**New Academic Program – Master of Arts in Organizational Development & Leadership**

**Executive Summary**

**Program Description:**

The proposed Master of Arts in Organizational Development & Leadership (ODL) in the Center for Extended Learning is a 30-credit professional master’s degree program that focuses on the study of organizations, leaders and the issues impacting both in a changing environment. It is designed for the many current and future leaders in organizations in the following fields and industries:

* Organizational Development and Training
* Human Resources and Talent Management
* Public Relations
* Organizational Communications
* Management Consulting
* Advancement and Development
* Healthcare Leadership
* Pharmaceutical and Biotechnology Management
* Strategic Planning

The program allows students to acquire advanced skills grounded in theory, research and best practices in Organizational Development and Behavior, Organizational Leadership, and Organizational Change. Students learn how managers function effectively in organizations, and successfully lead their organizations in navigating internal and external change. The program curriculum is based on Organizational Development theory, which is a specific field of research, theory and practice that examines organizational climate, culture and strategies and the ways that leaders manage change in organizations under these constructs.

This master’s program further enhances our Center for Extended Learning program portfolio by adding a second professional master’s program for students seeking to advance in their careers. It will also allow students in each of the Center’s baccalaureate degree programs to seek an accelerated option to continue toward the master’s degree.

**Enrollment Demand & Competition:**

Organizations need leaders with the skills to successfully navigate complex organizations that are constantly changing in response to external and internal pressures. Existing programs are limited in the area, are growing in enrollment, and are located at institutions that typically offer professional master’s programs. The only institutions that deliver comparable programs include Neumann University, Eastern University, and Peirce College, at the baccalaureate level. These programs are offered fully online or in a fully face-to-face format, providing an opportunity for Widener to claim a distinctive place in the market with a hybrid, low-residency master’s degree program.

**Employment Opportunities:**

Target occupations for this degree had 962 annual job openings in the Philadelphia area in 2017, and jobs are expected to grow by 4.1% in this region (5.9% in the State and 7.4% across the country) between now and 2022 (Economic Modeling Database, 2018). During the past year, there were 4,308 unique job postings for individuals with this master’s degree in 2017 in Philadelphia County, Montgomery County, New Castle County, Chester County and Delaware County. The top skills sought in postings (in order of frequency) included management, leadership, communications, operations, innovation, research, problem-solving, presentations and project management. This program was developed to meet the needs of the market, and in response to a specific partner site’s request in Montgomery County.

**Financial Implications:**

# This program builds on existing programmatic offerings (baccalaureate degree) and existing structures in the Center for Extended Learning. The program is completely taught by adjunct faculty members, and there are only minimum expenses for marketing. There are no additional resource needs to launch this program. The program is intended to attract new students to the Center utilizing existing capacity in the admission, advising, technology, and enrollment structure in Extended Learning.

**Sunset Strategy if Needed:**

Based on consistent enrollments in the existing Extended Learning baccalaureate program in this area, and the success of the linked bachelors to master’s program in the Extended Learning programs in Allied Health Education, it is expected that this program will be sustainable for the long term. We also are completing a signed Memorandum of Understanding with one organization that wants us to offer this at their site beginning in Summer 2019, and ongoing each new year, and also expect to engage with additional off-site partners. As the program is taught exclusively by adjunct faculty, it provides us with the flexibility necessary to manage unexpected fluctuations in demand.

**Financial Summary:**

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| **Enrollment** | **AY 19-20 (Yr1)** | **AY 20-21 (Yr2)** | **AY 21-22 (Yr3)** | **AY 22-23 (Yr4)** | **AY 23-24 (Yr5)** |
| First year  (SUM, FA, SPR) | 20 | 30 | 40 | 45 | 50 |
| Second year  (SUM, FA, SPR) |  |  |  |  |  |
| Third year  (SUM, FA, SPR) |  |  |  |  |  |
| ***Total Projected enrolled*** | ***20*** | ***30*** | ***40*** | ***45*** | ***50*** |
| Total tuition revenue | $480,000 | $720,000 | $960,000 | $1,080,000 | $1,200,000 |
| Less revenue share with off-site partner | $200,000 | $200,000 | $200,000 | $200,000 | $200,000 |
| ***Total Projected Revenue*** | ***$280,000*** | ***$520,000*** | ***$760,000*** | ***$880,000*** | ***$1,000,000*** |
| Estimated per credit rate | $800 | $800 | $800 | $800 | $800 |

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| --- | --- | --- | --- | --- | --- |
| **Expenses** | **AY 21-22 (Yr1)** | **AY 22-23 (Yr2)** | **AY 23-24 (Yr3)** | **AY 24-25 (Yr4)** | **AY 25-26 (Yr5)** |
| Personnel | $43,200 | $44,064 | $44,945 | $45,844 | $46,761 |
| Operations | $6,900 | $5,500 | $5,500 | $5,500 | $5,500 |
| ***Total Projected Expenditures*** | ***$50,100*** | ***$49,564*** | ***$50,445*** | ***$51,344*** | ***$52,261*** |

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| --- | --- | --- | --- | --- | --- |
| **Balance** | **AY 21-22 (Yr1)** | **AY 22-23 (Yr2)** | **AY 23-24 (Yr3)** | **AY 24-25 (Yr4)** | **AY 25-26 (Yr5)** |
| By Year | ***$229,900*** | ***$470,436*** | ***$709,555*** | ***$828,656*** | ***$947,739*** |
| Contribution Margin | 0.82 | 0.90 | 0.93 | 0.94 | 0.95 |