Graduate Programs

(Including policies related to this program)

- M.S. in Organizational Development and Leadership

(Please direct specific inquiries to Dr. Kelli Lynn Fellows, Dean of Online and Graduate Programs at kelli.fellows@newberry.edu, or call – 1.803.321.5685)

Contents:

ACADEMIC CALENDAR FOR ALL NEWBERRY ONLINE/GRADUATE STUDENTS FALL 2021-FALL 2022

FALL 2021

- First Sub-Term (Fa-1): August 23 - October 13
    - Last day for Add/Drop: August 26
    - Last day to Drop with a "W": September 20
- Second Sub-Term (Fa-2): October 18 - December 8
    - Last day for Add/Drop: October 21
    - Last day to Drop with a "W": November 15

SPRING 2022

- First Sub-Term (Sp-1): January 10 – March 2
    - Last day to Add/Drop: January 13
    - Last day to Drop with a "W": January 31
- Second Sub-Term (Sp-2): March 7 - April 27
    - Last day to Add/Drop: March 10
    - Last day to Drop with a "W": March 28

SUMMER 2022

- First Sub-Term (Su-1): May 2 - June 22
    - Last day to Add/Drop: May 5
    - Last day to Drop with a "W": May 23
- Second Sub-Term (Su-2): June 27 - August 17
    - Last day to Add/Drop: June 30
    - Last day to Drop with a "W": July 18

Graduate Programs' Mission

The mission of Graduate Programs' is to elevate individuals' learning and vocational journey through applied research (practitioner) built on a foundation of interdisciplinary theory (professional). Grounded in the Lutheran values of lifelong intellectual development and meaningful vocation, Graduate Programs' mission embodies Newberry College's mission through:

Applied Academic Competence (Intellectual Development; College Mission Statement, *2021-2022 Newberry College Academic Catalog*, p. 5) through:

- broad content knowledge
- advanced research capacity across formative, primary, and secondary applications
- the ability to synthesize, critically analyze arguments and data, interpret findings, and provide recommendations, and
- the capacity to apply course concepts to professional situations

Integrity (Personal Development; College Mission Statement, *2021-2022 Newberry College Academic Catalog*, p. 5) through:

- demonstration of academic and professional integrity across program requirements, and will
- maintain, enact, and uphold high ethical standards

Vocational Respect (Meaningful Vocation, *2021-2022 Newberry College Academic Catalog*, p. 5) through:

- contribute to the body of knowledge and best practices associated with their vocation, and
- adhere to professional codes of conduct

Cultural Competence (Engaged Citizenship in a Global Society; *2021-2022 Newberry College Academic Catalog*, p. 5) through:

- globally informed decision making informed through active multicultural perspective taking, and
- awareness, understanding, and dedication to optimizing multicultural facets of professional engagement and citizenship within a global society

Principle Foundations of Graduate Programs

Graduate Programs' principle foundations – critical thinking, ethically adept and aware, and agile – guide our mission enactment.

Critical Thinking

We live in a world where communication technology and cultural norms are driving people farther away from their own critical thinking capabilities. Easy access to information that sounds credible, AI capabilities that track our own preferences biases and slant access to reinforce those very beliefs and the unquestioned use of dramatic emotions to sway public opinion make critical thinking more difficult in this Information Age.

The Newberry College Graduate Programs recognizes these challenges and provides techniques and practices designed to confront personal bias, challenge and validate source information, and foster an analytical approach to decision making that includes sound arguments supported with credible facts and information.

Ethically Adept and Aware

We understand difference between what is right and what is wrong. Ethical adeptness and awareness imply that faculty and learners can address ethical dilemmas through critical thinking and a moral compass to navigate the tradeoffs between:

- Truth vs Loyalty
- Justice vs Mercy
- Individual vs Community
- Short Term vs Long Term

Leaders who are driving change, while transforming and evolving organizations, are continuously faced with these ethical dilemmas. Newberry's program provides critical thinking skills and decision-making constructs that address these tradeoffs, equipping leaders to navigate the toughest decisions in a morally and professionally sound manner.

Agile

The world is unpredictable. Agile organizations respond quickly and effectively to opportunities and threats found in its internal and external environments. Agile requires leaders to maintain constant observation of both internal and external environmental factors, utilize this information to develop and implement rapid and sound organizational adaptations, to confront and ultimately capitalize on these changes.

Newberry's program fosters agility though its philosophy that organizational development, like leadership, is a constant process present in all leadership decisions.

Organizational development is organizational evolution.

GRADUATE ADMISSIONS

Individuals seeking admission to *Graduate Programs* must submit the following required documents:

- Completed Graduate Admissions Application
- Official transcripts form all post-secondary institutions attended
- Letter of intent
- Resume
- Three professional references

GRADUATE ADMISSIONS CRITERIA

Minimal Graduate Admissions criteria include:

- an earned bachelor's degree from an accredited college or university accredited (as recognized by the Council for Higher Education Accreditation)

- cumulative undergraduate GPA of (a) 2.75 or higher (scale of 4.0), or (b) GPA of 3.0 or higher during the final 60 hours of coursework. The GPA requirement is waived for applications with an earned graduate degree, cumulative GPA of 3.0 or higher.

    o applicants with a lower GPA may be reviewed for admissions consideration by the Dean of Online and Graduate Programs and the graduate program coordinator.

GRADUATE TRANSFER CREDIT

- A maximum of six credit hours may be transferred into the MSODL program at Newberry College. These courses must come from an accredited graduate school. Course equivalencies are evaluated by the MSODL graduate program coordinator and Registrar.

- No class with a grade lower than a "B" may be granted transfer credit. Students must submit their official transcript to have the transfer credit evaluated.

- Appeals will be evaluated by the Dean of Online and Graduate Programs or their designate.

- During the program, students wishing to take a course at a different college or university and have that credit transferred back to Newberry College must get prior approval from the graduate program coordinator and Registrar.

- Grades earned in courses completed at other institutions do not count toward the Newberry College grade point average.

GRADES AND ACADEMIC STANDING

Graduate courses will use a ABCDF grading system with the following quality point values:

A	4 quality points
B+	3.5 quality points
B	3.0 quality points
C	2 quality points
F	0 quality points

The total number of courses taken and total quality point values for each final graded earned are used to calculate the cumulative GPA:

Total Points/# of Courses

For example, if you took 4 courses – and earned 2 As, 1 B, and 1 C, your GPA calculation is:

$4 + 4 + 3 + 2 = $ **13** Total Points [divided by] **4** - # of Courses

$13/4 = $ **3.25** Cumulative GPA

ACADEMIC INTEGRITY

The Newberrian Creed is a code of honor that applies to all students of Newberry College and expects ethical behavior in all academic and social life. The Office of Academic Affairs is the academic arm of the college and that investigates alleged academic violations of the Creed and sets policy regarding incidents involving academic integrity.

For specific information about the Newberry College Academic Integrity Policy, see the 2021-2022 Newberry College Academic Catalog.

ACADEMIC PROBATION AND DISMISSAL

- Graduate students must maintain a cumulative 3.00 grade point average or higher to remain in good standing. A maximum of six credit hours with a grade of "C" is allowed toward the completion of the master's degree.

- If a graduate student earns a "C", "D", or "F" in a graduate course, they will be placed on academic probation. If a third "C" or second "D" or "F" is earned, the student will be suspended. Students who are suspended from Graduate Programs must reapply for graduate admissions in the following trimester.

- Graduate students must have a minimum cumulative GPA of 3.0 to graduate with the master's degree.

GRADUATE PROGRAMS' POLICY FOR REPEATING COURSES

- Newberry College graduate students may repeat a maximum of two graduate courses if they earned a "C" or "F".

- Graduate students who earn an "F" in a graduate course must take the course again – at Newberry College. If the course is successfully repeated and a "C" or higher is earned, the failing grade will be removed from the GPA calculation.

- A repeated course in which a "C" is earned counts toward the maximum of two Cs in graduate coursework to earn the master's degree.

- All course attempts, repeated courses, and associated final grades will appear on the graduate student's official transcripts.

COURSE REGISTRATION ADJUSTMENT

- Graduate students may adjust their academic schedule during the specified add/drop period for each sub-term. After the add/drop period, students may withdraw from a course (or courses). Consult the official academic calendar for graduate students for specific add/drop periods.

REGISTRATION AND PAYMENT

- Newberry College's student portal – WolfDen – provides students with real-time information regarding both academic and financial accounts. Following graduate

admissions acceptance, students will receive log-in information to Newberry College email and Wolf-Den.

- The Graduate Program Coordinator will register graduate students for two-courses per sub-term (four courses per trimester). It is the student's responsibility to inform the Graduate Program Coordinator of alternative registration preferences.

- Prompt payment of tuition and fees is expected. Graduate students should ensure financial accounts are in good standing according to Newberry College payment deadlines.

NEWBERRY COLLEGE GRADUATE PROGRAM EXPENSES

- $495 per credit hour for tuition and course related fees.

- Expenses for books and supplies are the responsibility of the student. Payments for graduate students are due and payable 10 days before the course start date.

ADDITIONAL ACADEMIC REGULATIONS

Additional academic regulations or information specific to various groups (e.g., veterans, students with disabilities, etc.) can be found in the 2021-2022 Newberry College Academic Catalog.

MASTER'S OF SCIENCE IN ORGANIZATIONAL DEVELOPMENT AND LEADERSHIP

Newberry College offers the following master's degree program: Master of Science in Organizational Development and Leadership (MSODL), through the Department of Business Administration.

The MSODL is designed as a practitioner-oriented, professional graduate degree program – designed to optimize leaders' capacity to change the world – *one organization at a time*. Grounded in the Lutheran values of lifelong intellectual development and meaningful vocation, we blend a traditional liberal arts education with strong professional programs. Graduate students' learning journey entails applied research (practitioner) *built on a foundation of* interdisciplinary theory (professional). Through an interdependent relationship between industry and the academy, each class will contribute to your becoming a knowledgeable, skilled, and agile practitioner – actively contributing to organizational change, learning, and optimization.

Academic policies and procedures that govern Newberry College students are published in the Academic Catalog and the Student Handbook.

Organizational Development and Leadership **(ODL)**
Sarah Bryant, Ph.D., Department Chair

Organizational Development and Leadership Faculty:
Kelli Lynn Fellows, Ph.D., Associate Professor of Business Administration and Organizational Development and Leadership, Dean of Online and Graduate Programs
Matthew Kidder, Ph.D., Assistant Professor of Business Administration and Organizational Development and Leadership

The mission of the Master of Science in Organizational Development and Leadership is to prepare ethical business leaders who will contribute to the optimization of contemporary organizations through organizational development and leadership knowledge, applied learning strategies, and action research application.

Program Learning Outcomes
Graduate students in the Organizational Development and Leadership program will:

1. Demonstrate advanced competency in interpreting organizational development and leadership discourse.
   a. Students will perform with advanced competency in interpreting the content of complex organizational development and leadership discourse.
   b. Students will demonstrate an understanding of strategic management, organizational leadership, team dynamics, coaching, and consulting within their specialized content areas.

2. Analyze, conduct, and consult on the effective and efficient provision of organizational development and leadership models in real-world environments.
   a. Students will demonstrate an understanding of how organizational theories and models are developed and transformed into practice.
   b. Students will exhibit critical thinking and structural skills needed to facilitate effective organizational and leadership frameworks to provide pathways of success within their specialized fields of study.

3. Integrate knowledge of ODL to build on a body of knowledge in the field.
   a. Students will integrate their learning in a final research project or paper that is significant to real-world case scenarios within their specialized curriculum field.
   b. Students will use appropriate research or project design and implementation methods to plan and describe a research project/paper that includes a research question or problem.

COURSE LOAD AND DEGREE PROGRESSION

- Graduate classes are offered on a fixed schedule for the academic year. Each term (Fall, Spring, and Summer) there are two 7.5-week sub-terms.

- Admitted graduate students may take up to 2 courses per sub-term or 4 courses per term. Alternatively, graduate students may take a minimum of 1 course.

- Completion of the master's degree may occur in as little as 1-year (taking 4 courses in Fall and Spring, and 2 courses in Summer).

- Students must complete the master's degree coursework within five years of enrolling in the first graduate class. The fixed class offerings schedule will facilitate students' degree progression and sequence.

- Admitted graduate students remain active and in good standing for a maximum of five years of enrolling in their first graduate class if their cumulative GPA is a 3.0 or higher and have not been placed on academic probation or suspended.

- It is the graduate student's responsibility to communicate directly with the graduate program coordinator regarding their planned academic schedule to complete the master's degree (including number of courses per sub-term or term; preferred degree completion timeline).

MSODL Curriculum Schedule

Fall 2021		Spring 2022		Summer 2022	
Fall 1	**Fall 2**	**Spring 1**	**Spring 2**	**Summer 1**	**Summer 2**
ODL 510 | Contemporay Organizational Development	**ODL 512 |** Managing and Developing Talent	**ODL 520 |** Leadership Foundations	**ODL 522 |** Communication Skills for Leadership	**ODL 531 |** Research Methods	**ODL 570 |** Program Capstone
ODL 511 | Managing Change with Agility and Resilence	**ODL 513 |** Optimizing Performance and Development	**ODL 521 |** Contemporary Leadership Practice	**ODL 523 |** Leader as Coach and Mentor		

NOTES

Graduate applications are accepted on a rolling basis. Thus, students may apply and start the program at any subterm (i.e., Fall 1, Spring 2).

Full-time status is 6 credit hours for Graduate Students.

MSODL Curriculum

ODL 510. Contemporary Organizational Development Foundations (3)

This course introduces contemporary organizational development concepts and techniques. Leaders and change agents draw upon them to evolve their organizations in response to macro trends and marketplace dynamics. The course addresses the human aspect of OD including issues and practices in high performance teams, talent management, change and conflict management, and target audiences. Issues of organizational agility, structure, assessment, and measurements round out the OD leader tool kit.

ODL 511. Managing Change with Agility and Resilience (3)

Effective leaders must have the ability to drive change while building resiliency into the organization. This course will explore the practical application of foundational change models within the contemporary organization. The course explores the interplay of engaged leadership, active resource planning, and effective people and conflict management to ensure the organization can respond rapidly to changing dynamics and emerging threats with agility.

ODL 512. Managing and Developing Talent (3)

The most valuable resource within any organization is human talent and capability. This course explores the macro trends in the competition for talent and the evolving composition and needs of the workforce. Learners will apply concepts focused on talent acquisition techniques, the employee lifecycle, and applied andragogy to attract, retain and develop an effective, engaged, and satisfied workforce able to meet the evolving needs of the organization

ODL 513. Optimizing Performance and Development (3)

Optimal team and organizational performance require strategic and tactical goal alignment throughout and across the organization as well as an effective methodology for ongoing communication focused on expectations, goal attainment and accomplishment. This course explores contemporary performance management concepts, systems and practices which foster performance excellence and employee development. The course also explores inherent legal, ethical and outcome risks associated with performance management.

ODL 520. Leadership Foundations (3)

Leadership theories and practices is an ever-evolving field. This course will explore and contrast key seminal leadership theories and models, their strengths, and limits as well as their practical applications. Learners will delve into the different leadership styles and situational leadership practices and evaluate their own leadership patterns and preferences. Variations in leadership expectations and styles across global regions round out the learn experience.

ODL 521. Contemporary Leadership Practice (3)

This course offers learners the opportunity to apply their knowledge of leadership theories into organizational practices through a scenario-based approach. Students will address the responsibilities and dilemmas fundamental to leadership while they navigate the leadership scenario project and assignments. This course will instill the practice of critical thinking and research to support decision making.

ODL 522. Communication Skills for Leadership (3)

A fundamental role of leadership is developing and engendering a vibrant company culture by reinforcing core values through various communication methods. This course introduces learners to the modern methods used for leadership communication, including company communication systems, video, written word, and social media. Learners will have the opportunity to practice these skills across multiple communication mediums.

ODL 523. Leader as Coach and Mentor (3)

Leaders have the fundamental responsibility to motivate their teams and the entire organization. This course explores modern coaching and mentorship concepts and practices leaders draw upon to bring out the best in others. Learners will have the opportunity to practice coaching under various scenarios expanding their leadership tool kit.

ODL 531. Research Methods (3)

This course provides a survey of qualitative and quantitative research processes which includes preparation of research design, use of theoretical framework, and testing of a hypothesis by gathering and analyzing data. The content of the course will include a Capstone Project Proposal based on the type of research the student intends to pursue. It is specific preparation for the Program Capstone course students complete after this course.

ODL 570. Program Capstone (3)

 This course provides the opportunity for the learner to unite all the concepts and coursework from the program and apply it through a real-world project within an organization. During the semester, the student will work to define the problem and apply critical thinking, action research, and applied learning to propose a series of actions to address the issue. The final project will include a project plan, executive summary and oral presentation given to the chosen organization and submitted for scoring.