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**Skills for life: LEAPing beyond
the Ivory tower with non-
traditional students**

LEAPing beyond the Ivory Tower

- Our context
 - Program designed for non-traditional students
 - Fulfilling state mandate (“completer” for those with AA)
 - “Delivered” in multiple modes
 - Growing exponentially
 - Housed in College of Business (not a good fit)
 - AACSB “challenges”
 - Leadership vs. Management
 - Moved to A&S in Fall 2007

Context

- Degree completer program
 - Mandate: each school must have program which allows completion in 2 yrs.—for those with A.A.
 - “Double the numbers” statewide initiative (Goal: to double the numbers of adults with college degrees by 2020)

Organizational Leadership

- Program begun in late 1990s
- Serves as NKU's completer program
 - Serving non-traditional student body
 - Majority of students are part-time; working full-time (or nearly full time)
- 2004—identified as program in “Organizational Leadership”

Student demand and needs

- Growth
 - Slow, steady growth in early 2000s
 - Accelerated growth since 2004
 - 2004 enrollment ~350
 - 2008 enrollment ~750
- Major available in multiple modes
 - Online (about half)
 - Accelerated hybrid
 - Face-to-face (evening and weekend)

Move to A&S

- AACSB concerns
 - COB concerns about course overlap (leadership vs. management)
 - COB concerns about “business lite”
- A&S interest
 - Satisfy access mission
 - Liberal Arts/critical thinking focus

AAC&U LEAP context

- At core of proposal for A&S Org Leadership (OL) program
 - "...knowledge, skills, and values that are needed to prepare today's students for an era of greater expectations in every sphere of life" (AAC&U, 2006, p. i)
 - Survey of OL students (2006-7): interest across broad spectrum (e.g., one-third interested in Arts)

AAC&U LEAP context (cont'd)

- Breadth of knowledge
 - Culture
 - Physical and natural world
- Intellectual and Practical skills
- Personal and Social responsibility
- Application to real world settings
 - Community-related
 - Employment-related

NKU—OL curriculum considerations

- COB concerns *plus* LEAP
 - Core of Leadership courses (“hub”)
 - Area of concentration (“spokes”)
 - Beginning with A&S areas
 - Expanding to other areas
 - Focus on liberal education skills
- Practical needs of non-traditional students

A&S OL core curriculum--1

- Foundations of Leadership Studies
 - Historical context
 - Models of Leadership
 - Skills—vision and planning

A&S OL core curriculum--2

- Leadership and Context
 - International and cultural factors
 - Issues of diversity in leadership
 - Organizational type and leadership
 - Volunteer
 - Non-profit
 - For-profit
 - Governmental
 - Etc.

A&S OL core curriculum--3

- Leadership and Civil Society
 - Social justice and leadership
 - Including component of service learning

A&S OL core curriculum--4

- Ethics, relationships, and Leadership
 - Individual, “micro” ethical issues
 - Interpersonal relationships and leadership
 - “teamwork”

A&S OL core curriculum--5

- Leadership and Communication
 - Written
 - Oral
 - The uses and context of technology and media

A&S OL core curriculum--6

- Understanding Research
 - Data analysis in the social and behavioral sciences
 - Informative graphical presentation of data
 - Critical analysis of quantitative and qualitative approaches to data (strengths and weaknesses of each approach)—“ways of knowing”

A&S OL core curriculum—7 & 8

- Leadership Elective
- Leadership Capstone
 - Experience-based learning
 - Research
 - Co-op/internship
 - Integration of core skills

A&S OL core curriculum (Area of concentration)

- Content area
 - 12 credits
 - Student-designed or pre-designed
 - Provide a focus for learning about leadership
 - May provide a focus for capstone

Area of concentration--examples

- Leadership and Public Policy
- Leadership and Sustainability
- Leadership and Social Justice
- Leadership and culture

Strengths

- Based on Essential Learning Outcomes identified by employers (AAC&U, 2008)
- Workable for non-traditional students
- Practical for multiple course formats (i.e., online, accelerated, face-to-face)
- By-product: provides opportunity for other disciplines to explore offerings in multiple formats; with non-traditional students