GRADUATE AND PROFESSIONAL STUDIES

In 1984, Tusculum College recognized the special needs of working adult students by developing the educational programs within Graduate and Professional Studies. Each program is comprised of accelerated courses with one instructional meeting per week and one meeting where students complete assignments outside of class with their learning team. These programs have gained a solid reputation in the region for their high academic standards and practical focus and have been studied nationally as models of delivery for adult learners.

Four programs are offered:

- **Gateway** (for degree-seeking students completing general education core and/or elective requirements)
- **Bachelor of Science in Organizational Management**
  Concentrations in: Human Resource Management, Marketing
- **Master of Arts in Organizational Management**
- **Master of Arts in Education**
  Concentrations In: K-12, Organizational Training and Education, Human Resource Development

This section of the catalog first outlines policies and regulations applying to all four programs and then provides details of each program individually. Tuition, Fees, and Financial Aid information are found in the General Information section in the front of the catalog.
ACADEMIC POLICIES

Academic Schedule
The Tusculum College Graduate and Professional Studies Programs follow a non-traditional academic calendar. Students enroll in cohort groups that start year round. Courses in each program are offered sequentially, allowing students to study one subject at a time. Classes are held at times and in locations convenient to students.

Locations and Facilities
The Greeneville campus and all off-site locations provide instructional support and educational services that meet the needs of adult students. All locations are approved by the Southern Association of Colleges and Schools and meet federal guidelines. In addition to the services and resources provided at each location, students have access to all resources (e.g. library, career counseling, tutoring) via the Internet or by phone. Computers with Internet access are available at each location to ensure access to these resources. The Morristown location, Tri-Cities location, and the Knoxville Regional Center have computer labs that are available to students and an extension of the Tate Library is housed at the Knoxville Regional Center.

Academic Advising
Both professional academic advisors and faculty advisors are charged with the responsibility of providing useful, pertinent information concerning many different areas within Tusculum College. Accordingly, advisors assume a significant educational role within the academic life of their students. The professional academic advisor provides each undergraduate student with guidance for developing an educational plan, selecting courses, and making referrals for assistance from other campus resources. The faculty advisor serves as a mentor for students in regard to professional opportunities and direction in the discipline. The faculty advisor regularly visits each cohort group that they advise and assists in fostering productive interpersonal relationships within the class and learning teams. The professional and academic advisors work in concert to provide advising services that meet the needs of adult students. At the graduate level, the academic advisor is a member of the graduate faculty.

Learning Teams
Learning teams (formerly called study groups) typically consist of 3-5 students who work collaboratively to complete assignments that extend their skills and knowledge on course concepts. The learning team also allows members to serve as resources for each other as members bring the value of their own life experience to the team.

Faculty members are responsible for planning weekly assignments
that engage the learning team in some activity to meet course objectives. Individual learning teams shall be responsible for establishing their own meeting time and location to complete work that is planned for the course. Attendance and full participation in the weekly learning team assignment are required of all students. Learning teams may choose to use technology, such as chat rooms, e-mail, or conference calls, to complete some assignments if that technology supports the completion of an assignment to the required level of achievement.

Class Representatives
The main function of the class representative is to serve as liaison between the class and the Graduate and Professional Studies faculty, administration, and staff. Class representatives disseminate information to members of the class, such as course syllabi, announcements, and other communications. The class representative is the spokesman for the class when the class wishes to convey information to members of the staff and faculty.

Class Attendance
Classes are held one evening a week for four hours with the instructor, and approximately four hours per week with the learning team to complete planned assignments to meet course objectives. Class attendance is mandatory and is recorded by the faculty member, who submits student attendance records to the administrative office. A grade of “F” is automatically assigned to any student who misses more than one third of the total class meeting time. Total missed class time includes absence for the evening, arriving late or leaving before the class is dismissed. This is an institutional policy and is not left to the discretion of the faculty member. Individual faculty members often adopt more stringent attendance requirements as detailed in their syllabi and require any missed work to be made up. Students should realize that failure to attend class or learning team meetings may also impact financial aid. Refer to sections on “Financial Aid” and “Withdrawal” for further information.

Course Load
Undergraduate students in Gateway and BSOM may not enroll in more than two courses concurrently. A Bachelor of Science student will be permitted to register for only one major course at any given time. On rare occasions, exceptions to this policy may be granted under special circumstances. The student must request such a waiver in writing and submit it to the professional academic advisor for approval. If dual enrollment is requested by any graduate student for any reason, a written request should be submitted to the graduate advisor for approval.

Computer Needs and Recommended Skills
Students who enroll in Graduate and Professional Studies programs
are responsible for having access to a computer and email capabilities and Internet connectivity capable of linking to the Tusculum College website. Tusculum College provides for computer/Internet accessibility at its instructional sites. If any students are unable to obtain access to the Internet connectivity and email capabilities either on their own or through the use of College-supplied facilities, the College will assist them in identifying other convenient Internet access locations.

Students in the Professional Studies Program consistently use computers to complete assignments throughout the curricula. It is strongly recommended that students entering their respective programs be proficient in executing the following skills: (a) typing, (b) file management (open, save, delete, move, copy, create folders, save file in specified folder), (c) familiarity with windows (maximize, minimize, close), (d) using and installing software (open programs; use spell check; cut, copy, and paste within a document; insert graphic image; and, change font and font attributes), and (e) basic Internet usage (navigate in browser, send and receive e-mail).

Admission

Applicants meeting the minimum requirements as stipulated for each Graduate and Professional Studies program will be afforded regular admission. If one or more of the requirements is not met, provisional acceptance may be granted. Both undergraduate and graduate applicants are informed in their acceptance letter of the conditions that MUST be met in order to proceed in the program. Please refer to section on “Retention Standards” for further information regarding program continuation.

Transfer Credit

Transfer students must submit an official transcript for each post-secondary institution attended. An evaluation of transfer credit will be completed by the Registrar to determine which courses apply toward the student’s degree program (core requirements) and which will be counted as elective credit. Tusculum College will accept as transfer credit only those hours earned at a regionally accredited institution.

Tusculum College has articulation agreements with several institutions awarding associate’s degrees. Normally, core requirement deficiencies will be waived for students who have earned an associate’s degree, except for requirements in composition, speech, computer literacy, mathematics, and natural science. If any section of an articulation agreement differs from the Tusculum College Catalog, the articulation agreement will be used in determining transfer credit. Tusculum may accept as transfer credit a maximum of thirty (30) semester hours of Pass “P” credit from one or more of the following: Advanced Placement Program (APP), correspondence courses, College Level Examination Program (CLEP), DANTES Subject Standardized Tests
(DSST), and proficiency credit. Minimum scores as set by Tusculum College (following recommendations by the American Council on Education-ACE) must be earned in order to award credit. An official copy of CLEP and DANTES scores is required. Enrolled students are required to contact the Director of Assessment or Assistant Registrar for approval to request credit from one or more of the above. In some cases, credit from one or more of the above may be deemed a duplication of transcripted credit.

Veterans must submit a certified Veterans’ Form DD 214 showing an honorable discharge with at least six months’ service. Seven semester hours of physical education credit may be awarded. Those still serving in the military will be awarded the seven semester hours of physical education credit by submitting basic training documentation.

Grades of “D” or “F”

Transfer grades of “D” or “F” are treated in the same way as those earned in Tusculum College courses. Therefore, all transfer “D” grades are used as hours toward graduation, and all transfer “D” and “F” grades are used to compute the grade point average. Grades of “I” are considered as “F” for transfer credit.

Admission of Special Students

Students who are not candidates for degrees from Tusculum College but are interested in attending classes will be placed in one of these three categories:

1. Transient Students: Students currently matriculating at another college who are in good standing may want to enroll as transient students. The normal application procedure should be followed, but in place of the transcript, a letter from the chief academic officer or registrar of the student’s institution must be sent to the Admissions Office giving special approval for the student to attend Tusculum College and specifying which courses may be taken. At the request of the student, a transcript will be sent to his/her college at the end of the enrollment at Tusculum. Enrollment in this status is for a limited period, usually not exceeding one semester.

2. Part-time Students: Tusculum College will admit students who do not wish to become regular students or candidates for degrees but who desire to enroll in one or more courses. Students seeking course credit to qualify for admission to undergraduate or graduate programs may be enrolled as special students. Those students are required to submit an application and appropriate transcripts before being admitted to class.

3. Auditors: An auditor is one who attends classes and is required to participate in classroom discussions, submit work required of other students, and take examinations, but is not assigned a grade. Individuals who wish to audit one or more courses should submit an application at least two weeks before the course begins.
International Students

The review procedure for international students is the same as that required of all students. In addition, an international student applicant must complete an international student application and fulfill the following requirements:

1. An international student must take the Test of English as a Foreign Language (TOEFL) and have a record of the results sent to Tusculum College. A minimum score of 550 is required on this test. This test is administered in the United States and abroad by the College Entrance Examination Board, Box 592, Princeton, New Jersey 08540. The score must be sent to Tusculum College from the College Entrance Examination Board.

2. If the TOEFL is not taken, then an international student may complete the American Language Academy course level V and be admitted upon the recommendation of the director of that program located in the United States. The same applies for a student who enters a program of the English Language School, which has centers throughout the country as well. Tusculum requires that a student graduating from an ELS program must have completed Level 108 before being considered for full-time admission.

3. An international student must complete and return to the College the “Certification of Finances” form. This form will be supplied by Tusculum College and must be completed in conjunction with the student’s bank or similar financial institution.

It is important that all financial arrangements be confirmed before the student arrives at Tusculum. If the international student is accepted, the College will issue an I-20 form which will expedite securing a student visa.

Readmission

A readmission application is required when an accepted student (1) does not begin the designated program within 12 months of acceptance, (2) has withdrawn from the program, (3) has not been enrolled within the past six months, or (4) has enrolled in another institution since either acceptance or attendance at Tusculum. Readmission requires both academic and financial good standing. Applicants will be notified regarding the arrangements needed to begin or continue coursework at Tusculum College. Students who are readmitted are subject to the current program requirements regardless of the date of their original enrollment.

Retention Standards

Undergraduate students must make continued academic progress toward the cumulative GPA of 2.00 required for graduation. Graduate students must make continued academic progress toward the cumulative GPA of 3.00 required for graduation. Students will also be placed in one or more of the following categories based on grades received:
Academic Warning. Students whose cumulative GPA is 2.00 or above but receive a grade below “C” in the Gateway program are notified that they are failing to meet retention standards but that no disciplinary action is being taken at this time.

Academic Probation. Students must make continued academic progress toward the cumulative GPA of 2.00 required for graduation. An undergraduate student is placed on academic probation when his/her cumulative GPA falls under 2.00.

BSOM students are placed on academic probation for their organizational management major if they earn a grade below “C” in any major course. As the College accepts for graduation only one passing grade below “C” in the organizational management major, the student is required to repeat courses that do not meet this standard.

Academic Suspension. Gateway students are academically suspended if they earn a grade below “C” during a period of academic probation. Gateway students may also be subject to academic suspension for sixth months if they have two grades of “D”, “F”, and/or “I” or concurrent grades of “D”, “F”, and/or “I” recorded on their transcripts. To be considered for readmission a cumulative GPA of 2.00 and a re-application are required.

BSOM students will be academically suspended for a period of six months if they earn a second grade below “C” in the management major courses. In such cases repeating one or both of these courses is required. A re-application is necessary in order to be considered for readmission to Tusculum College.

Academic Dismissal. Any student subject to academic suspension the second time is subject to academic dismissal. Dismissal is ordinarily a final revocation of eligibility to return to Tusculum College. Students found guilty of plagiarism and falsification of documents and/or who fail to adhere to Tusculum College’s behavior policies are subject to academic dismissal.

Academic Probation. Students must maintain the cumulative GPA of 3.00 required for graduation. Graduate students are placed on academic probation if their GPA falls below 3.00. Academic probation also occurs when a student receives a grade of “C” for any required courses. A grade of “C” places the student on academic probation for the remainder of the program.

Academic Suspension. Two grades of “I” result in the suspension of the student from classes until one of the incomplete grades has been satisfactorily removed. A student who receives a combination of a grade of “C” and an “I” on an academic record will be suspended from classes for a period of six months. Any student receiving a second grade of “C” or “F” will also be academically suspended. To be readmitted after the waiting period, a student must submit a written request to the
Graduate Committee explaining academic deficiencies and reasons why the student should be considered for readmission.

Academic Dismissal. Any student subject to academic suspension the second time is subject to academic dismissal. Dismissal is ordinarily a final revocation of eligibility to return to Tusculum College. Students found guilty of plagiarism and falsification of documents and/or who fail to adhere to Tusculum College’s behavior policies are subject to academic dismissal.

Withdrawal

A student who must withdraw from any program is required to notify the College in writing and provide information concerning the withdrawal. Failure to notify the Professional Studies Office of intention to withdraw may result in charges for the course being placed on the student’s account. A grade of “F” will be placed on the permanent record if the student fails to withdraw before the end of a course.

Academic Misconduct (See pp. 44-46)

Degrees with Distinction

Degrees with distinction are granted to Bachelor of Science students for outstanding academic performance. All collegiate level work, including transfer credit, will be used to determine the required average. The grade point averages required for these degrees are as follows: *cum laude*, 3.50-3.74 (black cord); *magna cum laude*, 3.75-3.94 (orange cord); *summa cum laude*, 3.95-4.0 (gold cord). Degrees with distinction are not granted to graduate students. Graduate students who complete the program with a 4.0 grade point average wear a gold tassel and gold cord at commencement to indicate that they have achieved High Honors. Graduate students who complete the program with a 3.95-3.99 grade point average wear a gold cord at commencement to indicate that they have achieved Honors.

The Graduate and Professional Studies Competency Program

The purpose of the Competency Program is to ensure that Tusculum College students develop evidence and confidence that they possess the skills, knowledge, values, and qualities of character they need as productive, successful citizens. As they work in their courses to achieve the criteria of the competencies, students become aware of their own strengths and areas needing improvement. The Competency Program specifies levels of achievement in areas important for effective functioning at Tusculum College and in professional, public, and private life.

At the undergraduate level, the program focuses on enhancing the students’ Foundational Competencies. The Foundational Competencies are: Writing, Analytical Reading, Public Speaking, Critical Analy-

At the graduate level, the program focuses on the Advanced Competencies. The Advanced Competencies are: Critical Thinking, Synthesis of Information, Problem Solving, Ethical Decision Making, and Data Analysis and Interpretation.

Additional information concerning the assessment of competencies is provided in the Graduate and Professional Studies Student Handbook and Research Guide.

**Service Learning**

The concept of service is integral to the Civic Arts tradition at Tuscum College. In the Graduate and Professional Studies program, this is evidenced through the inclusion of community service in both undergraduate and graduate levels through projects and events shared by students, faculty, and staff. Because most adult students have already established interests in civic activities, this base provides a building block for increased emphasis on the importance of the citizen’s role in our democracy.

**Grading Procedures**

**Undergraduate Grading Scale**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93-100</td>
</tr>
<tr>
<td>A-</td>
<td>90-92</td>
</tr>
<tr>
<td>B+</td>
<td>87-89</td>
</tr>
<tr>
<td>B</td>
<td>83-86</td>
</tr>
<tr>
<td>B-</td>
<td>80-82</td>
</tr>
<tr>
<td>C+</td>
<td>77-79</td>
</tr>
<tr>
<td>C</td>
<td>73-76</td>
</tr>
<tr>
<td>C-</td>
<td>70-72</td>
</tr>
<tr>
<td>D+</td>
<td>67-69</td>
</tr>
<tr>
<td>D</td>
<td>63-66</td>
</tr>
<tr>
<td>F</td>
<td>0-62</td>
</tr>
</tbody>
</table>

**Graduate Grading Scale**

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>95-100</td>
</tr>
<tr>
<td>A-</td>
<td>90-94</td>
</tr>
<tr>
<td>B+</td>
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<td>B-</td>
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<td>73-79</td>
</tr>
<tr>
<td>C-</td>
<td>70-72</td>
</tr>
<tr>
<td>F</td>
<td>0-69</td>
</tr>
</tbody>
</table>
Coursework is evaluated in the following terms:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Quality Points Assigned</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4.0 per semester hour</td>
<td></td>
</tr>
<tr>
<td>A-</td>
<td>3.7 per semester hour</td>
<td></td>
</tr>
<tr>
<td>B+</td>
<td>3.5 per semester hour</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>3.0 per semester hour</td>
<td></td>
</tr>
<tr>
<td>B-</td>
<td>2.7 per semester hour</td>
<td></td>
</tr>
<tr>
<td>C+</td>
<td>2.5 per semester hour</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>2.0 per semester hour</td>
<td></td>
</tr>
<tr>
<td>C-</td>
<td>1.7 per semester hour</td>
<td></td>
</tr>
<tr>
<td>D+</td>
<td>1.5 per semester hour</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>1.0 per semester hour</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>0.0 per semester hour</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>No points applied</td>
<td>Incomplete</td>
</tr>
<tr>
<td>IP</td>
<td>No points applied</td>
<td>In progress</td>
</tr>
<tr>
<td>P</td>
<td>No points applied</td>
<td>Passing</td>
</tr>
<tr>
<td>W</td>
<td>No points applied</td>
<td>Administrative withdrawal</td>
</tr>
<tr>
<td>WP</td>
<td>No points applied</td>
<td>Withdraw-passing</td>
</tr>
<tr>
<td>WF</td>
<td>No points applied</td>
<td>Withdraw-failing</td>
</tr>
<tr>
<td>AU</td>
<td>No points applied</td>
<td>Audit</td>
</tr>
</tbody>
</table>

Students who fail to complete all course requirements during the course schedule due to crisis circumstances may petition in writing to their instructor for the grade of “I” (Incomplete) on or before the last class meeting of the course. However, the assignment of an “I” is the instructor’s decision. If at the end of 30 days from the final meeting date of the course the student has failed to complete all course requirements, the grade of “I” will become “F,” and the student will be required to repeat the course at his/her own expense. In the case of extreme hardship, the student may petition in writing to the Dean for an additional 30-day extension (request must be received by said office prior to the expiration of the first extension). An extension will only be granted when the student demonstrates that some progress has been made since the first “I” was granted. In no case, however, will the total time allowed for removal of the grade “I” be greater than 60 days from the last meeting date of the course in question. “IP” (In Progress) grades can be assigned only in the research course sequence. “IP” grades allow students to continue work on the research project after a course ends. The time limits on “I” grades apply to “IP” grades as well. The Assistant Dean may be petitioned in writing for an extension beyond 30 days. “IP” grades are not, however, used when considering academic suspension.

Grade Appeals
When appealing a grade, a student must first send a written appeal to the instructor of the course within 30 days of the last date of the course. The written appeal must be accompanied by reasons for the
appeal and by documentation providing evidence to support a grade appeal. The instructor must respond in writing within 30 days after the receipt of the appeal. If, after receiving the instructor’s written response, a student wishes to continue an appeal, he/she must send the original materials presented to the instructor, the written response from the instructor, and a new appeal to the regional Chair or Coordinator of the program in which the student is enrolled. If the instructor is also the Chair or Coordinator, the new appeal is submitted to the Director of the School. If deemed appropriate, the appeal will be forwarded to the Admissions and Standards Committee or the Graduate Committee. The course instructor and these committees are the only two institutional bodies that may change a grade. The decision of either of these committees is final.

Grade Report
At the end of each course, the instructor submits grades for each student. Grades are recorded and mailed to students from the Registrar’s Office — usually within five to seven working days.

Transcripts
The student’s official transcript is prepared by Tusculum College. The transcript lists the courses, grades, credits and dates of instruction for each course. Requests for transcripts of coursework at Tusculum College must conform to the Family Rights and Privacy Act of 1974, which states that all transcript requests must be submitted in writing and be signed by the student.

Transcripts for Portfolio
Students in need of unofficial copies of transcripts from other institutions for “Portfolio Use Only” must submit a written request to the Office of Student Records.

Repeating Courses
Students may repeat courses. All attempts will be recorded on the permanent record along with the grade received. For all repeated courses, only the last attempt will be used for determining grade point average and hours completed for graduation. An “R” will be placed on the transcript by all courses which have been repeated.

Program Completion
Students who have completed program requirements but have not yet met all graduation requirements should contact their professional academic adviser for information.

Tuition, Fees, and Library Services
See information under “General Information” at the beginning of the catalog.
Tusculum College was among the first among East Tennessee colleges to make available liberal arts courses in a program designed for the working adult. This program accommodates those who have previous college credit as well as those who have never attended college. Students enrolled in the Gateway curriculum are degree-seeking, since they are classified as freshmen and sophomore students completing general education core requirements and/or elective credit courses to be applied to the Bachelor of Science in Organizational Management program. Gateway classes are taught by faculty of Tusculum College who have academic and practical backgrounds in their respective disciplines.

General Objectives
The general objectives of the Gateway Program are as follows:
1. To introduce students to the liberal arts
2. To provide the basis for continued intellectual growth
3. To develop the student’s ability to apply broad general knowledge to concrete practical problems
4. To extend opportunities for professional growth
5. To develop the Foundational Competencies

Students are counseled regarding which courses they need to take in the Gateway curriculum by the professional academic advisers. Students already enrolled in another program may elect to enroll in individual specific Gateway courses they need, without registering for the entire Gateway semester.

Admission Requirements and Procedures
New students (those with fewer than 12 semester hours of college credit) must satisfy three of the following five criteria:
1. Evidence of two years’ work experience
2. High school (and college, if applicable) grade-point average of 2.0 or higher
3. Rank in the upper one-half of high school graduating class
4. Composite score of 800 on the SAT or 18 on the ACT
5. Recommendations from two persons qualified to judge the applicant’s potential for success in college work

Transfer students (those with more than 12 semester hours of college credit) must meet the following requirements:
1. A cumulative grade-point average of 2.0 or higher from an accredited college or university
2. Recommendations from two persons qualified to judge the applicant’s potential for success in college work
Applicants not meeting the minimum requirements for regular admission may be granted acceptance under academic probation or special student status.

Admissions Procedures
1. Submit a completed application detailing work experience
2. Submit official (sealed) transcripts of all academic (high school and/or college) coursework or GED scores
3. Submit official SAT or ACT scores if applicable
4. Submit recommendations
5. Students for whom English is a second language must furnish a score of 550 or greater on the TOEFL examination within the last five years

Academic Fresh Start
Academic Fresh Start is a plan of academic forgiveness provided for students who have not attended college for at least four years. This plan allows the calculation of grade point average (GPA) and credit hours toward graduation to be based only on work completed after returning to college. All prior college credit will be forfeited.

Student Requirements
• Separation from all collegiate institutions for at least four calendar years
• At the time of admission as a degree-seeking student, submission of a formal application for admission
• Description of an academic plan
• After acceptance, a student must complete at least 15 semester hours of earned degree course work with a minimum grade point average of 2.00 for all work attempted

Terms of Academic Fresh Start
1. The student may be granted the Academic Fresh Start only once.
2. The student’s permanent record will remain a record of all work; however, the student will forfeit the use for degree or certification purposes of all college or university degree credit earned prior to the four-year separation upon granting of Fresh Start status. Previously satisfied placement test requirements will not be forfeited.
3. The student’s transcript will note that the Fresh Start was made and the date of the Fresh Start. The record will also carry the notation “GPA and credit totals are based only on the work beginning with the date of the Fresh Start.”

Sample Course Descriptions

ORIENTATION TO TUSCULUM COLLEGE. no credit.
Designed to orient students into the Tusculum College Graduate and Professional Studies program.
OREN 100. INTRODUCTION TO THE ACADEMIC ARTS. 2 semester hours.
This course is designed specifically for the adult returning student and includes reading/scanning skills, note taking, time and stress management, and test preparation skills. Competency: Self-Knowledge.

RHET 101. RHETORICAL STUDIES I. 4 semester hours.
Intensive practice in the oral and written organization and presentation of ideas, with emphasis on diction, standard grammar, and sentence structure. Competency: Writing.

RHET 102. RHETORICAL STUDIES II. 2 semester hours.
Includes interpersonal relations and presentation skills in such settings as small groups, classrooms, business meetings, community forums, and political arenas. Competency: Public Speaking.

RHET 103. RHETORICAL STUDIES III. 4 semester hours.
Locating, organizing, and synthesizing information and ideas; oral and written techniques of exposition and persuasion. Competency: Writing.

COURSES IN THE SOCIAL SCIENCES. 12 semester hours with two disciplines required.
Competency varies by course. Course selections may include psychology or sociology-related topics designed to introduce the student to the foundations of human growth and development of human social life. Other possible selections are history-related topics to introduce the student to some aspect of the past and its influence on the present and future. Courses are chosen from either the Tusculum College catalog or a listing of approved courses designed for the Gateway program.

MATH 101. BASIC MATHEMATICS. 4 semester hours.
Develops an interest in mathematics and provides the basic tools for further study. Includes a study and review of the basic algebraic skills of mathematics in preparation for more advanced algebraic study. Competency: Mathematics.

MATH 102. COLLEGE ALGEBRA. 4 semester hours.
College algebra, including polynomial, exponential, and logarithmic functions, with applications to business and natural, physical, and social sciences. Competency: Mathematics.

SCIENCE COURSE. 4 semester hours.
Introduces the student to the interrelationship of systems in nature. Courses are chosen from either the Tusculum College catalog or a listing of approved courses designed for the Gateway Program. Competency: Critical Analysis.
COURSES IN ARTS AND HUMANITIES. 6 semester hours with 2 disciplines represented.
A course in art or music to develop a personal aesthetic response to the world. A course in literature or religion to cultivate a sensitivity to problems of the human condition through literary works or religious texts. Courses are chosen from either the Tusculum College catalog or a listing of approved courses designed for the Gateway Program. Competency varies by course.

PHED 101. PHYSICAL FITNESS AND HEALTH. 2 semester hours.
Gives the adult student a cognitive understanding of the principles underlying physical fitness development and maintenance. Competency: Self-Knowledge.

INTRODUCTORY COURSES IN BUSINESS OR MANAGEMENT (electives).
Introductory courses in business or management. Courses are chosen from either the Tusculum College catalog or a listing of approved courses designed for the Gateway Program. Competency varies by course.

BACHELOR OF SCIENCE DEGREE

General Information
Tusculum College understands the special requirements of adults who are interested in receiving a bachelor’s degree but must also continue meeting their personal and professional commitments. The Bachelor of Science in Organizational Management (BSOM) is designed for upper division adult students who have acquired learning through career experiences, professional or military schools, college or university courses, and professional training. College-level learning gained through experience is evaluated through the Research and Assessment Center and the credit awarded can be applied toward the bachelor’s degree. The courses in the program relate theory to practice. Instructional methods include lectures, case studies, simulations, small-group projects, and applied research. Courses are taught by Tusculum College faculty with academic and practical backgrounds in their respective disciplines.

General Objectives
The general objectives of Tusculum College’s bachelor’s degrees are as follows:
1. To extend educational opportunities to people whose occupations, family responsibilities, or personal preferences do not permit them to spend major blocks of time in residence on a campus
2. To provide students with a comprehensive, yet practical, education through an intensive curriculum which draws on resources, theories, and knowledge of all relevant disciplines in order to enable students to study, analyze, and evaluate problems from a broad perspective
3. To provide students the background needed for a variety of professional careers and to extend the range and nature of available careers.

4. To further develop the qualities of civic virtue necessary for effective citizenship in local, national, and global communities.

The Bachelor of Science program requires satisfactory completion of college work which must include the general education requirements (Core). One hundred and twenty-eight (128) semester hours are required for completion of the Bachelor of Science degree program. In order to graduate, a student must earn a minimum grade point average of 2.00, or an overall “C” for all courses taken. A maximum of one “D” is allowed in the major. At the conclusion of the program, students must have completed the following:

1. A total of 128 semester credits with a minimum of 2.00 grade point average.
2. A core of 33 general education credit hours.
3. The completion of the professional preparation core (courses may be used to satisfy general core hours).
4. The completion of all courses required in the Tusculum College B.S. curriculum sequence, with an acceptable GPA in the major.
5. Payment of all tuition and fees.

Students who have completed all requirements are eligible to participate in graduation exercises. A letter of completion can be requested when all work is completed and all graduation requirements are met and approved. All graduates are expected to participate in the commencement exercises of the College.

Classification of Students

For administrative purposes, the following criteria are used in determining the class in which a student is placed:

<table>
<thead>
<tr>
<th>Credit Hours Earned</th>
<th>Class</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 - 28</td>
<td>Freshman</td>
</tr>
<tr>
<td>29 - 60</td>
<td>Sophomore</td>
</tr>
<tr>
<td>61 - 91</td>
<td>Junior</td>
</tr>
<tr>
<td>92 or more</td>
<td>Senior</td>
</tr>
</tbody>
</table>

General Education Requirements (Core)

<table>
<thead>
<tr>
<th>Subject Area</th>
<th>Credit hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Composition (Comp. I and Comp. II required)</td>
<td>6</td>
</tr>
<tr>
<td>Creative arts and humanities (any 2 areas)</td>
<td>6</td>
</tr>
<tr>
<td>(English, foreign language, literature, art,</td>
<td></td>
</tr>
<tr>
<td>music, religious studies, philosophy, humanities)</td>
<td></td>
</tr>
<tr>
<td>Computer literacy</td>
<td>1</td>
</tr>
<tr>
<td>Natural science and mathematics</td>
<td>6</td>
</tr>
<tr>
<td>(1 course each, mathematics must be at least the</td>
<td></td>
</tr>
<tr>
<td>level of college algebra)</td>
<td></td>
</tr>
</tbody>
</table>
Social science (any 2 Areas) .................................................. 12
  (economics, history, psychology, sociology,
geography, anthropology)
Speech or drama ................................................................. 2
Physical education or health.................................................. 1

The remaining credits may be earned through the following options:
1. Documented prior learning experience portfolio
2. CLEP and/or DANTES examinations
3. Traditional courses taken at regionally accredited colleges and universities
4. Correspondence courses from regionally accredited colleges and universities
5. Tusculum College Gateway Program
6. BSOM Concentration Courses

Credit for Prior College-Level Learning

Assessment of Prior Learning

Tusculum College is among more than 500 colleges and universities
that assess students’ prior learning for credit toward an undergraduate degree. The Council for the Advancement of Experiential Learning (CAEL), an educational association founded in 1974 to promote the acceptance of awarding college credit for experiential learning, has led the way in developing and implementing assessment techniques. Tusculum College uses the guidelines developed by CAEL. Students may earn up to 32 semester credit hours through the portfolio.

The student-prepared prior learning portfolio is the most commonly accepted method used to evaluate prior learning. These portfolios are a collection of narratives and documentation that articulate a student’s academically relevant, non-college learning. These include written materials, tape recordings, films, slides, projects, and other documentation of college-level learning. Portfolios can vary greatly in content, but in their preparation, all students assume the responsibility for self-analysis, preparation, and presentation; and the preparation is itself a learning experience. In preparing the portfolio, the student must pause and recollect a history of learning and growth in order to develop a meaningful learning autobiography.

At Tusculum College, the purpose of the portfolio is twofold:

1. The portfolio enables Tusculum College to evaluate and assign college credit for a student’s college level learning. The amount of credit granted depends on the quality of the learning experience and the thoroughness of the presentation. No grades are assigned; credit is either awarded or denied.

2. The portfolio represents a learning activity that helps integrate prior learning experiences with the student’s educational and professional objectives.
Description of Prior Learning Portfolio

The student develops the portfolio with the assistance of a faculty member. The faculty member facilitates group and individual activities and serves as an important checkpoint in ensuring portfolio quality. Specifically, the faculty member is responsible for ensuring that all portfolios forwarded to the Research and Assessment Center meet college level standards. The faculty member does not participate in the determination of the credit. All portfolio evaluation is done by trained assessors whose knowledge and experience qualify them to evaluate learning gained through experience.

The portfolio is divided into six separate sections which include:

1. The data sheet: an outline of personal, educational, military, and employment background.
2. Transcripts: a record of all colleges and universities attended.
3. Military schools/courses/ratings: Students with military service may petition for credit for military schools and courses, occupational ratings, and commissions through the portfolio. The College uses the American Council of Education’s “Guide to the Evaluation of Educational Experiences in the Armed Services” to determine credit awards.
4. Professional schools and courses: Students who have extensive professional training may be awarded credit from this section of the portfolio. This section includes business and technical schools, workshops, and seminars which were attended as a result of the student’s job. Verification of completion, length of course in contact hours, and course descriptions are required to document professional training. Credit is awarded on the basis of equivalent college-level course content and/or length of course in contact hours.
5. Autobiography: Students write an autobiography that describes the significant personal and professional experiences that have contributed to their growth and development.
6. College-level learning gained through experience: Students write essays that articulate both experience and learning outcomes comparable to those of specific college courses. Essays usually focus on a particular area of knowledge or skill. Students are encouraged to petition not only for professional learning experience, but also for college-level learning experiences associated with family and community. Each petition for credit includes a student narrative and appropriate documentation in evidence of learning. Credit is awarded on the basis of how well the student demonstrates college-level learning.

Portfolio Deadlines and Extensions

The portfolio is written and compiled during the early part of the undergraduate program. Students are eligible to enroll in MGMT 300B Orientation to Experiential Learning after they have completed RHET 101 and 103 or equivalent. After “Experiential Learning Validation” (MGMT 316) the portfolio is ready for its initial evaluation at the Assessment Center of Tusculum College on the main campus.
Students submitting full portfolios (five essays) have two opportunities to submit additional material after the initial evaluation of the portfolio. A letter sent to each student after the initial evaluation of the portfolio includes a deadline for submission of additional material. If material is not submitted by the stated deadline date, the second opportunity to submit material is forfeited.

**Portfolio Fees**

The portfolio submission fee must be paid prior to submission of the portfolio for evaluation. The assessment fee is per credit hour **requested** and is billed after each assessment. It is due within 30 days of the invoice date. Credit will not be placed on the transcript until payment is made.

**Privacy of the Portfolio**

The portfolio will be viewed only by those who have an official reason for doing so: the assessment staff, faculty evaluators, and accrediting association members. Any data from portfolios that may be made public will be generalized and will in no way be attributed to an individual unless the individual has given a signed authorization. Students are advised not to include in the portfolio any material that will violate the legal and moral rights to privacy of other individuals.

Students transferring eight or more hours of experiential learning credit earned at other institutions may not submit a Tusculum portfolio for credit. To avoid duplication of credit, Tusculum College will not accept credit for experiential learning granted by any other college or university after a student has enrolled at Tusculum.

**Portfolio Course Sequence**

**MGMT 300B. ORIENTATION TO EXPERIENTIAL LEARNING.** No credit. Attendance required. Failure to attend means that a student cannot submit a portfolio! This course will provide students with an overview and explanation of the basic requirements of the Experiential Learning/Portfolio process and specifically how to write an autobiography and Life Experience Essay. The course stresses Tusculum College and the American Council on Education guidelines for assessment of prior learning experiences.

**MGMT 315. EXPERIENTIAL LEARNING VALIDATION.** No credit. A non-credit course designed to assist students in the preparation of experiential learning materials to be evaluated for credit. The course stresses Tusculum College and the American Council on Education guidelines for assessment of experiential learning experiences for credit.

**MGMT 316. EXPERIENTIAL LEARNING VALIDATION.** No credit. A non-credit course designed to assist students in the preparation of experiential learning materials to be evaluated for credit. The course stresses Tusculum College and the American Council on Education guidelines for assessment of experiential learning experiences for credit.
Admission Requirements and Procedures

Decisions for admission are based on (a) previous academic records, (b) meaningful work experience, and (c) recommendations of individuals qualified to judge the student’s potential for college work. Tusculum College seeks students who are mature and highly motivated.

Admissions Criteria

Applicants for the BSOM program must meet the following requirements:

1. Possess an overall grade-point average of 2.0 on a 4.0 scale
2. Possess the equivalent of at least 60 semester hours or an associate’s degree from a regionally accredited college or university
3. Have satisfactorily completed: (1) English Composition I and II, (2) Speech, and (3) College Algebra or a higher-level mathematics course (or passed the MATH 102 final examination)
4. Submit recommendations from two persons qualified to judge the applicant’s potential for success with college-level work
5. Students for whom English is a second language must furnish a score of 550 of greater on the TOEFL examination taken within the last five years

Applicants not meeting the minimum requirements for regular admission may be granted acceptance under academic probation or special student status.

Admissions Procedures

1. Submit a completed application detailing work experience
2. Submit official (sealed) transcripts of all college coursework
3. Submit recommendations
4. Students for whom English is a second language must furnish an official TOEFL score from within the last five years

Description and Degree Completion Requirements

The curriculum is designed to enable graduates to deal effectively with an increasingly complex world environment. The program stresses skill development in the areas of interdisciplinary management, decision making, communication, organizational behavior, and problem solving. Each student completes the professional preparation core prior to entering the major courses. This undergraduate major consists of a 38 credit-hour course requirement. Completion of the courses fulfills the minimum requirement for the major. Courses should be completed
in the order recommended by Tusculum College as listed below. Tusculum College reserves the right to modify the curriculum as necessary. A maximum time limit of five years will be allowed for the completion of the major program from initial enrollment in the first course following acceptance. Students who leave the program for any reason and re-enroll must meet all requirements in effect at the time of re-enrollment.

**Bachelor of Science in Organizational Management Concentrations**

Concentrations offer an in depth study of topics introduced in the foundation course that is part of current BSOM curriculum. In order to complete a concentration, students must:

1. Sign a Declaration of Concentration
2. Complete the foundation course in the major (4 hours) before enrolling in concentration courses
3. Complete 3 additional courses (12 hours) required for the concentration in any sequence.

Students are not required to complete a concentration. Specific courses offered as part of a concentration may be taken by students to satisfy elective hours, provided that they have completed the foundation course in the major.

Students may choose a concentration in Human Resource Management or in Marketing.

**CURRICULUM**

**Professional Preparation Core**

**ENGL 233. WRITING IN ORGANIZATIONS.** 4 credit hours.  
A course emphasizing the development and application of writing and speaking techniques within the organization. Competency: Writing.

**SOSC 211. ORGANIZATION & EVALUATION OF INFORMATION.** 2 credit hours.  
A basic skills course that addresses the location, evaluation, and preparation of a literature review in APA style. Students will develop proficiency in the use of library resources, including the direction in use of various databases. Competency: Analytical Reading.

**SOSC 215. ANALYSIS & INTERPRETATION OF INFORMATION.** 4 credit hours.  
The study of sampling and data collection methods, including understanding and applying statistical tools. Focus is on interpretation and presentation of statistical findings. Competency: Critical Analysis.

**RELG 232. THE JUDEO/CHRISTIAN TRADITION AND THE MODERN WORLD.** 4 credit hours.  
This course examines the root and significant features of the Judeo-
Christian tradition based on Jesus and his teachings in their historical setting, and will develop an understanding of the relationship between the principal teachings of this tradition and individual and societal patterns of action. This study will provide a basis for careful reflection about ethical issues and justice in the modern world. Competency: Ethics of Social Responsibility.

**Major Courses**

MGMT 302. PRINCIPLES OF MANAGEMENT. 4 credit hours.
This course is an introduction to management, with emphasis on problem solving and decision making in complex organizations. A behavioral science approach is used in examining management problems created by the interaction of individuals and organizations. This course also explores motivation and leadership in individual and group behavior. Competency: Analytical Reading.

MGMT 330. HUMAN RESOURCE MANAGEMENT. 4 credit hours.
The study of recruitment, selection, and training of personnel for organizations in private and public sectors. This course explores employee relations and collective bargaining, as well as the major laws that govern employment. Competency: Analytical Reading.

MGMT 350. SPECIAL TOPICS IN LEADERSHIP. 4 credit hours.
An in-depth examination of leadership topics such as bringing about cultural change; self-managed work environments; conceptual and visionary thinking and analysis; and the impact and use of technology. Competency: Ethics of Social Responsibility.

MGMT 325. ECONOMIC ENVIRONMENT. 6 credit hours.
An exploration of micro-, macro-, and international economic concepts and issues, as they apply to decision making in private and public sector organizations. Competency: Critical Analysis.

MGMT 431. PRINCIPLES OF MARKETING. 4 credit hours.
This course will focus on the basic principles, concepts, and terminology of marketing, as they pertain to marketing planning, management and problem solving. Competency: Public Speaking.

MGMT 340. ACCOUNTING CONCEPTS FOR MANAGERS. 4 credit hours.
The evaluation of financial reports and the use of accounting information in making management and investment decisions. Competency: Math.

EVAL 300. ASSESSMENT I. No credit.
BUSN 342. BUSINESS IN A GLOBAL SOCIETY. 4 credit hours.

BUSN 403. BUSINESS LAW AND ETHICS. 4 credit hours.
Contracts and agency, rights, obligations and relationship of the agent, principal, and third party conveyances and mortgages of real property, and negotiable instruments. Also includes study of computer law and data security and ethics. Competency: Civility.

EVAL 400. ASSESSMENT II. No credit.

MGMT 440. ORGANIZATIONAL STRATEGY, POLICY & PROCEDURE. 4 credit hours.
A study of the application of strategy, policy, and procedure in private and public sector organizations using pertinent case studies. Competency: Writing.

CONCENTRATION IN HUMAN RESOURCE MANAGEMENT (16 CREDIT HOURS)
Foundation Course in Major: MGMT 330 Human Resource Management. 4 credit hours.

Concentration Courses:
MGMT 432 STAFFING THE ORGANIZATION. 4 credit hours.
This course provides an in depth look at the planning for and recruitment of human resources. It examines the process of selecting candidates and their placement. In addition, it considers the training and development of employees within the organization.

MGMT 434 COMPENSATION AND BENEFITS. 4 credit hours.
This course examines how organizational pay structures are established, pay is used to recognize employee contributions, and the importance of benefits to selection and retention of employees.

MGMT 436 EMPLOYMENT AND LABOR LAW. 4 credit hours.
This course examines the legal environment in which all public and private organizations must operate and studies the American Labor Movement and the process of collective bargaining in the United States.
TUSCULUM COLLEGE 2004-2005

CONCENTRATION IN MARKETING (16 CREDIT HOURS)

Foundation Course in the Major: MGMT 431 Principles of Marketing. 4 credit hours.

Concentration Courses:

MGMT 433 MARKET RESEARCH/CONSUMER BEHAVIOR. 4 credit hours.
A consumer-oriented approach to the number one reason for new product behavior: failing to accurately assess and profile target market opportunities.

MGMT 435 PERSONAL SELLING/CUSTOMER SATISFACTION MANAGEMENT. 4 credit hours.
A consumer-oriented approach to the critical marketing factors of first line contact and relationship building.

Choose one from the following:
MGMT 437 MARKETING PROMOTION. 4 credit hours.
A study of how an organization can use the four major tools in the promotional matrix to effectively communicate with and influence consumers.

MGMT 439 ELECTRONIC MARKETING OF PRODUCTS AND SERVICES. 4 credit hours.
The study and application of the Internet as a strategic medium for marketing products and services.

MGMT 443 MARKETING LABORATORY IN NEW AND SMALL BUSINESS VENTURES. 4 credit hours.
A hands-on marketing course for students interested in starting or working for a new business venture, and/or smaller business which may lack the expertise and resources of a larger, more experienced business.
TUSCULUM COLLEGE 2004-2005

MASTER OF ARTS DEGREES

General Information

Tusculum College understands the needs of working adults who are interested in pursuing the concentrated educational enrichment represented by a graduate degree, but who must also continue to meet personal and professional commitments. The College offers two graduate degrees: The Master of Arts in Organizational Management (MAOM) and the Master of Arts in Education (MAED). Classes are taught by Tusculum College faculty with academic and practical backgrounds in their respective disciplines. A maximum time limit of five years will be allowed for the completion of the program. Students who leave the program for any reason and re-enroll must meet all requirements in effect at the time of re-enrollment.

General Objectives

1. To provide the essential graduate level experience students need to enhance their professional careers
2. To enable the graduate to utilize interpersonal, group, and negotiating skills to work successfully with others in an organizational or academic context
3. To provide the graduate with the ability to recognize and solve problems in the management or educational field through ethical decision making
4. To enhance the ability of graduates to exercise and model the qualities of civic virtue necessary for effective citizenship in local, national, and global communities

The curricula should be completed in the order recommended by Tusculum College. Tusculum College reserves the right to modify the curricula as necessary.

Emphasis on Graduate Research

The graduate curricula focus on the student’s ability to utilize research to make educated decisions in practice in their careers. Conducting research, analyzing data, and interpreting results strengthen the Advanced Competencies identified by the College as essential qualities that graduates in their respective programs must possess. Research can also provide a conduit for service learning in that each student must complete a project that will contribute valuable information to organizational personnel. It also promotes the ability of all graduates to test theories through applied research in order to meet both personal and professional decision-making needs. In some programs, the research component includes the development, implementation and evaluation of a value-added project based upon the results of the research process. Successful completion of the research components of the graduate programs demonstrates that students have accomplished
the goals and objectives set forth for each course, each program, and thus, the mission of the College.

Specific information concerning the research for students may be found in the *Tusculum College Graduate and Professional Studies Student Handbook and Research Guide*.

**Graduate Admission Requirements and Procedures**

Decisions for admission are made by the Graduate Committee and are based on previous academic records, performance on recognized examinations, work experience, an acceptable written explanation of desire to enter the program, and recommendations of individuals qualified to judge the student’s potential for graduate college work. Tusculum seeks students who are mature and highly motivated.

Applicants should complete or satisfy the following admission requirements and procedures:

1. Complete an application.
2. Hold a bachelor’s degree from a regionally accredited college or university.
3. Possess a minimum 3.0 GPA (2.75 for K-12 concentration) attained in the last 60 hours of course work.
4. For MAED (K-12 concentration) applicants, possess either a valid teaching license or a passing score on the general test of the National Teacher’s Exam (NTE)/PRAXIS II.
5. Submit a writing sample (minimum of 300 words) indicating the reasons why the applicant wishes to hold a master’s degree in the field.
6. Submit a resume which reflects at least 3 years of:
   - teaching experience for MAED K-12 curriculum
   - professional-level work and/or training experience for MAED Organizational Training and Education and HRD curricula
   - supervisory/managerial experience for MAOM
7. Submit recommendations from two persons qualified to judge the applicant’s capacity for graduate level work.
8. Applicants for whom English is a second language must furnish a score of 550 or greater on the TOEFL examination taken within the last five years.

**Provisional Acceptance**

Students not meeting the minimum requirements for regular admission may be granted provisional acceptance. Provisional acceptance may be granted upon Graduate Committee review of the following:

(a) the writing sample, (b) work experience, (c) recommendations, and (d) extenuating circumstances.

If a student is provisionally accepted, he/she will not be allowed to continue in the program if a grade of “C” or below is received for any course during the first semester. If a student remains in good standing throughout the first semester, he/she will be permitted to continue the
program under the same conditions as students who are accepted under full admission standards. New applicants requiring Graduate Committee Review will be asked to provide a cold writing sample of 1-2 pages in length within a 30-minute time limit.

**Graduation Requirements**

1. Completion of the required curriculum with a minimum grade point average of 3.0 (only one grade of “C” permitted)
2. Successful completion and acceptance by the College of the research report (Organizational Training and Education)
3. Payment of all tuition and fees.

A letter of completion can be requested when all work is completed and all graduation requirements are met and approved. Students who have completed all requirements are eligible to participate in graduation exercises. All graduates are expected to participate in the commencement exercises of the College.

**Attendance Policy**

The following policy applies to graduate cohort groups beginning after January 1, 2003:

1. Any student missing more than one-third of the total time scheduled for a course will receive an automatic grade of “F.” **The total time of absence includes missing any class session; and time missed due to arriving late or leaving before the class is dismissed.**
2. Any student missing more than 5 nights of class in a semester or 10 nights in a program will be academically suspended for 6 months.
3. Students’ grade reports indicate their total misses in the current semester as well as the program (in nights and fractions of nights, for example, missing all of one night and one hour of another night would be 1.25 nights).
MASTER OF ARTS IN ORGANIZATIONAL MANAGEMENT

The Master of Arts in Organizational Management (MAOM) program is an innovative 36-hour program that provides the community with professionals who have the knowledge, skills, and analytical tools to enable them to perform effectively and ethically in a rapidly changing, independent world. This values- and ethics-based educational experience focuses on providing working adults with contemporary knowledge and its practical application that benefits students, their organizations, and society. The program empowers students by further developing their abilities to lead responsibly, act with confidence, make ethical decisions, manage strategically, communicate effectively, employ critical and creative analysis, and lead organizational change.

Completion of the MAOM program gives the student the knowledge and tools to:

- **Lead responsibly** by drawing upon your own unique leadership abilities, experiences, and goals as well as current leadership concepts, theories, and strategies for dealing with a variety of people and organizational issues.
- **Act with confidence** by utilizing self-reflection and awareness to know why, when, and how to lead, follow, model, and mentor.
- **Make ethical decisions** by courageously confronting ethical challenges and applying ethical decision-making tools to workplace dilemmas.
- **Manage strategically** by enabling an organization to analyze its operating environment, envision its future, and develop strategic objectives and by managing people, processes, and resources effectively and ethically.
- **Communicate effectively** by capitalizing on your personal strengths as a communicator and by employing appropriate strategies for influencing, motivating, advocating, team building, and managing conflict.
- **Employ critical and creative analysis** by applying tools of analysis to identify problems, generate creative, pragmatic solutions to solve them, implement appropriate actions, and evaluate their success.
- **Understand and lead organizational change** by working with others to assess a group’s culture, roles, structure, local environment, and global context so as to anticipate, recognize, and resolve organizational problems.

Admission requirements
1. Bachelor degree from a regionally accredited college or university.
2. Undergraduate GPA (last 60 hours)
   a. 3.0 or higher - regular admission.
   b. 2.75-2.99 - provisional admission with requirement that a grade of at least “B” is earned in each of the first three courses of the program.
   c. 2.50 to 2.74 - graduate committee approval. If given, conditional admission with requirement that a grade of at least “B” is earned in each of the first three courses of the program.
MGMT 501. ORGANIZATIONAL EFFECTIVENESS. 3 credit hours. This course addresses the fundamental concepts necessary for a graduate student to successfully develop knowledge, skills, and abilities (KSAs) in communications, ethical decision making, and strategic thinking. All of these fundamentals are addressed and developed through the use of cases, individual and team exercises, and current organization issues. The students will have the opportunity to evaluate their strengths and weaknesses in the three subject areas and create specific strategies to develop and improve these KSAs throughout the graduate program of study.

MGMT 502. LEADING GROUPS AND TEAMS. 3 credit hours. This course promotes an understanding of groups, teams, and teamwork. It examines the practical aspects of creating teams and managing them to excellence. The course explores how team leaders must function to help the team contribute to the overall effectiveness of the organization.

MGMT 504. DEVELOPING ORGANIZATIONAL INTELLIGENCE. 3 credit hours. A survey of information assessment frameworks, tools, and external and internal data sources specifically geared to the needs of organizational management. Students learn how to apply these paradigms, tools, and databases in a context of the scientific method and objective thought framework for examining and addressing complex management issues. Includes a practicum in the direct application of information gathering, evaluation, and use in the context of organizational management.

MGMT 505. ORGANIZATIONAL BEHAVIOR. 3 credit hours. This course provides a framework for understanding the day-to-day behavior of employees within dynamic organizations. Topics covered include human behavior principles in individual, small group, and organizational settings. The influence of job design on human performance will also be examined. The primary focus is on developing effective managerial skills used in improving employee performance.

MGMT 513. ECONOMICS FOR MANAGERS. 3 credit hours. An examination of economic concepts as used in management and government decision making. Application of micro- and macroeconomic tools for analysis.

MGMT 507. STRATEGIC HUMAN RESOURCE MANAGEMENT. 3 credit hours. The strategic application of human resource management (HRM) is critical to the success of all organizations. This course will focus on linking strategic plans and human resource plans. It also covers the
importance of change within the context of the HRM environment. Issues such as staffing, performance appraisal, reward systems, and training will all be examined through a strategic lens.

MGMT 509 MANAGERIAL FINANCE. 3 credit hours.
Theory of managerial finance with applications. Techniques and problems maximizing wealth through the application of discounted cash flow analysis. Emphasizing on risk, return, capital budgeting, and capital structure.

MGMT 521 LEADERSHIP PRACTICE AND SKILLS. 3 credit hours.
This course explores the concept of leadership using various theoretical and scholarly views, approached with a view to application. Emphasis will be placed on the development of leadership skills and styles to enable students to become effective organizational leaders.

MGMT 506. APPLIED MARKETING MANAGEMENT. 3 credit hours.
The application of marketing principles, concepts, and theory in the resolution of contemporary, strategic marketing management problems and opportunities. This course focuses on extending graduate management students’ marketing knowledge, decision making and problem solving abilities. Problem solving/decision making activities based on contemporary marketing cases, problems, and development of a comprehensive marketing plan are utilized.

MGMT 518. LEGAL ENVIRONMENT OF ORGANIZATIONS. 3 credit hours.
An examination of legal and ethical concepts encountered in the field of management. This course focuses on the application of legal principles to common management situations and the legal consequences of violations of administrative and regulatory law.

MGMT 523. ENTREPRENEURIAL THINKING FOR MANAGERS. 3 credit hours.
This course will provide students with the opportunity to learn how to make creative, innovative, and effective decisions by learning, understanding, and employing the primary elements of entrepreneurial thinking. After becoming proficient with entrepreneurial thinking, the students will then utilize these approaches with more traditional decision making tools such as decision trees, Gantt charts, pert analysis, and cause and effect analysis.

MGMT 515. CHALLENGES AND TRENDS IN ORGANIZATIONS. 3 credit hours.
A capstone course that will explore important changes and trends in management’s social, political, economic, legal, and technological en-
environments. Particular attention will be given to the impact of globalization, environmentalism, customer satisfaction, ethics, and the Internet revolution on non-profit, private for-profit, and governmental organizations. This course includes a major writing assignment.

Topics woven throughout the program include: ethics, strategic thinking, global international considerations, forecasting, communications, and action research.
MASTER OF ARTS IN EDUCATION

The Master of Arts in Education degree is designed to provide students with advanced knowledge and skills that they can use in practice in their respective professions in education, training, and development. This degree offers three concentrations:

1. K-12 concentration for classroom teachers with an emphasis on effectively teaching all students, including those with special needs within the classroom
2. Organizational Training and Education concentration for trainers and other professionals working extensively with adult learning, and
3. Human Resource Development concentration for professionals who require practical wisdom to help organizations, groups, and individuals work more effectively.

K-12 CONCENTRATION

Tusculum College offers this unique 17-month, 33-hour graduate education curriculum for K-12 classroom teachers who wish to enhance their skills and knowledge to better accommodate students with a variety of special needs. The focus of this program is to provide teachers with practical applications of research and theory to effectively serve all students in their classrooms. The curriculum should be completed in the order recommended by Tusculum College (as listed below). Tusculum College reserves the right to modify the curriculum as necessary.

Admission Requirements

1. Possess a minimum of 2.75 attained in the last 60 hours of course work.
2. Possess either a valid teaching license or a passing score on the general test of the National Teacher’s Exam (NTE)/PRAXIS II.

Note: Tusculum College accepts the National Teacher’s Examination (NTE) or Praxis II (or a valid teaching license), Graduate Record Examination (GRE), and the Miller Analogies Test (MAT) as acceptable tests for admission for the MAED K-12 concentration.

If none of the above is available, one of the following is acceptable:

a. the candidate’s official copy of the test scores
b. an official transcript bearing the test scores
c. a photocopy of test scores with a supporting affidavit by the student that the official scores are no longer available (affidavit form provided by Tusculum College).

CURRICULUM

EDUC 511. STRUCTURING THE LEARNING ENVIRONMENT. 2 credit hours.
Explores the dynamics of teaching/learning interactions. Provides an overview of current research and practices in the areas of planning
physical environments, understanding academic and social behaviors, determining consequences of behavior, and addressing topics related to students with special needs.

EDUC 533. DEVELOPMENTAL BEHAVIOR ANALYSIS FOR PRACTICING EDUCATORS. 3 credit hours.
This course examines the complexity of errant behavior from physical, cognitive and psycho-social perspectives. Causes of behavior will be presented from the developmental standpoint including gender, social, political, stress and attachment factors. Various models of intervention will be critically reviewed including behavior modification, assertive discipline and pharmacological methods. A needs-based model for analysis and intervention will be presented.

EDUC 503. DESIGNING DEVELOPMENTALLY APPROPRIATE PRACTICES. 3 credit hours.
Application of both modern and classical developmental theories will be discussed. Classical theories will be reviewed in light of modern practice. Particular emphasis will be placed on influences of gender, brain growth, behavioral and sensory research both as supportive and conflicting with classic learning theories and current practice.

EDUC 515. INNOVATIVE INSTRUCTIONAL TECHNOLOGIES. 3 credit hours.
Provides the classroom teacher with opportunities to develop skills in the application of innovative technologies including the use of the computer as a teaching tool.

EDUC 540. THE LAW AND PUBLIC EDUCATION. 3 credit hours.
This course is designed to provide the practicing educator with an overall understanding of the law and how it applies to all aspects of the teaching profession and the administration of public school programs. Specific examination of laws relating to students with special needs.

EDUC 534. APPLIED RESEARCH FOR THE CLASSROOM TEACHER. 3 credit hours.
Promotes competent design and use of action research by classroom teachers. Students will conduct research on a relevant topic of interest to the student in the educational field.

EDUC 505. PLANNING CURRICULUM FOR PRESENT AND FUTURE. 3 credit hours.
Provides the classroom teacher with an opportunity to design curricula and encourages educators to explore the needs of learners. A single curriculum for all students is explored as well as curriculum designed to meet the needs of special students.
EDUC 513. STRATEGIES FOR ASSESSING AND COMMUNICATING LEARNING PROGRESS. 3 credit hours.
Designed to refine the classroom teacher’s skills in assessing the learners’ behavior as it relates to the teacher/learning environment. Strategies for communicating progress to pupils and parents will be explored.

EDUC 517. REPLANNING TEACHING STRATEGIES. 3 credit hours.
Designed to help practicing classroom teachers examine current strategies and make appropriate plans to meet learners’ needs. Examines current research and its application to the teaching/learning environment.

EDUC 523. LEADERSHIP DEVELOPMENT AND RENEWAL. 3 credit hours.
Provides the development and practice of leadership skills for classroom teachers in a changing educational environment. Various leadership styles and models are analyzed. Ethics in education are addressed empirically and emphatically for leadership that influences cultural change.

EDUC 532. STRATEGIES FOR SPECIAL NEEDS STUDENTS. 3 credit hours.
This class offers information on identification, teaching strategies, curriculum modifications, and behavior plans for special needs students in the regular classroom. Research and practical application are the foundation for this class.

ORGANIZATIONAL TRAINING AND EDUCATION CONCENTRATION
This 18-month, 36 credit-hour program is designed for people interested in a career in training and educating adult learners. The program was developed using the Instructional System Design (ISD) model, and prepares students to contribute at a professional level to the assessment, design, development, implementation and evaluation of training programs. Graduates are prepared for employment as trainers, instructional designers, training managers, training needs assessors, or media developers.

Admission requirements
1. Bachelor degree from a regionally accredited college or university.
2. Undergraduate GPA (last 60 hours)
   a. 3.0 or higher - regular admission
   b. 2.75-2.99 - provisional admission with requirement that a grade of at least “B” is earned in each of the first three courses of program.
   c. 2.50-2.74 - graduate committee approval. If given, conditional admission with requirement that a grade level of at least “B” is earned in each of the first three courses of program.
EDUC 501. CURRENT TOPICS IN ADULT EDUCATION. 3 credit hours. A seminar-style course in which students explore the nature of adult education and learning theories, concepts, and practices to gain an overview of this field. Significant library investigation of an assigned topic in adult education that will be presented to the class. The nature of groups, and the development of a collaborative learning team. Course includes instruction and use of the library and literature searches; preparation and delivery of a group presentation; preparation of presentation materials; and a structured assignment that helps each learning team assess itself and understand their own group dynamics and ways to make the learning team more effective.

EDUC 510. DYNAMICS OF HUMAN DEVELOPMENT AND LEARNING STYLES OF ADULT LEARNERS. 3 credit hours. The foundations of adult learning theory and applications of those theories to organizations. Includes personality as it affects learning, adult learning theory, hierarchies of learning, types of learners, learning styles and preferences, and approaches to curriculum development. Students will use assessment tools to profile their own learning styles and match learning styles with related learning activities.

EDUC 502. ASSESSING ADULT AND ORGANIZATIONAL LEARNING NEEDS. 3 credit hours. The use of assessment as the initial phase of developing value-added learning programs. Needs assessment, job/task analysis, and identification of needed skills and competencies will be practiced. Students will assess the learning needs of a group or a specific task.

EDUC 522. PLANNING AND DEVELOPING CURRICULUM AND COURSES. 3 credit hours. Review and comparison of various curriculum models with particular emphasis on the Instructional System Design (ISD) model. Writing program descriptions, goals, and performance-based learning objectives; and creating learning plans.

EDUC 527. DEVELOPING AND SELECTING INSTRUCTIONAL MATERIALS. 3 credit hours. Developing various types of instructional media, including printed and computer-based such as presentation materials; creating and facilitating case studies and practice worksheets; handouts; procedures flowcharts; use of flip chart and board activities. Selection and evaluation of educational media.

EDUC 524. EVALUATION OF ADULT LEARNING. 3 credit hours. The nature of evaluation of learning, with emphasis on evaluation of
transfer of learning; i.e., testing for understanding, competence, and certification. Formative and summative evaluation methods. Types of evaluation and creation of valid evaluation instruments.

EDUC 508. RESEARCH DESIGN IN ADULT EDUCATION. 3 credit hours. Allows students to select a topic, prepare a proposal, and begin the investigative process on a topic of their choosing which relates to the education of adults. Students will also conduct an in-depth literature review in addition to formulating research questions.

EDUC 531. EVALUATING, IMPROVING, AND MANAGING ADULT LEARNING PROGRAMS. 3 credit hours. This course examines ways to assess the effectiveness of adult education programs to enhance organizational effectiveness and attain training requirements; analyze training processes and use process improvement models; and evaluate and adapt some common management systems necessary to supervise adult education programs.

EDUC 529. FACILITATING GROUPS. 3 credit hours. Practice with facilitating groups in discussions, problem solving, process analysis, conflict resolution, decision-making. Emphasis on creating a team culture within the group to enhance the learning organization.

EDUC 520. APPLIED RESEARCH AND STATISTICS IN ADULT EDUCATION. 3 credit hours. A continuation of Research I (EDUC 508), this course provides the direction needed to begin, complete, and compile data. The course also contains instruction in the appropriate display of data and use of statistics.

EDUC 562. PRESENTATION OF THE RESEARCH PROJECT. 1 credit hour. Provides the culminating activity for the individual research project. Emphasis is placed upon the oral presentation of the research findings. Oral defense of the project is required.

EDUC 565. TRAINING PROJECT CAPSTONE. 3 credit hours. A synthesis course in which students prepare a complete training package for a selected task, including preparation of a lesson plan with all instructional materials and media, presentation of the training, and creation and facilitation of an evaluation activity for transfer of learning. Effective training presentation skills shall be demonstrated. Cohort feedback for improvement is a significant learning activity for the class.

EDUC 526. SPECIAL TOPICS IN ADULT EDUCATION. 2 credit hours. A learning team activity with a special focused study of a relevant issue of student interest in adult education; e.g., training the trainer, corporate universities, authoring systems, recent research in adult learning, the adult learning environment, the learning organization culture,
advances in technology. The students would use current library and personal resources (human sources) to investigate the topic, prepare and implement a lesson plan, prepare instructional materials, prepare a packet for the members of the class, and develop and obtain an evaluation activity.

HUMAN RESOURCE DEVELOPMENT CONCENTRATION

Tusculum College offers a graduate program in Human Resource Development to prepare professionals with the practical wisdom they need to be effective in helping organizations, groups, and individuals work more effectively. The curriculum addresses the major segments of HRD by focusing on concepts, models, skills, and methods. Courses are designed so that theoretical foundations are complemented with practice and application that enable students to build skills and competence.

The Human Resource Development concentration is designed to lead students to:

- Assess organizational needs for enhancing performance
- Apply adult learning theory and the Instructional System Design (ISD) model into practice for organizational learning needs
- Evaluate learning and the impact of learning
- Apply principles and practices of human behavior in organizations to help groups work more effectively
- Develop team behaviors, including team leadership
- Develop organizational consultant skills
- Develop effective team communication skills; e.g., facilitation, decision-making, conflict resolution, problem-solving
- Support organizational development through project management, strategic planning, succession planning, process analysis and improvement, and career planning processes.

Admission requirements

1. Bachelor degree from a regionally accredited college or university.
2. Undergraduate GPA (last 60 hours)
   a. 3.0 or higher - regular admission
   b. 2.75 to 2.99 - provisional admission with requirement that a grade of at least “B” is earned in each of the first three courses of the program.
   c. 2.50 to 2.74 - graduate committee approval. If given, conditional admission with requirement that a grade of at least a “B” is earned in each of the first three courses of program.

CURRICULUM

HRDE 501. THE HUMAN RESOURCE DEVELOPMENT PROFESSION. 2 credit hours.
A survey of the HRD profession, based on the roles, responsibilities,
and competencies defined by the American Society of Training and Development (ASTD), to help the student understand the scope of the field, and to assess personal interests and skills. Professional resources and associations will be reviewed. Each student will complete a career assessment and develop an HRD career plan.

HRDE 510. DYNAMICS OF HUMAN DEVELOPMENT AND LEARNING STYLES OF THE ADULT LEARNER. 3 credit hours. The foundations of adult learning theory and applications of those theories to organizations. Includes personality as it affects learning, adult learning theory, hierarchies of learning, types of learners, learning styles and preferences, and approaches to curriculum development. Students will use assessment tools to profile their own learning style.

HRDE 502. ASSESSING ADULT AND ORGANIZATIONAL LEARNING NEEDS. 3 credit hours. The use of assessment as the initial phase of developing value-added learning programs. Needs assessment, job/task analysis, and identification of needed skills and competencies will be practiced. The DACUM process will be modeled. Students will assess the learning needs of a group or for a specific task.

HRDE 522. PLANNING AND DEVELOPING CURRICULUM AND COURSES. 3 credit hours. Review and comparison of various curriculum models with particular emphasis on the Instructional System Design (ISD) model. Writing program descriptions, goals, and performance-based learning objectives, and developing lesson plans.

HRDE 504 EVALUATING LEARNING OUTCOMES AND IMPACTS. 3 credit hours. The concept of learning evaluation will be addressed using Kirkpatrick’s model of four levels of evaluation for adults and organizations: classroom delivery, cognitive learning, application of learning for performance enhancement, and impact on organization outcome. Formative and summative evaluation methods will be developed.

HRDE 505 APPLICATIONS OF ADVANCED ORGANIZATIONAL BEHAVIOR. 3 credit hours. The application of behavioral methodology to the solution of managerial problems in complex organizations.

HRDE 529. FACILITATING GROUPS. 3 credit hours. Defining and creating a team culture. The role of the supervisor and manager in empowering and enabling teams. Team leadership skills include facilitation, mentoring/coaching, problem solving, conflict management, listening and giving feedback to effectively lead groups.
Students will role-play and critique for skill development.

HRDE 507. ORGANIZATIONAL LEADERSHIP. 3 credit hours.
A seminar style course in which students study various perspectives of leadership, models of leadership within organizations, levels of leadership, leadership influence, and leadership behaviors. The course will include personal assessment and planning activities completed by each student to gain insight into personal strengths and abilities and need for further leadership development.

HRDE 508. THE CONSULTANT RELATIONSHIP. 3 credit hours.
The role of the internal and external organizational consultant: marketing, contracting, assessing, reporting, planning, facilitating change and professional ethics. Student and analysis of interventions for organizational change. Students will create a model contract for a consultant agreement.

HRDE 511. ORGANIZATIONAL ASSESSMENT PROJECT. 3 credit hours.
A study of methods and instruments used by HRD consultants to assess group and organizational behaviors and effectiveness. This course introduces the student to the organizational project. The student will identify an organizational problem, investigate assessment methods, develop and implement an assessment plan with a client.

HRDE 512. ORGANIZATIONAL INTERVENTION PROJECT. 3 credit hours.
This course is a continuation of the HRD 511 course. A study of methods used by HRD consultants to intervene within groups and organizations. Facilitating the intervention is planned. Using the results of the assessment activity, the student will write a proposal and contract with the client, and develop and implement a plan to intervene within the organization at an appropriate level.

HRDE 509. ORGANIZATIONAL PLANNING AND ADVANCEMENT. 3 credit hours.
A review and comparison of several models used for project management, strategic planning, process analysis and improvement, succession planning, performance appraisal and career development. Students will develop a strategic plan for a selected group and a process improvement for a selected process.

HRDE 513. PROJECT PRESENTATION AND DEFENSE. 1 credit hour.
The organizational project is completed with a formal report and presentation to a group.