; read situations and assess alternative management and communicative strategies to maximize interpersonal effectiveness.

e. **Be effective leaders and know what makes an effective leader in different professional settings:** discuss alternative leadership styles and know how to build an agenda, motivate employees, and develop teams.

f. **Develop a personal code of ethics:** learn how to handle ethical dilemmas and study different theoretical approaches to ethics. As global citizens, developing a code means becoming aware of multicultural and cross-cultural issues that frame how people understand each other and work together.

**Market Analysis**

The target audience for the proposed concentration is the working adult students who, faced with multiple priorities in their personal and professional lives, find it difficult to complete their
baccalaureate studies. They are an underserved population. Many have experienced an interruption in pursuit of their degree, forcing them out of school and into the workplace without the credentials to enable them to move forward in their career. In almost all cases, management-level opportunities are denied because of their lack of degree.

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The experience of ASU Online and Extended Campus in delivering employer-based degree completion programs verifies market demand for this degree focus. Needs assessment surveys conducted by employers also point to skills designed to enhance organizational effectiveness and management abilities.

**Requirements for the Concentration**

The proposed concentration in Management Communication consists of 45 semester credit hours earned in fifteen, 3-credit hour upper division courses. Concentration design includes upper division courses satisfying the HU/SB upper division General Studies requirement.
Students must complete a minimum of 30 credit hours in residence (ASU).

The 12 credit hours represented by BIS 301, 302, 401, and 402 are not subject to consideration for substitution by transfer credit. No more than two courses from the management focus and two courses from the communication focus may be considered for substitution by transfer credit.

Students must have earned/transfered 45 semester credit hours, hold a minimum 2.0 ASU GPA and have completed a minimum of two courses in the super-concentration prior to registering for BIS 301.

Courses provided by the School of Letters and Sciences include:

- BIS 301: Foundations of Interdisciplinary Studies (L)
- BIS 302: Interdisciplinary Inquiry
- BIS 394: Topic: Diversity Across Cultures
- BIS 401: Applied Interdisciplinary Studies
- BIS 402: Senior Seminar (L)
- COM 301: Introductory Theories and Principles of Communication: Communication in Relationships, Organizations
- COM 316: Gender and Communication (SB, C)
- COM 312: Communication, Conflict, Negotiation
- COM 317: Nonverbal Communication
- COM 400: Topic: Communication in the Professions (HU, C)

Courses provided by W.P. Carey School of Business and Morrison School of Management and Agribusiness include:

- LES 305: Legal and Ethical Studies
- MGT 320: Organization Behavior
- MGT 420: Performance/Human Resource Management
- MGT 310: Collaborative Team Skills
- MGT 460: Strategic Management

**Primary Faculty**

Heather Canary, Ph.D.  Assistant Professor, School of Letters and Sciences

Kevin Ellsworth, Ph.D.  Senior Lecturer, School of Letters and Sciences

Barbara Keats, Ph.D.  Associate Professor, W. P. Carey School of Business

Kelly McDonald, Ph.D.  Assistant Professor, School of Letters and Sciences

David Thomas, Ph.D.  Senior Lecturer, School of Letters and Sciences

[Note: Faculty from the Hugh Downs School of Human Communication participated in the development of this proposal but do not have the capacity to teach the courses.]
MEMORANDUM

TO: Frederick Corey
Dean, University College

FROM: Philip Regier
Executive Dean

DATE: April 3, 2009

SUBJECT: W. P. Carey Support for Super Concentration in Management Communication

The purpose of this memo is to indicate the W. P. Carey School of Business’s support for the proposed super concentration in management communications. The W. P. Carey School both supports the development of the concentration and will provide the resources necessary to support our school’s participation in the super concentration, contingent on sufficient student and employer support for the program.

[End of Memorandum]
MEMORANDUM

DATE: April 17, 2009

TO: Elizabeth D. Capaldi
Executive Vice President and Provost of the University

FROM: Frederick C. Corey
Dean, University College
Director, School of Letters and Sciences

RE: Request for Concentration in Management Communication

Please accept this letter of support for the concentration in Management Communication as part of the Bachelor of Interdisciplinary Studies degree program. This concentration has been developed in partnership with the W. P. Carey School of Business, Hugh Downs School of Human Communication, and ASU Online and Extended Campus. The courses in interdisciplinary studies and communication will be offered by the School of Letters and Sciences (faculty from the Hugh Downs School of Human Communication participated in the design of the concentration but do not have sufficient faculty resources to teach the courses), the courses in management will be taught by the W. P. Carey School of Business. We will be able to provide these courses and maintain our core offerings in the School of Letters and Sciences, and we are not seeking additional resources from your office to implement this program.

The proposal has been reviewed by the faculty and approved by the curriculum committee.