Leadership and Organizations

Master of Science in Leadership and Organizations with a concentration in Human Capital Organizations

The Human Capital in Organizations master's degree concentration is offered entirely online to meet the needs of busy adults. Students will learn to determine, cultivate, and maintain the symbiotic relationship between individuals and the organizations for which they work. Strategic human capital can be the winning element of a successful organization; master the process of developing and retaining employees to engage and achieve objectives, innovate, and maximize organizational and individual success. The master's degree concentration in Human Capital in Organizations prepares students to ethically develop and maintain human capital while learning the best practices to do so.

Led by instructors who work in the fields in which they teach, classes introduce students to innovative and creative approaches to structuring and sustaining the development of human capital. Students explore knowledge and information management, communication tactics, vertical and horizontal partnerships, and organizational learning to promote the successful development of capital. Students will define the attributes, challenges, and advantages of human capital and strategies for leveraging each while integrating personal and organizational achievement. Customize your Leadership and Organizations master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to:

• Describe partnerships both vertically and horizontally
• Define the attributes, challenges, and advantages of human capital and strategies for leveraging each
• Describe the integration of knowledge management and organizational learning as a concept for integrating personal and organizational success
• Define the opportunities, challenges, and options to have employees participate in decision making through the use of various techniques
• Discuss best practices in ethically developing and maintaining human capital

Leadership and Organizations Outcomes

This program prepares students to:

• Analyze evidence of oral, written, and non-verbal communication techniques that display clear purpose and directly reflect principles of effective leadership
• Apply relevant program theory and principles in order to formulate arguments that clearly and directly reflect the leadership principles upon which they are based
• Craft and articulate a vision for themselves as leaders by identifying gaps in current knowledge and practice
• Generate a plan to align mission, vision, people, resources, and goals to maximize success and value over time for an organization
• Justify appropriate change management and communication strategies to transition organizations, processes, and/or employment tasks from one stage to another using employee empowerment while minimizing disruption to business functions, organizational goals, and employee morale.
• Evaluate the characteristics of successful organizational partnerships between private, public, not-for-profit, and governmental organizations and how to implement them
• Design and defend strategies for successfully traversing key internal and external issues—such as new product offerings, organizational development, restructuring, and financial decisions—facing contemporary organizations
• Create an implementation plan for processes and content in organizations to meet the description of organizational scope and mission

Master of Science in Leadership and Organizations with a concentration in Philanthropic Leadership

The Philanthropic Leadership master's degree concentration is offered online or on campus at the University of Denver in the evenings, or in a combination of both, to meet the needs of busy adults seeking fundraising and philanthropic strategy and implantation techniques. Designed specifically for professionals who currently or aspire to manage a non-profit or charitable organization development function, the master's in Leadership and Organizations with a concentration in Philanthropic Leadership prepares students to lead dynamic organizations. Students will learn to strengthen and enhance their organization’s reputation, build vital support through strong and lasting leadership, and sustain donor relationships resulting in a robust development function with a master’s degree.
Leadership classes are led by faculty who work in the field they teach and provide students industry insight to help them thrive in the tight-knit field of development and fundraising. Students will learn strategies of fiscal responsibility and transparency that lead to community support, and identify the goals and plans necessary to uphold a successful organization. From budget planning to legal issues, useful technology to ethics, the practical guidance provided in the master's concentration in Philanthropic Leadership at University College will prepare non-profit leaders with the knowledge and skills needed to succeed as professional development leaders in the philanthropic sector. Customize your Leadership and Organizations master’s degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to:

- Describe the processes and content of organizations that meet the description of philanthropic organizational excellence
- Explain or develop the organization's policy as it relates to donor relationships and local, state, and federal requirements
- Develop a greater level of personal and professional cultural competence
- Identify donor support that aligns with the ethics, mission, vision, and values of the organization
- Compare and contrast different fundraising strategies, including grants, major gifts, planned giving, and annual campaigns
- Evaluate and select the most effective structure for an organization for fundraising
- Develop and critique the current roles of staff, board, and volunteers and contrast it to ‘best practice’ analysis

Leadership and Organizations Outcomes

This program prepares students to:

- Analyze evidence of oral, written, and non-verbal communication techniques that display clear purpose and directly reflect principles of effective leadership
- Apply relevant program theory and principles in order to formulate arguments that clearly and directly reflect the leadership principles upon which they are based
- Craft and articulate a vision for themselves as leaders by identifying gaps in current knowledge and practice
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- Design and defend strategies for successfully traversing key internal and external issues—such as new product offerings, organizational development, restructuring, and financial decisions—facing contemporary organizations
- Create an implementation plan for processes and content in organizations to meet the description of organizational scope and mission

Master of Science in Leadership and Organizations with a concentration in Project Management

The Project Management master's degree concentration is offered online or on campus at the University of Denver in the evenings, or in a combination of both, to meet the needs of busy adults. Students receive hands-on, practical instruction from professional practitioners who work in the fields they teach on the tools and techniques of effective project management. Students will learn how to develop a clear plan that places a project in the context of an organization's strategic plan, while considering budgetary, scheduling, and human capital implications.

The content for the Project Management concentration has been developed to parallel the Project Management Institute's (PMI® Project Management Body of Knowledge (PMBOK®) Guide. It covers all of the relevant areas and prepares the student to do well on the PMI® Project Management Professional (PMP) Certification Exam. In addition, the master's degree concentration provides practical experience in using the tools and techniques of effective project management. You'll learn the basic principles of project management and become proficient in the use of project management software and understand how to develop a plan that clearly places a project in the context of an organization's strategic plan.

This degree prepares students to:

- Understand the basic principles of project management and become proficient in the use of project management software
- Be prepared to deal with the legal ramifications of running a complex project
- Develop a comprehensive risk management plan for a project
- Manage the complexity inherent in large-scale projects
- Develop a plan that clearly places a project in the context of an organization's strategic plan
- Prepare to pass the PMI® Project Management Professional (PMP®) Certification Exam
Leadership and Organizations Outcomes

This program prepares students to:

- Analyze evidence of oral, written, and non-verbal communication techniques that display clear purpose and directly reflect principles of effective leadership
- Apply relevant program theory and principles in order to formulate arguments that clearly and directly reflect the leadership principles upon which they are based
- Craft and articulate a vision for themselves as leaders by identifying gaps in current knowledge and practice
- Generate a plan to align mission, vision, people, resources, and goals to maximize success and value over time for an organization
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- Create an implementation plan for processes and content in organizations to meet the description of organizational scope and mission

Master of Science in Leadership and Organizations with a concentration in Strategic Innovation & Change

The Strategic Innovation and Change master's degree concentration is offered online or on campus at the University of Denver in the evenings, or in a combination of both, to meet the needs of busy adults. Students will learn tactical innovation and change management using vision, values, and mission as an overall guide. Led by professional practitioners who work in the fields they teach, leadership classes provide professionals the skills to manage change, encourage innovation, and develop effective strategic initiatives while fulfilling an organization's mission.

Students can expect to develop environmental scanning skills to identify and evaluate external factors that affect an organization on a micro or macro level and prepare them to be solution-oriented leaders. While learning to take advantage of current realities and seize opportunities for an organization through strategy, degree seekers will explore the change theories and concepts required for effective and ethical change leadership while understanding how the relationships within an organization are affected.

The importance of mission and vision is discussed throughout the Strategic Innovation and Change master's degree concentration. Customize your Leadership and Organizations master's degree through the innovative Professional Options Curriculum using our convenient online degree builder tool, which allows you to select courses that cater to your specific career needs.

This degree prepares students to:

- Define the role of mission, vision, values, and goals as a start of strategic planning
- Articulate and discuss the advantages and limitations of the strategic planning process
- Identify the areas to be addressed in implementing innovation and change; customers, competitors, suppliers, technology
- Explore the change theories and concepts and skills required for effective and ethical change leadership and how the relationships within an organization are affected
- Discuss how financial management and budget and planning need to align with the vision, values, and goals of an organization

Leadership and Organizations Outcomes

This program prepares students to:

- Analyze evidence of oral, written, and non-verbal communication techniques that display clear purpose and directly reflect principles of effective leadership
- Apply relevant program theory and principles in order to formulate arguments that clearly and directly reflect the leadership principles upon which they are based
- Craft and articulate a vision for themselves as leaders by identifying gaps in current knowledge and practice
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- Design and defend strategies for successfully traversing key internal and external issues—such as new product offerings, organizational development, restructuring, and financial decisions—facing contemporary organizations
• Create an implementation plan for processes and content in organizations to meet the description of organizational scope and mission

Certificate in Leadership and Organizations with a concentration in Human Capital Organizations

The graduate certificate in Human Capital in Organizations concentration is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials to include leadership knowledge on managing human capital. Certificate students will learn to lead, determine, cultivate, and maintain the symbiotic relationship between individuals and the organizations they work for. The graduate certificate in Human Capital in Organizations concentration prepares students to ethically develop and maintain human capital while learning the best practices to do so. Strategic human capital can be the winning element of a successful organization; master the process of developing and retaining employees to engage and achieve objectives, innovate, and maximize organizational and individual success.

Explore knowledge and information management, communication tactics, vertical and horizontal partnerships, and organizational learning to promote the successful development of capital. Led by instructors who work in the field they teach in, certificate classes introduce students to innovative and creative approaches to structuring and sustaining the development of human capital. Students will define the attributes, challenges, and advantages of human capital and strategies for leveraging each while integrating personal and organizational achievement. Credits earned through this graduate certificate may apply toward a master’s degree in Leadership and Organizations.

This certificate prepares students to:

• Describe partnerships both vertically and horizontally
• Define the attributes, challenges, and advantages of human capital and strategies for leveraging each
• Describe the integration of knowledge management and organizational learning as a concept for integrating personal and organizational success
• Define the opportunities, challenges and options to have employees participate in decision making through the use of various techniques
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Leadership and Organizations Outcomes

This program prepares students to:

• Analyze evidence of oral, written, and non-verbal communication techniques that display clear purpose and directly reflect principles of effective leadership
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CERTIFICATE IN LEADERSHIP AND ORGANIZATIONS With a Concentration in Philanthropic LEADERSHIP

The graduate certificate in Philanthropic Leadership concentration is offered online or on campus at the University of Denver in the evenings, or in a combination of both, to meet the needs of busy adults. Students will learn to develop fundraising and philanthropic strategy and implementation techniques as you learn to manage a non-profit or charitable organization development function. The certificate in Philanthropic Leadership concentration prepares students to lead dynamic organizations and strengthen an organization’s reputation, build vital support through strong and lasting leadership, and sustain donor relationships resulting in a robust development function.

Certificate students learn from faculty who work in the field they teach as they provide students with industry insight to help them thrive in the tight#knit field of development and fundraising. From budget planning to legal issues, useful technology to ethics, the practical guidance provided in the certificate program will prepare non-profit leaders with the knowledge and skills needed to succeed as professional development leaders in the philanthropic sector. Credits earned through this graduate certificate may apply toward a master’s degree in Leadership and Organizations.

This certificate prepares students to:

• Describe the processes and content of organizations that meet the description of philanthropic organizational excellence
• Explain or develop the organization’s policy as it relates to donor relationships and local, state, and federal requirements
• Develop a greater level of personal and professional cultural competence
• Identify donor support that aligns with the ethics, mission, vision, and values of the organization
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Leadership and Organizations Outcomes

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Certificate in Leadership and Organizations with a concentration in Strategic Innovation & Change

The graduate certificate in Strategic Innovation and Change concentration is offered online or on campus at the University of Denver in the evenings, or in a combination of both, to meet the needs of busy adults. Students will learn tactical innovation and change management using vision, values, and mission as an overall guide. Led by professional practitioners who work in the fields they teach, leadership classes provide professionals the skills to manage change, encourage innovation, and develop effective strategic initiatives while fulfilling an organization's mission.

Students will explore the change theories and concepts required for effective and ethical change leadership while understanding how the relationships within an organization are affected. Certificate students can expect to develop environmental scanning skills to identify and evaluate external factors that affect an organization on a micro or macro level and prepare them to be solution-oriented leaders. Organizations are analyzed from the viewpoint of strategic alignment of their critical frameworks of operation including financial management, budget, and planning. The concept of innovation not being a one-time event, but instead an organizational view and structure as part of an organizational strategy, will be explored. Credits earned through this graduate certificate may apply toward a master's degree in Leadership and Organizations.

This certificate prepares students to:

• Define the role of mission, vision, values, and goals as a start of strategic planning
• Articulate and discuss the advantages and limitations of the strategic planning process
• Identify the areas to be addressed in implementing innovation and change; customers, competitors, suppliers, technology
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Leadership and Organizations Outcomes

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MASTER'S DEGREE ADMISSION

Admission Criteria
A regionally accredited baccalaureate degree is required for admission. Applicants must have a minimum grade point average (GPA) of 3.0 on a 4.0 scale (or equivalent) in their undergraduate work from a regionally accredited degree-granting institution for full admission. Applicants whom University College believes may successfully engage in graduate work, but who have not met the previously stated GPA requirement, may be admitted to a degree program on a provisional basis. The GMAT and GRE are NOT required.

Admission Process
Master's degree applications are reviewed for admission on a quarterly basis. Applications and all supplemental materials must be submitted online; with the exception of transcripts, which must be received by the stated application deadline (requests for accommodation may be granted). Applicants will be notified of a decision via email and standard mail approximately two weeks following the application deadline. Detailed application information and application deadlines are located on the University College website (http://universitycollege.du.edu/answers/admission/masters.cfm).

• Application: Applicants must complete the application online (http://myweb.du.edu).
• Application Fee: A $75 non-refundable application fee is required for an application to be processed.
• One Official Transcript from each Post-Secondary Institution: Applicants are required to submit an official transcript from each post-secondary institution they have attended, or are presently attending, where 2 quarter hours (or one semester hour) or more were completed. This includes transcripts for credit earned as transfer work and study abroad.
• Two Letters of Recommendation: Two confidential letters of recommendation are required.
• Statement of Purpose: A personal statement (two pages double spaced) is required. The statement should include information on how the degree will enhance career plans and meet educational goals. Sharing personal experiences, abilities, achievements, and goals is encouraged. This document has considerable influence in the decision to admit applicants with attention given to written communication skills.
• Résumé/Curriculum Vitae (CV).
• Degree Plan: The degree plan, detailing courses for the academic program, is required to complete the admission process and can be completed through the University College online Degree Builder (http://universitycollege.du.edu/DegreeBuilder/Student/ChooseDegree.aspx) tool.
• Language Proficiency: Applicants whose native language is not English or who have been educated in countries where English is not the native language, regardless of citizenship, must provide official scores from the Test of English as a Foreign Language (TOEFL) or International English Language Testing System (IELTS). The TOEFL and IELTS scores are valid for two years from the test date. Applicants may be exempt from English proficiency test requirements if they have earned a post-secondary degree from a recognized/accredited university where the language of instruction and examination is English.
• Proof of Permanent Residency: Permanent Residents must provide a copy of their Registration Alien Card (green card).
• Admission Interview: An interview may be required at the program director’s request.
• International Applicants: Additional requirements are listed below for international applicants.

CERTIFICATE ADMISSION

Admission Criteria
A regionally accredited baccalaureate degree is required for admission. Applicants must have a minimum grade point average (GPA) of 3.0 on a 4.0 scale (or equivalent) in their undergraduate work from a regionally accredited degree-granting institution for full admission. Applicants whom University College believes may successfully engage in graduate work, but who have not met the previously stated GPA requirement, may be admitted to a degree program on a provisional basis. The GMAT and GRE are NOT required.

Admission Process
Certificate applications are reviewed for admission on a quarterly basis. Applications and all supplemental materials must be submitted online; with the exception of transcripts, which must be received by the stated application deadline (requests for accommodation may be granted). Applicants will be notified of a decision via email and standard mail approximately two weeks following the application deadline. Detailed application information and application deadlines are located on the University College website (http://universitycollege.du.edu/answers/admission/certificate.cfm).

• Application: Applicants must complete the application online (http://myweb.du.edu).
• Application Fee: A $50 non-refundable application fee is required for an application to be processed.
• One Official Transcript from each Post-Secondary Institution: Applicants are required to submit an official transcript from each post-secondary institution they have attended, or are presently attending, where 2 quarter hours (or one semester hour) or more were completed. This includes transcripts for credit earned as transfer work and study abroad.

Leadership and Organizations
International applicants must comply with all requirements set forth for domestic applicants and supplement their application with additional documentation. International applicant information, including admission deadlines and the International Applicant Checklist, is available on the University College website (http://universitycollege.du.edu/answers/admission/international.cfm).

Admitted international applicants whose native language is not English are required to attend University College’s International Preparation Week (http://universitycollege.du.edu/answers/admission/international.cfm) prior to attending courses at University College.

University College will consider graduate applicants who have earned three-year baccalaureate degrees from 15-year education systems. The school from which the applicant has earned the degree must be a formally recognized or regionally accredited institution of higher learning, as determined by the University Of Denver Office Of International Student Admission. Admission policy and procedures for applicants holding three-year baccalaureate degrees are the same as for other international applicants with one exception: applicants with a three-year degree are not eligible for English Conditional Admission. Priority consideration will be given to those with a minimum of three year’s work experience.

Additional Admission Requirements for International Applicants

- **English Proficiency:** All internationally educated applicants whose native language is not English are required to submit proof of English Language Proficiency regardless of citizenship and/or U.S. residency.
  1. **TOEFL:** A minimum score of 550 (paper based), 213 (computer based), or 80 (Internet based) is required for admission consideration. Generally, applicants should achieve at least 20 in all TOEFL subscores on the internet-based exam. TOEFL score reports older than two years from the date of application are not acceptable for admission consideration.
  2. **Academic IELTS:** A score of 6.5 or higher is required to be considered for admission. Each individual band score must be 6.0 or higher. IELTS score reports older than two years from the date of application are not acceptable for admission consideration.
  3. **Possible Exemptions:** International applicants may be exempt from the TOEFL/Academic IELTS requirement if by the time of matriculation they have earned a post-secondary degree from a formally-recognized/accredited university where the entire language of instruction and examination is in English.
  4. **English Conditional Admission (ECA):** Master’s degree applicants who do not meet the required level of English proficiency may be considered for conditional acceptance if all other admission criteria are met. Prior to enrolling in any graduate-level coursework, ECA requires an evaluation by the University of Denver’s English Language Center (ELC) and successful completion of intensive ELC English courses including the Graduate Preparation Program. Academic classes may not be taken while students are enrolled at the English Language Center. Graduate certificate students may not be admitted through ECA. As an alternative to the English Language Center, an applicant may become fully admitted by submitting sufficient TOEFL/Academic IELTS scores.

- **Official Transcripts and Translations:** International applicants should submit official transcripts printed in the official language of instruction of their institution. Certified English translations must accompany all transcripts except for those provided by institutions that issue documents in English.
- **Photocopy of Diploma/Degree Certification and Appropriate Translations:** Applicants who have earned a degree outside the U.S. must submit proof of graduation through a degree certificate or diploma along with all appropriate official translations.
- **A Photocopy of Current Passport:** Applicants must provide a copy of the photograph and legal name page of their passport. This is required before an I-20 can be issued by the University of Denver.
- **The Supplemental Information Form (SEVIS Supplement):** Applicants who are not U.S. Citizens or permanent residents must complete the SEVIS form.
- **Financial Verification Form:** Applicants seeking an I-20 student visa must submit financial verification documents.
### Master of Science in Leadership and Organizations with a Concentration in Human Capital Organizations

#### Degree Requirements

##### Coursework Requirements

<table>
<thead>
<tr>
<th>Core coursework requirements</th>
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<tbody>
<tr>
<td>ORL 4500 Leadership Development</td>
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<td>ORL 4520 Principles of Financing for Organizations</td>
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<tr>
<td>ORL 4905 Graduate Social Research Methods</td>
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<tr>
<td>ORL 4910 Research Practices and Applications</td>
<td>4</td>
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<tr>
<td>ORL 4901 Capstone Project</td>
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<tr>
<td>ORL 4902 Capstone Seminar</td>
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<tr>
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<tr>
<td>ORL 4160 Integrating Personal and Organizational Success</td>
<td>4</td>
</tr>
<tr>
<td>ORL 4170 Developing Human Capital in Organizations</td>
<td>4</td>
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<tr>
<td>ORL 4190 Value Driven Decision Making</td>
<td>4</td>
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<td>ORL 4550 Strategic Organizational Partnerships</td>
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**Total Credits** 48

Students will work with their personal academic advisor to determine the best set of courses for their electives.

A satisfactory quality of achievement with a grade point average of “B” (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University’s grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of “C” grade. A grade lower than “C” renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

#### Non-coursework Requirement

Capstone Project or Capstone Seminar (or successful completion of Topics in Organizational Leadership)

### Master of Science in Leadership and Organizations with a Concentration in Philanthropic Leadership

#### Degree Requirements

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<td>ORL 4610 Cultivating and Sustaining Donor Relations</td>
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<tr>
<td>ORL 4615 Principles of Finance for Fundraising</td>
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<tr>
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**Total Credits** 48

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A satisfactory quality of achievement with a grade point average of “B” (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University’s grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of “C” grade. A grade lower than “C” renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

**Non-coursework Requirement**
Capstone Project or Capstone Seminar (or successful completion of Topics in Organizational Leadership)

**Master of Science in Leadership and Organizations with a Concentration in Project Management**

**Degree Requirements**

**Coursework Requirements**

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<td>ICT 4100 Principles of Project Management</td>
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<td>ICT 4105 Project Contracts and Procurement</td>
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<tr>
<td>ICT 4110 Project Management Tools and Techniques</td>
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<tr>
<td>ICT 4115 Project Management Dynamics</td>
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</tbody>
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| Elective requirements | 12 |

**Total Credits**

48

Students will work with their personal academic advisor to determine the best set of courses for their electives.

A satisfactory quality of achievement with a grade point average of “B” (3.0) or better is required in graduate coursework accepted for the degree. The average is determined on the basis of the University’s grading system. In no case, may more than one-fourth of the hours accepted toward the degree be of “C” grade. A grade lower than “C” renders the credit unacceptable for meeting degree requirements. Students must earn a grade of B- or better in the Capstone Project or Capstone Seminar.

**Non-coursework Requirement**
Capstone Project or Capstone Seminar (or successful completion of Topics in Organizational Leadership)

**Master of Science in Leadership and Organizations with a Concentration in Strategic Innovation & Change**

**Degree Requirements**

**Coursework Requirements**

<table>
<thead>
<tr>
<th>Core coursework requirements</th>
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**Non-coursework Requirement**

Capstone Project or Capstone Seminar (or successful completion of Topics in Organizational Leadership)

**Certificate in Leadership and Organizations with a Concentration in Human Capital Organizations**

**Certificate Requirements**

**Coursework Requirements**

**Concentration requirements**

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
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<td>ORL 4160</td>
<td>Integrating Personal and Organizational Success</td>
<td>4</td>
</tr>
<tr>
<td>ORL 4170</td>
<td>Developing Human Capital in Organizations</td>
<td>4</td>
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<tr>
<td>ORL 4190</td>
<td>Value Driven Decision Making</td>
<td>4</td>
</tr>
<tr>
<td>ORL 4550</td>
<td>Strategic Organizational Partnerships</td>
<td>4</td>
</tr>
</tbody>
</table>

**Elective requirements**

8

**Total Credits**

24

**Certificate in Leadership and Organizations with a Concentration in Philanthropic Leadership**

**Certificate Requirements**

**Coursework Requirements**

**Concentration requirements**

<table>
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<tr>
<td>ORL 4610</td>
<td>Cultivating and Sustaining Donor Relations</td>
<td>4</td>
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<tr>
<td>ORL 4615</td>
<td>Principles of Finance for Fundraising</td>
<td>4</td>
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<tr>
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**Elective requirements**

8

**Total Credits**

24

**Certificate in Leadership and Organizations with a Concentration in Strategic Innovation & Change**

**Certificate Requirements**

**Coursework Requirements**

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**Elective requirements**

8

**Total Credits**

24
Leadership Org Studies Courses

Organizational Leadership Courses

ORL 4160 Integrating Personal and Organizational Success (4 Credits)
This class explores the dynamics where the organization and the individual are successful and what is the role of the teacher. It analyzes options and opportunities, including the use of a systems thinking model, organizational learning, knowledge management, appreciative inquiry and building an ethical model for success at all levels of an organization; public, private or non-profit.

ORL 4170 Developing Human Capital in Organizations (4 Credits)
This course explores why, with the changes in the workforce, organizations; public, private, and nonprofit; are looking internally for innovation, creativity and strategic change. Based on the premise that organizations continue to evolve or they will become extinct, this course examines the reasons behind developing human capital and discusses concrete strategies for this development, in a sustaining and ethical manner. This course evaluates the advantage of a connected workforce; a shared mission, vision and information, knowledge, reward and communication structures. Stressing that people are an organization's most important resource, this course identifies the role of the leader in developing and retaining human capital.

ORL 4185 Enterprise Management (4 Credits)
The enterprise management course provides a contextual basis for the application of effective cross-functional management methods within the enterprise. The topics taught in this course come from the traditional academic areas of business, industrial engineering, applied statistics, and project management. This course is designed to present and integrate these fundamental knowledge areas into a multi-dimensional enterprise management knowledge base and skill set.

ORL 4190 Value Driven Decision Making (4 Credits)
This course explores both objective and subjective decision making models. Emphasis is placed on decision making and risk assessment for organizational effectiveness in public, private and nonprofit organizations. The rational approach is taught via maximization of expected outcomes and decision tree analysis. The irrational side of decision-making is covered through demonstrations and discussion of decision bias and judgment heuristics. The role of the leader is discussed.

ORL 4320 Understanding Cities: Services (4 Credits)
The delivery of municipal services involves multifaceted operations. This course examines the models and frameworks used in the administration of various city and county services, such as law enforcement; fire and emergency services; schools; social services; medical and hospital services; public health; and cultural, sports, entertainment and recreation services. This course draws on experts from local governments to describe current issues, unresolved problems, and promising solutions.

ORL 4330 Political Environments (4 Credits)
This course provides an in-depth examination of the components of political environments, including grassroots activism, political campaigns, the election process, boards, public forums, etc. Current events and case studies providing key examples will be explored to develop an understanding of political exchange and social change. The effects of public decision-making on collaboration will also be examined, and negotiation skills for engaging in political interactions will be identified and cultivated.

ORL 4340 Business and Community Entrepreneurship (4 Credits)
This course explores how businesses, not-for-profit organizations, and municipal government work together to create an atmosphere that supports entrepreneurship. Topics include regulations, taxation, economic development, business incentives, manpower development, and encouragement of trade, tourism, and convention business. Coordinating bodies such as trade associations and chambers of commerce are also explored. Strategic planning, entrepreneurial, and project management skills are developed through a collaborative course project.

ORL 4360 Community Change Processes (4 Credits)
Community change is omnipresent and can impact organizations and municipalities at every level, as well as individual citizens. Changes can involve technological advances, demographic changes, community issues, special interests, and workplace pressures. This course explores organizational change theories including change process and then various models employed to effectively implement change. It examines the impact of change on municipalities and its citizenry and explores practical change management methodologies. Students will explore creative and innovative techniques to conceptualize and plan community development initiatives as well as enhance leadership skills for communication and implementation.

ORL 4370 Comparative Financial Systems (4 Credits)
The financial systems of business, government, and not-for-profit organizations are described, compared, and contrasted. The revenue sources, limitations, and legal structures regulating financial operations are described, and the methods of controlling and reporting expenditures are examined. Processes for strategic planning, budget building, and auditing are explored as are the interactions of the three sectors on such matters as taxation, fundraising, and economic development. Methods used for public and private collaborations, such as tax increment financing and Certificates of Participation, along with other emerging financial tools, will be explored.

ORL 4380 Social Marketing Communication (4 Credits)
Social marketing applies commercial marketing concepts and tools to influence the behavior of target audiences to improve the quality of their lives and/or the society of which they are a part. Although built on many of the same principles as commercial marketing, social marketing is distinctly different. This course explores the specialized practice of social marketing as an effective approach to promoting behavioral and social change. Using case studies and problem-based learning strategies, it examines relevant theories, concepts and practices considered by nonprofit organizations, government and corporations when seeking to effect behavioral changes that lead to measurable outcomes including community development, improved health, injury prevention and environmental protection.
ORL 4400 Leading Strategic Planning in Organizations (4 Credits)
Beginning with a clear mission, strategic planning is an iterative, dynamic process of translating the mission into a series of goals and outcomes in public, private, and nonprofit organizations. The organization's vision, values, mission and goals are the core of the process; strategic planning involves a series of options, understanding opportunities, evaluating risk, developing the plan and building in ethics, communication, implementation and evaluation. The strengths and limitations of rational planning processes are explored and strategies for coping with unintended consequences are developed. The role of the leader in this process is also discussed.

ORL 4410 Principles of Environmental Scanning (4 Credits)
Environmental scanning is the process of identifying and evaluating external factors that may affect an organization; public, private, or nonprofit; on either a micro or a macro level. The micro level includes the immediate and global competitive environment and the macro level encompasses external trends dealing with the economy, politics, social changes or technology. This course provides students the opportunity to develop a process for environmental scanning and learn to use tools to evaluate trends and the significance of a trend. Casual loop diagrams, systems archetypes and scenario planning are discussed. These tools are useful in all sectors.

ORL 4420 Leading Change for Transformation (4 Credits)
The only thing that is constant is change. Beginning with this premise, this class explores the exciting and opportunity filled world of change and transition. This course explores the basic change theories, concepts and skills required for effective and ethical change management in public, private and nonprofit organizations. Student examine the notion of breakpoint change, the various stages of individual and organizational change, essential relationships between leadership and management, and assorted organizational and management models for managing change. The concept of chaos or a chaotic organization for producing extraordinary results is discussed. The role of the leader in this process is analyzed.

ORL 4500 Leadership Development (4 Credits)
This course explores leadership as a dynamic relationship with the organizational environment, stakeholders, and followers, in public, private, and nonprofit organizations. Leadership in context is an essential concept, as well as the core leadership practice that effective leaders exemplify. Notable leaders from corporate 500, small business, non-profit, military and political organizations are studied to assess their core leadership practices and those attributes that may vary due to the organizational context. The importance of ethical, strategic, and system wide decision making is examined. Strategies used to implement change and move organizations forward are addressed. Students assess their own leadership attributes, characteristics and skills and construct a personal leadership development plan.

ORL 4510 Building the 21st-Century Organization (4 Credits)
This course examines the purpose and roles of organizations in today's global economy. The main focus is on the design and structure of organizations based on their industry; the internal and external environment; type of culture; degree of complexity and use of technology; routine and non-routine processes; size; and whether they are global, national or local. Differences between public, private and governmental organizations are illustrated. Organizational culture and its effect on ethics, change management, and innovation are examined. The sources of conflict in organizations are explained and students learn how power, political tactics, and collaboration can be used to resolve conflict. Contemporary challenges facing organizations are identified along with the design and structure options that help mitigate these challenges. Students develop an Organization Design Plan that enables a selected organization to effectively operate within its environment at optimal performance. Designing for performance, sustainability and innovation are key aspects of this course.

ORL 4520 Principles of Financing for Organizations (4 Credits)
This course is designed to enable students to discover how basic financial concepts are similar and different across public, private and non-profit organizations. Students compare and contrast the use of these concepts and processes in different organizational types and structures.

ORL 4530 Leading a Culture of Organizational Innovation (4 Credits)
This course examines a proven process of innovation and how it applies to private, public and nonprofit organizations; leading to entrepreneurship. The course identifies how organizational culture can have a positive or negative effect on innovation. The role of the leader is also discussed. Determining the right strategy for effective innovation and how to structure organizations to innovate best is explored. Students describe how to implement management systems to assess ongoing innovation, using metrics throughout the process, and determine how to incentivize innovation in work teams. Using the seven rules of innovation, students assess a selected organization on its degree of innovation and propose a plan for integrating innovation.

ORL 4550 Strategic Organizational Partnerships (4 Credits)
Partnerships extend the capability of the organization; public, private or nonprofit; and help to leverage available resources. Strategic partnerships provide an alternative to vertical integration and a way to complement the organization's core competencies. This course defines and discusses the roles of various types of organizational partnerships, including internal and external, strategic partnerships, and joint ventures, and explores strategies for ethically managing these external and internal organizational relationships.

ORL 4580 Innovation and Entrepreneurial Development (4 Credits)
This course examines a proven process of innovation and how it applies to private, public and non-profit organizations, leading to entrepreneurship. The course identifies how organizational culture can have a positive or negative effect on innovation. Determining the right strategy for effective innovation and how to structure organizations to innovate best is explored. Students describe how to implement management systems to assess ongoing innovation, using metrics throughout the process, and determine how to incentivize innovation in work teams. Using the 7 rules of innovation, students assess a selected organization on its degree of innovation and propose a plan for integrating innovation.
ORL 4600 Philanthropy Roles and Practices (4 Credits)
This course critically reviews the history of the philanthropic sector in the United States and how this sector has influenced the development of American socio-political values and continues to influence discussions in the present day. This course critically assesses the impact philanthropy has made in the socio-political movements in the U.S. and around the world such as women’s suffrage, racial segregation, LGBTQ+ advocacy, and world hunger and poverty. Topics covered will include, but are not limited to: -History of philanthropy in the US -Global philanthropy -Legal and tax considerations -Mission driven organizations -Philanthropic influence in political discussions -Differences nonprofit driven services for a community versus government/public providing those services -The role of the leader in achieving excellence.

ORL 4610 Cultivating and Sustaining Donor Relations (4 Credits)
This course answers the questions of why donors are needed and how to establish and sustain donors for the organization. This class explores the practice of identifying donors and establishing the relationship in an ethical and sustainable manner. Donors may be business, other organizations, individuals or foundations. Based on the premise that first there is involvement, and then transparency and finally donations, how effectively an organization established and sustains donors supports the long term existence of the organization.

ORL 4615 Principles of Finance for Fundraising (4 Credits)
This course provides fundraising professionals an understanding of financial statements, budgets and IRS issues. Topics include: accounting principles, managing the accounting process, cash flow, cost accounting and analyzing financial statements.

ORL 4620 Principles of Strategic Fundraising (4 Credits)
Beginning with a clear mission, strategic fundraising is an iterative, dynamic process of translating the mission into a series of outcomes and support for the organization. With the organization’s vision, values, mission and goals as the core of the process, the fundraising is done with high ethical standards, ensuring accountability to the donors and compliance with all applicable Federal, State and local Laws. Various fundraising strategies and vehicles are discussed, along with the role of the staff and the board in fundraising. Last, there is some discussion of the current larger issues in fundraising.

ORL 4630 Organizing for Successful Fundraising (4 Credits)
Most organizations are unsuccessful with their fundraising efforts, not because their cause isn’t worthy of support, but because they simply are not organized to fundraise. This course covers the basic elements of a mission statement, preparing the case for support by donors, the roles of staff, board, volunteers, and the legal and ethical issues involved. Organizational structures are discussed, with the balance between bureaucracy and innovation/creativity. The role of technology is illustrated. The local, state and federal laws that govern fundraising are discussed.

ORL 4640 Research and Writing for Fundraising (4 Credits)
This course is an in depth exploration of researching and writing effective proposals and grants. Principles of the Institutional Review Board (IRB) are studied and basic training completed. Funding sources are analyzed and the process of competing for a grant is discussed. At the conclusion, students have the knowledge to research, prepare, and present a grant proposal. Prerequisite: ORL 4620.

ORL 4650 Advanced Board Development (4 Credits)
This course explores the opportunities and challenges with a board of directors from a staff perspective. This course evaluates the value of a knowledgeable and effective board of directors in the success of the organization. The role of the board of directors and the role of a staff member, especially in fundraising, is often unclear and the need for clarity and differences in the roles are discussed. How to develop and maintain a working relationship with the board of directors member to move the organization forward is analyzed. Lastly, this course evaluates how to choose members for the board and how to design and implement a development plan for board of directors members are explored. Prerequisite: ORL 4600.

ORL 4660 Database Management and Technology for Fundraising (4 Credits)
This course explains why having reliable information with regular updates is essential in the development and sustaining of a donor base for nonprofits. All aspects of effective technology uses, including: research, email, electronic contributions, volunteer contact lists and mail generation are discussed. Legal, ethical and costs considerations are investigated. Prerequisites: ORL 4600, ORL 4615 and ORL 4620.

ORL 4670 Advanced Fundraising (4 Credits)
This course provides the opportunity for students to build on the knowledge gained in Principles of Strategic Fundraising. Topics include: current trends, legal concerns, professional development for fundraisers and alternative revenue sources. There is an emphasis on understanding and explaining the financial structure of the organization. Prerequisites: ORL 4600, ORL 4615 and ORL 4620.

ORL 4680 Advanced Volunteer Management (4 Credits)
This course focuses on the recruitment, training and retention of the organization’s volunteers, be it public, private or nonprofit. Including a cost benefit analysis, this course is an in-depth analysis of a volunteer program. There is a discussion of the legal and ethical considerations, advantages and disadvantages, of using volunteers in an organization. Prerequisite: ORL 4600.

ORL 4701 Topics in Organizational Ldrsp (1-6 Credits)
The content of this course varies each time it is offered. The topics may include time-sensitive issues from the film industry, elective courses that are not scheduled regularly during the course of the year, or advanced inquiry into core-course subjects. Each time the course is offered, the specific content is announced in the quarterly course schedule. Depending on the subject matter, students may be required to have completed prerequisite courses.
ORL 4901 Capstone Project (4 Credits)
The Capstone Project provides students the opportunity to research a topics, problem, or issue within their field of study, and work individually with a Capstone advisor. Similar in weight to a thesis, but more flexible, this final project synthesizes and applies core concepts acquired from the program. The student selects an appropriate Capstone advisor who is knowledgeable in the field of study to work closely with and whom can guide the research project. Evaluation will be focused on the quality and professionalism of applied research and writing; critical and creative thinking; problem-solving skills; knowledge of research design, method, and implementation; and contribution to the field and topic of study. View the Capstone Guidelines for additional details. Prerequisites: a capstone proposal that has been approved by both the capstone advisor and academic director, unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better, and a "B" or better in one of the following courses: MALS 4020, COMM 4905, GS 4905, MALS 4905, ORL 4905, EPM 4910, HCL 4910, HRA 4910, ORL 4910, SMGT 4910, ICT 4000, or MALS 4915.

ORL 4902 Capstone Seminar (4 Credits)
The Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem or issue in the degree field of study. The student produces a paper of 7000-8000 words that presents a position on a relevant problem or issue, supports the position with professional and academic work in the field, analyzes and tests the paper position, and discusses the role of the findings within the field of study. The seminar is dependent upon collegial discussion of student research and work and under the facilitation of a faculty member, and it is governed by the quality of participation and contributions of the students. The course structure, facilitated by the faculty member, guides the students through the process of independent research and writing of a capstone paper; the instructor provides intensive feedback on the capstone process and papers. Students are responsible for generating the course content through ongoing discussion of and peer feedback on the capstone process and individual papers, as well as the analysis and contextualization of focused student papers within the wider degree field of study. Students professionally and academically communicate their findings through written work and oral presentations. Students must have: Unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better, and a "B" or better in one of the following courses: MALS 4020, COMM 4905, GS 4905, MALS 4905, ORL 4905, EPM 4910, HCL 4910, HRA 4910, ORL 4910, SMGT 4910, ICT 4000, or MALS 4915. A final grade of "B" or better is required in this course to meet degree requirements. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

ORL 4904 Interdisciplinary Capstone Seminar (4 Credits)
The Interdisciplinary Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem or issue in the degree field of study. Members of the class will include students from various UCOL programs, representing multiple topics of study. On campus offerings of this course include required online components. The student produces a paper of 7000-8000 words that presents a position on a relevant problem or issue, supports the position with professional and academic work in the field, analyzes and tests the paper position, and discusses the role of the findings within the field of study. Students professionally and academically communicate their findings through written work and oral presentations. The seminar is dependent upon active and collegial discussion and critique of student research and work under the facilitation of a faculty member, and it is governed by the quality of participation and contributions of the students. Students must have: Unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better, and a "B" or better in one of the following courses: MALS 4020, COMM 4905, GS 4905, MALS 4905, ORL 4905, EPM 4910, HCL 4910, HRA 4910, ORL 4910, SMGT 4910, ICT 4000, or MALS 4915. A final grade of "B" or better is required in this course to meet degree requirements. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.Students must have: Unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better, and a "B" or better in one of the following courses: MALS 4020, COMM 4905, GS 4905, MALS 4905, ORL 4905, EPM 4910, HCL 4910, HRA 4910, ORL 4910, SMGT 4910, ICT 4000, or MALS 4915. A final grade of "B" or better is required in this course to meet degree requirements. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

ORL 4905 Graduate Social Research Methods (4 Credits)
Graduate Social Research Methods is an exploration of the methods and purposes of social science research from the perspective of the researcher as well as that of the informed professional and consumer of information. Students learn about the process of research, including the development of research questions, the purpose of various social science research methods, the role of professional ethics, and general approaches to the analysis and interpretation of data. Students develop the ability to read and critique basic social science research articles and to implement simple research designs. Students develop and write a research proposal around a specific research question informed by a review of the literature. Technical requirements include the ability to read and modify Microsoft Excel documents. This course is required of all degree-seeking students and should be taken in the first three quarters of enrollment. A final grade of "B" or better must be earned in this course to meet degree requirements.
ORL 4910 Research Practices and Applications (4 Credits)
This course develops competency in principles of research and measurement for use in the professional setting. As an initial course in the program of study, students learn research methods to apply to program and systems design and evaluation to achieve successful measurement of outcomes and goals. Students become critical consumers of pertinent literature to provide background and support for the choice and application of proper qualitative and quantitative research methods and data analysis for professional application. Critical thinking through comparing and contrasting cause and effect is used to build logic models. Research, design, and evaluation processes that address issues of implementation, feasibility, and sustainability are emphasized. At the conclusion of this course, students are prepared to apply and clearly communicate the practice of scientific research principles in the professional environment to ensure that the question being asked can be answered through rigorous research and the design and formative assessment of the program or system. Completion of Institutional Review Board (IRB) training via CITI Program is required as a basis for discussion of research ethics and IRB procedures. Competencies gained in this course, including practices of inquiry, self-analysis, and evaluation, are applied and integrated throughout the course of study and demonstrated in the culminating capstone work of the master's degree. This course is required of all degree-seeking students and should be taken in the first three quarters of enrollment. A final grade of "B" or better must be earned in this course to meet degree requirements.

ORL 4980 Internship (1-4 Credits)
The ORL internship is designed to offer students a practical educational experience in an industry related setting. The internship is an individualized learning experience that is directly related to the knowledge and skills covered in the ORL master's degree program. Students are responsible for finding their own internship site and proposing their internship ideas. University College sends notification to all ORL students if they hear of internship possibilities. Students may also work through the DU career center to explore opportunities for internship experiences. The objectives, activities, responsibilities, and deliverables for the internship are defined in a training plan that is developed by the student jointly with the internship supervisor at the sponsoring organization. The training plan is approved by the academic director. Prerequisites: The student must be unconditionally accepted in the ORL degree program, have completed a minimum of 28 hours of graduate coursework, including at least two core courses, and have earned a GPA of 3.0 or better. Enrollment must be approved by the academic director.

ORL 4991 Independent Study (1-8 Credits)
This is an advanced course for students wishing to pursue an independent course of study. The student must be accepted into a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices before registering for the independent study. Independent study is offered only on a for-credit basis.

ORL 4992 Directed Study (1-10 Credits)
This is an advanced course for students wishing to pursue a directed course of study. The student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices before registering for the independent study. Directed Study is offered only on a for-credit basis.