School of Business and Leadership
Dr. Anita Underwood, Dean

The School of Business and Leadership is committed to developing thoughtful leaders with an entrepreneurial spirit through an interdisciplinary curriculum that is grounded in five core values: Social Relevance, Academic Excellence, Global Engagement, Intentional Diversity, and Personal Transformation.

Through our undergraduate and graduate programs, SBL seeks to foster learning environments that prepare students for a career of service and leadership that enables them to positively transform organizations, individuals and society.

Our pedagogical approach focuses on an action-based learning model that integrates theory, research and application to real world issues.

Our academically rigorous curriculum is taught by highly qualified faculty who bring a mixture of scholarship, and applied experience in business, faith-based and non-profit organizations.

The School of Business and Leadership consists of four academic programs; A.S./B.S. in Business Administration or Accounting, Organizational Management (OM - adult degree program), Master in Business Administration (M.B.A.), and Master of Science in Organizational Leadership (MSOL).

Student Learning Goals
The Business School learning goals are categorized within the framework of the Nyack College core values. Through an academically rigorous curriculum the Business School seeks to fulfill the following goals for its students.

**Academically Excellent**: Develop students to articulate, demonstrate, and analyze theories, terms, and concepts as it applies to scholarship.

**Globally Engaged**: Demonstrate clear global awareness, by using theories from various areas of business and applying them to global situations.

**Intentionally Diverse**: Communicate effectively and creatively with individuals, teams, and large groups and demonstrate their ability to utilize diverse points of view as a means to solving problems.

**Personally Transforming**: Integrate biblical, spiritual, and professional principles to encourage personal growth and development.

**Socially Relevant**: Demonstrate a clear understanding of the major functional areas of business and the ability to creatively apply techniques and theories within organizations.

Program Assessment
Outlined below are assessments used to gauge the effectiveness of our programs.

<table>
<thead>
<tr>
<th>Assessment</th>
<th>Context</th>
<th>Location in Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. ETS Major Field Achievement Test National exam assessing subject matter knowledge in business and related courses</td>
<td>Administered as a final exam during Senior Year</td>
<td>Spring Semester</td>
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<tr>
<td>2. Comprehensive examinations</td>
<td>Required in business and accounting “core” courses</td>
<td>ECO201, ECO202, BUS 428, and BUS 470</td>
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<tr>
<td>3. Capstone course designed to measure student mastery of essential theoretical and methodological issues associated with business and accounting</td>
<td>Required Senior Year course</td>
<td>Business Policy &amp; Strategic Management</td>
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*No prior year assessments. Assessments were instituted Fall 2009.*
ORGANIZATIONAL LEADERSHIP – M.S.

Primary Faculty: Dr. Anita Underwood (Director), Dr. Claire Henry (New York City Campus)

MISSION STATEMENT AND LEARNING GOALS

Mission Statement
The mission of the Master of Science in Organizational Leadership (MSOL) is to educate adult students with a values-based leadership studies program using a dialogue learning methodology, undergirded with a solid foundation in servant leadership principles, theoretical frameworks, and applied research skills that provide a context for enhancing leadership and organizational transformation.

Student Learning Outcomes
Through theoretical models, research and application:

Socially Relevant
- Students participation in the Leadership institute, with opportunities to design and facilitate leadership seminars, workshops or conferences for community leaders
- Opportunity for students to present their thesis research findings to the client organization
- Understand how to embody and lead from a values-based leadership framework that facilitates human and organizational potential in non-profit, faith-based, business or community settings.

Academic Excellence
- Students design and conduct research an action research thesis that contributes to Positive Leadership and Organizational Publication of research project in Proquest – an academic online thesis and dissertation database (optional)
- Demonstrate information literacy competencies through successful completion of online courses, ability to access articles from scholarly journals via electronic databases and ability to accurately document references using APA Publications guidelines
- Graduates accepted in Ph.D. programs

Globally Engaged
- Global focus and enhanced awareness of requirements to work outside the US, through designing an expatriate portfolio for an international leadership assignment

Intentionally Diverse
- Opportunity for current and emerging leaders to enhance their leadership perspectives by engaging in a learning dialogue with professionals from diverse organizational backgrounds

Personally Transforming
- Provide self-assessment tools and process to help leaders have a better self-awareness of leadership strengths and weaknesses
- Demonstrate knowledge, tools, and process that indicate a self-reflective awareness of one’s leadership values, skills, and development needs to enhance leadership potential
- Offer a holistic approach to leadership, through an integration of Christian and spiritual practices with theories and research on leadership

MSOL Program Assessment
The following assessments are used to assess program effectiveness.

<table>
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<tr>
<th>Assessment</th>
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<th>Location in Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Design and submit a written empirical based research proposal.</td>
<td>Review and approval by IRB committee.</td>
<td>Monthly during 2nd trimester</td>
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</table>
Master of Science in Organizational Leadership

<table>
<thead>
<tr>
<th>Contributions to positive organizational change, Meets APA publication guidelines.</th>
<th>Required curriculum on leadership. Written submission of chapters 1 &amp; 2 of thesis.</th>
<th>All 10 courses during the 12 month program. 3rd trimester and completion of the program.</th>
</tr>
</thead>
<tbody>
<tr>
<td>3. Written evaluation of knowledge of leadership and organizational theory.</td>
<td>Submission and acceptance by Proquest.</td>
<td>After thesis defense/end of the program.</td>
</tr>
<tr>
<td>4. Demonstration of scholarship and meeting of criteria for thesis publication.</td>
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</tbody>
</table>

Assessment results are evaluated on an annual basis for program improvement. No individual student is identified in the evaluation of the program data. Results are reported below with percentage of students in each performance category. For MSOL the assessment is based on both quality and meeting the location in program.

**MSOL PROGRAM STRUCTURE**
The Master of Science in Organizational Leadership is a graduate studies program offered through the School of Business and Leadership. It is offered in two locations: Nyack, NY and New York City, NY. The 12-month program is comprised of 10 courses, 3 thesis seminar classes, and an action research thesis. To maximize student learning and the quality of the student faculty exchange, students are divided into small cohort groups and remain together throughout the MSOL program. Students enrolled in NYC take classes on two 4-hour weekday evenings. Student enrolled at the Nyack campus take classes on Saturdays for an 8-hour period. Students enrolled in the NYC cohorts must meet a New York state residency requirement by enrolling in the 3-credit “Principles of Research Methods” class (LDG 660) on the Nyack campus on Saturdays.

Each cohort has a lead instructor who serves as the student’s academic and thesis advisor.

**Thesis**
The thesis is a major independent action research study that is required for completion of the degree. This research project is designed to provide students with an opportunity to identify a leadership need within an organization, which could benefit from positive organizational change. The academic advisor for the thesis is the cohort Lead Faculty member. This individual is the student’s primary contact and advisor throughout the entire thesis process. The student’s cohort Lead Faculty assigns all feedback and grades.

The thesis is considered an essential component of the MSOL program that helps the student:
- Enhance critical thinking and writing skills.
- Strengthen information literacy skills through reading scholarly journals
- Integrate theory, course work and application
- Understand the policy and ethics regarding protection of human participants in conducting research
- Develop skills in recognizing, stating and solving problems objectively and systematically
- Understand the value of database change management strategies
- Refine oral and written presentation techniques

Finally, the thesis is intended to create a positive change in the organization for which it is designed. The format and details for the thesis requirements are distributed by the MSOL Lead Faculty.

**PROGRAM REQUIREMENTS FOR GRADUATION**
- A total of 33 credits with a minimum GPA of 3.0, with the lowest passing grade in any given class being a B-. The available grades that students in the MSOL program can receive are A, A-, B+, B, B-, F and FX.
- Successful completion of a written thesis that meets the requirements of MSOL and APA publication guidelines. The final version must be professionally edited to ensure compliance with APA guidelines, and submitted to and approved by the MSOL lead professor.
- All tuition and fees paid in full.
All of the requirements must be completed six weeks prior to the graduation date.

Students who do not meet the requirements for graduation after being enrolled in the 52-week MSOL program have up to one (1) additional year to complete any unfinished course work or thesis requirements. Students who have not completed their thesis at this point will be automatically registered for Thesis Continuation (LDG798) for up to 3 consecutive semesters as necessary to complete the thesis.

A grade of ‘NC’ (no credit) will be transcripted on the student’s academic record for Thesis Continuation (LDG798), but a fee equal to 1 credit of tuition is assessed each semester a student is registered for Thesis Continuation (LDG798).

If all academic requirements are not completed at the end of the one (1) year extension, students wishing to continue must apply for re-admission, re-take classes as necessary to meet current degree requirements at time of re-admission and pay the applicable tuition costs. (Unless a Program On Hold has been approved.)

Students from previous cohorts who started before the Fall 2009 semester who wish to continue pursuing their degree may appeal to the dean’s office for re-admission.

First Trimester
LDG 640 – Foundations of Organizational Leadership .........................3
LDG 650 – Ethical Leadership ..........................................................3
LDG 660 – Principles of Research Methods .....................................3
LDG 670A – Thesis Seminar I ...............................................................1

Second Trimester
LDG 680 – Global Leadership and Diversity ............................................3
LDG 690 – Organizational Communication and Leadership ..............3
LDG 770 – Organizational Culture and Team Building .....................3
LDG 710A – Thesis Seminar II ...............................................................1

Third Trimester
LDG 720 – Organizational Redesign and Innovation .......................3
LDG 730 – Transformational Leadership ..............................................3
LDG 740 – Strategic Planning and Implementation .........................3
LDG 750A – Thesis Seminar III ..............................................................1
LDG 798 – Thesis Continuation .............................................................0
LDG 799 – Thesis Completion .............................................................3