

**Affordable Learning Georgia Textbook Transformation Grants
Round 2 (Category 4: Transformations-At-Scale)
Proposal Form**

Institution Name	Columbus State University (Turner College of Business)				
Team Members (Name, Title, Department, Institutions if different, and email address for each)	(1) Dr. Robin Snipes, Professor of Management, CSU's Turner College of Business, snipes_robin@columbusstate.edu (2) Dr. Laurence Marsh, Assistant Professor of Management, CSU's Turner College of Business, marsh_laurence@columbusstate.edu (3) Dr. Kirk Heriot, Ray and Evelyn Endowed Chair of Entrepreneurship and Professor of Management, CSU's Turner College of Business, heriot_kirk@columbusstate.edu (4) Ms. Amy Thornton, Director of CSU's Center for Online Learning, thornton_amy@columbusstate.edu and Mr. Mark Flynn, Dean of CSU Libraries, flynn_mark@columbusstate.edu				
Sponsor, Title, Department	Dr. Tom Hackett, Provost and Vice President for Academic Affairs, Columbus State University				
Course Names, Course Numbers and Semesters	BUSA 4185: Strategic Management (Business capstone course) Fall 2015 (<i>course is offered every semester but the new format will be tested in the Fall of 2015</i>)				
Average Number of Students Per Course Section	30	Number of Course Sections Affected by Implementation in AY 2016	6	Total Number of Students Affected by Implementation in AY 2016	180
Award Category (pick one)	<input type="checkbox"/> No-Cost-to-Students Learning Materials <input type="checkbox"/> OpenStax Textbooks <input type="checkbox"/> Course Pack Pilots <input checked="" type="checkbox"/> Transformations-at-Scale				
List the original course materials for students (including title, whether optional or required, & cost for each item)	<i>Required Textbook: <u>Concepts in Strategic Management and Business Policy, 14/E</u>, by Wheelen, Hunger, Hoffman, Bamford, (Pearson, ISBN: 9780133126129)</i> <i>The Business Strategy Game Online Simulation Program (bsg-online.com)</i>			\$180.60 \$42.95 (for online access)	
Plan for Hosting Materials	<input type="checkbox"/> OpenStax CNX <input checked="" type="checkbox"/> D2L <input checked="" type="checkbox"/> LibGuides <input checked="" type="checkbox"/> Other: New course material to shared in MERLOT (merlot.org)				
Projected Per Student Cost	\$42.95		Projected Per Student Savings (%)	\$180.60 (81%) Annual = \$32,508	

1. PROJECT GOALS

All CSU undergraduate business students are required to take the BUSA 4185 "Strategic Management" capstone course in their last semester before graduation. This capstone course experience is required at most business schools across the USG system and across the country. The course integrates the major fields of business and focuses on applying the knowledge students have gained in their junior/senior level business courses. At CSU, normally about 170 to 200 students take this course every year, but the impact on the University System of Georgia as a whole could be much larger since thousands of business students across the state take this course every year. From the experiences of the CSU instructors teaching the course (and from student feedback), it is apparent that students learn more from "real world" material, case studies, computer simulations, and other experiential exercises done in class and as homework assignments. Therefore, professors who teach this course focus more on the application of the knowledge that students have gained in their prior coursework. The instructors of this undergraduate course believe that new course content can be developed in an open access online format, which will save students the cost of a new textbook (currently \$180).

Therefore, the three main goals of this project/grant proposal are as follows:

- (1) Identify and develop original online course content for Strategic Management (BUSA 4185) that is useful and readily available in D2L;
- (2) Improve student learning by increasing students' willingness to read course material through the inclusion of more student-oriented, relevant, and affordable course content in BUSA 4185; and
- (3) Share the course content with other USG business schools (in MERLOT) to decrease student costs and improve student retention and learning throughout the USG system.

1.1 STATEMENT OF TRANSFORMATION (STATEMENT OF THE PROBLEM)

The textbooks for the "Strategic Management" undergraduate capstone course are expensive and inefficiently used. Additionally, since the course focuses on the application of knowledge rather than just the acquisition of knowledge, instructors normally use case studies and other experiential exercises to affect student learning in this course. Furthermore, many of the textbooks for this subject area are very complex, making them more appropriate for graduate-level courses. There are some online resources that are useful, but there is a gap in the online course content available at no cost.

Along with recent published studies on the subject, reports from business college instructors indicate that approximately 10% to 25% of students do not buy books required for many business courses. Past studies have shown that some students will opt out of buying a required textbook *even if they believe that it may negatively affect their course performance* (Boyd, 2014). According to a 2011 analysis printed in the Chronicle of Higher Education, "textbook costs are typically comparable to 26% of tuition at state universities," and business textbooks typically cost significantly more than those required for liberal arts courses. Therefore, business majors would especially benefit from no-cost online solutions to course textbooks.

Stakeholders and Impact of the Problem: CSU business students are the primary stakeholders affected by the issue of expensive textbooks. Every business student is required to take the BUSA 4185 capstone course (170 to 200 CSU students enrolled annually). The current edition of the required course textbook costs \$180, so the potential cost savings to CSU students would be between \$30,600 and \$36,000 annually. Additional stakeholders include students' families and the course instructors. Many families are impacted by the increasing costs of higher education and make personal and financial sacrifices to enable students to attend college. Instructors want to ensure that students have relevant and usable low-cost resources that enable them to succeed in their coursework and in their business careers. When students are unable to purchase course materials, it also affects the instructor's ability to deliver the course learning outcomes. At a college and institutional level, students unable to afford course materials may perform poorly or drop out altogether, which could affect university graduation rates and funding.

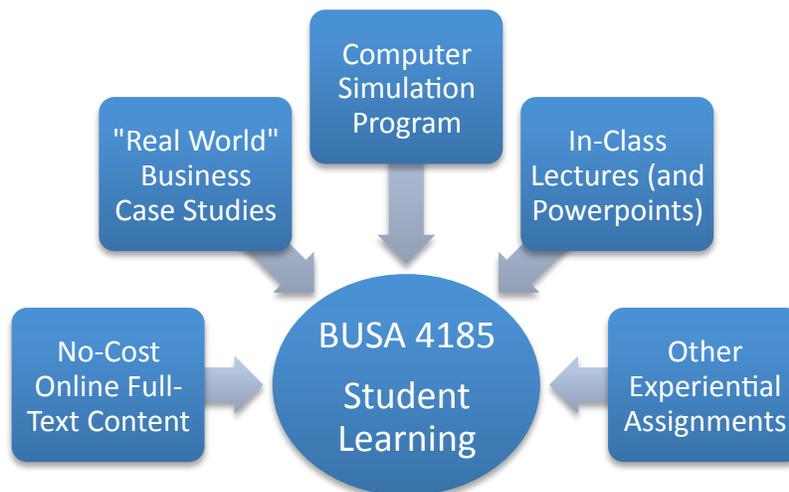
Students across the USG system stand to gain cost savings from an alternative to expensive business textbooks that few undergraduate students actually read. Undergraduate students find much of the material in Strategy textbooks intimidating and irrelevant. Consequently, faculty teaching the capstone course currently face challenges motivating students to read these textbooks. Instructors and students alike could benefit from a fresh pedagogical approach that incorporates a wide range of open access online course material as well as "real world" case studies and experiential exercises. This change would offer faculty and students a potential solution to a pedagogical problem that instructors have been unable or unwilling to address for years.

The stakeholders affected by this transformation would initially include both faculty and students in CSU's Turner College of Business. In the long term, however, this online material could be shared with other USG institutions, so the transformation could impact many business schools and thousands of business students throughout the USG system. The underlying theories for Strategic Management are universal to most of the leading textbooks that are used in this course. Thus, we expect the content of our modules to be consistent with what any faculty member would teach in a similar undergraduate course. The transformative impact would include cost savings as well as improved learning for thousands of business students across the USG system.

1.2 TRANSFORMATION ACTION PLAN

This project seeks to replace the current textbook for BUSA 4185 Strategic Management with no-cost, online materials. As necessary background for creating new no-cost online course materials, team members will acquire a relevant understanding of copyright law related to the use of online course materials. With over 60 years of combined teaching experience, Drs. Snipes, Marsh, and Heriot will use their experience to develop and/or search for new full-text online material to fill in the gap in relevant, student-oriented online course content for BUSA 4185. Course content will include new full-text textbook chapters or articles, along with "real world" case studies, a business strategy computer simulation program, homework assignments, and other experiential exercises to improve student learning. The team will assess the sustainability of the resources (to include the projected stability of online sites), and will assess the relevance and suitability of the new material in terms of appropriateness and usability.

Course student learning outcomes will be achieved in the following ways:



As an initial project step, the team members will work with the campus librarian to explore available online and open access textbooks, case studies, journal articles, and other materials suitable for undergraduate business students. Expected transformation project activities, including syllabus and course redesign, are detailed in the timeline below.

1.3 QUANTITATIVE AND QUALITATIVE MEASURES

Quantitative measures of success will be collected through student course performance measures including average test grades (compared to past semesters) and the Business Strategy Simulation scores (compared to past semesters and compared to the national student population). The Business Strategy Game simulation program (www.bsg-online.com) provides student assessments with national comparison data. Currently, over 600 business schools across the country use this simulation program. These measurements will be collected initially at the end of the Fall (2015) semester, and will be repeated Spring and Summer of 2016. **Qualitative** measures include evaluations of student satisfaction using student focus groups, the end-of-term student evaluations of instructional material, and instructor feedback. Small focus groups will include questions that address student expectations of textbooks and overall satisfaction of the online course material.

1.4 TIMELINE

Task	Responsibility	Milestone/Date To Be Completed
Identification of no-cost online textbook chapters, journal articles, case studies, and other material useful and relevant to undergraduate business students.	Drs. Snipes, Heriot, Marsh, Ms. Thornton, and CSU librarian	May 1, 2015
Review of possible copyright issues and online course content usability/sustainability	Drs. Snipes, Heriot, and Marsh, and CSU Libraries (Mr. Flynn)	July 1, 2015
Design and development of new online course (course structure, online activities, assessments, etc.)	Drs. Snipes, Heriot, Marsh, Ms. Thornton	July 31, 2015
Completion of revised syllabus with new online content and assignments	Drs. Snipes, Heriot, and Marsh	August 7, 2015
Implementation of new course in Fall 2015 sections	Dr. Snipes	December 1, 2015
Student success measures analyzed	Drs. Snipes, Heriot, and Marsh	December 15, 2015

1.5 BUDGET: TOTAL REQUEST = \$25,800

Dr. Robin Snipes: \$5,000 compensation for additional work; \$400 for grant kick-off meeting travel
 Dr. Laurence Marsh: \$5,000 compensation for additional work; \$400 for grant kick-off meeting travel
 Dr. Kirk Heriot: \$5,000 compensation for additional work
 Ms. Amy Thornton: \$5,000 for additional resources necessary in CSU's Center for Online Learning
 Mr. Mark Flynn: \$5,000 for additional resources necessary in CSU's libraries (research and copyright issues involved in the development of online content)

1.6 SUSTAINABILITY PLAN

Drs. Snipes, Marsh, and Heriot each teach BUSA 4185 on an annual basis, usually more than once. The course is offered at CSU at least six times a year. The frequency of the course offering will ensure regular review of the online resources. As potential material for inclusion in the course is identified, the team will continue to assess the relevancy, usability, and stability of the course content.

REFERENCES

Boyd, Denise (2014). *Teaching Tips: Using Textbooks Effectively and Getting Students to Read Them*, Association for Psychological Science: <http://www.psychologicalscience.org/teaching/tips>.

Reden, Molly (2011). *7 in 10 Students Have Skipped Buying a Textbook Because of Its Cost, Survey Finds*, printed in the Chronicle of Higher Education (August 23 edition).

ATTACHMENTS

- (1) Letter of support from Dr. Tom Hackett, Provost and Vice President for Academic Affairs, Columbus State University
- (2) Letter of support from Mr. Mark Flynn, Dean of Libraries, Columbus State University



December 5, 2014

Affordable Learning Georgia Textbook Transformation Grants
GALILEO
University System of Georgia
270 Washington Street, S.W.
Atlanta, GA 30334

Dear Committee:

Columbus State University (CSU) is excited to submit an application to the Affordable Learning Georgia Textbook Transformation Grant Program. This proposal is submitted by Drs. Robin Snipes, Laurence Marsh, and Kirk Heriot, faculty members within CSU's Turner College of Business, along with Ms. Amy Thornton, Director of CSU's Center for Online Learning and Mr. Mark Flynn, Dean of CSU Libraries. This is a "Transformation-At-Scale" grant proposal that focuses on transforming the business capstone course required for all undergraduate business majors to significantly lower the cost to students and to make the course material more relevant, usable, and student-friendly. The new course material will be accessed online and will include "real world" business case studies, full-text articles, up-to-date news articles, and other experiential exercises to increase student engagement and learning.

The CSU Office of Sponsored Programs will be responsible for the receipt and distribution of any award funds based upon the proposal budget. If the proposed project is successful CSU will act accordingly to institutionalize the project to lower costs to students.

If you have any questions regarding this proposal please contact Robin Snipes at 706-507-8067 or via email at snipes_robin@columbusstate.edu. I may be contacted at 706-507-8968 or at hackett_tom@columbusstate.edu.

Sincerely,

Tom Hackett, Professor
Provost and Vice President for Academic Affairs



TO: Affordable Learning Georgia Grant Program
FROM: Mark W. Flynn, Dean of Libraries
DATE: December 4, 2014

Dear ALG Colleagues,

I am writing in support of the Textbook Transformations at Scale grant prepared by Professors Robin Snipes, Laurence Marsh, and Kirk Heriot from the Turner College of Business at Columbus State University. This grant will seek to replace an expensive text book used in the College of Business Capstone course with open access and no cost alternatives including the development of new course materials as well as use of GALILEO licensed content.

The faculty of the College of Business will partner with our Center of Online Learning to establish a common course instructional design to be used across all sections of the Capstone Course. In addition, librarians from CSU Libraries will use this opportunity to assist faculty in discovery of licensed GALILEO resources for "coursepacks" as well as provide training in copyright policy as applied to delivery of licensed content in the context of online learning. We will use the course to develop a modular approach to copyright instruction that can be used for all faculty throughout the University.

Having this grant will allow CSU to demonstrate the benefit for use of open access texts to other faculty and courses throughout the College of Business. I fully support this application to the Affordable Learning Georgia Grant program knowing the dedication and commitment of Dr. Robin Snipes and her colleagues to sustaining an open access approach to course text adoption.

Sincerely,

Mark W. Flynn
Dean of Libraries