

Rio Salado College

Program Review: Military Leadership

AY2016-2017

Final Summary, Recommendations, and Decision to Discontinue the Program

Overview

The Military Leadership Program underwent a formal program review in AY2016-17. The program included both a Certificate (CCL) and Associate’s Degree (AAS). Neither the CCL nor AAS had any unique course offerings. All courses were also offered in other programs as either required courses or electives.

The program offered only one leadership-related course, MGT229 – Management and Leadership I, which did not have a military focus. The only military component required students to be active, guard, reserve, veteran, or retired from the military. Military American Council on Education (ACE) credits were required to be used for electives; however, Rio Salado did not require any of the electives to have a leadership focus. Therefore, students could complete a Military Leadership CCL or AAS and take only one course with a leadership focus.

The Military Leadership CCL consisted of 18 credit hours as follows:

Military Leadership CCL Required Courses		18
BPC110 OR CIS105	Computer Usage and Applications OR Survey of Computer Information Systems	3
GBS233*	Business Communication*	3
MGT229	Management and Leadership I	3
MGT251 OR PAD122	Human Relations in Business OR Public Sector Human Resources Management	3
* Prerequisite required In addition, students had to choose six (6) military-specific American Council on Education (ACE) recommended credits and have them approved by the department chair.		

The **Military Leadership AAS** consisted of 64 credit hours, as follows: all courses required for the CCL listed above, PAD170, and 18 hours of electives as well as the General Education Requirements.

Enrollment Trends

The Military Leadership Program had seen a steady decline over the previous four years in headcount of courses completed, as well as overall CCL and AAS completions. Between 2014 and 2017, the total headcount had reduced by more than 50%.

Program Headcount Trends

(Anyone who had declared either the Military Leadership CCL or AAS and enrolled in at least one course per year/term)

	2013-2014	2014-2015	2015-2016	2016-2017
AAS	44	45	29	19
CCL	10	7	6	5
Total	50	47	31	21

Military Leadership Awards

(Students who completed either the CCL or AAS)

	2013-2014	2014-2015	2015-2016	2016-2017
AAS	8	10	7	3
CCL	5	2	3	1
Total	13	12	10	4

Comparison with the Organizational Management Program

Like the Military Leadership Program, the **Organizational Management Program** is designed to accept ACE credits. In addition, the Organizational Management CCL consists of 18 credit hours. The main difference between the Military Leadership and Organizational Management CCLs is that two additional courses are required for Organizational Management in place of military-specific ACE credits (GBS151, and MGT175 or TQM240).

Organizational Management CCL Required Courses		18
Course #	Course Title	Credits
BPC110 CIS105	Computer Usage and Applications OR Survey of Computer Information Systems	3
GBS110 MGT251	Human Relations in Business and Industry OR Human Relations in Business	3
GBS151	Introduction to Business	3
GBS233*	Business Communication*	3
MGT175 TQM240	Business Organization and Management (3) OR Project Management in Quality Organizations (3)	3
MGT101 MGT229	Techniques of Supervision (3) OR Management and Leadership I (3)	3

* Prerequisite required

The **Organizational Management AAS** consists of all courses required for the CCL, plus 20 credit hours of electives and the General Education Requirements.

Enrollment Trends

Since the Organizational Management Program is targeted to a broader audience, the completion numbers are higher.

Organizational Management Awards

(Students who have completed either the CCL or AAS)

	2014	2015	2016	2017
CCL	38	77	38	43
AAS	22	41	26	31

Department Chair Recommendations

The Military Leadership Program fell under the purview of the Faculty Chair for Business, Management, Public Administration, and Corporate/Government Programs, who first assumed this position in an interim capacity during the review year, AY2016-17. However, the interim chair discovered that for the six years prior to conducting this review, all questions relating to the Military Leadership Program had been deferred to the Faculty Chair of Administration of Justice Studies and Paralegal, who indicated that she rarely received any questions on the program. The Advisory Board for this program had not been convened since 2010.

The interim chair also contacted RSC's Military Advisor for input. She reported that the Military Leadership Program was primarily marketable to active-duty service members and the biggest draw was the flexibility of the electives. They discussed the Organizational Management Program and the similar flexibility offered in that program. The Military Advisor agreed that RSC could make the Organizational Management Program work for this population in place of the Military Leadership Program.

Assessment Team Feedback and Final Decision

The interim chair reported these findings to the Assessment Team (including the Vice President of Academic Affairs) on September 20, 2017, along with the following recommendation: *“Based upon the low enrollment and completion rates, I recommend we phase out the Military Leadership Program and use the Organizational Management Program as the conduit to accept ACE credits for military personnel. The Organizational Management Program has a broad base of courses that provide students with foundational knowledge which can be applied to most career pursuits.”*

The VPAA requested that the interim chair confer with the Associate Dean, Community Partnership Programs, the Director of Community Partnership Programs, the Coordinator of Recruitment Programs, and the Coordinator of Veterans Services, to ensure that there would be no unforeseen consequences if this recommendation was followed. This meeting took place on September 25, 2017, and participants discussed the possibility of ending the Military Leadership Program and transitioning students into the Organizational Management Program. There were no objections to this course of action. Further, after the meeting, the Associate Dean of Community Partnership Programs confirmed that RSC had no contractual obligation to the military to offer any specific programs. The Coordinator of Veterans Services conducted follow-up research and advised that RSC would need to identify any programs in "teach out" mode (being discontinued or phased out) to the State Approving Agency (SAA), and provide the project completion date of any students currently enrolled who were using veteran's education benefits. RSC had approximately 17-20 students currently declared in either the CCL or AAS.

Once RSC notifies the SAA that the last student receiving benefits has completed the program, the program will no longer be approved for VA benefits.

These stakeholders concurred that a two-year window would be sufficient for all current students to complete the program (or to be moved to the Organizational Management Program if they are unable to complete within two years).

Based on these additional data, the recommendation to discontinue the Military Leadership Program as of fall, 2019, was approved by Ms. Kate Smith, the Vice President of Academic Affairs, on November 1, 2017.