Proposal for a Graduate Certificate
in Organizational Leadership

Submitted
by the

Division of Organizational Leadership and Supervision
Indiana University-Purdue University Fort Wayne
TO: Dr. Phillip Pope, Associate Dean
    Graduate School
    Purdue University
    Purdue University–West Lafayette

FROM: Susan B. Hannah, Vice Chancellor for Academic Affairs

DATE: January 10, 2007

The proposal for the IPFW Graduate Certificate in Organizational Leadership is enclosed.

The proposal has the endorsements of the Faculty and Director of the Division of Organizational Leadership and Supervision and the IPFW Graduate Subcommittee. Chancellor Wartell and I forward it to you for the approval of the Purdue Graduate Council.

The faculty and administration at IPFW look forward to the approval of this highly desirable addition to our graduate programming. Thank you for your assistance.

copy. M. Wartell
      J. Dahl
      C. Ladisch
      S. Sarratore

G. Voland
K. McDonald
L. Hite
IPFW
Request for a New Credit Certificate Program

Campus: Fort Wayne

Proposed Title of Certificate Program: Graduate Certificate in Organizational Leadership

Projected Date of Implementation: Summer 2007

I. TYPE OF CERTIFICATE: (check one)

☐ UNDERGRADUATE CERTIFICATES – These programs generally require 12-29 credits of undergraduate-level academic work.

☒ GRADUATE CERTIFICATES – These programs generally require 12-29 credits of graduate-level academic work or undergraduate academic work carrying graduate credit.

☐ POST-BACCALAUREATE CERTIFICATES – These programs generally require 12-29 credits of undergraduate-level academic work, although students enrolling in these programs must have completed their baccalaureate degrees.

II. Why is this certificate needed?

Currently northeast Indiana, like many other parts of the country, is experiencing economic fluctuations. As organizations re-structure and downsize, striving to maintain profitability, employees at all levels are required to take on additional leadership responsibilities. They often feel the need to augment their knowledge and skills, but may not have the time or financial means to commit to a master's degree program. This graduate certificate will address those needs and interests with a theoretically sound foundation in leadership and human resources that may be applied to the OLS master’s degree program if participants choose to continue their studies at a later date.

During the development of the OLS master’s degree program proposal, the Division of Organizational Leadership and Supervision conducted focus groups and surveys with a sample that included practitioners, students, and potential employers in the region. Focus group participants cited the value of both human resources and leadership as options for graduate study. Some of the survey items specifically assessed responses to a post-baccalaureate certificate. Of the ninety respondents, close to forty percent expressed interest in a human resource management graduate certificate and nearly one-third expressed interest in a graduate level certificate in leadership. The proposed graduate certificate in Organizational Leadership would combine those interests, then permit additional specialization with study at the master's degree level for those choosing to continue their academic work.
III. **List the major topics and curriculum of the certificate.**

The Graduate Certificate in Organizational Leadership is based on the core of the OLS master’s degree program. The courses are designed to provide a theoretical foundation to connect key concepts in leadership and human resources research with best practice.

**Completion Requirements**

As required by the Division of Organizational Leadership and Supervision in accordance with the guidelines of the Purdue University Graduate School:

1. The total number of credit hours required is 15.
2. All courses must be taken for a letter grade.
3. The curriculum for the 15-credit hour certificate:

<table>
<thead>
<tr>
<th>Credits</th>
<th>Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>OLS 510 Foundations of Behavior and Leadership in Organizations</td>
</tr>
<tr>
<td>3</td>
<td>OLS 515 Foundations of Human Resources</td>
</tr>
<tr>
<td>3</td>
<td>OLS 520 Foundations of the Organizational Context</td>
</tr>
<tr>
<td></td>
<td><strong>OR</strong> OLS 525 Organizational Analysis and Action</td>
</tr>
<tr>
<td>6</td>
<td>Elective graduate-level courses in leadership or human resources</td>
</tr>
<tr>
<td>15</td>
<td>Total</td>
</tr>
</tbody>
</table>

4. GPA requirements
   a. The minimum overall GPA for courses that are to be used to fulfill certificate requirements is 3.0/4.0.
   b. Each OLS course to be applied toward the certificate must be completed with a grade of "B" or better.
5. No credits from undergraduate-level courses may be used toward the certificate.
6. Some students will be taking only one course at a time; others may need to sit out for an academic session, so the maximum time allowed for completion of this 15-hour certificate is four years, unless waived by the Division of Organizational Leadership and Supervision.
7. Students already enrolled in the OLS master’s degree program are not eligible for the certificate. Exceptions will be considered if a student enrolled for the OLS master’s must leave that program prematurely without completing the full curriculum. If the requirements for the certificate have been fulfilled, the student may petition the OLS Graduate Admissions Committee to request granting of the certificate.
8. Students who initially enroll in the certificate program may apply for the OLS master’s near completion of the certificate requirements or after the certificate has been granted. Courses taken would not be applied for credit toward more than one certificate in OLS. However, a maximum of 12 credit hours earned in nondegree status may be applied to a master’s degree.
9. Students may take a maximum of six credit hours prior to admission to the certificate program that may be counted toward completion of the certificate.
10. If approved by the OLS Graduate Admissions Committee, a maximum of three graduate-level transfer credits may be applied to the requirements for the certificate.

IV. What are the admission requirements?

Admission to the certificate program meets the requirements of the Purdue University Graduate School.

A. Graduate School Admission Requirements

1. Bachelor’s degree from an accredited institution
2. Minimum undergraduate GPA of 3.0/4.0 with the possibility of conditional admission for those who do not meet this requirement
3. Applicants whose native language is not English must achieve an overall TOEFL iBT score of at least 77, with the following minimum test scores: reading, 19; listening, 14; speaking, 18; writing, 18. As an alternative, applicants may submit an IELTS (Academic Module) score of 6.5 or higher.

B. Division of Organizational Leadership and Supervision requirements

1. Students who are currently admitted to any Purdue or Indiana University graduate degree program at IPFW are eligible to earn the certificate if they are approved for admission to the program through the Division of Organizational Leadership and Supervision.
2. Students who are not currently admitted to the Purdue Graduate School must apply for admission through the Division of Organizational Leadership and Supervision.

V. List the major student outcomes (or set of performance based standards) for the proposed certificate.

Through the required courses, students in the OLS graduate certificate program will develop their abilities to:

- identify ways to assess and enhance organizational climate and culture
- understand the complexity and interrelated nature of organizational phenomena
- identify practices that promote teamwork as well as personal and organizational effectiveness

VI. Explain how student learning outcomes will be assessed (student portfolios, graduate follow up, employer survey, standardized test, etc.) and describe the structure/process for reviewing assessment findings for the purpose of ensuring continuous improvement of the certificate.
Learning outcomes for the certificate program will be assessed through performance in course projects and graduate follow-up surveys. The resulting feedback will be used to revise the curriculum as appropriate and the cycle of measurement and analysis will continue.

VII. **Describe student population to be served.**

The OLS graduate certificate is open to candidates who meet the admissions requirements, but it is most likely to serve:

- those with advanced degrees in other fields or students currently enrolled in other graduate programs seeking to augment their studies in the theory and practice of leadership and/or human resources
- working adults with bachelor’s degrees who want advanced knowledge and skills in leadership and human resources, but are not prepared to commit to a master’s degree program

VIII. **How does this certificate complement the campus or departmental mission?**

IPFW and the Division of Organizational Leadership and Supervision are committed not only to contributing to the economic well-being of this area, but also to preparing students to be active and responsible members of a global society and workplace. Increasingly that means post-baccalaureate study that includes enhanced understanding of people within organizational and societal systems. This program fulfills this mission and scope in the following ways:

a. It focuses on knowledge and skills needed in organizational settings that are not available in a certificate format on this campus or through other institutions in this region.

b. It allows students to begin graduate level study with a specific goal without requiring the commitment of time and financial resources necessary to pursue master's level study. Yet it provides the option to continue for a master's (using a maximum of 12 credit hours earned in nondegree status) and includes much of the foundational coursework required for the master's degree in OLS.

c. It reinforces the ties between the campus and community by providing an additional opportunity for individual and organizational development.

IX. **Describe any relationship to existing programs on the campus or within the university.**
Currently, IPFW has a limited number of graduate level certificate programs, although others are in the approval process. Those already approved address specialized fields like applied statistics, teaching English, and nursing administration, or particular constituencies, like public management. The proposed OLS graduate certificate emphasizes leadership, human resources, and organizational systems. It is designed for bachelor’s graduates seeking additional education as well as for graduate level students from many other fields of study. The courses in the graduate certificate are part of the core of the master's degree in organizational leadership and supervision and the six additional hours will be taken from designated courses within the leadership or human resources options. While the certificate can stand alone, a maximum of 12 credit hours of coursework earned in nondegree status can be applied directly to the OLS master's.

X. **List and indicate the resources required to implement the proposed program.** Indicate sources (e.g., reallocations or any new resources such as personnel, library holdings, equipment, etc.).

The proposed OLS graduate level certificate can be initiated with our current faculty. Library materials will be covered by those used in the OLS master’s. Publicity costs also will be covered in tandem with the master’s degree. As the master’s and certificate programs grow, additional faculty lines may be needed.

XI. **Describe any innovative features of the program (e.g., involvement with local or regional agencies, or offices, cooperative efforts with other institutions, etc.).**

The innovative feature of this program is the curriculum itself. It combines theory and practice to yield a combination that is immediately applicable to the workplace, and also builds a foundation for more specialized study for those interested in advanced work at the master’s degree level.

XII. **Administration**

A. Graduate School Administration Role

As specified, by the Graduate School, the following administrative processes will be followed:

1. The admission process shall generally parallel that for students seeking graduate degrees at IPFW in OLS.
2. The Office of the Registrar will establish a special admission status for students enrolled in the certificate program.
3. When a student completes requirements for the certificate, the graduate program in the Division of Organizational Leadership and Supervision will notify the Graduate School, which will then notify the Office of the Registrar.
4. The certificate will be posted separately upon completion of the requirements and recorded in the following manner:
   Graduate Certificate
   Field of Study: Organizational Leadership and Supervision
   Specialization: Organizational Leadership
   Credits earned toward a certificate will be included in the computation of the overall GPA posted on the transcript.

5. The Office of the Registrar will arrange for preparation of the certificate.

6. The certificates will be awarded at the usual times set for graduation.

7. The Division of Organizational Leadership and Supervision will submit an annual report to the Graduate Council containing the following information:
   a. the number of students currently admitted to the certificate program
   b. for each admitted student:
      1) date admitted
      2) whether or not the student is also currently admitted to a degree program at Purdue, and if so, which degree
      3) number of credits completed toward fulfillment of certificate requirements
   c. number of certificates awarded annually.

B. Division of Organizational Leadership and Supervision Administration Role

1. At the end of each semester (including summer school), after the initial enrollment of the student in the certificate program, the student's record will be updated by the Division of Organizational Leadership and Supervision to reflect courses completed toward certificate requirements. If the requirements are completed by the end of four years, then the student will be informed as will the Graduate School. If the student is not enrolled at IPFW at the time of completion, the student will be enrolled "for degree only" and the student's mailing address for the certificate will be requested and sent along to the Graduate School which will forward it to the Office of the Registrar. If the requirements are not met by the end of four years, the student will be asked to verify any extenuating circumstances that may have caused the delay. If the circumstances are deemed to be credible, the student may be granted an extension of the initial time limit. However, if there are no extenuating circumstances or none that are deemed credible, then the student and the Graduate School will be informed of the student's dismissal from the Division of Organizational Leadership and Supervision certificate program.

2. Upon notification by the Graduate School of the completion of the certificate requirements, the Office of the Registrar will provide the certificate to the student.