The Leadership Minor Program Description

Neeley students may pursue the leadership minor by completing five required leadership courses and one elective course from among a list of available elective options for the minor. The objective of the leadership minor is to develop students' leadership knowledge and competencies to prepare them to lead people and organizations to meet the needs of an ever-changing, complex world.

The leadership minor requires 18 semester hours of coursework. Neeley students will take the following five required courses (15 semester hours):

BUSI 30833	Foundations of Leadership	3
BUSI 30843	Interpersonal Leadership Skills	3
MANA 40213	Leading Dynamic Teams	3
MANA 40343	Leading a Diverse Workforce	3
BUSI 40853	Leading in a Complex World	3

In addition to required courses, the leadership minor requires completion of one elective course (3 semester hours). The elective course options are:

INSC 30863	Global Digital Innovation	3
MANA 40633	Principles of Negotiation	3
MANA 40343	Leading a Diverse Workforce*	3
MANA 40223	International Management	3
MANA 40323	Organizational Research and Consulting	3
ENTR 40243	Raising Entrepreneurial Capital	3
ENTR 40333	Corporate Entrepreneurship	3
ENTR 40313	Social Entrepreneurship	3
MARK 40263	Foundations of Selling	3
ADRN 20900	Ideas of Leadership	3
ECON 40123	Game Theory	3
POSC 39023	Game Theory in International Relations	3
HCOL 41023	Empathy	3
PHIL 20203 (or RELI 20203)	The Art and Science of Human Flourishing	3

*MANA 40343, Leading a Diverse Workforce, is an elective course option only for the NLP Pathway (details below) since this course is required for all other students taking the leadership minor.

NLP Pathway: Students enrolled in the BNSF Neeley Leadership Program (NLP) (click here for program details) may pursue the leadership minor by taking the five required NLP courses (15 semester hours):

BUSI 30833	Foundations of Leadership	3
BUSI 30843	Interpersonal Leadership Skills	3

MANA 40213	Leading Dynamic Teams	3
BUSI 40843	The Leadership Challenge	3
BUSI 40853	Leading in a Complex World	3

Note: The five required NLP courses are taught in designated course sections for NLP students only. BUSI 40843, The Leadership Challenge, substitutes for MANA 40343, Leading a Diverse Workforce, for students on the NLP pathway to the leadership minor due to The Leadership Challenge being a "challenge project" course unique to NLP.

Students on the NLP pathway to the leadership minor must also complete one elective course (3 semester hours) from among the elective options for the leadership minor.

For all leadership minors, all standard prerequisites for courses taken for the leadership minor still apply. All courses for the leadership minor must be completed at TCU with a grade of "C" or better. No more than 6 hours total may double count toward the leadership minor, a student's major(s), and a certificate program.

Strategic Plan

The leadership minor has been under development in Neeley for 15 years. The current BNSF Neeley Leadership Program started as a Department of Management, Entrepreneurship and Leadership (MEL) program that developed into a Neeley-level program when it gained sponsorship from BNSF. Due to limited funding, Neeley only had resources to offer this program to NLP students even though demand for leadership programming extends well beyond the 30 students in each NLP cohort.

The Department of Management and Leadership (ML) is now positioned to offer the leadership minor to Neeley students more broadly. Courses will be offered in sections that are open to all Neeley students and then permission-only sections that are tailored to a cohort design are offered for NLP students.

The objective of the leadership minor is to develop students' leadership knowledge and competencies to prepare them to lead people and organizations to meet the needs of an ever-changing, complex world. The leadership minor supports the TCU Mission and the Neeley School of Business Promise. Leadership is at the core of the TCU Mission: "The mission of Texas Christian University … is to educate individuals to think and act as ethical leaders and responsible citizens in the global community." The leadership minor supports the TCU mission directly through leadership coursework and electives on topics such as "leading a diverse workforce," "international management," "social entrepreneurship," and "empathy."

Leadership and innovation are also at the core of the Neeley School of Business promise: "The Neeley School of Business unleashes human potential with leadership at the core and innovation in our spirit." The leadership minor develops these skillsets through leadership coursework and elective options to further grow students as leaders of innovation. Among the electives that support the Neeley promise focus on innovation directly are "global digital innovation," "raising entrepreneurial capital," "corporate entrepreneurship," and "social entrepreneurship."

The coursework and electives support the purpose of enabling people and organizations to meet the needs of an ever-changing, complex world through courses that focus on complementary knowledge and skills related to effective interpersonal interactions (e.g., "principles of negotiation," "foundations of selling"), problem-solving (e.g., "organizational research and consulting," "empathy," "game theory"), innovation, especially as impacted by technology (e.g., "global digital innovation," "corporate entrepreneurship"), as well as values-centered global leadership (e.g., "leading a diverse workforce," "social entrepreneurship," "international management," "art and science of human flourishing," "ideas of leadership").

Job Market Need

Overall, the continued focus on leadership aligns with "Lead On Goal I – Strengthen Academic Profile and Reputation" and "Lead On Goal IV – Strengthen Workforce" because leadership is among the most in-demand skills by employers: see https://www.linkedin.com/business/learning/blog/top-skills-and-courses/most-in-demand-skills

Beyond job demand statistics, evidence that students graduating with a leadership minor at TCU will be in high demand comes from placement statistics of current NLP students who currently graduate with a leadership emphasis by taking the five required courses. For the past five years, the average percent of NLP students who are employed or in enrolled in graduate school upon graduation is 94%, and the average GPA is 3.75. The average starting salary of an NLP graduate is $81,148, showing excellent demand for their skills.

The leadership courses that are required for the leadership minor emphasize soft skills such as understanding needs, giving and receiving feedback, building trust, managing conflict, listening, and building effective teams. These soft skills are what get professionals hired, and the lack of soft skills is most often what gets someone fired: see https://www.forbes.com/sites/carolinecastrillon/2022/09/18/why-soft-skills-are-more-in-demand-than-ever/?sh=73562f515c6f.

A complementary set of soft skills, including personal selling, problem-solving, and management, are also high in demand: see https://www.linkedin.com/business/learning/blog/top-skills-and-courses/most-in-demand-skills

Student Demand

During its annual application cycle, NLP receives approximately 175 completed applications for the 30-32 spots available in the incoming sophomore cohort. Demand for the program far exceeds supply. The leadership minor would help Neeley meet more of this demand by offering leadership minor coursework to students in NLP and Neeley students more broadly. We expect high retention in the leadership minor, as the retention rate for the BNSF Neeley Leadership Program from acceptance to graduation is approximately 97%. The BNSF Neeley Leadership Program is now in its 16th year and is supported by a $2,000,000 endowment from BNSF Railway.

Request for the minor comes from students applying for NLP who get turned down and, in essence, denied leadership development coursework. Request also comes from current and past students of the

BNSF Neeley Leadership Program (and their parents). The additional non-NLP sections will be staffed by the Management and Leadership Department as the core part of its "leadership" mission.

At the same time, it is important to emphasize that there are no added costs to students for the minor and no additional students to be added to the BNSF Neeley Leadership Program. In addition, all elective course options have available space and support from department chairs to list the courses as elective options.

Continued demand for the leadership minor is supported by the growth in Neeley School of Business students. In 2023, the Neeley School added 236 undergraduate students, up 7.9% from the prior year (see https://www.tcu.edu/news/2023/tcu-enrollment-retention-on-the-rise.php#:~:text=The%20College%20of%20Education%20took,remaining%20TCU%27s%20largest%20graduate%20program.). The Neeley School now has 29.5% of the TCU undergraduate population.

Evidence of demand also comes from a recent survey of Neeley students in which leadership and adaptability (two central aspects of the leadership minor) were ranked #2 and #3 among 12 knowledge/skill areas in terms of a gap between importance for what they need to succeed and satisfaction with what they are getting (technology was #1; others on the list included oral communication, global fluency, and critical thinking).

Finally, evidence of demand for undergraduate leadership education in general and a leadership minor more specifically comes from existing leadership minors at peer institutions, such as Baylor, University of Houston, University of Kansas, Texas A&M, University of Arkansas, and others.

Student Recruitment

Student recruitment for Neeley students will occur through messaging and information sessions. The leadership minor will be listed in the course catalogue and advisors will be aware of this option and able to advise Neeley students about the option to take the leadership minor. The Management and Leadership (ML) Department will also list it on the department website and will include it in all messaging materials and information sessions regarding ML major and minor offerings.

To expand awareness of the program among underrepresented groups, messaging about the minor will include outreach to several campus organizations, including Student Support Services, National Association of Black Accountants, Black Student Association, first year housing buildings, Community Scholars Program, and the Association of Latino Professionals for America. ML will offer this messaging in combination with messaging done by the NLP program (details below). All of these organizations will be informed about the program and be encouraged to share with those they serve. In addition, the following programs (among the prior set) will be sent a flier to share with their members: Student Support Services, National Association of Black Accountants, first year housing buildings, and the Community Scholars Program.

Students who are not admitted to NLP will also be given the opportunity to complete the leadership minor instead. Each year approximately 175 students apply for NLP and only 30-32 are admitted. The leadership minor will help meet the demand among these students for leadership development and training.

Student Recruitment for BNSF Neeley Leadership Program (NLP) Pathway

Student recruitment for the BNSF Neeley Leadership Program happens via a series of events on campus. These include mock class sessions and general information sessions available to all TCU students. These classes are generally held in the Neeley School of Business but are also held elsewhere on campus at times to expand reach beyond first-year students who have already declared business as a major. Incoming and prospective TCU students also receive information during campus visit days.

In an effort to expand awareness of the program among underrepresented groups, recruiting has also recently expanded to include outreach to several campus organizations, including Student Support Services, National Association of Black Accountants, Black Student Association, first year housing buildings, Community Scholars Program, and the Association of Latino Professionals for America. All of these all organizations were informed about the program and were encouraged to share about NLP with those they serve. In addition, the following programs (among the prior set) were sent a flier to share with their members: Student Support Services, National Association of Black Accountants, first year housing buildings, and the Community Scholars Program.

Admission to the BNSF Neeley Leadership Program is based on desire and ability to grow, ability to work well with others, strong communication skills, commitment to the cohort experience, and ultimately a passion for leadership and the program, as demonstrated via applicant resume, submitted essays to prompts about leadership and interest in the program, and an interview with faculty, students, and alums. Applicants must have a TCU Cumulative GPA of at least a 3.25.

The BNSF Neeley Leadership Program has a very high retention and graduation rate due to its cohort focus and two dedicated full-time staff members who ensure both excellence and empathy in all formal and informal interactions with students.

Enrollment Projections

The Management and Leadership Department will roll out program offerings using the following schedule. This would allow 33 students per year to graduate with a leadership minor (not including those in NLP) starting in 2026-2027 (total headcount of 165 over a five-year span starting in 2026-2027):

Fall 2025		**N**	**Spring 2026**		**N**
BUSI 30833	Foundations of Leadership	33	BUSI 30843	Interpersonal Leadership Skills	33
MANA 40213	Leading Dynamic Teams	33	MANA 40343	Leading a Diverse Workforce	33
Fall 2026		**N**	**Spring 2027**		**N**
BUSI 40853	Leading in a Complex World*	33	BUSI 30843	Interpersonal Leadership Skills	33
BUSI 30833	Foundations of Leadership	33	MANA 40343	Leading a Diverse Workforce	33
MANA 40213	Leading Dynamic Teams	33			
Fall 2027		**N**	**Spring 2028**		**N**
BUSI 40853	Leading in a Complex World*	33	BUSI 30843	Interpersonal Leadership Skills	33

BUSI 30833	Foundations of Leadership	33	MANA 40343	Leading a Diverse Workforce	33
MANA 40213	Leading Dynamic Teams	33			

* Must have two of any of the other required leadership minor courses to take BUSI 40853

Demand for the elective courses will vary by student interest and ability to satisfy any required prerequisites. However, with 14 elective course options and 33 students enrolled in any given year in the leadership minor, the impact on elective course enrollments should be minimal. A review of the elective course options offered in the academic year 2023-2024 shows approximately 200 open seats.

Table – Estimated Cumulative Headcount Enrollment for the First Five Years of courses offered by ML with Gender and Ethnic Breakdown

Given that we do not have actual enrollment data for the leadership minor, we mirror the demographics of Neeley to project program demographics:

	Leadership Minor	**TCU Neeley**
Male	91 (55%)	55%
Female	74 (45%)	45%
White	117 (71%)	71%
African American	3 (1.8%)	1.8%
Hispanic	23 (14%)	14%
Other	22 (13.2%)	13.2%
International	10 (5.7%)	5.7%

Note. The total cumulative headcount of 165 for the leadership minor is the highest possible headcount over a five-year span if courses max out at 33 students completing the five required courses plus the elective starting in 2026-2027. The projections of gender and ethnicity headcount are based on mirroring the TCU Neeley statistics to the leadership minor. The actual number may be lower due to attrition.

<u>Enrollment Projections for BNSF Neeley Leadership Program (NLP) Pathway</u>

The coursework associated with the NLP pathway to the leadership minor is currently being offered to admitted BNSF Neeley Leadership Program students. At any given time, there are approximately 90-95 students in NLP and will, therefore, be approximately 90-95 students spread across sophomore, junior, and senior years in the NLP pathway to the leadership minor (30-32 per year, so 150-160 total headcount for five years). The required courses are taken as a cohort, so class enrollment matches cohort enrollment for courses offered in a given year of the program. BUSI 30833 – Foundations of Leadership and BUSI 30843 – Interpersonal Leadership Skills are offered in the fall and spring of the student's sophomore year, respectively. MANA 40213 – Leading Dynamic Teams and BUSI 40843 – The Leadership Challenge are offered in the fall and spring of the student's junior year, respectively. And BUSI 40853 – Leading in a Complex World is offered in the fall of the student's senior year. While we believe most NLP students will choose to pursue the leadership minor, the minor is optional since it requires a sixth course. If NLP students do not pursue the minor by adding the sixth course, they will still graduate with a leadership emphasis on their transcript as they do today when they complete NLP requirements.

The 14 elective course options should provide more than enough seats for 30-32 students on the NLP pathway to the leadership minor to take an elective course each year. A review of the elective course options offered in the academic year 2023-2024 shows approximately 200 open seats.

Table – Estimated Cumulative Headcount Enrollment for the First Five Years with Gender and Ethnic Breakdown for BNSF Neeley Leadership Program (NLP) Pathway

	Leadership Minor	TCU Neeley
Male	75 (50%)	55%
Female	75 (50%)	45%
White	108 (72%)	71%
African American	6 (4%)	1.8%
Hispanic	21 (14%)	14%
Other	15 (10%)	13.2%
International	10 (6.7%)	5.7%

Note. The total cumulative headcount of 150 for the leadership minor is the highest possible headcount if all 30 students accepted into the BNSF Neeley Leadership Program each year opt to get the leadership minor. The projections of gender and ethnicity headcount are based on applying the actual percentages from the past three years of the BNSF Neeley Leadership Program to the cumulative 150 headcount for the minor. Attrition averages one student per year in the program.

Five-Year Costs and Funding Sources Summary: The leadership minor for will not require additional costs for faculty staffing for multiple reasons:

- The five required courses for students on the NLP pathway to the leadership minor are already being taught and no new sections are required.
- The new ML (Department of Management and Leadership) Instructor and PPP hires beginning in Fall 2024 (coverage for 16 more course sections annually) will cover the new sections being added for the leadership minor and allow us to allocate ML leadership faculty to the leadership minor.
- The Leading Dynamic Teams course is one we already offer to MANA majors. Using it for both programs (MANA major and leadership minor) will allow for efficiencies in filling classes.
- The leadership minor will help the ML Department build out a currently under-utilized resource, MANA 30343 Leading a Diverse Workforce, which has capacity for three more sections without any additional resources.
- The leadership minor helps us more fully utilize the Leadership faculty in ML and meet the "Leadership" mission of the ML Department.

The Leadership minor might add slight additional demand for advising, but we tried to minimize the need for advising by making the program structure simple and the course offerings stable. None of the courses will require prerequisites beyond the normal MANA 30153 (Neeley core standard prerequisite) except for BUSI 40853, and that course will only require two prerequisites out of the other four courses (BUSI 30833 Foundations of Leadership, BUSI 30843 Interpersonal Leadership Skills, MANA 40213 Leading Dynamic Teams, and MANA 40343 Leading a Diverse Workforce). Moreover, the courses will be

offered on the same schedule each year to make it easy for students to know how and when to enroll for classes.

As shared in “Leadership Minor Curriculum Offered by the ML Department” and “Leadership Minor Curriculum for BNSF Neeley Leadership Program (NLP) Pathway,” the faculty resources for course coverage are already in place.

Leadership Minor Curriculum Offered by the ML Department

The leadership minor curriculum consists of five required leadership courses and one elective option. New sections of the required courses offered by the ML Department would begin in Fall, 2025 and would allow 33 students to graduate with a leadership minor starting in 2026-2027. The first year (2025-2026) ML would offer one section of the first four required courses: BUSI 30833 Foundations of Leadership, BUSI 30843 Interpersonal Leadership Skills, MANA 40213 Leading Dynamic Teams (currently listed as MANA 40213 Team Dynamics), and MANA 40343 Leading a Diverse Workforce. The second year (2026-2027) and beyond, ML would offer those same sections again and add in one section of BUSI 40853 Leading in a Complex World, which will have a prerequisite that students take at least two of the other four required courses (BUSI 30833, BUSI 30843, MANA 40213 and MANA 40343).

ML can cover these leadership minor course offerings once the new PPP and Instructor are hired into ML with a start date of August 2024. The ML faculty who will teach new sections of the leadership minor courses are:

Course Number	**Course Title**	**Professor**	**Capacity**
BUSI 30833	Foundations of Leadership	Dr. Kim Cook	Instructor in ML with a doctorate in Educational Leadership.
BUSI 30843	Interpersonal Leadership Skills	PPP	New hire will be in place in Aug. 2024—will have capacity to cover 8 new courses for ML
MANA 40213	Leading Dynamic Teams	Instructor	New hire will be in place in Aug. 2024—will have capacity to cover 8 new courses for ML
MANA 40343	Leading a Diverse Workforce	Dr. Kenneth Chapman	Currently teaching this course with extra capacity for three additional sections. This will help bring an existing under-utilized resource to full capacity.
BUSI 40853 (Fall)	Leading in a Complex World	Dr. Mary Uhl-Bien	BNSF Railway Endowed Professor of Leadership who teaches this course for NLP students. Would also teach a section for non-NLP Neeley students. Completing a term as ML Department Chair and on reduced teaching load but can pick this course up when she comes back on full 3-0 teaching load (no new resource required).

Students will also take one elective course. Students will get to choose one elective course (for 3 credit hours) among a pre-set list of options to get the required 18 hours for the leadership minor. This

elective course can be taken at any point in their undergraduate studies once any required prerequisites have been met.

The learning objective of the elective course is to help students to gain complementary knowledge and skills related to being leaders who enable people and organizations to meet the needs of an ever-changing, complex world. The elective options were selected to help students to gain complementary knowledge and skills related to effective interpersonal interactions (e.g., "principles of negotiation," "foundations of selling"), problem-solving (e.g., "organizational research and consulting," "empathy," "game theory"), innovation, especially as impacted by technology (e.g., "global digital innovation," "corporate entrepreneurship," "raising entrepreneurial capital"), and values-centered global leadership (e.g., "leading a diverse workforce," "social entrepreneurship," "international management," "art and science of human flourishing," "ideas of leadership").

The fourteen elective course options are: INSC 30863: Global Digital Innovation; MANA 40633: Principles of Negotiation; MANA 40343: Leading a Diverse Workforce; MANA 40223: International Management; MANA 40323: Organizational Research and Consulting; ENTR 40243: Raising Entrepreneurial Capital; ENTR 40333: Corporate Entrepreneurship; ENTR 40313: Social Entrepreneurship; MARK 40263: Foundations of Selling; HCOL 41023: Empathy; ADRN 20900: Ideas of Leadership; ECON 40123: Game Theory; POSC 39023: Game Theory in International Relations, and PHIL/RELI 20203: The Art and Science of Human Flourishing

Most of the electives are offered multiple times per year, allowing students the flexibility to take the course desired when it best fits their schedule. Course descriptions of required and elective courses are available via https://tcu.smartcatalogiq.com/current/undergraduate-catalog/. All courses must be completed at TCU.

Leadership Minor Curriculum for BNSF Neeley Leadership Program (NLP) Pathway

For current NLP students all required courses are already taught and there is no need for additional sections. As such, the new proposal would only require that these students take a sixth course, an elective, to get the leadership minor. The five required leadership courses (for 15 credit hours) are: BUSI 30833: Foundations of Leadership; BUSI 30843: Interpersonal Leadership Skills; MANA 40213: Leading Dynamic Teams (currently listed as BUSI 40833 Team Leadership Skills); BUSI 40843: The Leadership Challenge; and BUSI 40853: Leading in a Complex World.

NLP Students who pursue the leadership minor will choose among the same set of electives as non-NLP students, with one additional option, MANA 40343, Leading in a Diverse World.

The Academic Director of the BNSF Neeley Leadership Program in cooperation with NLP and ML faculty will periodically review the course options to determine if any changes in the required or elective course options is needed.

Diversity Equity and Inclusion (DEI) Essential Competency Components

Diversity, equity and inclusion is a cornerstone focus of the core curriculum of the leadership minor. For this reason, we are excited to be able to offer MANA 40343 Leading a Diverse Workforce as a required

course for non-NLP Neeley students and an elective course for NLP students. Other fundamental topics and competencies addressed by the required courses include: self-awareness, values, ethics, embracing diversity, leveraging differences, perspective taking, and listening. In addition, multiple of the course electives directly address DEI and social responsibility issues such as working with diverse communities, including MANA 40223: International Management, ENTR 40313: Social Entrepreneurship, PHIL 20203: The Art and Science of Human Flourishing, and HCOL 41023: Empathy.

Program Evaluation

The leadership minor program evaluation will be overseen by the Department of Management and Leadership in cooperation with the Program and Academic Director of the BNSF Neeley Leadership Program to ensure that program objectives and any accreditation requirements are being met.

Faculty

The required courses offered by the Management & Leadership (ML) Department will begin in Fall 2025. ML will be staffed with faculty capable of teaching these courses in August 2024 with the onboarding of the new PPP and Instructor hires. This will offer coverage of 16 additional courses in August 2024, allowing ML the capacity to dedicate faculty to the leadership minor program. Leadership is a key strategic mission for ML—the Department of Management and "Leadership." ML had a leadership major before the split with Entrepreneurship, at which point the Entrepreneurial Leadership major went to ENTR. The leadership minor will allow ML to rectify this deficiency in departmental offerings and meet the demands of Neeley students for leadership development and certification. All elective course options are all already offered and will be taught by qualified faculty in the department offering the course. The additional need for advising for this program is minimal and can be covered by the advising office (see Michelle Franklin advising statement) as well as ML faculty and the ML Department Chair (see ML Department Chair statement). No additional professional staff or advising is required.

Faculty for BNSF Neeley Leadership Program (NLP) Pathway

The five leadership courses that are required of students in the BNSF Neeley Leadership program are currently taught by Neeley faculty and the proposed minor does not require a change. All elective course options will be taught by qualified faculty in the department offering the course. These elective courses are all already offered. In addition, the needs of students in the BNSF Neeley Leadership Program for advising and professional development are already being met by current faculty and professional staff and will not require additional staffing since the leadership minor will not add to the number of students in the program or their professional development needs.