



**BUILDING
EDA
BENCH
STRENGTH**

PREPARED FOR

ECONOMIC DEVELOPMENT AGENCY

JANUARY 2007

EDA – GRADUATE MANAGEMENT COURSES

OVERVIEW & SITUATION

Overview

The following overview outlines a framework for launching an educational program delivered by Bellevue University to Economic Development Agency (EDA) students/professionals. This working document is intended to serve as a framework for future discussions. The intent of the initial program is to develop courses that align the skills of Economic Development (ED) professionals with the requirements of the organization. The course content is specifically related to Economic Development Certification. The goal of the courses is to enable ED professionals to understand the foundational concepts of the EDA philosophy and how to apply these principles in their role to enhance their overall decision-making effectiveness. In addition, this course will help create a consistency among professionals regarding their decision-making criteria and “raise the bar” concerning the ED professional’s credentials.

Based on conversations with David Koehn, we understand that the organization is interested in gaining access to educational courses and/or programs that would align with the EDA philosophy. The Economic Development Certification courses could be developed to meet these criteria. Bellevue University staff will collaborate with EDA personnel to design and develop appropriate courses. The launch of this initiative leads to ED professionals earning a Bellevue University Master’s of Public Administration. The following summary outlines areas of discussion and further analysis.

Course Description

The Economic Development Certification (EDC) program is designed as three (3) courses; each eight (8) weeks in length, all delivered 100% online. The Economic Development Certification (a nine (9) credit-hour program) is designed to expand and strengthen the professional’s business development skills and knowledge to more effectively perform in their role. The course descriptions are provided in Appendix A.

Successful completion of the EDC may be applied as a nine (9) credit hour concentration in Bellevue University’s Masters of Public Administration. The topics of the EDA Master’s of Public Administration courses include, but not limited to, defining the community opportunities, clarifying the objectives, determining viability of the opportunities, developing a range of alternatives, understanding the consequences of those alternatives, determining the best solutions, and outlining the next steps. A more detailed design is available in Appendix B of this document.

Course Characteristics and Services

Some of the characteristics that may be beneficial in our strategic relationship include:

- Online delivery initiated from Bellevue University’s LMS platform, to provide maximum flexibility and portability
 - Global Access – The course would be delivered over the Internet on Bellevue University’s delivery platform which is available 24/7
 - Asynchronous delivery - There are no requirements to be online at a specific time

EDA – GRADUATE MANAGEMENT COURSES

- Facilitated - The course would be facilitated by a qualified instructor to engage learners and guide the learning
- Peer interaction – Our Cyber-active® learning model values the student to student interactions, we understand that participants will learn from their peers in other areas of business/market concepts and decision-making
- Structured schedule – The course is designed for weekly assignments and project due dates
- Enrollment Services – We provide a dedicated staff knowledgeable with EDA-oriented courses and policies (i.e. tuition reimbursement)
- Account Management – We have a dedicated staff to interface on operational issues
- Customized Schedule – We offer flexible start times and course pacing
- Kick-offs – BU can assist with course/program launch communications/event/selection
- Web Site Development – Web pages designed specifically for EDA employees to provide them with information on the program (a live example can be viewed at: <http://corporate.bellevue.edu/caci/>)
- Marketing – Co-branded brochures and posters to describe the course or program
- Surveys – We solicit feedback from students in each course to determine the effectiveness of the learning environment and relevance of the content
- Assessment – We can assist in an evaluation of outcomes and the assessment of the learning through Impact Analysis. Metrics TBD.
- Credit Granting - The course and/or program would be a credit granting course that is aligned with EDA-specific curriculum which would be eligible for tuition assistance/reimbursement
- Education Planning - Bellevue University can assist in education planning that aligns with EDA employee's career development

Importance of EDA executive support

Our experience with similar management programs indicates that executive level support for selection and enrollment of participants is one of the keys to success. When employees understand the skills attained from learning EDA-supported ideals is beneficial to the organization as a whole from an executive level sponsor and the positive impact it can have on their careers, they are much more engaged in the learning process. One of the benefits we have identified is the improvement in communications and interdependency among the participants. Therefore, the selection process for cohort inclusion should be carefully considered.

Course Cost

Bellevue University will invest in the curriculum design and development as it relates to content conversion from the current in-class format to online. The cost of the EDC program for each ED professional/student including tuition and fees is approximately \$4,200 for the 9 semester credit hour concentration plus book costs.

Course Format

The student groups will be divided into a cohorts consisting of approximately twenty (20) students each. This size typically generates the ideal amount of interaction amongst students.

EDA – GRADUATE MANAGEMENT COURSES

Schedule

Pending approval from EDA management, the ED Master's of Public Administration Degree could launch as early as July 2007.

Enrollment

Bellevue University will enroll ED professionals with a group of advisors dedicated to corporate initiatives and highly knowledgeable of the EDA specific course or program. The enrollment activity includes contact via phone, email, fax and US Mail to engage in an advisory role concerning aspects of the program including course content, cost, tuition reimbursement, timeframes, workload, collection, starting procedures and the management of all appropriate agreements. The advisors may also provide counsel on degree completion options.

Student Recruitment

Depending on the selection and notification options chosen to select prospective students, the same group of advisors may initiate contact from a list of student names (provided by EDA) by the aforementioned contact methods.

Instructor, Curriculum and Learning Environment Evaluation

Select EDA personnel will also be given access to the course layout and general platform in order to evaluate the learning platform and curriculum (See a description below of the Active Learning Platform). Pending appropriate privacy clarification for ED professionals/students, select EDA executives and management personnel may be allowed access to online courses in progress. EDA may provide distinguished speakers and guest instructors for the successive courses once they are qualified per Bellevue University adjunct faculty standards.

Feedback Process

A function of all online degree-related and credit granting courses delivered by Bellevue University is to survey students on curriculum and instructor aspects of the course. Select EDA executives will have access to student feedback, including ratings and comments. Bellevue University would also like to receive feedback that is provided to EDA directly. Our intent is to use the feedback to continually improve the course and the learning experience.

Bellevue University Overview

Founded as Bellevue College in 1966

- Started with 466 students and one building
- In 1994 became Bellevue University
- Currently over 4,800 students enrolled full time with close to 10,000 students taking at least one course
- 6 campus locations, 5 off-site program locations, and 4 on-site corporate training locations as well as online programs around the world

Bellevue University delivers graduate and undergraduate degrees to traditional and non-traditional students as well as credit granting programs designed to assure alignment between specific corporate goals and employee interests.

Bellevue University is accredited by The Higher Learning Commission of the North Central Association of Colleges and Schools, 30 North LaSalle Street, Suite 2400 Chicago, Illinois 60602-2504

EDA – GRADUATE MANAGEMENT COURSES

TRADEMARKED LEARNING MODEL

Bellevue University has developed a unique e-Learning model, Cyber-active® learning, which focuses on active and applied learning in the online or "cyber" environment. Learners benefit from the rich collaboration and dialogue between their instructor and colleagues in the highly interactive online discussion groups, which are an integral part of the learning process.

Cyber-active® Learning Characteristics

- Asynchronous (no requirements to log on at a specific time)
- Highly interactive learning environment
- Administrative supervision of online processes
- Assessment technology utilizing student, peer, and instructor feedback
- Integration of applied and theoretical concepts

Quality of Learning

Learning Method	% Retained
Teach Others	90
Learn by Doing	75
Discussion Groups	50
Demonstration	30
Audio Visual	20
Lecture	5

Quality Conclusions and Implications

The Bellevue University Online Cyber-active® Learning model uses **discussion groups** to ensure students understand how to apply the theories (**learn by doing**), not just describe the theoretical concepts. In addition, students provide feedback to other students and the learning is completed in a capstone project which applies learning to a problem from within the corporation.

SUMMARY & CONCLUSIONS

The benefits derived from the customer consultative opportunity is best described by text from a Business Week article describing University partnerships:

“In an age when products can fast become commodities and service contracts to the lowest bidder, companies are desperate to differentiate themselves and add more value in serving their customers. ... Most companies don’t have the culture, the resources, or the processes to offer this kind of thing.”

EDA – GRADUATE MANAGEMENT COURSES

Appendix A

Economic Development Certification Curriculum (9 Semester Hours)

The Economic Development Certification is a 9-credit-hour program that focuses on preparing those new to the economic development profession with the necessary knowledge, skills, and abilities to perform effectively in their role. Once completed, students can also use this certificate as a 'Concentration' in the Master of Public Administration (MPA) program (see below for course descriptions for that program) to complete a 45-credit hour graduate degree program.

Business Development – 3 Credits; 8 weeks

This module focuses on business creation and the marketing and retention aspects of economic development within the public sector. Students will learn how to organize for community change as well as the role communities play in social and economic change. The major topics presented as part of this course are:

- Role of communities in economic change
- Business Retention and Expansion
- Marketing and Attracting Businesses
- Entrepreneurship and Small Business

Financial Resources and Human Capital – 3 Credits; 8 weeks

This course serves as an overview of the financial tools available through a variety of sources and agencies. It emphasizes the importance of aligning the economic development objectives with financial resources and human capital to create a viable economic plan. Topics for the module are:

- Financial Resource for Economic Development
- Workforce Development
- Special Needs Financing (Brownfields, Superfund, et. al.)

Strategic Planning and Real Estate Development – 3 Credits hours; 8 weeks

A strategic plan is the first step in the development or redevelopment of real property and feeds the economic engine of a community. This module concentrates on the development of a strategic plan and the tangible aspects of economic development in real property. The topics for this module include:

- Strategic Plan Development
- Real Estate Development and Renewal
- Community and Neighborhood Development

EDA – GRADUATE MANAGEMENT COURSES

Appendix B Master of Public Administration

Mission: The accelerated Master of Public Administration degree prepares students to become outstanding managers and leaders prepared to handle the complexities and challenges present in the public sector. The student will learn the intricacies of working in the public sector with regard to management, organizational and financial issues specific to government, non-profit and other public organizations.

Program Goals: Students who complete the Master of Public Administration program should be able to:

1. Analyze various leadership styles needed to operate within legal and ethical constraints in public organizations.
2. Apply performance measures to a current public entity in order to assess the organizational health of the organization.
3. Apply research methods to organizational environments as well as understand the decision making process necessary for leaders in a public environment
4. Evaluate political process constraints associated with public sector finance and budgeting processes.
5. Integrate processes associated with the strategic planning approach that would position public sector organizations to remain viable.
6. Analyze the dynamic nature of organizational and interpersonal communication expected of leaders in public sector organizations.
7. Demonstrate knowledge of public administration management through application-based activities.

Course Descriptions

Term 1

MPA 600 Foundation in Public Administration – 4 hours; 8 weeks

This course examines the economic, political, cultural and social aspects of the public sector and the roles of the various actors with regard to public administration and the public policy process. Styles and theories relevant to the dynamic orientation of public organizations will also be analyzed.

MPA 605 Communications in the Public Sector – 4 hours; 8 weeks

Students will realize various aspects of communication within a public organization. Topics include written and oral presentation, internal communication, grant writing, public and media relations and technological issues associated with communicating in the public sector.

MPA 615 Public Administration Term 1 Project – 1 hour; 16 weeks

Students develop a project based on the curriculum studied during the term. The focus of the project is to allow students to extensively investigate areas of personal or professional interest with direction from the instructor as to the topic, as well as appropriate depth and breadth of project content.

Term 2

MPA 620 Organizational Modeling & Decision Theories – 4 hours; 8 weeks

Students explore various public administration models and decision-making theories that can be used to lead and manage public organizations and to affect public policy. Students will evaluate the potential effectiveness of the models and theories studied in relation to their own organizations and/or case studies of public organizations and public policies.

MPA 625 Human Resources & Organizational Effectiveness – 4 hours; 8 weeks

EDA – GRADUATE MANAGEMENT COURSES

Students examine the performance factors affecting overall organizational effectiveness. Key topics to be explored include the dynamics of change, group dynamics, and the roles of leaders with regard to initiating and supporting organizational change.

MPA 635 Public Administration Term 2 Project – 1 hour; 16 weeks

Students develop a project based on the curriculum studied during the term. The focus of the project is to allow students to extensively investigate areas of personal or professional interest with direction from the instructor as to the topic, as well as appropriate depth and breadth of project content.

Term 3

MPA 640 Strategic Planning & Policy Development – 4 hours; 8 weeks

This course highlights the organizational planning and management within public and non-profit institutions that allow an organization to position itself to remain a viable entity. The process of aligning policy, funding sources and planning goals will be examined as well as an overview of the general planning process.

MPA 645 Finance for the Public Administrator – 4 hours; 8 weeks

This course serves as an overview of the budgeting process as a political process within the public sector. Topics include budget methods and practices, capital budgeting, budget structure and project evaluation.

MPA 655 Public Administration Term 3 Project – 1 hour; 16 weeks

Students develop a project based on the curriculum studied during the term. The focus of the project is to allow students to extensively investigate areas of personal or professional interest with direction from the instructor as to the topic, as well as appropriate depth and breadth of project content.

Term 4

MPA 660 Contemporary Issues in Public Administration – 4 hours; 8 weeks

Students explore a variety of contemporary issues in public administration through an analysis of related case studies. Topics may include issues such as homeland security, emergency management, disaster response, use of technology, and diversity management.

MPA 665 Public Administration Leadership – 4 hours; 8 weeks

Students examine various leadership theories to analyze the styles, traits, and behaviors and associate them with effective leadership in public administration. Students use their knowledge of leadership theories in evaluating past and current public leaders as well as themselves as leaders.

MPA 675 Public Administration Term 4 Project – 1 hour; 16 weeks

Students develop a project based on the curriculum studied during the term. The focus of the project is to allow students to extensively investigate areas of personal or professional interest with direction from the instructor as to the topic, as well as appropriate depth and breadth of project content.