

Organizational Learning and Performance

The Department of Organizational Learning and Performance (OLP) offers courses to prepare students for a Bachelor of Science degree in Workplace Training and Leadership (WTL), including an optional concentration in Career and Technical Education (CTE). Two master's degrees, a Master of Science in Human Resource Development (MS HRD) and a Master of Education in Instructional Design and Technology (MEd-IDT) are offered and described in the Graduate Catalog (<http://coursecat.isu.edu/graduate>).

The baccalaureate program in the Department of Organizational Learning and Performance, aligned with State educational standards, provides the adult learner with opportunities to engage in the processes of inquiring, learning, and applying known competencies within the fields of Human Resource Development and Career and Technical Education. Two stand-alone baccalaureate programs described separately in the College of Education, Business Education and Family Consumer Sciences, are also in the Department of Organizational Learning and Performance.

A course grade of "C-" is the minimum acceptable grade in an Organizational Learning and Performance (OLP or CTE prefix) course and/or required course. A course grade of "D" or lower in any OLP or CTE prefix course and/or required course is unacceptable towards graduation and should be repeated.

For online information about this department and its programs, visit <http://www.isu.edu/olp/>.

Faculty

Chair and Professor

Scott, Karen Wilson,* Associate Dean, College of Education; Department Chair and Professor, Organizational Learning and Performance. B.A. 1974, Linfield College; M.Ed. 1999, Ph.D. 2002, University of Idaho. (2005)

Associate Professors

Coffland, David A.,** Associate Professor, Organizational Learning and Performance. B.S. 1984, Virginia Polytechnic Institute; B.S. 1986, University of Miami; M.A. 1991, Washington State University; Ed.D. 1999, Idaho State University. (1996)

Lindbeck, Robin L.,** Assistant Professor, Organizational Learning and Performance. B.S. 1982, University of Wisconsin-Stout; M.Ed. 1983, Lesley College; C.A.S. 1993, Harvard University; Ed.D. 2004, Pepperdine University. (2012)

Sammons-Lohse, Dorothy,** Associate Professor, Organizational Learning and Performance. B.A. 1975, Bates College, Lewiston, ME; M.A. 1980, University of Utah; Ed.D. 1999, Idaho State University. (1990)

Assistant Professors

Jacobsen, Brenda L., Assistant Professor, Organizational Learning and Performance. B.S. 1994, M.Ed. 2000, Idaho State University; Ph.D. 2011, University of Idaho. (1996)

Lion, Robert W.,** Assistant Professor, Organizational Learning and Performance. B.A. 2000, Graceland University; M.S. 2002, Drake University; Ph.D. 2010 Capella University. (2012)

Clinical Instructor

Reader, Jenifer, Instructor, Organizational Learning and Performance. B.S. 2007, L.D. 2008, R.D.N. 2008, M.HE. 2017, Idaho State University. (2017)

Emerita

Strickland, Jane,* Associate Professor, Informatics, and Educational Leadership and Instructional Design. 1994-2017

Bachelor of Science Degree: Workplace Training and Leadership

Credit Requirements

Credit toward the BS in Workplace Training and Leadership must be earned in two (2) specific areas:

1. *General Education* - University requirements for a BS degree: 36 credits minimum (see the General Education Requirements (<http://coursecat.isu.edu/undergraduate/academicinformation/generaleducation>) described in the Academic Information section of this catalog).
2. *Program Core and Electives Coursework* - See requirements listed below.

Workplace Training and Leadership (WTL)

The BS in Workplace Training and Leadership is a degree for traditional students and working professionals taught entirely online with face-to-face and virtual advisements. It is sought by individuals interested in organizational learning careers, and by aspirational managers. The BS in Workplace Training and Leadership program is a flexible degree that prepares practitioners to identify and diagnose individual and organizational needs; to design, implement, and evaluate learning, development; and change strategies to improve performance. The degree is comprised of WTL Program Core courses, WTL Approved Elective courses, General Education courses, and Free Electives. The WTL Elective courses will be tailored to the individual's degree plan to complement the student's career choice and must be approved by the WTL advisor and may include competency-based experience courses, upper and some lower division courses (OLP and non-OLP coursework), and minors in disciplines complementary to the student's career path. Other courses than those listed for WTL Electives will be considered in consultation with a WTL faculty member.

Minimum Requirements:

General education requirements for a BS Degree (minimum)	36
WTL Program Core	33
WTL Approved Electives	24
Free Electives	27
Total Credits	120

A grade of C- or higher is required for WTL Program Core and WTL Approved Electives.

WTL Program Required Core Courses:		33
OLP 3331	Theories and Models of Leadership	3
OLP 4401	Foundations of Human Resource Development	3
OLP 4402	Analysis and Course Construction	3
OLP 4403	Methods of Training	3
OLP 4404	Evaluating Training	3

OLP 4407	Instructional Technology in Human Resource Development	3
OLP 4409	Professional Readings and Writing in Human Resource Development	3
OLP 4410	Principles of Change	3
OLP 4431	Workplace Leadership	3
OLP 4450	Principles of Adult Education	3
OLP 4465	Practicum in Workplace Training and Leadership (or Advisor Approved Course)	3

WTL Approved Electives: 24

Select one of the following options. Option 1 is for students who are eligible for Competency-Based Equivalency (CBE).

Option 1: CBE Eligible

OLP 2210	Competency-Based Equivalency I
AND	
OLP 3310	Competency-Based Equivalency II

OR

Option 2: Non-CBE Eligible

Select at least 24 Upper Division APPROVED credits. (See the following list for examples of acceptable courses; list is not exhaustive.)¹

CMP 3308	Groups and Communication
CMP 3320	Foundations of Leadership
EMGT 3301	Incident Command System Advanced
MGT 3312	Individual and Organizational Behavior
MGT 4441	Leading in Organizations
OLP 4405	Learning Fundamentals
OLP 4406	Grantwriting
OLP 4444	Ethics and Diversity in the Workplace
OLP 4452	Reframing Organizations
OLP 4453	Employee Engagement and Motivation
OLP 4457	Facilitating Adult Learning
OLP 4464	Facilities Management
POLS 3313	Introduction to Political Philosophy
POLS 3331	Comparative Politics Framework for Analysis
POLS 4409	Community Planning
PSYC 3341	Social Psychology
PSYC 3344	Adult Development and Aging
PSYC 4445	Learning and Behavior
SOC 3301	Classical Social Theory

¹ Students are to consult with their faculty advisors to choose 24 credits of courses that will complement their intended career.

Free Elective Courses 27

The remaining 27 credits will be the student's choice.

Workplace Training and Leadership - Career and Technical Teacher Education Option (WTL-CTE)

The Workplace Training and Leadership with a Career and Technical Teacher Education (WTL-CTE) option prepares persons for instructional responsibilities in career and technical education. The program includes content applicable to State of Idaho standards for Career and Technical educators. It emphasizes

teaching career and technical subject areas in secondary and post-secondary institutions.

The degree is comprised of WTL-CTE Program Core courses, WTL-CTE Approved Elective courses, General Education courses, and Free Electives. The WTL-CTE Elective courses will be tailored to the individual's degree plan to complement the student's career choice and must be approved by the WTL-CTE advisor. WTL-CTE Electives may include: Technical Specialization courses (from AAS, AS, certification, apprenticeship, ACE, or similar accredited occupational program), competency-based experience courses, and upper and some lower division courses (OLP and non-OLP coursework) complementary to the student's career path. Other courses than those listed for WTL-CTE Approved Electives will be considered in consultation with a WTL-CTE faculty member.

Technical Specialization Coursework

Students enrolled in the WTL-CTE option may count 0-18 credits in a technical specialization degree or certificate in an occupational area recognized as a specialization offered in a post-secondary career and technical system towards Elective credits.

WTL-CTE Option Minimum Requirements:

General education requirements for a BS Degree	36
WTL-CTE Program Core	33
Electives (including Technical specialization - maximum of 18 credits)	51
Total Credits	120

WTL-CTE Option Required Core Courses: 33

OLP 3331	Theories and Models of Leadership	3
CTE 4401	Foundations of Career and Technical Education	3
CTE 4402	Analysis and Course Construction	3
CTE 4403	Methods of Teaching in Career and Technical Education	3
CTE 4404	Evaluation in Career and Technical Education	3
OLP 4410	Principles of Change	3
OLP 4431	Workplace Leadership	3
CTE 4444	Career Guidance and Special Needs Career and Technical Education	3
OLP 4450	Principles of Adult Education	3
CTE 4464	Career and Technical Education Instructional Facilities Management	3
CTE 4467	Practicum: Student Teaching	3

Technical Specialization 18 (max)

OLP 2220	Technical Education Equivalency	1-18
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WTL-CTE Option Approved Electives: 24

Select one of the following options. Option 1 is for students who are eligible for Competency-Based Equivalency (CBE).

Option 1: CBE Eligible

OLP 2210	Competency-Based Equivalency I (12 credits)
AND	
OLP 3310	Competency-Based Equivalency II (12 credits)

OR

Option 2: Non-CBE Eligible

Select at least 24 Upper Division APPROVED credits * (See following list for examples of acceptable courses; list is not exhaustive)

CMP 3308	Groups and Communication
CMP 3320	Foundations of Leadership
MGT 3312	Individual and Organizational Behavior
OLP 4405	Learning Fundamentals
OLP 4406	Grantwriting
OLP 4407	Instructional Technology in Human Resource Development
OLP 4409	Professional Readings and Writing in Human Resource Development
CTE 4443	Supervision and Organization of Career and Technical Student Organizations
OLP 4452	Reframing Organizations
OLP 4453	Employee Engagement and Motivation
OLP 4457	Facilitating Adult Learning
PSYC 3341	Social Psychology
PSYC 4445	Learning and Behavior

Minor in Workplace Training and Leadership

The minor in Workplace Training and Leadership is intended to provide non-OLP majors interested in workplace training functions with a suite of skills, knowledge, and experiences in training (design, development, and delivery), and development, which are considered the non-training human development activities in which organizations (private, public, education) engage.

Intended Audience – Students from degrees including, but not limited to Business, Communications, and Health Sciences; students who have an interest in working in a training role within their respective industry/field of practice.

Required Courses

OLP 4401	Foundations of Human Resource Development	3
OLP 4402	Analysis and Course Construction	3
or OLP 4450	Principles of Adult Education	
OLP 4403	Methods of Training	3
OLP 4404	Evaluating Training	3

Workplace Training and Leadership Electives

Plus six (6) additional credits from any faculty approved WTL (or aligned) courses	6
Total Credits	18

Minor in Human Resource Development

The minor in Human Resource Development (HRD) is intended to provide non-OLP majors interested in human resource development discipline with a framework for facilitating employee development of professional workplace skills, knowledge, and experiences. This HRD framework expands to organizational development, succession planning, and performance management.

Intended Audience – Students from degrees including, but not limited to Business, Communications, Public Administration, and Health Sciences; students who have an interest in coaching individuals and organizations to reach their potential.

Required Courses

OLP 4401	Foundations of Human Resource Development	3
OLP 4402	Analysis and Course Construction	3
OLP 4404	Evaluating Training	3
OLP 4407	Instructional Technology in Human Resource Development	3
OLP 4450	Principles of Adult Education	3

Human Resource Development Elective

Plus three (3) additional credits from any faculty approved WTL (or aligned) courses	3
Total Credits	18

Minor in Organizational Leadership

The minor in Organizational Leadership is intended for non-OLP majors who desire to have a better understanding of the theories and practices of leadership and change applied in organizations, as these are currently two of the most popular and sought after content areas across industries.

Intended Audience - Students from degrees including, but not limited to Business, Communications, Sociology, Psychology, Public Administration, and Health Sciences.

Required Courses

OLP 4401	Foundations of Human Resource Development	3
or OLP 2231	Introduction to Leadership	
OLP 3331	Theories and Models of Leadership	3
OLP 4409	Professional Readings and Writing in Human Resource Development	3
OLP 4410	Principles of Change	3
OLP 4431	Workplace Leadership	3

Organizational Leadership Elective

Plus three (3) additional credits from any faculty approved WTL (or aligned) courses	3
Total Credits	18

Baccalaureate Certificate in Organizational Leadership

One baccalaureate certificate is offered in the Department of Organizational Learning and Performance. The baccalaureate certificate in Organizational Leadership is intended for career professionals seeking middle leadership career paths. This certificate prepares rising professionals and develops their potential for leadership positions within businesses and industries.

Intended Audience – Career professionals seeking middle leadership positions.

Required Courses

OLP 3331	Theories and Models of Leadership	3
OLP 4401	Foundations of Human Resource Development	3
or OLP 2231	Introduction to Leadership	
OLP 4410	Principles of Change	3
OLP 4431	Workplace Leadership	3

Organizational Leadership Certificate Elective

Plus three (3) additional credits from any faculty approved WTL (or aligned) courses	3
Total Credits	15

Career Technical Education Courses

CTE 4401 Foundations of Career and Technical Education: 3 semester hours.

Acquaints the student with the various aspects of career and technical education: history, legislation, philosophy, and organization of career and technical education. PREREQ: Permission of instructor. F, S, U

CTE 4402 Analysis and Course Construction: 3 semester hours.

Analysis of components of occupations to determine instructional content. Development of career and technical education instructional materials based on performance objectives. PREREQ: Permission of instructor. F, S, U

CTE 4403 Methods of Teaching in Career and Technical Education: 3 semester hours.

Teaching methods and techniques applicable to teaching in career and technical education. PREREQ: Permission of instructor. F, S

CTE 4404 Evaluation in Career and Technical Education: 3 semester hours.

Designing and conducting formative and summative assessments and evaluations in career and technical education. PREREQ: Permission of instructor. F, S

CTE 4443 Supervision and Organization of Career and Technical Student Organizations: 3 semester hours.

This course is an examination of historical perspectives of Career and Technical Student Organizations. Course will focus on recruitment and retention of student members, the development of student leadership skills, presentation skills, technical skills appropriate to the specific career program, and implications of state and federal CTSO standards. Instruction will also include preparing students for local, state and national skills events. PREREQ: Permission of instructor. D

CTE 4444 Career Guidance and Special Needs Career and Technical Education: 3 semester hours.

Examine career guidance concepts, specialist services, special needs legislation, abilities and inabilities (both mental and physical), job-seeking skills, and information sources for CTE. PREREQ: Permission of instructor. D

CTE 4464 Career and Technical Education Instructional Facilities Management: 3 semester hours.

Organization, safety, and management of career and technical education teaching facilities. An in-depth study of laboratory requirements and total facility planning. PREREQ: Permission of instructor. D

CTE 4467 Practicum: Student Teaching: 3-8 semester hours.

Development of teaching competencies applicable to career and technical education settings at the secondary and post-secondary levels. PREREQ: Permission of instructor. Graded S/U. F, S

CTE 4499 Experimental Course: 1-6 semester hours.

This course is not described in the catalog. The course title and number of credits are announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times.

Org Learning and Performance Courses

OLP 2210 Competency-Based Equivalency I: 12 semester hours.

Credit, unique to Workplace Training and Leadership majors, for verified workplace competencies evaluated by review committee. A minimum of 5,000 hours of documented work experience in an occupational specialty is mandatory to apply. A maximum of 24 months of professional-technical, proprietary, or military education successfully completed in an approved program may be applied. Credits are awarded as experiential learning credit. Graded S/U. PREREQ: Junior standing and six required credits in the major. F, S, Su

OLP 2220 Technical Education Equivalency: 1-18 semester hours.

Credit, unique to the Workplace Training and Leadership - Professional-Technical Education majors, for technical competence acquired through verified post-secondary professional technical, proprietary, or military education evaluated by review committee. Graded S/U. F, S, Su

OLP 2231 Introduction to Leadership: 3 semester hours.

This course provides students with the opportunity to explore leadership through inquiry and a variety of learning experiences. Students will combine readings, experiential learning activities, and critical reflection to identify foundational leadership concepts, apply leadership to real-world situations, and develop a philosophy of leadership. D

OLP 2296 Independent Study: 1-8 semester hours.

Addresses specific learning needs of individuals for the enhancement of knowledge and skills within the program area under the guidance of an instructor. May be repeated. Graded S/U or may be letter graded. PREREQ: Permission of the instructor. D

OLP 2299 Experimental Course: 1-6 semester hours.

This is an experimental course. The course title and number of credits are announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times with the same title and content.

OLP 3310 Competency-Based Equivalency II: 12 semester hours.

Credit, unique to Workplace Training and Leadership majors, for verified supervisory or advanced specialization workplace competencies evaluated by review committee. A minimum of 5,000 hours of documented work experience in an occupational specialty is mandatory to apply. A maximum of 24 months of professional-technical, proprietary, or military education successfully completed in an approved program may be applied. Credits are awarded as experiential learning credit. Graded S/U. PREREQ: Junior standing and six required credits in the major. F, S, Su

OLP 3320 Selected Topics: 1-8 semester hours.

Examination and analysis of special topics for professional-technical education teachers/trainers. May be repeated. PREREQ: Permission of instructor. D

OLP 3331 Theories and Models of Leadership: 3 semester hours.

The course examines classic and contemporary theories and models of leadership. Students will analyze the concepts, strengths, and weaknesses of these leadership theories. Through a variety of experiences, students will use inquiry and critical reflection to connect the application of these theories and models to effective leadership and team practice. D

OLP 4401 Foundations of Human Resource Development: 3 semester hours.

Acquaints the student with the various aspects of human resource development: history, philosophy, and theory of HRD. F, S, Su

OLP 4402 Analysis and Course Construction: 3 semester hours.

Analysis of components of occupations to determine instructional content. Development of instructional materials based on performance objectives and competency identification. F, S, Su

OLP 4403 Methods of Training: 3 semester hours.

Training methods and techniques designed to address workplace issues. F, S

OLP 4404 Evaluating Training: 3 semester hours.

Designing and conducting evaluations for business and industry training, including data analysis and preparation of evaluation reports. F, S

OLP 4405 Learning Fundamentals: 3 semester hours.

Examination of the research related to learning fundamentals and implications for curriculum and instruction. D

OLP 4406 Grantwriting: 3 semester hours.

Reasons for requesting a grant, goal setting, sample projects, identifying funding agencies, submitting a Request for Proposal (RFP), elements of a good proposal, library resources, websites, and other references for grantwriting. D

OLP 4407 Instructional Technology in Human Resource Development: 3 semester hours.

Applying evidence-based instructional principles to design, development, and evaluation of synchronous and asynchronous e-learning. Includes development of online multi-media materials for professional, industry, and educational application. F, S

OLP 4409 Professional Readings and Writing in Human Resource Development: 3 semester hours.

Exposure to the professional literature of human resource development, including practice in writing abstracts of journal articles using APA style. F

OLP 4410 Principles of Change: 3 semester hours.

Critical analysis and discussion of change management theory, principles of leadership and change, and an in-depth review of principles related to personal change. Includes a review of current issues in managing transitions, leading change. D

OLP 4431 Workplace Leadership: 3 semester hours.

Supervising in a professional-technical education or corporate training setting. Study human relations factors: planning, organizing, evaluation, staff development, labor relations, and personnel policies/practices. D

OLP 4444 Ethics and Diversity in the Workplace: 3 semester hours.

A contemporary exploration of issues related to both ethics and diversity in the workplace. F

OLP 4450 Principles of Adult Education: 3 semester hours.

Provides an understanding of adult education as a field of academic inquiry and professional practice. Examines current and past trends and practices of adult learning. D

OLP 4452 Reframing Organizations: 3 semester hours.

Directed exploration of issues pertaining to the functions of human resource development (HRD) and the influence of perspective on organizational development. Emphasis is on understanding organizations through the perspectives or frames of structural, human resource, political, and symbolic approaches; and how reframing perspective deepens understanding and broadens opportunity for progress. D

OLP 4453 Employee Engagement and Motivation: 3 semester hours.

An introduction to the concepts of employee engagement and motivation in the workplace. D

OLP 4457 Facilitating Adult Learning: 3 semester hours.

Study of the needs and interests of adult learners in business and industry using Andragogy. Planning of conferences and workshops for adult learners. D

OLP 4461 Directed Studies: 1-4 semester hours.

Individual work under staff guidance. Field research on specific occupational advances in technology. May be repeated for a maximum of 6 credits. PREREQ: Permission of instructor. D

OLP 4464 Facilities Management: 3 semester hours.

Organization, safety, and management of facilities. An in-depth study of facility requirements and facility planning. F, S

OLP 4465 Practicum in Workplace Training and Leadership: 3 semester hours.

Development of workplace competencies applicable to business and industry settings. Supervised professional experience required. PREREQ: Permission of instructor. Graded S/U. F, S

OLP 4467 Practicum: Student Teaching: 3-8 semester hours.

Development of teaching competencies applicable to career and technical education settings at the secondary and post-secondary levels. PREREQ: Permission of instructor. Graded S/U. F, S

OLP 4498P Professional Development Workshop: 3 semester hours.

New methods and opportunities to enhance and supplement skills. Subject to the approval of the dean of the student's college, a maximum of eight credits earned in workshops may be applied toward a degree; students taking the courses only for personal development may choose the 0-credit option; those seeking professional development must choose a for-credit option. Graded S/U. D

OLP 4499 Experimental Course: 1-6 semester hours.

This course is not described in the catalog. The course title and number of credits are announced in the class schedule by the scheduling department. Experimental courses may be offered no more than three times. May be repeated. D