CONSULTANT RECOMMENDATION REPORT
Planning and Review Committee
Consultant Recommendation

I. Degree: Bachelor of Science in Management

Date of Review: Fall 2011

Program Director: Dr. Wendy Dittmann

PRC Consultant(s): Dr. Urs Haltinner and Glendali Rodriguez

Purpose of the Review: This is a required seven year University of Wisconsin System report to assess the program's quality, determine ongoing program improvement, and the program's viability.

Committee Findings: The PRC recommends continuation of this program through the next scheduled review in seven years. It further supports that recommendations made by the committee be implemented.

Abstract: The Bachelor of Science degree in Management (BSM) has been in place since 2002, at which time it was called Industrial Managment. It was designed as an online degree completion program for individuals working in industry, seeking advancement opportunities, and those seeking credentials that allow them to successfully enter into management aspects of their employing organization. There is a clear evidence of the program's need given its steady growth since inception. It currently is the program of choice for 440 students from across the Midwest. It is also clear that its growth can be attributed to being market-smart and responsive; it is a program that continues to seize opportunity through intentional efforts led by its program director and program stakeholders.

II. Process Followed for Current Review:

The PRC review team met with the program director to discuss the review process. The PRC consultants also met with the program director to review the procedures and offer assistance. Data regarding several aspects of the program was collected from students, key instructors within and outside the department, program committee members, and program graduates through surveys. Collected data was organized based on item responses and reported back to the program director and PRC consultants in quantitative and qualitative form. The PRC consultants analyzed data, independent of the program director, in an effort to help the program director to identify findings. The program director then completed the self-study report and presented the report to the PRC. The consultants then wrote the recommendation report. This report was forwarded to the Department Chair and Dean for their response. The PRC reviewed the responses, approved the recommendation report, and forwarded the report to the Faculty Senate.
III. Previous Review Year 2005

The committee indicated solid support and made commendations that continue to be predominant in the current review. As is currently the case, the program is responsive to the times, with a delivery structure that makes degree completion achievable for many that otherwise would not have access. It has a curriculum focus offering utility to its students in a way that is relevant and allows them to expand their personal leadership capacity within their work settings. Faculty were seen as key, drawing upon their industry experiences in how they teach was lauded. Strong program leadership and systems that interact with program students, and all program stakeholders were appreciated with significant credit give to the effectiveness of the program director, Wendy Dittmann, that is currently serving in that role.

The program has resolved the prior recommendations.

Previous Recommendations for Program Director:

1. Continue to refine assessment instruments and monitor results of the satisfaction, achievement of program objectives, and technology surveys in order to improve learning in the B.S. in Industrial Management (BSIM) program.

2. Address concerns noted in the current Assessment in Major Report.

3. Continue to work with the College of Arts and Sciences (CAS) in an attempt to make general education courses available for BSIM students, particularly in the evening. Give consideration to UW-Stout on-line general education courses which may be taken at varying times.

4. Continue to work with the Program Advisory Committee in considering replacing BUMGT-116 Fundamentals of Business with a higher level course in business. This course could be BUINB-260 Introduction to International Business or a revision of this course and numbered in the 300 level. Other possibilities could include an international course in marketing or management.

5. Continue to work closely with Technology and Information Services as the WONDER network is phased out and replaced with a delivery method that is yet to be determined. The additional cost of the new delivery method will be of concern since the added costs will have to be covered by higher tuition.

Response from Program Director:

1. The program director for the B.S. in Industrial Management (BSIM) program will continue to refine assessment in order to improve learning in the program.

2. The concerns raised in the current Assessment in Major will be addressed by the program director with input from program stakeholders.

3. The program director will continue work with CAS to provide general education courses in a format meeting non-traditional students’ needs. Evening and on-line courses
will be given consideration. Additionally the program director will work with other departments to provide timely offerings of professional studies courses.

4. Program plan revisions, including consideration of the addition of a higher level business component, will be taken to the Industrial Management Department in spring 2005.

5. The program director will work with Learning Technology Services to explore alternate methods of delivery as the WONDER network is phased out.

**Previous Recommendations for Department Chair:**

1. Help the program director with the College of Arts and Sciences (CAS) to offer more evening courses in general education for the benefit of BSIM students.

2. Help the program director work with the Program Advisory Committee in getting BUMGT-116 Fundamentals of Business replaced with a higher level course in business.

**Response from Department Chair:**

No response recorded.

**Previous Recommendations for Dean:**

1. Support the program director and the department chair as they work with CAS to offer more evening courses in general education for the benefit of BSIM students.

2. Support the program director and the department chair as they consider replacing BUMGT-116 Fundamentals of Business with a higher level course in business.

**Response from Dean:**

1. Based on feedback from students and the BSIM program director, there is evidence of increased demand for evening and distance delivery of general education courses. The Chair of the Operations, Construction and Management (formerly Industrial Management) Department and the Dean of the College of Technology, Engineering and Management (CTEM) will support the program director and meet with the CAS Dean to request increased general education courses for the BSIM students. If CAS is unable to deliver the courses, CTEM will pursue offerings through Stout Solutions/Continuing Education.

2. The CTEM Dean and the Chair of the Operations, Construction and Management Department will support the program director and pursue discussion with the Department of Business to consider a higher level course offering to replace BUMGT-116.
IV. Current Year Program Review: 2011

Program Strengths-Indicate Source:

Strong program leadership by the current program director (Current Student Surveys and Key Faculty Survey)

The program is student-centered and focused. Respondents highlighted program structures and systems that build student confidence and persistence through to degree attainment. (Student Surveys, BPA Enrollment Data)

Active engagement with external publics, resulting in market-smart and responsive program refinements to better meet the needs of program graduates. (Advisory Committee Survey)

The program curriculum provides the outcomes and capacity building that is acknowledged by program graduates and employers. (Student and Employer Followup Surveys)

Instructors are perceived as the experts providing real field experiences through their teaching strategies and explicitly through the curriculum in which they engage learners. (Student Surveys)

Stable and increasing enrollment numbers- current enrollment of 440 students. Current students specifically highlight the benefits of accepting transfer credits, program access and course flexibility. (Student Surveys)

The flexibility of the program resulting from the program's curriculum, its available concentrations, and availability of classes. The online nature of the coursework was part of this. (Current Program Survey)

Issues of Concern-Indicate Source (NOTE: All issues of concern need to have a recommendation related to it. However, there may be some recommendations that don’t relate to a particular issue of concern):

1) Inconsistent experiences between courses and instructors: online delivery within an online program. Refers to course structures, use of the learn@uwstout course-management system components, course instructor expectations, and course instructor's understanding of the needs of adult learners. (Student Survey)

2) Curriculum rigor inconsistencies: Refers to course rigor, making sure that expectations maximize learning. This also refers to comments regarding group work and self-study approaches used within the online teaching and learning environment. (Student Survey)

3) Communicating added expenses associated with online courses that are critical to the student achieving the course outcomes: Refers to computer buying peripherals such as video camera or products to conduct lab experiments as part of a course project. (Student Survey)
4) Course access challenges/limitations impact on program students related to the 2011 implemented CI/Non-CI class model needs to be assessed and proactive strategies devised to minimize any negative unintended consequences on the program. (Student Survey)

5) Access to a consistent program learning experience in a growing program is challenged by the program's reliance on adjunct faculty. Program-designated faculty with the credentials, pedagogic support, program interaction, along with acculturation to the college and university systems and processes, would put the program's ability to respond to student and faculty needs at an advantage. (Student Survey, Key Faculty Survey, and Program Director Comment)

**Recommendations for the Program Director:**

Recommendation #1 (Addresses Issues #1, 2, 3 & 5): Convene conversations between program faculty/staff, Learning Technologies, and Stout Online to foster a Stout Online experience consistent with the university's polytechnic mission and that intentionally guides how UW-Stout students experience online coursework.

Recommendation #2 (Addresses Issues #1 - 5): Quantify and request the appropriate additional support such as program-specific faculty/staff, training, increase of course offerings and/or technical support, etc. to continue maximizing the program's success.

Recommendation #3 (Addresses Issue #2): Work with program stakeholders to define and refine program and program concentration objectives that are consistent with those desired of its graduates, their employers, and their respective business and industry sectors being served.

Recommendation #4 (Addresses Issue #2): Work with instructors (across departments, colleges) facilitating courses used to meet the program objectives to map measurable outcomes in an effort to assure graduate knowledge, skills and dispositions supporting the program's accreditation requirements.

Recommendation #5 (Addresses Issue #4): Continue to work with Stout Online and all key decision makers involved in Customized Instruction (CI) to understand implications of CI policy and fine tune systems, processes, and procedures that maximize program student scheduling and degree completion.

**Recommendations for the Chair of the Department:**

Recommendation #1 (Addresses Issues #1, 2, 3 & 5): Support program director with the resources and support staff, to convene conversations between program faculty/staff, Learning Technologies, and Stout Online, that results in a Stout Online experience consistent with the university's polytechnic mission and that intentionally guides how UW-Stout students experience online coursework.

Recommendation #2 (Addresses Issue #2): Support program director with the resources and support staff to convene instructors (across departments, colleges) facilitating courses used to meet the program objectives, to map measurable outcomes in an effort to assure
graduate knowledge, skills and dispositions supporting the program's accreditation requirements.

Recommendation #3 (Addresses Issues #1-5): Work towards securing identified program needs, such as additional faculty/staff training, increased course offerings, technical support, and faculty positions that result in designated staff, hired to serve program-specific courses, to continue maximizing the program's success.

Recommendation #4 (Addresses Issue #4): In conjunction with the program director, work with Stout Online and all key decision makers involved in Customized Instruction (CI) to understand implications of CI policy and fine tune systems, processes, and procedures that maximize program student scheduling and degree completion.

Recommendations for the Dean:

Recommendation #1 (Addresses Issues #1, 2, 3 & 5): Initiate (in support of the BSM) a conversation with the program, Learning Technologies, and Stout Online that results in a Stout Online experience consistent with the university's polytechnic mission and that intentionally guides how UW-Stout students experience online coursework.

Recommendation #2 (Addresses Issues #1, 2, 3 & 5): Request a designated resource allocation that supports training of all BSM instructional faculty consistent with recommendation 1.

Recommendation #3 (Addresses Issues #1, 2, 3 & 5): Work with the department chair towards securing needed resources as identified and consistent with recommendations 1-5. This may include additional faculty/staff training, increased course offerings, and program-assigned technical support and faculty/staff positions to continue maximizing the program's success.

Recommendation #4 (Addresses Issue #4): Work with the department chair (in support of the BSM) to understand implications of CI policy and fine tune systems, processes, and procedures that maximize program student scheduling and degree completion.