PROPOSAL FOR THE ESTABLISHMENT OF
BACHELORS OF SCIENCE PROGRAM
IN BUSINESS ADMINISTRATION
TO BE OFFERED BY
SBCC, CSU AND CAL POLY/SAN LUIS OBISPO

BY

B. VINCENT, G. GREGORY AND A. PORTER

MAY 22, 1986
SANTA BARBARA CITY COLLEGE

Proposal to Locate Cal Poly Co-Sponsored, CSU Consortium B.S. in Business Administration Program at SBCC

I. BACKGROUND

During the 1984-85 school year, The Consortium of the California State University system was approached by the Administration of SBCC to determine the level of interest in developing a joint program in Business Administration at SBCC. Initial meetings indicated that the two parties agreed that the timing was not right for either institution.

Dr. Howard Volmer of Cal Poly contacted John Romo of SBCC in the fall of 1985 to re-explore the possibility of developing a B.S. degree with The Consortium at SBCC. A meeting was set up with Volmer, Romo, William Vincent, Business Division Co-Chairman and Autrey Porter, the Department Chair of Finance, Investments and Real Estate, to discuss the matter further. At that meeting, it was agreed that the matter was of interest to SBCC. An ad hoc planning committee made up of this group was formed and chaired by Autrey Porter to explore the matter further with The Consortium.

Under the direction of Howard Volmer, members of The Consortium were invited to a subsequent meeting at SBCC to develop a feasibility plan. Dr. Marylyn Crego and Mrs. Alma Cisco represented The Consortium. It was agreed that the feasibility of the program could best be determined by a survey.

II. RATIONALE FOR THE PROGRAM

A. Needs Analysis

A needs analysis was conducted of potential students for the program. Two separate surveys were developed. The first entailed surveying the business community to determine the number of working adults interested in a program at SBCC. The second was created to determine the level of interest from students presently enrolled within the Business Division at SBCC.

The result of the survey indicated major support existed for the development of a Bachelors degree program in Business. One hundred and fifty-two potential fall 1986 students were identified from the twenty-three businesses which responded to the Business survey. Twenty-one of the twenty-three firms surveyed offered some form of tuition assistance.

Of the 881 students surveyed, 431 students indicated that they would prefer to continue their education at a four-year California State University supported Bachelors program at Santa Barbara City College.
B. Benefits Accruing from Proposed Program

Among the major benefits accruing to SBCC from the adoption of the proposed program are the following:

- The proposed program will facilitate SBCC and CSU in meeting the goals espoused by both the California State University and California Community College Chancellors, i.e., achieving better articulation between these two segments of higher education.

- Many of the potential degree candidates will not have completed all of the lower division requirements of the program. Thus, SBCC's enrollment will also benefit.

- With students matriculating from lower to upper division courses at SBCC, faculty will be afforded the opportunity for immediate feedback on the quality of preparatory instruction given for upper division course work.

- SBCC students (current and especially potential high school students) will be provided with the opportunity to interact with various levels of management from corporate Santa Barbara, and thus gain invaluable insights into the numerous real world applications of materials learned and the nature of business cultures. These experiences will increase the probability of their entering corporate life with enough real world business acumen as well as political savvy to survive and hopefully prosper.

- The SBCC/SBSD's Articulation Council has expressed considerable interest in the development of a 2+2+2 program. Said program would entail the establishment of an articulation agreement between the high schools, SBCC and The Consortium, regarding transferable curriculum. A committee has been formed to investigate the realities of the aforementioned articulation. If it is discovered that such articulation is feasible, proposals will be submitted to both SBCC and the CSU Consortium.

- Santa Barbarans desiring to pursue a CSU degree for any reason will now be given said opportunity without the added expense of relocation.

III. PROGRAM

A. Consortium

The consortium is the twentieth campus of the CSU system, and has the charge of offering both the Bachelors and Masters Degree programs for working adults. These degrees are offered through a non-traditional delivery system, e.g., an equal number of courses taught by practitioners vs. theorists at non-CSU locations (including job sites), and courses offered for shorter durations. The primary market segment the consortium program is aimed at is the working
adult in a managerial position, who could possibly enhance their careers as a result of additional education. The secondary market segment are those working adults who possess management aspirations, and perceive additional education as being a vehicle which would facilitate their upward mobility. The last market segment consists of those individuals who perceive a management oriented Bachelors of Science in Business degree as being germane to their employment pursuits.

B. Administration

The consortium will maintain the managerial responsibility for overall operation of the upper division program. Specifically, they will have final approval on all upper division matters relating to the following: personnel decisions, e.g., faculty, directors, mentors, etc.; course offering; curriculum development; matriculation; faculty evaluation process; etc.

SBCC will manage the lower division program which includes having authority in the following areas: elective courses, faculty hiring and evaluation, admission requirements, support services, etc.

Cal Poly will serve as the host CSU institution which includes ensuring that the program continues to exemplify the high quality and integrity of other CSU programs.

C. Articulation

Articulation will be facilitated between the three institutions through the following hiring decisions:

- CSU Consortium Regional Program Director will be Dr. Howard Vollmer, Director of Contract Education, Cal Poly.
- Consortium Regional Program Associate Director will be Autrey Porter, Jr., Chairman of the Finance/Investments/Real Estate Department, SBCC (see Exhibit 1 for organization chart).

Furthermore, true articulation will be facilitated by SBCC's departments of Finance/Investments/Real Estate, Business Administration, and Marketing/Management/Supervision, agreeing to officially incorporate the eight lower division core requirements of the B.S. program into their respective majors. This should also serve as a motivator for students to select one of the aforementioned areas for pursuing an AA or AS degree, since they can simultaneously complete a two-year degree while completing all lower division matriculation requirements for the B.S. Degree.

D. Preparatory Program

To ensure the smooth transition of those students desiring to matriculate into the Consortium upper division program, as well as provide a recruitment forum for the AA/AS degrees, a new apparatus designed
to facilitate the accomplishment of these goals must be instituted. Thus, lower division students interested in the B.S. degree will be accepted into a preparatory program at SBCC. The program's operation will consist of the following activities:

- Counselors will inform students interested in a business career of the A.A./A.S. degrees in business, and their ability to complete their lower division requirements for the B.S., while concurrently pursuing the A.A. or A.S. degrees.

- Students' progress toward the completion of both the A.A./A.S. and B.S. degrees will be tracked; an early warning system will be developed from this endeavor and used as an advising tool.

- A 12-month rolling course schedule for each student enrolled in the preparatory program (as well as the B.S. program) will be developed. This will facilitate the class scheduling process, and the achievement of the desired degree in the most expedient manner.

E. Student Support Services

In an effort to enhance our community's awareness of SBCC's offerings and AA/AS degrees, in business and other majors (as well as increase enrollments), Dr. Dick Wotruba, John Romo, George Gregory, Autrey Porter, and others, will develop a partnership program between SBCC and industry. One of the major components of said partnership will be the establishment of an at-the-job-site counseling, advising and recruiting program, administered by SBCC Counseling staff. This will involve SBCC Counseling staff providing these services on an appointment basis, and possibly on a walk-in basis, at a different business during each week.

Moreover, non-partnership preparatory and B.S. degree candidates must also be provided with a good delivery system of support services, in order to accommodate their needs. This will entail providing them access to designated counselors or counselor, who has a thorough knowledge of both the preparatory and B.S. programs.

The previously mentioned support services are unequivocally critical to the smooth transition of the target population re-entry adult students and therefore to the ultimate success of the program. In order to promote articulation, provide students with effective support services, and make the most efficient use of available resources, the Counseling Department, CSU Consortium, and the Industrial Partnership Committee recommend the following:

- The Counseling/Advising activities for the business field in the at-the-job-site program, and for all B.S. degree candidates be handled during the first year by the Regional Program Associate Director and the Industry Liaison and Marketing Director of the program, under the supervision of Dr. Dick Wotruba who will represent the Counseling Department in this endeavor.
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- When the time is suitable, design and implement a training program for designated members of the SBCC Counseling staff, that will facilitate their assumption of the aforementioned support services duties, under the continued overall coordination of the Regional Program Associate Director, Industry Liaison/Marketing Director and Dr. Dick Wotruba.

- Under the supervision of the Regional Program Associate Director, and Dr. Dick Wotruba, the counseling and advising responsibilities for the non-partnership preparatory program student be handled by a designated member or members of the Counseling staff.

In addition to having an intimate knowledge of program and an extensive business and teaching background, as previously mentioned, the Associate Director is Chairman of the Department of Finance, Investment, and Real Estate, and also has previous counseling, advising and recruiting experience. The Industry Liaison and Marketing Director also has an extensive business background. He has taught and, while currently serving as Director of Contract Education at SBCC, has counseled, advised and recruited students for contract education courses.

F. B.S. Degree Requirements

The course content of the program meets all the requirements of the American Assembly of Collegiate Schools of Business, the official U.S. Accrediting body for degrees in Business Administration. A candidate for the degree must complete 128 semester units which could be based on the following configuration:

- Transfer a maximum of 70 units from any community college including 39 lower division G.E. and 24 core business requirements.

- Complete 58 upper division units consisting of:
  - 30 required core
  - 9 general education
  - 12 in the major, i.e., Finance, Accounting, Management, and Marketing
  - 7 electives
  (see exhibit II for description of lower and upper division required core courses)

A minimum grade point average of C is required for matriculation and graduation. Also, successful completion of the writing proficiency examination is required for graduation.

G. Program Objectives

Upon successful completion of the program, the graduate will have acquired:

- The ability to communicate clearly in both oral and written form.
- The capacity to utilize both quantitative and qualitative tools of analysis in the managerial decision making process.
- The skills necessary for data gathering and analysis.
- An understanding of the interrelations between the functional areas of business which will facilitate better managerial decision making.
- The capacity and potential to be a more productive employee.
- The willingness to learn throughout a career.

H. ADVISORY BOARD

An advisory board will be established for the program, which will be configured with the human resource directors from the major business and accounting firms, as well as financial institutions in Santa Barbara. One of their major tasks will be to provide input on curriculum development in the concentration areas and lower division AA/AS majors, as well as new programs they desire to have introduced which are germane to their corporate pursuits. They will also be charged with the responsibility for assisting in the design and implementation of an identification/recruitment program for potential B.S. degree candidates, and a placement program for existing candidates.

The committee will also undertake the charge of seeking corporate support for additional program needs, e.g., equipment purchases, as program expansion is demanded. Moreover, this group will assist the program in gaining widespread community support through various joint marketing activities.

IV. ACTIVITIES NECESSARY FOR PROGRAM IMPLEMENTATION

To facilitate the program coming to fruition in September 1986, the undertaking of the following activities are essential:

- Establishment of protocol between SBCC and the CSU Consortium in the areas of admissions, financial aid, and the transfer center
- Recruit and train mentors
- In concert with Dr. Dick Wotruba, design and implement the at-the-job-site counseling, advising/recruiting program component of the planned Industrial Partnership Program
  - Phase I
    - Work with the Human Resource Directors of the major firms in Santa Barbara to acquire an understanding of their career ladders
    - Conduct weekly on-site noon hour (or at mutually agreed to alternative times) seminars to:
      - Explain the programs and the potential increased employment opportunities and additional education facilities
      - Set up individual on-site counseling and advising appointments for day or evening times
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- Counsel and advise students at their job site which includes:
  - Career, educational, and personal counseling
  - Advising students on a twelve-month course of study for both the A.A./A.S. and B.S. degrees
  - Assignment of each upper division student to a mentor

- Phase II

- Expand Phase I activities to other S.B. businesses
- Establish agreed upon evaluation procedures, and any necessary corrective action plans

- Establish final fall schedule of SBCC preparatory courses and the CSU Consortium upper division courses, which includes:
  - Negotiating six-week modular courses with applicable departments based on the spring preliminary registration survey of SBCC students and the summer at-the-job-site counseling program
  - Recruiting additional qualified instructors for SBCC courses if necessary
  - Recruiting faculty for CSU Consortium upper division courses
  - Obtaining Classrooms
  - Designing a student orientation program

- Design and implement faculty training seminar for CSU Consortium faculty

- Develop the following databases:
  - Twelve-month student course schedules for students enrolled in:
    - SBCC lower division preparatory program
    - CSU Consortium upper division courses
  - Twelve-month CSU Consortium faculty teaching schedules

- Develop a student tracking system to:
  - Identify goals vs. achievement
  - Early warning system for CSU Consortium matriculated students
  - Identify additional support needs, i.e., tutoring

- Develop a promotional strategy

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EXHIBIT I

ACCOUNTABILITY WITHIN THE CONSORTIUM AND THE B.S. IN BUSINESS ADMINISTRATION PROGRAM AT SBCC

Superintendent/President

Vice President, Instruction

Dean, Student Development and Matriculation

Associate V.C. Academic Affairs

Director

Consortium Advisory Committee

Associate Director Academic Programs

Academic Program Faculty

Academic Program Chairs

Regional Program Director

B.S. Degree Advisory Committee

SBCC Regional Program Associate Director

Industry Liaison and Director of Marketing (SBCC)

SBCC/CSU Consortium

SBCC Mentors

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EXHIBIT II

Lower Division Core Business Required Courses

<table>
<thead>
<tr>
<th>B.S. Program</th>
<th>Units</th>
<th>SBCC Equivalent</th>
</tr>
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<tbody>
<tr>
<td>Accounting</td>
<td>6</td>
<td>Accounting 1 and 2</td>
</tr>
<tr>
<td>Economics</td>
<td>6</td>
<td>Economics 1 and 2</td>
</tr>
<tr>
<td>Business Law</td>
<td>3</td>
<td>Business Law</td>
</tr>
<tr>
<td>Data Processing</td>
<td>3</td>
<td>Computer Science 2</td>
</tr>
<tr>
<td>Statistics</td>
<td>3</td>
<td>Math 17</td>
</tr>
<tr>
<td>Quantitative Methods</td>
<td>3</td>
<td>Being Developed</td>
</tr>
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Upper Division Required Core

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA 310</td>
<td>Managerial Economics</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 315</td>
<td>Managerial Accounting</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 320</td>
<td>Finance</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 325</td>
<td>Marketing</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 330</td>
<td>Quantitative Methods and Production</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 335</td>
<td>The Corporation and Modern Society</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 340</td>
<td>Management Theory and Organization</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 345</td>
<td>Organizational Behavior</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 400</td>
<td>Business Communication</td>
<td>3 Semester Units</td>
</tr>
<tr>
<td>BA 495</td>
<td>Business Policy</td>
<td>3 Semester Units</td>
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</tbody>
</table>

Total........ 30 Semester Units

Course Descriptions

BA 310 Managerial Economics (3 Units)
A case analysis and problems approach to intermediate micro-economic theory stressing business applications. Topics include pricing policies, demand analysis production, and cost market types.
Prerequisites: lower division economics, quantitative methods, and statistics

BA 315 Managerial Accounting (3 Units)
The application of accounting analysis to business decision making, planning, and control. An integration of accounting, statistics, and operations research techniques including computer applications for business analysis.
Prerequisite: lower division accounting

BA 320 Finance (3 Units)
Theory and practices that underlie the financial manager's decision-making process. Sources, costs, and applications of enterprise capital; capital structure, valuation of the firm; present value; investment analysis, and dividend policy.
Prerequisite: BA 315 Managerial Accounting
BA 325  Marketing  (3 Units)
Marketing as an integral phase of the functional operation of businesses and non-business groups. Analysis of the marketing environment and the marketing mix appropriate to that environment. Both domestic and international marketing issues considered.

BA 330  Quantitative Methods and Production  (3 Units)
Science methods and modeling techniques useful in making managerial decisions related to the production or operational functions of an organization. Emphasis on use of mathematics, statistics, and computer software techniques to solve problems. Topics include: linear programming, transportation problems, decision trees, forecasting, production planning, inventory control, quality assurance, and network-based project planning. Prerequisites: lower division quantitative methods, statistics, and data processing.

BA 335  The Corporation and Modern Society  (3 Units)
The role of business in society. The development of contemporary society; social and cultural changes from traditional society. Balancing the efficiency advantages of business systems with the need for societal control of business activities.

BA 340  Management Theory and Organization  (3 Units)
Develops an understanding of basic principles, terms, and concepts of management and the operation of organizations. Concerned with organization structure and processes with emphasis on the managerial functions of organizing, planning, decision making, directing, controlling, communicating, and coordinating.

BA 345  Organizational Behavior  (3 Units)
An examination of basic concepts of behavioral science as related to organizational management including insights into individual behavior, motivation, perception, and attitudes; interpersonal and role relationships in task groups; organizational behavior analysis skills. A course in Behavioral Psychology may be substituted for this course. Prerequisite: BA 340 Management Theory and Organization

BA 400  Business Communication  (3 Units)
Applications of logical and creative thinking and oral and written communications in the administrative decision making process in business organizations. A written research report is required. Students with lower division course work in business communications may be exempted from up to two units of this requirement.

BA 495  Business Policy  (3 Units)
Integration of principles and concepts from all fields of business administration. Emphasis on interaction of disciplines for effective strategy and establishment of top management policy through a combination of a case study and a business simulation game. Prerequisite: Completion of all other major courses.