Faculty

**Beverly Absher** (2004). Associate Vice President for Auxiliary Operations, Professor of Educational Leadership, and Chair, Department of Continuing Studies. B.S. and M.B.A., University of North Alabama; Ed.D., Union University.

**Renee Dauer** (2010) Assistant Professor of Organizational Leadership and Director of Continuing Studies—Hendersonville. B.S., Ohio University; M.A., Western Kentucky University.

**Beth Madison** (2007). Assistant Professor of Science. B.S., University of Tennessee; M.S., University of Kentucky; Ph.D., Kansas State University.

**Dayna Street** (2007). Assistant Professor of Organizational Leadership and Director of Continuing Studies – Germantown. B.A., Christian Brothers University, M.A.Ed., Union University.

Staff

**Pamela J. Cronin** (2009) Secretary, Continuing Studies.


Mission Statement

The mission of Continuing Studies is to deliver an integrated, multi-disciplinary education within a Christian context for adult learners, equipping persons to think Christianly and serve faithfully in ways consistent with the University’s core values of being excellence-driven, Christ-centered, people-focused, and future-directed.

Program Offered

**Bachelor of Science in Organizational Leadership**
Curriculum

The Department serves undergraduate non-traditional adult students in degree-completion programs, undergraduate and graduate certificate programs, and continuing education initiatives at the University except those of the School of Nursing. It focuses, as well, on community extended learning efforts.

The First Step Program is aimed at facilitating the degree progression of adult students who have little or no prior college credits. First Step allows adults new to higher education the opportunity to begin and finish their degree at Union, with an 18-month rotation of online and accelerated core classes created specifically for adult students. After completing the First Step Program, students are prepared to enroll in the BSOL program, where they can earn their bachelor's degree in as little as 18 months.

The Bachelor of Science in Organizational Leadership (BSOL) is a degree completion program designed to meet the needs of working adults. The program allows the completion of the BSOL degree in as little as 18 months and is for adults with 2 or more years of college credit and at least 2 years of relevant work experience. Each student becomes a member of a cohort that remains together for the 14 courses of the major. The BSOL is designed to enable adult students to become more effective managers and leaders.

The BSOL major may be completed with a concentration in one of six areas: Organizational Management, Health Management, Church Leadership, Project Management, Criminal Justice Administration, or Information Technology. On occasion, the BSOL major may be modified for a cohort to focus on a particular profession or field of interest. Check with the Continuing Studies Office for details.

For additional information, including direct contact information to program personnel, please check www.uu.edu/bsol/.

Program Admission

First Step Program Admission accepts qualified adult students who have little or no prior college credit. The goal of First Step is to provide intentional and individualized programs to include academic advising and course selection to help beginning adult students in their transition into academic life, and foster their strengths and achievements to help them complete a bachelor's degree from Union University. Toward that end, all adult students are considered provisionally admitted until they have completed 24 semester hours of First Step (general core) credit with a GPA of 2.0 unless they qualify for admission according to the University's admission criteria for freshmen and transfer students. To be accepted as a provisional adult student, the student must be a graduate of an accredited high school or have a state high school equivalency diploma and be at least 24 years of age (minimum age exceptions may be approved in extenuating circumstance by the Senior Vice President for Enrollment Services). The following items must be submitted to be considered for admission: application for admission, processing fee, transcripts from all accredited institutions attended, high school transcript/GED if less than 24 college credit hours achieved, immunization record, a rationale statement describing why they desire to attend Union University, and two letters of recommendation on provided forms.

In addition to University admission requirements, the BSOL applicant must provide official transcripts documenting completion of a minimum of 60 semester hours of acceptable college credit including ENG 111 and 18 additional hours applicable to the General Core. All coursework attempted must document a cumulative GPA of 2.0 or higher. The applicant must be at least 24 years of age and provide documentation of at least two years of relevant work experience.

Program Specific Policies

Pre-BSOL Program Admission allows transfer students who have not met Program Admission Requirements to take General Core and Electives by meeting only University Admission requirements. Courses will be offered in the evenings in both full semester and accelerated formats.

Credit for Prior Learning (CPL) may be awarded for experiential learning using portfolio-style documentation of learning. Students must be fully accepted and registered in the BSOL Program before submitting the portfolio. Check with the CPL Director for application and full details.

Union University participates in several credit by examination programs following the guidelines of The Council for Adult and Experiential Learning (CAEL) and The American Council on Education (ACE). A maximum of 32 semester hours of non-traditional credit, including a maximum of 28 CPL hours, may be applied toward the BSOL degree. See the "Admissions" section of the Catalogue for additional information.

Union University awards credit for non-college sponsored education in accordance with ACE and CAEL guidelines. Transcription of this credit is available to matriculated students. It includes credit for learning experiences in all branches of the military and through participating industry education programs.
Degree Requirements

I. General Education Requirements
   A. General Core and transfer policies specific to Adult Studies Programs are detailed in the "Adult Studies" section of the Catalogue.
   B. Must include MAT 107 or higher

II. BSOL Major Requirements—40 hours
   A. BSOL Core: BSOL 401, 402, 413, 418, 435, 448, and 451—20 hours
   B. Concentration, select one:
      1. Organizational Management: BSOL 355, 410, 415, 421, 425, 432, 455—20 hours
      2. Health Management: BSOL 323, 325, 341, 356, 421, 432, 456—20 hours
      3. Church Leadership: BSOL 336, 415, 420, 428, 432, 437—20 hours
      4. Project and Logistics Management: BSOL 330, 415, 425, 430, 438, 458—20 hours
      5. Criminal Justice Administration: BSOL 312, 351, 375, 415, 425, 440, and 459—20 hours
      6. Information Technology: BSOL 405, 410, 411, 412, 415, 455, 470—20 hours

III. Electives to meet 128 minimum hours

IV. Minor: No minor is required but may be met according to requirements stated by the department awarding the minor.

Academic Calendars

The academic calendars for the BSOL cohorts do not parallel those shown in the Catalogue. The BSOL students will follow the traditional calendars if needing General Core or elective courses. BSOL calendars, specific to each cohort, are available for the 18-month program as it begins. Due to the accelerated nature of the cohort program, 4 hours/week in group study outside class is recommended. The major/cohort calendars of this program are available at www.uu.edu/bsol/.

Assessment of Majors

Students will be tested to determine if program learning outcomes have been met. The ability to analyze data, solve problems, think critically, resolve conflict, and communicate effectively in oral and written form will be evaluated in BSOL 401, 418, 448, and 451.

Credit by Testing

CLEP and DANTES credit by testing may be applicable to the student’s program as detailed in the Advanced Placement section of the catalogue. CLEP and DANTES attempts can be made no later than eight weeks prior to graduation. This deadline also applies to exams taken at other institutions that are to be applied toward graduation from Union. Registration for testing is limited; therefore, students are encouraged to make plans and register for testing as early in their program of study as possible.

Financial Information

BSOL Tuition .......................... $410/hour
First Step Tuition ........................ 275/hour
General Student Fee ....................... 20/hour

Course Offerings in Organizational Leadership (BSOL)

275. Prior Learning Assessment Theory and Practice (3)
Prior Learning Assessment Theory and Practice is a course designed to help students articulate, compile, and document college-level prior learning that was acquired from non-classroom experiences such as work, professional training, military careers, volunteering, and personal life. This course will help students to identify areas of learning they may want to have evaluated for college-level equivalency. The course will also guide students through the preparation and compilation of all components required for the evaluation of a portfolio or prior learning through LearningCounts.org. Students will learn critical reflection skills to rethink the value of their learning and its implications for future learning. Adult learning theory, models, and concepts will be discussed and applied to case studies. This course is only offered online and is for Continuing Studies students only.

312. Criminology (3)
A study of theories and research in relation to the causes of crime, punishment and treatment of crime.

323. Medical Legal Concepts (2)
Overview of legal issues confronting health care administrators, designed to examine laws, rules, regulations, statutes and legal liabilities faced on a day-to-day basis.

325. Medical Ethics (3)
Theories, principles and relevant case studies giving application of Christian ethical principles to values clarification and decision-making in the medical field.

330. Engineering Economy (3)
Presents basic principles of economic analysis related specifically to the realm of engineering and construction; covers methods of developing engineering alternatives to capital investment projects using economic and financial principles.

336. Leadership and Change for Church Leaders (2)
Study of change and its impact on a church culture. The development and implementation of cultural needs assessment and the process of building cultural bridges to meet the changing needs of church communities will be discussed.

341. Health Care Finance (3)
Introduction to fundamental financial concepts and skills necessary to success as managers in an increasingly competitive health care environment.
350. Personal and Managerial Finance (2)
Financial planning and management techniques, procedures, laws and assessment tools principally relating to one's personal finances but with significant overlap with corporate financial matters. Topics include personal accounting and budgeting, time value of money, credit and housing decisions, insurance products, investment vehicles, and retirement and estate planning.

351. Introduction to Criminal Justice (3)
Introductory study to criminal justice system, including the structure, process and function of the police, court system and its subsystems, and the processing of offenders.

355. Quality Management in Organizations (3)
The concepts of Total Quality as they relate to leadership and organizations. The uniqueness of quality is analyzed in relation to a systematic process that improves customer satisfaction. The principles of quality standards are integrated with the phases of a continuous improvement process.

356. Quality Improvement in Health Care Settings (3)
History and theory of quality management as well as TQM principles applied to physician services, hospitals, medical staffs and the utilization management function. Interpretation and analysis of data as it relates to improving organization performance is examined and practiced.

375. Corrections (2)
Examination of the correctional system, incarceration, alternatives to incarceration and some of the controversial issues involving corrections in the United States.

401. Personal Assessment and Development (3)
Group interaction skills and the management of individual and professional priorities. Includes behavioral style analysis, communication processes within groups, versatility in dealing with supervisors and subordinates, goal setting, setting priorities and time management.

402. Leadership Principles and Practices (3)
Techniques of management and leadership and their application to the development of improved managerial effectiveness.

405. Survey of Information Technology (3)
Prerequisites: BSOL 401 and 418
This course is an introductory course to computers and information technology. It includes computer and information literacy, with the main emphasis on competency with software through hands-on practice. Topics include introduction to microcomputer operation, Windows, word processing, spreadsheets, data management, Internet, and email. Students shall work in a computer lab or at home, using PCs and a popular integrated program such as Microsoft Office.

410. Modern Technology in the Workplace (2)
An integrated approach to develop understanding of essential information system, principles and common software applications while emphasizing the use of technology and practical applications within the organization.

411. Computer Ethics (3)
Prerequisites: BSOL 401, 405, 418
This course presents major social and ethical issues in computing, including impact of computers on society and the computer professional's code of ethics.

412. Database Management (3)
Prerequisites: BSOL 401, 405, 418
This course provides students an introduction to the design and programming of database systems, with a focus on the ER (entity-relationship) approach to data modeling, the relational model of database management systems (DBMSs), knowledge creation and sharing, and the use of query languages such as SQL.

413. Diversity in the Workplace (2)
An introductory sociological analysis of the workplace realities present in the contemporary American context through which the student will gain knowledge about the changing society and workforce, as well as the various benefits and challenges of diversity. Topics include: valuing diversity, barriers to diversity, affirmative action, managing diversity, and future trends.

415. Accounting for Managers (3)
Financial and managerial accounting related to business and non-profit entities. This user-oriented, rather than accountant-oriented, course will focus on the accounting process, financial statements, reports and control techniques to give perspective and skill necessary to read, analyze and interpret reports created by accountants. The course is aimed at understanding control techniques, and operational budgeting, used by firms to assess and improve efficiency in the firm’s operations and use of assets.

418. The Art of Communication (3)
Drawing on communication theory, students will learn to develop effective organization communication systems. Emphasis on diagnosing information needs and communication patterns. Students will learn the positive and negative aspects of all types of information storage, retrieval, manipulation and transmission methods.

420. Church Finance and Budgeting (3)
Budgeting for churches: process, challenges, tax implications, and ramifications will be discussed.

421. Marketing and Promotion (3)
An integrated analysis of the role of marketing in society and the marketplace, including consumer behavior, promotion, advertising media, budgeting and planning, and the creation of advertising messages.

425. Ethical Leadership (3)
A study of representative ethical theories as they relate to various contemporary problems in management. Special consideration will be given to the application of Christian ethical principles to values clarification and decision-making in the business world.

428. Ministry Marketing and Church Growth (3)
Integrated analysis of the role of marketing within a church and an examination of factors affecting members, the development of marketing strategies, and the understanding of marketing variables to enable church growth and evangelism.
430. Project and Logistics Management (3)
Fundamental principles of project management including customers, planning, scheduling, cost estimation, human resources, communications systems, risk management and change management. Current challenges, strategies and innovations of project management will be identified and discussed.

432. Organizational Theory (3)
A study of organizational theory and application. Employee reactions to working conditions, along with the managerial functions of employee selection, training, proficiency, evaluation, motivation, and morale are explored in the contexts of both individual and group behavior.

433. Work Design and Measurement (2)
Teaches method improvement, work measurement and work design as they are applied to manufacturing and service industries to increase productivity and improve worker health and safety. Topics will include Pareto analysis, fish diagram, Gantt chart, process chart, worker machine relationship, lean manufacturing, plant layout, motion analysis, NIOSH, OSHA, and time study.

435. Human Resource Management (3)
The development of policies and techniques necessary to ensure effective management within complex organizations. Civil Service regulations, unions in the public and private sectors, and organizational training and development will be examined.

438. Environmental Management (3)
Rules and regulations as they apply to the workplace, among them Resource Conservation and Recovery Act, Clean Air Act, Clean Water Act, Safe Drinking Water Act, Comprehensive Environmental Response, Compensation and Liability Act, Emergency Planning and Right to Know Act. Requirements for compliance will be discussed.

440. Criminal Investigation (3)
Analysis of methods of investigation of felony crimes. Techniques of crime scene analysis, interrogation and other investigative techniques are emphasized.

443. Issues in Christian Ethics (3)
Examination of the moral dimensions of Christian ministry and moral issues facing ministers daily. Attention is given to the minister’s personal, professional and collegial relationships and moral responsibilities.

448. Organizational Research and Planning (3)
Develop or improve skills in the critical areas of applied organizational research and managing the planning process with a focus on strategic and operational planning.

451. Interpersonal Conflict Resolution (3)
Using simulation, case studies and field work assignments, this course focuses on the development of the communication and management skills essential for successfully resolving conflict situations involving both labor and management practices and the structural dysfunctions of organizations.

455. Current Issues in Organizational Management (3)
This capstone course in organizational management is designed to integrate the content of the core courses into an applied management framework. Elements of this course include decision-making in a wide variety of areas on advanced level case analyses. Substantial reading of various managerial perspectives and applications of those perspectives to the student’s work setting is required.

456. Current Issues in Health Management (3)
Comprehensive course to allow synthesis and application of concepts to a variety of health care topics related to organization and administration in health services.

457. Current Issues in Church Leadership (3)
Capstone course providing opportunities to synthesize and apply elements from a variety of related topics to the organization and administration of the local church, in particular to globalization.

458. Current Issues in Project Management (3)
This comprehensive capstone course provides opportunities to synthesize and apply elements from a variety of related topics to project management. Elements of this course include decision-making in a wide variety of areas on advanced level case analyses. Substantial reading of various leadership and managerial perspectives and applications of those perspectives to the student’s work setting is required.

459. Current Issues in Criminal Justice (3)
Capstone course providing opportunities to synthesize and apply elements from a variety of topics to management within criminal justice.

470. Information Technology Project Seminar (3)
Prerequisites: BSOL 401, 405, 410, 411, 412, 418
The Information Technology Projects course allows students to describe a problem that can be solved using information technology and then suggest and implement an approach for the solution. The project should employ broadly available technology, and usually involve either the construction or evaluation of a substantial software artifact, with the principles of software project management being used to guide its development and documentation.