WILLIAM WOODS
UNIVERSITY

Master of Organizational Leadership Annual Assessment 2020-2021

Graduate Annual Assessment 2020-2021

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 2020-2021   **Total Enrollment 2019-2020**

 8

Graduating Students

Total Graduated 2020-21   **Total Graduated 2019-2020**

Programm Assessment Data Sheet
Upload the Assessment Data sheet from Institutional Research

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?

We started this program recently. The first course was offered in Spring 2021. At this point, we do not have optimal enrollments.

Our goals for student retention, persistence, and degree completion are:

1. Assigning courses to the faculty who could productively engage with students in an online environment.

2. Helping the students achieve their career goals with the courses that we offer.

3. Assisting the students who are struggling to complete their coursework.

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?

Our marketing flyer is attached here. Marketing materials look sufficient.

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.

Faculty	Full time/adjunct	No. of Courses teaching/taught in this program
Dr. Miriam O'Callaghan	Full time	1
Dr. Thomas Trice	Full time	1
Dr. Michael Petty	Adjunct	1

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

Program Objectives
Standard/Outcome

Identifier	Description
WWU2016.1	Major Field Competence: Students will demonstrate excellence in an academic or professional discipline, and engage in the process of academic discovery.
WWU2016.2	Ethics: Students will exhibit values and behaviors that address self- respect and respect for others that will enable success and participation in the larger society.
WWU2016.3	Self-Liberation: Students will develop an honest understanding and appreciation of themselves and others resulting in an ability to make individual decisions.
WWU2016.4	Lifelong Education: Students will possess an intellectual curiosity and desire for continual learning both within and beyond formal education in preparation for participation in a global society.

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.

Unversity'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.

Curriculum Map

A - Assessed
R - Reinforced
I - Introduced
M - Master

MAORL -Objectives and Assessment Map

	ORL 505	ORL 520	ORL 525	ORL 530	ORL 540	ORL 546	ORL 547	ORL 548	ORL 549
ORL.1 Develop and defend a personal philosophy of organizational leadership	R, I		R						
ORL.2 Understand systems and design of 21st century organizations	I	A, M							
ORL.3 Synthesize organizational problems and devise research based innovative strategies to solve them		I, R	R	R	R				
ORL.4 Analyze ethical aspects of leadership in organizations such as values, accountability, and social responsibility	I	R	R	M, A					
ORL.5 Develop and bolster important leadership competencies	I	I	R		R				
ORL.6 Obtain critical knowledge in leadership theories, individual and group processes, communication, culture, and organizational development	I		R		R				
ORL.7 Understand global systems and analyze the impact of global issues on an organization						R, I			
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							I		
ORL.10 Formulate, execute, and monitor different types of strategies for any organization							I		
ORL.11 Apply organizational development theories to build human capital and manage performance effectively.								I	
ORL.12 Build and lead highly effective workforce with coaching, training and development programs								I	
ORL.13 Develop strategic foresight to manage organizational change and transformation									I, R
ORL.14 Formulate and devise innovation strategies for dynamic market environments									I

	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

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?			

Improvement Narrative List

Assessment Findings for the Assessment Measure level
No improvement narratives have been added.

Assessment List

Goal/Objective	Objective 2. Understand systems and design of 21st-century organizations.
Legends	A - Assessed;
Standards/Outcomes	
Assessment Measures	

Assessment Measure	**Criterion**	**Attachments**
Direct - Case Study	Students' scores will average at the 75th percentile or above.	ORL520_Evidence1.jpg ORL520_Evidence2.jpg

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.

We launched this program in Spring 2021 (very recently). We do not have any students' accomplishments to report at this time.

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

Dr. Miriam O'Callaghan's paper on Machine Learning for Airline Price Optimization has been selected for publication in the Aditum Journal.

On May 12, 2020, she spoke at the *International Webinar – 'The Effects of Covid-19 on Business and Human Resources'* organized by M. L. Dahanukar College of Commerce (India), and the Indian Accounting Association. More than 3500 people from various universities and institutions registered for this webinar. The topic that I covered was **leadership in times of crisis**.

Dr. Thomas Trice has a few achievements this year. He has:

- attended several of the Professional Development events the University held throught the school year.
- presented at the Illinois Department of Human Services for behavioral analysis of sex offenders (March 2021).
- presented a training on Leaderships for the Callaway County Chambers of Commerce business community (April 2021).
- led a table-talk discussion on Diversity, Equity and Inclusion for Pedagogy and Discussion Day at the University (May 6, 2021).
- completed a 7 week certification course on Diversity, Equity and Inclusion in the Business World from University of South Florida Muma College of Business (March thru May, 2021).
- Published article: C. Gourdine, J. Edgren, T. Trice and J. Zlatic (Winter 2020), Social Affinity Flow Theory: *A New Understanding of Both Human Interaction and the Power of the Baha'i Training Institute Process:* The Journal of Baha'I Studies

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

Not Applicable.

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.

Most of our faculty participated in Pedagogy sessions organized in May 2021. These sessions included talks on using effective teaching pedagogies for student success.

Professional Development
Upload any documentation supporting the professional development offered.

Assessment Rubric

Appendix

Organizational Leadership

WILLIAM WOODS UNIVERSITY

Practical skills for new world leaders.

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

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

rev. 8/28/2020

Enter Grades › Statistics

Item Statistics: Major Project – Case Study Research

Class Statistics   User Statistics

View By: [User ⌄]   [Apply]

Major Project – Case Study Research Class Statistics

Number of submitted grades: 4 / 4

Minimum:	████████████	94.29 %
Maximum:	████████████	100 %
Average:	████████████	98.57 %

Mode: 100 %

Median: 100 %

Standard Deviation: 2.47 % ❓

Grade Distribution

Number of Users (%) — Grade Received (%)