



WILLIAM WOODS
UNIVERSITY

**Master of Organizational Leadership Annual Assessment 2021-
2022**

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Graduate Annual Assessment 2021-2022

Master of Organizational Leadership

Program Profile

Program Mission

This skill-based, academically rigorous program aims to prepare leaders for diverse work settings and broad career opportunities in all different types of organizations including public, private and not for profit organizations. The program offers a highly practical and hands-on curriculum. Students will not only learn to develop their leadership potential but will also learn to develop highly effective teams and a culture of collaboration within the organization.

Program Demographics

	Total Enrollment	Total Graduated
2020-2021	14	-
2021-2022	12	-

Program Assessment Data Sheet

Upload the Assessment Data sheet from Institutional Research
Org_Leadership_Program_Assessment_Data.xlsx

Reflection on Demographic Data

Program goals for student retention, persistence and degree completion are? What do the persistence numbers mean to the faculty in the program? Are your persistence numbers what you expected? If not, how could the numbers be improved? What is the optimal enrollment for the program?

Program Delivery

- Cohort
- Online (selected)
- Hybrid
- Cohort and Online

External Accreditation

Does the program hold external accreditation?
Yes
No (selected)

If yes, state the name of the organization.

Along with the name of the organization, please note the date of approval, and the date of review.

Marketing Materials

Reflect on the current marketing materials used for the program. Please attach screenshots of the website or any material you are referencing in this section. What changes, if any, should be made to the material? Are there recommendations on how to modify the current material?

The information is attached.

Marketing Attachments

MA_OL_INFORMATIONFLYER.pdf

Faculty Teaching

Please either fill in the box or upload a document outlining the faculty loads for those who are actively teaching in the program. "Active" includes individuals who have taught within the past year for the program. Include if the faculty are full time or part time as well and how many classes they are teaching.

The information is attached.

Faculty Load Attachment

If you want to attach the load document you can do that here.

MAOL_Faculty_Assignments.xlsx

Program Objectives

Standard/Outcome

Identifier	Description
WWU2021.1	Knowledge and Scholarship: Demonstrate current knowledge and educational expertise in an academic or professional discipline engaging students in the process of academic discovery.
WWU2021.2	Inclusion: Provide and maintain a welcoming campus community to all stakeholders. Represent the university by exhibiting values and behaviors that address self-respect and respect for others and enable success and participation in the larger society.
WWU2021.3	Creativity: Foster open-mindedness, a rigorous exchange of ideas, and experimentation by providing a supportive and engaging campus environment.
WWU2021.4	Intellectual Inquiry: Cultivate a desire for continued learning and curiosity both within and beyond formal education.

Additional Standards/Outcomes

Identifier	Description
ORL.1	Develop and defend a personal philosophy of organizational leadership
ORL.10	Formulate, execute, and monitor different types of strategies for any organization
ORL.11	Apply organizational development theories to build human capital and manage performance effectively.
ORL.12	Build and lead highly effective workforce with coaching, training and development programs
ORL.13	Develop strategic foresight to manage organizational change and transformation
ORL.14	Formulate and devise innovation strategies for dynamic market environments
ORL.2	Understand systems and design of 21st century organizations
ORL.3	Synthesize organizational problems and devise research based innovative strategies to solve them
ORL.4	Analyze ethical aspects of leadership in organizations such as values, accountability, and social responsibility
ORL.5	Develop and bolster important leadership competencies
ORL.6	Obtain critical knowledge in leadership theories, individual and group processes, communication, culture, and organizational development
ORL.7	Understand global systems and analyze the impact of global issues on an organization
ORL.8	Respond to conflict and differences on interpersonal, group, and organizational levels in global context
ORL.9	Develop and align organizational vision, mission, values, and goals to achieve and sustain strategic advantage

Alignment with Institutional Objectives

Please discuss the program alignment to the University Objectives. We do not need an artifact for each objective, but a discussion on how the program uses the Institutional Objectives as an anchor for their program curriculum.

MAORL program objectives are aligned with the university objectives.

University's first objectives centers around major field competence. Program objective numbers - 8, 10, 11, 12, 13, and 14 are created to help students build important leadership competencies in their respective disciplines.

University's second objective focuses on ethics. Program objective number 4 is created around the ethical aspects of leadership.

The third university objective - self-liberation is aligned with all our objectives, especially with objective number 1 that is focused on helping students develop their own leadership philosophy.

Finally, with objective 4, university aims at promoting life-long learning. This program is highly futuristic and program objectives including number 7, and 9 encourage students to develop strategic foresight and continue to learn effective ways to solve problems.

	ORL 556	ORL 557	ORL 558	ORL 559	ORL 566	ORL 567	ORL 568	ORL 569	ORL 570
ORL.1 Develop and defend a personal philosophy of organizational leadership									M, A
ORL.2 Understand systems and design of 21st century organizations									R
ORL.3 Synthesize organizational problems and devise research based innovative strategies to solve them									
ORL.4 Analyze ethical aspects of leadership in organizations such as values, accountability, and social responsibility									R
ORL.5 Develop and bolster important leadership competencies									M, A
ORL.6 Obtain critical knowledge in leadership theories, individual and group processes, communication, culture, and organizational development									M, A
ORL.7 Understand global systems and analyze the impact of global issues on an organization									
ORL.8 Respond to conflict and differences on interpersonal, group, and organizational levels in global context	I				R, M				
ORL.9 Develop and align organizational vision, mission, values, and goals to achieve and sustain strategic advantage		I				R			
ORL.10 Formulate, execute, and monitor different types of strategies for any organization		R				R			
ORL.11 Apply organizational development theories to build human capital and manage performance effectively.			I, R				R		
ORL.12 Build and lead highly effective workforce with coaching, training and development programs			I				R, M		
ORL.13 Develop strategic foresight to manage organizational change and transformation				I, R				I	
ORL.14 Formulate and devise innovation strategies for dynamic market environments				I				R	

	ORL 576	ORL 577	ORL 578	ORL 579	ORL 580	ORL 590
ORL.1 Develop and defend a personal philosophy of organizational leadership						M
ORL.2 Understand systems and design of 21st century organizations						M
ORL.3 Synthesize organizational problems and devise research based innovative strategies to solve them					M, A	M
ORL.4 Analyze ethical aspects of leadership in organizations such as values, accountability, and social responsibility						M
ORL.5 Develop and bolster important leadership competencies						M
ORL.6 Obtain critical knowledge in leadership theories, individual and group processes, communication, culture, and organizational development						M
ORL.7 Understand global systems and analyze the impact of global issues on an organization						M, A
ORL.8 Respond to conflict and differences on interpersonal, group, and organizational levels in global context	R					A
ORL.9 Develop and align organizational vision, mission, values, and goals to achieve and sustain strategic advantage		R				M, A
ORL.10 Formulate, execute, and monitor different types of strategies for any organization		M				A
ORL.11 Apply organizational development theories to build human capital and manage performance effectively.			R			A, M
ORL.12 Build and lead highly effective workforce with coaching, training and development programs			R, M			A
ORL.13 Develop strategic foresight to manage organizational change and transformation				I		A, M
ORL.14 Formulate and devise innovation strategies for dynamic market environments				R		A, M

Changes to Curriculum

Are there any changes made to the curriculum map for this academic year? If so, please describe the program changes made along with the rationale for why and the impact the changes should have on student learning?

Not Applicable

Assessment Findings

Assessment Findings for the Assessment Measure level for MAORL -Objectives and Assessment Map

Standard/Outcome ORL.2 Understand systems and design of 21st century organizations				
Assessment Measures				
ORL 520				
Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Direct - Case Study	Has the criterion Students' scores will average at the 75th percentile or above. been met yet?			

Standard/Outcome ORL.3 Synthesize organizational problems and devise research based innovative strategies to solve them				
Assessment Measures				
ORL 580				
Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Direct - Research Paper	Has the criterion Students' scores will average at the 75th percentile or above. been met yet?			

Standard/Outcome ORL.4 Analyze ethical aspects of leadership in organizations such as values, accountability, and social responsibility				
Assessment Measures				
ORL 530				
Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Direct - Final Exam	Has the criterion Students' scores will average at the 75th percentile or above. been met yet?			

Standard/Outcome ORL.5 Develop and bolster important leadership competencies				
Assessment Measures				
ORL 570				

Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Direct - Research Paper	Has the criterion Students' scores will average at the 75th percentile or above. been met yet?			

Standard/Outcome				
ORL.6 Obtain critical knowledge in leadership theories, individual and group processes, communication, culture, and organizational development				
Assessment Measures				
ORL 570				
Assessment Measure	Criterion	Summary	Attachments of the Assessments	Improvement Narratives
Direct - Research Paper	Has the criterion Students' scores will average at the 75th percentile or above. been met yet?			

Improvement Narrative List

Assessment Findings for the Assessment Measure level

No improvement narratives have been added.

Assessment List

Analysis of the Assessment Process

Describe your assessment process; clearly articulate how the program is using coursework and or assessment day activities for program wide assessment. Note any changes that occurred to that process since the previous year. Discuss what activities were successful at assessment and which ones were not as helpful and why. Please include who met to discuss the changes (unless you are a program of one person) and when you met. – Include a discussion on the process for collection and analysis of program data.

In addition to assessing program objectives through specific course projects, we are also using inbound and outbound assessments in this program. Students take inbound exam during their first course and take their outbound assessment upon completion of all courses in the final, capstone course. The difference in performance between the inbound and outbound assessment will provide evidence of the value-add for the program.

Program Activities

Student Accomplishments

Highlight special examples of student successes in the field (research, conference presentation, award in the profession). This is for any accomplishment that a student achieved outside of coursework or the normal expectations of student success.

Julia C. Kempert, one of the students in this program got promoted to Human Resource Manager at LMC Industries in Arnold MO. In her email, she said:

“This was an achievement for me because I’ve taken on new responsibilities and complex tasks that challenge me in a career that I love at a company that I love.”

Faculty Accomplishments

Highlight special examples of faculty success in the profession/field/content area. This is for any accomplishment of a faculty activity/research/professional nature

Alumni Accomplishments

Highlight special examples of any successes of any alumni (acceptance to or graduation from a graduate/professional program, new job in the field) including your most recent graduates

Professional Development Opportunities

- Highlight professional development opportunities over the course of the academic year that were beneficial to program faculty and or instrumental to student learning. This could be local or external professional development.

Professional Development

Upload any documentation supporting the professional development offered.

Appendix: Assessment Rubric

	3.000 Exceeds	2.000 Meets	1.000 Falls Below Expectations	N/A
Mission Statement Clearly Articulated weight: 1.000	✓ The mission statement for the program is insightful and forward thinking. It aligns with the University Mission and learning objectives showing a clear alignment between the University and the program.	✓ The mission statement for the program clearly articulated and aligned with the University mission.	✓ The mission statement is minimal at best.	✓ N/A
Comment:				
Reflection on Student Demographics, Retention, and Degree Completion Data weight: 1.000	✓ The program provides a detailed description on the enrollment, retention, persistence and degree completion numbers. The program provides new ideas on how to improve retention of their program students or articulates what they are currently doing to keep students in their program.	✓ The program provides a basic reflection on enrollment, retention, persistence, and degree completion data provided.	✓ The program does not reflect on enrollment, retention, persistence, and degree completion data in a detailed way.	✓ N/A
Comment:	the program did not provide any reflection on the data. The program is new so there is limited data available.			
Marketing Materials weight: 1.000	✓ The program outlines the successes and needs in regards to marketing. Detailed suggestions on how to market the program and what niche areas that are program specific would benefit the marketing strategy.	✓ The program discussed the general marketing strategy for the program.	✓ The program provided little to no discussion on the marketing materials or approach to how to market the program.	✓ N/A
Comment:	the marketing material was attached, but the program did not share their thoughts on the material or any discussion on marketing of the program.			
Alignment to University Objectives weight: 1.000	✓ The program provides a detailed explanation of how program courses align to the Institutional Objectives. This explanation details specific courses, or activities that coordinate with the intent of the Institutional Objectives.	✓ The program provides a basic explanation of how program courses align to the Institutional Objectives. This explanation provides a minimal understanding of how the program is aligned to the Institutional Objectives.	✓ The program provides little to no explanation of how program courses align to the Institutional Objectives.	✓ N/A
Comment:				

<p>Curriculum Map alignment and changes weight: 1.000</p>	<p>✓ The curriculum map is detailed and complete. All Changes made to the curriculum map are detailed with supporting rationale for the decision..</p>	<p>✓ The curriculum map is complete. Changes made to the curriculum map are explained with some explanation as to why the changes were implemented.</p>	<p>✓ The curriculum map is not complete and little to no explanation on curricular changes was provided.</p>	<p>✓ N/A</p>
<p>Comment:</p>	<p>This is a new program so there are not changes to the curriculum.</p>			
<p>Assessment Map weight: 1.000</p>	<p>✓ Assessment of objectives are spread out across the curriculum with a variety of assessment measures and each program objective is assessed a minimum of twice a year.</p>	<p>✓ Each objective is assessed a minimum of 2 times a year or an assessment rotation is explained so that all objectives are assessed. The assessments are not concentrated in one class.</p>	<p>✓ The assessment map is not complete or much of the assessment happens in only one course. Not all objectives are assessed annually, nor is a plan provided on assessment.</p>	<p>✓ N/A</p>
<p>Comment:</p>	<p>the assessments are spread out across the curriculum but each objective is only assessed one time. The program needs to consider a second assessment point for students in the program. With the nature of the program (primarily adjunct faculty), it would benefit the program to use the assessment software to assist in coordinating the collection and evaluation of assessment activities for consistency in assessment.</p>			
<p>Data Driven Decision-making is explained weight: 1.000</p>	<p>✓ An overview of program assessment is provided with details on the specific successes and challenges from the year. A detailed review of how assessment was administered over the academic year is clearly outlined.</p>	<p>✓ A basic overview of program assessment is provided with some details on the successes and challenges from the year. A basic review of how assessment was administered over the academic year is outlined.</p>	<p>✓ A basic overview of program assessment is not provided with little to no discussion on the administration of assessment over the academic year.</p>	<p>✓ N/A</p>
<p>Comment:</p>	<p>again, the program is new and some courses were cancelled due to low enrollment. The program would benefit from setting up assessments in the assessment software to allow for consistent assessment - and not depend on grade book evidence</p>			
<p>Documentation provided on assessment findings weight: 1.000</p>	<p>✓ The program uploads all rubric and support information to support the claims in the assessment findings along with detailed instructions on the assessment process and data analysis.</p>	<p>✓ The program uploads all rubric and support information to support the claims in assessment findings.</p>	<p>✓ The program did not upload the data to support assessment claims in the assessment findings.</p>	<p>✓ N/A</p>
<p>Comment:</p>	<p>the program needs to determine if standards are met or not met in the rubric when they are completing the report. the grading statistics are a touchpoint, but that does not necessarily speak the objective mastery.</p>			
<p>Analysis of Assessment weight: 1.000</p>	<p>✓ The program completed assessment findings for each component identified, and provided a comprehensive summary of each assessment measure identified in the report.</p>	<p>✓ The program completed the assessment findings for each component and provided a summary for each assessment measure.</p>	<p>✓ The program did not provide a completed assessment findings for each component, nor did they complete the summary for each measure.</p>	<p>✓ N/A</p>
<p>Comment:</p>	<p>Assessment from some courses was omitted - not sure if this is due to cancelled classes or the activity not being assessed. also, need to ensure that the evidence of the assessment uploaded in the Assessment Findings tab. it will be important to capture the inbound and outbound assessments. we can set that up in the system so that you have an activity to report those data on the curriculum/assessment map.</p>			
<p>Improvement narratives are selected with intentionality weight: 1.000</p>	<p>✓ The program identified Improvement Narratives that appear to move the program forward and see the bigger picture than only the specific program curriculum options</p>	<p>✓ The program used the provided Improvement Narratives and selected options that made sense to the objectives and issues within the assessment.</p>	<p>✓ The program did not use any improvement narratives, or the ones chosen are not aligned with assessment results.</p>	<p>✓ N/A</p>
<p>Comment:</p>	<p>the assessment plan is new and so improvement narratives were not used in the report.</p>			
<p>Faculty, alumni, and Student accomplishments weight: 1.000</p>	<p>✓ The program provided detail updates on successes on Students, Alumni and Faculty with added information explaining the kinds of success that were experienced.</p>	<p>✓ The program provided a listing of information on Students, Alumni, and faculty accomplishments.</p>	<p>✓ The program provided little to no data on students, alumni, faculty accomplishments.</p>	<p>✓ N/A</p>
<p>Comment:</p>	<p>it is a new program so there would not be much for student accomplishments and there are no faculty. the report for professional development and faculty success was also left blank.</p>			

Appendix: Supplemental Documentation



WILLIAM
WOODS
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Online Master of Arts in

Organizational Leadership



THE WILLIAM WOODS DIFFERENCE

150 years of Academic
excellence

Schedules designed
for working
professionals

100% online

Top 100 Midwest
University - *U.S. News
and world Report*

Accreditation details
can be found online at
williamwoods.edu/
accredited

Tuition promise - No
tuition increases
as long as you stay
continuously enrolled

Practical skills for new world leaders.

PROGRAM OVERVIEW

Master of Arts in Organizational Leadership is one of the most sought-after degrees for candidates who aspire to reach an executive or a top-level position in the organization. While traditional MBA programs emphasize business-driven outcomes, the MA in Organizational Leadership draws from a more human-centered approach, prioritizing meaning, values and vision to unlock the fullest potential of human capital.

PROGRAM ADVANTAGES

In this program, you will learn how to analyze and apply organizational leadership theories to respond to real leadership challenges such as organizational inefficiencies, corporate culture issues, dormant productivity and more. You will gain a deeper understanding of how to instill effective leadership practices, policies and systems to enable 21st-century organizations to grow, evolve and adapt to the realities of an ever-changing, globalized world. This degree will help you develop your leadership style and learn to build highly effective teams and a culture of collaboration within the organization. All along the way, you will have an opportunity to learn from a diverse group of experienced and accomplished faculty with backgrounds and specialty areas ranging from Fortune 500 companies, military, adult learning, strategic foresight, and behavioral sciences.

PROGRAM PERSPECTIVES

“The MA in Organizational Leadership program is really close to my heart. Future-oriented leadership, strategic foresight, innovation, managing human capital, and all that is needed to lead successfully in the new world of 21st Century industry. I hope you will join us in January 2021.”

- *Dr. Miriam O’Callaghan, Author, Assistant Professor of Management,
Program Manager for the MA in Organizational Leadership*



ADMISSION REQUIREMENTS

- » Completed application
- » Official transcripts (2.5 GPA or higher) sent from the college/university you graduated from

CAPSTONE REQUIREMENTS

During their final term, students will be working on their leadership capstone, which is an action based leadership project. As leadership consultants, students will develop a set of initiatives to solve leadership issues faced by a real-life organization or community. Through this course, students will demonstrate mastery of concepts covered in this program. Each course in the program consists of a number of action learning assignments through which students will learn complex problem solving, creativity, critical thinking, emotional intelligence, and other important leadership skills.

TUITION AND FEES

At William Woods University, we are committed to offering a number of payment options to help you finance your education. We strive to keep the expense to our students as low as the rising costs of providing a quality college education will allow.

We guarantee no increase in tuition once a program has begun provided the student remains continuously enrolled and the modality does not change.

Master of Arts in Organizational Leadership Courses

This 36-credit hour degree is comprised of 24 credit core hours plus 12 credit concentration hours.

ORL 505 Fundamentals of Organizational Leadership

Students will examine various concepts related to the leadership vision, leadership competencies, relationship between leaders and followers, and leadership as an integrated organizational process.

ORL 520 21st Century Organizations

Discover new ways of inventing and creating effective work systems, and will examine what is changing, reasons for change, results and implications of change for future of the organizations.

ORL 525 Human Behavior and Learning

Develop various people management skills throughout the course by understanding the ways in which humans respond as individuals and interact within organizations. They will also examine relevant readings, case studies, and researches on theories of human behavior.

ORL 530 Ethics and Corporate Social Responsibility

This course emphasizes on the importance of ethics and moral values including integrity, honesty, fairness, and trust. Students will learn to solve problems and make decisions ethically.

ORL 540 Organizational Communication

Students will learn effective ways to communicate with different types of parties – clients, employees, leaders, and other stakeholders, as well as learn about interpersonal and professional skills to improve their communication.

ORL 570 Leadership Development

Students will compare different leadership styles and expand their own self-concept as a leader, and examine various theories of leadership development and typical challenges leaders face in the context of modern-day workplaces.

ORL 580 Research for Decision Making

Develop key leadership competencies to create and lead a successful organization, and develop personal leadership vision and goals. The course provides students with contemporary leadership perspectives, researches, and case studies. Students will compare different leadership styles and expand their own self-concept as a leader.

ORL 590 Organizational Leadership Capstone

Students will develop skills to conduct research for effective decision making in the organizational context while exploring various data and information sources to find credible information.

Master of Arts in Organizational Leadership Concentrations

Students will have the opportunity to choose one of four concentrations (12 credit hours).

Global Leadership

ORL 546 Global Systems and Issues

ORL 556 Leading Teams

ORL 566 Negotiation and Conflict Management

ORL 576 Cross Cultural Communication

Organizational Development

ORL 548 Org. Dev. Theory and Application

ORL 558 Developing Human Capital

ORL 568 Leadership Coaching

ORL 578 Training and Development Programs

Organizational Management

ORL 547 Strategic Planning and Decision Making

ORL 557 Organizations - Operations and Design

ORL 567 Business Environment

ORL 577 Strategy Dev. and Implementation

Strategic Innovation and Change

ORL 549 Org. Change and Transformation

ORL 559 Strategic Foresight

ORL 569 Innovation and Creative Thinking

ORL 579 Globalization and Business

MAORL Program - First courses offered in Spring 2021					
Spring 1 2021 Online MAORL Courses					
Instructor	Course	Course Title			
Dr. Miriam O'Callaghan	ORL 505	Fundamentals of Organizational Leadership (Core Course)			
Spring 2 2021 Online MAORL Courses					
Instructor	Course	Course Title			
Dr. Michael Petty	ORL 520	21st Century Organizations			
Dr. Stephen Forsha	ORL 530	Ethics and Corporate Social Responsibility			
Summer 1 21 (3 MAY - 25 JUN) - Online MAORL Courses					
Instructor	Course	Course Title			
Dr. Miriam O'Callaghan	ORL 505	Fundamentals of Organizational Leadership (Core Course)			
Dr. Thomas Trice	ORL 525	Human Behavior & Learning (Core Course)			
Dr. Michael Petty	ORL 568	Leadership Coaching (Emphasis Course - Organizational Development)			
Summer 2 2021					
INSTRUCTOR	CRS CODE	COURSE TITLE	CAPACITY	SEATS OPEN	ENROLLMENT
Summer 2 21 (28 JUN - 20 AUG)					
Dr. Michael Petty	ORL 520	21st Century Organizations (Core Course)	25	24	1

Dr. Stephen Forsha	ORL 530	Ethics and Corporate Social Responsibility (Core Course)	25	17	8
Prof. Mardy Leathers	ORL 578	Training and Development Programs (Emphasis Course)	25	25	0
ORL 590 needs to be removed for this term. Students will take this course after earning 33 credits (11 courses). None of the students (who are currently enrolled) will be eligible to take this course in fall 2021.					

all with 0 enrollments cancelled.

FALL 1 2021 ONLINE COURSES

INSTRUCTOR	CRS CODE	COURSE TITLE	CAPACITY	SEATS OPEN	ENROLLMENT
Dr. Miriam O'Callaghan	ORL 505	Fundamentals of Organizational Leadership (Core Course)	25	17	8
Dr. Linda Duke	ORL 540	Organizational Communication (Core Course)	25	22	3
Dr. Michael Petty	ORL 547	Strategic Planning & Decision Making	25	25	0
Dr. Jim Duncan	ORL 548	Organizational Development Theory and Application	25	25	0
Dr. Thomas Trice	ORL 549	Organizational Change and Transformation	25	25	0
Dr. Miriam O'Callaghan	ORL 590	Organizational Leadership Capstone	25	25	0

all with 0 enrollments cancelled.

Fall 2 2021

INSTRUCTOR	CRS CODE	COURSE TITLE	CAPACITY	SEATS OPEN	ENROLLMENT
Dr. Miriam O'Callaghan	ORL 505	Fundamentals of Organizational Leadership (Core Course)	25	25	0
Dr. Michael Petty	ORL 520	21st Century Organizations (Core Course)	25	17	8
Cancel	ORL 546	Global Systems and Issues	25	25	0
Cancel	ORL 556	Leading Teams	25	25	0
Cancel	ORL 557	Organizations-Operations and Design	25	25	0
Cancel	ORL 558	Developing Human Capital	25	25	0
Cancel	ORL 559	Strategic Foresight	25	25	0
Dr. Jim Duncan	ORL 570	Leadership Development (Core Course)	25	22	3
Dr. Matthew Sveum	ORL 580	Research for Decision Making (Core Course)	25	23	2

Spring 1 2022 (10 JAN - 4 MAR)

INSTRUCTOR	CRS CODE	COURSE TITLE	CAPACITY	SEATS OPEN	ENROLLMENT
Miriam O'Callaghan	ORL 505	Fundamentals of Organizational Leadership (Core Course)	25	24	1
Afraa Bahrani	ORL 525	Human Behavior & Learning (Core Course)	25	23	2
Linda Duke	ORL 540	Organizational Communication (Core Course)	25	25	0
Jimmy Duncan	ORL 547	Strategic Planning & Decision Making	25	24	1
Mardy Leathers	ORL 548	Organizational Development Theory and Application	25	25	0
Mardy Leathers	ORL 549	Organizational Change and Transformation	25	24	1
Scotty Allen	ORL 566	Negotiations and Conflict Management	25	25	0
Afraa Bahrani	ORL 567	Business Environment	25	25	0
David Ratliff	ORL 568	Leadership Coaching	25	25	0
Afraa Bahrani	ORL 569	Innovation and Creative Thinking	25	25	0
None (no students will be eligible to take this course in Spring 2022)	ORL 590	Organizational Leadership Capstone (Core Course)	25	25	0
only 525 and 547 were offered.					

Spring 2 2022 (March 7 - Apr 29)

INSTRUCTOR	CRS CODE	COURSE TITLE	CAPACITY	SEATS OPEN	ENROLLMENT
Cancel	ORL 505	Fundamentals of Organizational Leadership (Core Course)	25	25	0
Cancel	ORL 520	21st Century Organizations (Core Course)	25	25	0
Cancel	ORL 530	Ethics and Corporate Social Responsibility (Core Course)	25	25	0
Cancel	ORL 546	Global Systems and Issues	25	25	0
Cancel	ORL 556	Leading Teams	25	25	0
Mardy Leathers	ORL 557	Organizational Operations & Design	25	23	2
Dr. Jim Duncan	ORL 558	Developing Human Capital	25	24	1
Dr. Linda Duke	ORL 559	Strategic Foresight	25	23	2

Dr. Afraa Al Bahrani	ORL 570	Leadership Development (Core Course)	25	23	2
Cancel	ORL 576	Cross Cultural Communication	25	25	0
Cancel	ORL 577	Strategic Development & Implementation	25	25	0
Cancel	ORL 578	Training and Development Programs	25	25	0
Cancel	ORL 579	Globalization and Business	25	25	0
Cancel	ORL 580	Research Decision Making	25	25	0
Summer 1 2022					
INSTRUCTOR	CRS CODE	COURSE TITLE	CAPACITY	SEATS OPEN	ENROLLMENT
SUMMER 1 22 (2 MAY - 24 JUN)					
Dr. Afraa Bahrani	ORL 505	Fundamentals of Organizational Leadership (Core Course)	25	24	1
Dr. Linda Duke	ORL 525	Human Behavior & Learning (Core Course)	25	23	2
Mardy Leathers	ORL 549	Organizational Change and Transformation	25	24	1
Recommend Cancelling	ORL 566	Negotiations and Conflict Management	25	25	0
Dr. Linda Duke	ORL 567	Business Environment	25	25	0
David Ratliff	ORL 568	Leadership Coaching	25	24	1
Dr. Afraa Bahrani	ORL 569	Innovation and Creative Thinking	25	24	1
Recommend Cancelling	ORL 590	Organizational Leadership Capstone (Core Course)	25	25	0