

Proposal for Leadership Studies in Education and Organizations (LDR) /the College of Education and Human Services (CEHS) to Merge with New College

A. RECOMMENDATION AND RATIONALE TO MERGE WITH THE NEW COLLEGE

The purpose of this LDR proposal from the faculty and staff in the department is to recommend that our department and college merge with the new college. The departments/colleges targeted for the new college include: the Department of Human Services, the Department of Kinesiology and Health, the College of Nursing and Health, the School of Professional Psychology, and the Department of Social Work. Additionally, the faculty and staff in the Department of Teacher Education also strongly recommend that they merge with the new college.

All of these colleges and departments, including ours, focus on human development, are professional programs, and prepare leaders in their respective fields. LDR is best suited in a college with the same shared mission.

Due to our shared focus, our department already has strong ties with each of these departments/colleges in the areas of degrees, certificates, course offerings, research/grants, programming, and creative initiatives as noted below by unit. LDR does not have these connections with the College of Liberal Arts (CoLA), which is further discussed in the last section of this proposal. Based on the data shared below, 100% of our faculty and staff recommend that our department and college merge with the new college.

B. DEPARTMENT OF HUMAN SERVICES

Degrees & Certificates

- Student affairs in higher education (SAHE) students could add Veterans Services Certificate offered through Rehab Services.
- Rehab & mental health counseling students can add Program Evaluation Certificate offered through Doctoral Program in Organizational Studies (DOS).

Course Offerings

- Educational Leadership Programs (EDL) offered numerous courses for counseling students currently, in the past, as well as potentially in the future.
 - EDL 7770 Educational Leadership for School Counselors (current)
 - EDL 7730 Curriculum Analysis (past)
 - EDL 7510 Statistics and Research (past)
 - EDL 8350 Data Driven Decision Making (future – this course applies Action Research methods)
 - DOS 9050 Advanced Research Methods I (future- combination of quantitative and qualitative research basic)
 - DOS 9060 Advanced Research Methods II (future – quantitative research, inferential statistics basics)

- DOS 9070 Multivariate Statistics (future – multivariate statistics including Factor Analysis, Multiple Regression, Logistic Regression, MANCOVA and instruction to Hierarchical Linear Modeling)
- DOS 9080 Structural Equation Modeling (future)

Research/Grants and Programming

- EDL and HS faculty worked collaboratively on several funded projects investigating the impact of Credit Recovery, a high school dropout prevention program.
- Opioid epidemic, school shooting, cyber bullying, and health curriculum are shared concern areas among EDL and HS for potential collaborative research to search for better K-12 school environments conducive to learning.

Creative Initiatives

- Mental health counseling is an interest area among all candidates of educational leadership programs (Teacher Leader, Principals, school district level administrators in Curriculum, Instruction and Professional Development, and Superintendent).
- SAHE Competency for professions emanated from professional counseling.
- SAHE focus areas contain academic advising/career counseling.
- All Organizational Leadership (OL) faculty are certified in the Gallup Strengths Finder and offer courses based on the strengths across the OL curriculum, which can be used for counseling professions.

C. DEPARTMENT OF KINESIOLOGY AND HEALTH

Degrees

- In our Student Affairs in Higher Education (SAHE) Master's Program, we have a sport management (SPM) certificate that already works perfectly with the Department of Kinesiology and Health (KNH). KNH has the sports management degree, and LDR has the sports management (SPM) certificate tied to the SAHE degree. SAHE students, KNH students, Business students, etc., obtain the SPM certificate. Thus, the SPM certificate and the SPM degree need to be in the same college (the new college). Unfortunately, we have no full-time faculty to run these programs, due to departures and the hiring freeze. The chair of LDR runs the sports management certificate program and the chair of KNH runs the degree. The two chairs collaborate with these programs.

Certificates

- Many students in the master's program in sports management in the Department of Kinesiology and Health also obtain the sports management certificate in the Department of Leadership Studies in Education and Organizations. The courses noted below count towards both the certificate and the degree.

Course Offerings

- The students obtaining the KNH sports management degree take SPM certificate courses in LDR and vice versa. Courses in the LDR sports management certificate program that students take from both departments include the following:
 SPM 7010 Current Issues in American Sports
 SPM 7080 Marketing and Public Relations in Sport
 HEA 9290 The Role of Athletics in Higher Education
 SPM 7030 Academic Support Services for Student Athletes
 SPM 7040 Recreation Management
 SPM 7050 Compliance and Regulation
 SPM 7060 Facilities and Event Management
- All KNH students are required to take EDL 7510 Stats and Research in the LDR Department.
- LDR sports management students can take the following courses in KNH.
 KNH 7800 Research Methods Program Assessment
 KNH 7400 Admin Interscholastic Athletics
 KNH Scientific Found of Conditioning
 KNH 7600 Adv ATR
 HPR 7040 Mgt. & Leadership in Sport

Research/Grants

- There could be joint grant writing to support programming initiatives mentioned below.

Programming

- There are many opportunities for joint programming for sports management students in KNH and LDR. For example, the Cincinnati REDS baseball team recently contacted the chair of LDR to bring students to go on a tour of their facility and a game which would be a great opportunity for our students in both departments to network, etc. A few years ago, the chair of LDR took LDR SPM students to The Ohio State University, WSU Athletics, the Dayton Dragons, and to UD Athletics. It would be great to do joint programming for our LDR SPM students and KNH SPM students. A few years ago the LDR chair also worked on a programming event to bring the Athletic Director (Gene Smith) from The OSU to WSU for all of our SPM students (LDR, KN, Business, etc.), but due to a schedule conflict, it did not work out but such big events are possible with the two departments. A grant was even obtained to host the event.

Other Creative Initiatives

- LDR could discuss OL majors taking the Emergency Management minor in KNH, increasing their opportunities for employment.
- Our departments worked together on the initiative with the med school and technology based education training. LDR and KNH discussed health information technology possibilities.

D. COLLEGE OF NURSING AND HEALTH

Enclosed are some ways that CEHS LDR can collaborate or have new opportunities with the new college:

Degrees

- The IDDL program currently has a joint M.Ed. with the College of Nursing and Health in our [M.Ed. Educational Technology Health Professions Applications \(HPA\)](#) concentration. Students take the majority of courses in IDDL and take one course in CONH.
- Students taking graduate degrees in Nursing and Health Program could benefit from taking leadership classes in the CEHS MS Leadership Development program to help their chances of professional advancement in the nursing/hospital administration areas. Ohio State currently has a leadership component in their allied health sciences program that focuses primarily on those in the nursing field.
- Students interested in Nursing Education could benefit from taking classes in the CEHS IDDL program (and vice versa).

Certificates

- The Program Evaluation Certificate can be used by students/faculty in College of Nursing & Health (CONH). The nursing profession and the CONH doctoral program are research focused. Nursing students and faculty could complete the program evaluation certificate in order to serve as evaluators for the new college's upcoming grants proposals.

Course Offerings

- Though students in each graduate program need very specific research methods skills related to topics such as survey analyses as well as content specific statistical analyses, it is feasible for the basic statistics and research methods courses to be shared with CONH and SOPP.
 - Statistics
 - Advanced Research Methods I: 2/3 Qualitative; 1/3 Quantitative
 - Advanced Research Methods 2: Quantitative
 - Advanced Qualitative Research Methods
 - Multivariate Statistics
 - Structural Equation Modeling (SEM)
- The organizational and leadership theory courses listed below are a natural for creative collaboration with CONH and SOPP graduate programs. For example, the new college members/schools prepare students to serve and to lead in their organizations. Communication skills and ethics, global awareness, and managing change/strategic planning are universal skills that will contribute to successes for their graduates from both types of organizations. Meeting with the program faculty about how to weave the content into their programs may lead to creative partnerships. In a different direction, our program can benefit from understanding the CONH courses offered, that could improve the EdD program.
 - History and Theory in Organizational Studies

- Leadership Theory
- Organizational Leadership Skills: Communication, Ethics, & Relationships
- Systems and Change in Organizational Settings
- Emerging Issues in Organizational Studies
- Organizations in a Global Environment

Research/Grants

- Suzanne Franco is currently serving as an evaluator for a COHN funded grant for the BSN program w/r to veterans. Research regarding veterans and training is of renewed research interest as more veterans bring their skills into the workforce. Funding opportunities are increasing. In addition, throughout the nursing profession, research is highly regarded. Articles from the nursing profession are staples for any research methods courses.
- There are several faculty from CEHS conducting research with CONH. Sheri Stover and Cindra Holland have collaborated on several Scholarship for Teaching and Learning (SoTL) research projects to include (1) Research on students' approaches to learning in Nursing, (2) Nursing students' use of social media while studying, and (3) Impact of flipped class design on students.
- There is much more grant writing potential for CEHS to be partnered with the new Health College. For example, the NSF's Future of Work at the Human Technology Frontier is looking for research on how to develop technologies that can help shape human performance.

https://www.nsf.gov/news/special_reports/big_ideas/human_tech.jsp

Programming

- Since CEHS, CONH, and Social Work have Professional Organization accreditation requirements, we can hire one accreditation person to support CONH, CEHS, and Social Work.

Other Creative Initiatives

- <https://www.dayton.com/business/employment/top-employers-the-dayton-area/58X4L6ox8z15TNIiRpgWZI/>

The #2 and #3 employers in the Dayton area are health care related (see below). In addition to health professionals (Nurses, Doctors, etc.), these hospitals hire lots of other people. Organizational Leadership is one of Wright State's largest majors and it makes sense to establish relationships with the health care field to gain employment for these students.

- #1- Wright-Patterson Air Force Base, 27,400 employees
- #2- Premier Health Partners, 14,135 employees
- #3- Kettering Health Network, 5,029 employees

- **Strengths Finder:**

Several of the CEHS LDR faculty are certified in the Gallup Strengths Finder survey

instrument and can work with other units to find ways to integrate the strengths-based work to undergraduate and graduate programs.

E. SCHOOL OF PROFESSIONAL PSYCHOLOGY (SOPP)

Doctor of Psychology (121 students): The PsyD degree prepares students in Health Service Psychology to work as Clinical Psychologists. The program emphasizes broad exposure to scientific psychology, clinical skills, and professional roles fundamental for the current and evolving practice of health service psychology.

Students may pursue in depth work in three emphasis areas: child and family, forensic, and health/rehabilitation/neuropsychology. Graduates develop competency in individual and cultural diversity, assessment, intervention, supervision, consultation and interprofessional skills, applied research, program development and evaluation. The most recent graduates report working in the military, community mental health centers, hospitals/medical centers (including VAs), business settings, higher education, and independent practice.

Existing Collaborations

- A key connection over the past 6 years has been the placement of SOPP students as graduate research assistants (GRAs) in CEHS funded research and GAs in other departments. The GRAs have commented on the connection between their program's research methods and program evaluation courses and activities.
- Frequently, SAHE graduates decide to pursue a degree from SOPP. For example, a 2018 SAHE graduate was accepted in the Fall 2018 cohort of the SOPP program.

Additional areas in which a deeper collaboration can benefit both SOPP and CEHS students and faculty are described below.

Degrees

- The Chicago School of Professional Psychology offers a Master's degree in psychology with an organizational leadership concentration. SOPP and CEHS faculty can work together to determine what types of concentrations would be attractive to both colleges' students and future students.
- The Chicago School of Professional Psychology also offers a PhD in Organizational Leadership within the business psychology sector. Like the EdD in CEHS, the goal is to produce scholar practitioners
- The CEHS EdD program is an interdisciplinary program meaning that EdD students elect courses in many colleges on campus such as RSCOB, COLA, and COSM and BSOM. In addition, the program has used adjunct faculty from RSCOB as well as in dissertation initiatives.
- Joint doctoral degrees that include the strengths of the two degrees should be considered. For example, the SOPP degree could include organizational studies such as leadership and organizational theory; AND, the CEHS degree can include more content regarding psychology and organizations.

- If joint degrees are not realistic, certificates or concentrations can be offered to provide the skills doctoral students will be able to use to strengthen their skills for future employment. We might be able to bundle electives and offer more options to more groups, making our respective degree programs more robust and thus attractive to new markets.

Certificates

- SOPP students complete program evaluation and research methods in their program. Cross listing both types of courses can broaden the exposure for students in both programs and remove duplication of course offerings on the campus.
- In fact, collaboration regarding the SOPP directed studies program evaluation course and the CEHS Program Evaluation Certificate might also expand WSU's footprint regarding evaluation in the area.
- The result would contribute to collaborative skill sets for multiple program evaluation initiatives related to grants and local/regional initiatives.

Course Offerings

- The EdD courses include: History and Theory in Organizational Studies; Leadership Theory; Organizational Leadership Skills: Communication, Ethics, & Relationships; Systems and Change in Organizational Settings; Emerging Issues in Organizational Studies; Organizations in a Global Environment; Advanced Research Methods I and II.
- At the very least, SOPP and CEHS should consider sharing literature review, statistics and research methods courses. It is possible that new courses or workshops can extend student learning in both programs to include psychology and leadership topics.

Research/Grants

- There are a number of grants available for joint research projects between CEHS and SOPP. A quick review of the Society for Industrial and Organizational psychology (SIOP) website yielded a number of possibilities. For example, the STOP Small Grant program supports SIOP members' research activities in areas that have impact on both practitioners and academicians, and foster cooperation between practitioners and academicians. Research about leadership within the professional psychology field would be a competitive proposal. The Hebl Grant supports work for reducing gender inequities in the workplace. This grant would be appropriate as a joint endeavor due to the CEHS focus on diversity in leadership as well as SOPP providing psychology expertise. And finally, The Sidney A. Fine Grant for research on job analyses which would dovetail with CEHS focus on organizational effectiveness and development. This is a short description of possible funding/grants that would support collaboration among CEHS and SOPP faculty and students.

Programming

- As referenced earlier, there is an opportunity for CEHS and SOPP to collaborate on topics such as leadership in professional psychology, holistic leadership, leadership in behavioral health, and leadership programming in healthcare policy, to name a few.

- Another example of collaborative programming would include mental health for a select group (i.e., college students, or students with disabilities, veterans, etc.). Mental health could cover multiple units targeted for the new college.

Other Creative Initiatives

- Recruitment can occur amongst CEHS and SOPP programs for interested students. Recruitment efforts, though specific for each discipline, can be combined to offer informational sessions and coordinators for the two programs.
- The StrengthsFinder is well known within organizations and the knowledge and expertise our faculty has could be shared with faculty in health affiliated fields. The StrengthsFinder has a home with the positive psychology movement which connects with the SOPP. CEHS can collaborate with SOPP and other colleges to offer workshops or certificates around this respected tool to improve leadership.
- Effective educational and organizational leaders cultivate an inclusive, caring, and supportive school community/organization that promotes the success and well-being of each member. CEHS and SOPP students serve and lead in their organizations. Communication skills and ethics, global awareness, and managing change/strategic planning are universal skills that will contribute to successes for their graduates. Meetings among the program faculty about how to weave CEHS content into SOPP programs and vice versa may lead to creative partnerships.

F. DEPARTMENT OF SOCIAL WORK

Degrees

- Social Work majors can take the OL Minor as a part of their program or we could create a non-profit leadership track

Certificates

- An Executive Leadership Certificate could be created at the undergraduate and graduate level.

Course Offerings

- Specific courses or a track in Non-profit leadership at the undergraduate and graduate level
- Leadership through the generations
- The BA in SW includes two research methods courses: SW 3000 or WGS 3700 Credit Hour(s): 3 as well as Assessment of Program courses. By collaborating with the SW program, expertise with Program Evaluation offers an opportunity for collaboration.
- Action research methods (EDL8350) is widely used among teachers, and has become an increasingly popular method of research for practitioners in the field of CONH, KNH, HS, and Social Work.
- In the past, students from CONH, KNH, HS, and Social Work have taken EDL7510 Statistics and Research course offered by the EDL program.

Other Creative Initiatives

- Faculty and student development through StrengthsFinders at the undergraduate and graduate level
- Social Work, is a helping profession. Students from social work may be interested in getting a master's in SAHE and thus go into the field of Student Affairs, also a helping profession. This happens a lot. So we could recruit students from SW for SAHE.
- Teacher leaders, principals, and district level administrators work with social workers.

G. DEPARTMENT OF TEACHER EDUCATION

Degrees & Certificates

- Teacher Education (TED) graduate students can add Program Evaluation Certificate offered through Doctoral Program in Organizational Studies (DOS).
- TED students can add Science, Technology, Engineering, Arts, and Mathematics (STEAM) leadership Certificate potentially offered through EDL programs.

Course Offerings

- EDL 7510 Statistics and Research (past)
- EDL 7740 Analysis of Teaching (future)
- EDL 7730 Curriculum Analysis (future)
- EDL 8350 Data Driven Decision Making (future – this course applies Action Research methods)

Research/Grants

- EDL faculty served as external evaluators of STEM education research grants.
- EDL and TED faculty worked collaboratively on several funded projects investigating STEM education.
- EDL and TED faculty worked collaboratively on several funded projects investigating the impact of innovative teaching for dyslexic students.

Programming and Creative Initiatives

- Curriculum development, educator professional development, and instructional supervision and evaluation are common interest areas among all TED and EDL program candidates (i.e., teacher leaders, principals, curriculum directors, and superintendents).

H. REASONS FOR NOT MERGING WITH CoLA

- As noted in this proposal, LDR programs have stronger connections with the new college than with CoLA with degrees, certificates, course offerings, research/grants, programming and creative initiatives.

- Our department is not a good fit for CoLA. The programs in our department are helping professions like the programs that will be in the new college. Many of the programs in CoLA are performing arts, about which our programs are not.
- CoLA already represents a very large number of units and, all other things being equal, it would be better to balance the number of programs in the colleges rather than further diminish the relative voice of each of the programs already in CoLA with the inclusion of two more units (LDR and TED). See below the number of graduates from the colleges Spring 2018 according to the Wright State Newsroom.

College of Education and Human Services: 354

College of Engineering and Computer Science: 441

College of Liberal Arts: 467

College of Nursing and Health: 152

College of Science and Mathematics: 283

Raj Soin College of Business: 279

Lake Campus: 44

- The operational philosophies of CoLA and LDR are different. Differences in the Student/FTE ratio is also a concern (LDR teaches 3 times more students per faculty compared to CoLA). This discrepancy will cause a disproportionate impact on faculty governance and overall culture.