About the Program

The master's program in Adult and Organizational Development prepares students for professional positions in the fields of adult learning and organizational development. Temple's program supports professionals whose work focuses on facilitating developmental changes in individuals, teams, and organizations.

Coursework draws from social science theory and research to develop students' diagnostic and intervention skills in the areas of adult learning, conflict intervention, conflict management, group decision making, strategic communication, systems perspectives, team development, and training design. Classroom instruction and assignments draw heavily on students' professional experience and are aimed at developing applied intervention strategies that are useful in diverse workplace settings.

The program in Adult and Organizational Development encourages applications from students who work in a wide range of settings, including educational institutions, businesses, consulting agencies, healthcare institutions, governmental and community organizations, and non-profit groups.

Graduates of the program pursue careers in human resource management, training and adult development, organizational management, consulting, community organizing, and conflict intervention and mediation.

Time Limit for Degree Completion: 4 years

Campus Location: Center City

Full-Time/Part-Time Status: Students complete the degree program through classes offered after 4:30 p.m. and on weekends. One weekend class (AOD 9231 Proseminar in AOD) is required. The degree program can be completed on a full- or part-time basis.

Interdisciplinary Study: The program has a strong interdisciplinary focus. Students are encouraged to take courses throughout the University, especially in communication sciences, counseling psychology, educational psychology, human resource administration, and instructional technology. In addition, the program concentrates on applications in a wide variety of educational settings: formal and informal, public and private, schools and industries, and the like.

Accreditation: The program is listed with the Association for Talent Development (ATD) and the Organizational Development Network (OD Network).

Areas of Specialization: The program features coursework in three areas:

- Adult Learning and Training, which concentrates on developing and teaching instructional/training programs for adult personal and professional development;
- Organizational and Team Development, which develops assessment, planning, facilitation, and consulting skills to help teams and organizations design and implement change; and
- Conflict Management and Dispute Resolution, which involves developing models and best practices for positive conflict cultures and third-party interventions.

Job Prospects: Graduates typically pursue careers in large private and public organizations; firms that specialize in training/organizational development and conflict resolution; adult education centers; and independent practice.

Non-Matriculated Student Policy: Students may take up to, but not more than, 9 credits of graduate study in the program before being admitted to the program. The credits transfer into the program, if the student is admitted. Students completing certification courses before being admitted to the program are NOT guaranteed admission.

Financing Opportunities: Funding is considered for applicants who submit all required application documents by the priority application deadline.

Admission Requirements and Deadlines

Application Deadline:

Fall: March 1 (Priority)
Spring: November 1 (Priority)

Applicants should submit all required application documents by the priority application deadline for funding consideration. Those with applications completed after the priority deadline will be reviewed for admission, but are not eligible for funding consideration.

APPLY ONLINE to this graduate program.

Letters of Reference:
Number Required: 2, with a third submitted at the applicant's discretion. Please submit the "Reference Report for Graduate Study," found at http://www.temple.edu/grad/admissions/documents/Web_GRAD_REFERENCE_REPORT.pdf.

From Whom: Letters of recommendation should be obtained from college/university faculty members and others who can provide insight into the applicant's academic competence.

Coursework Required for Admission Consideration: All applicants must present credentials that are the equivalent of the appropriate baccalaureate degree at Temple University.

Bachelor's Degree in Discipline/Related Discipline: A bachelor's degree is required. Applicants who do not meet the 3.0 UGPA requirement may be considered for admission if they meet one of the following exceptions:

1. Standard exception: 3.5 UGPA during the last two years AND a minimum of 3.25 Graduate GPA for 9 credits (typically taken as a non-matriculated student in the program prior to application for admission).

2. Special exception: Applicants who do not meet regular admission criteria may be considered for a special exception if a compelling case can be made for admission on the basis of some additional source of data.

Statement of Goals: Two pages include your reason for seeking a master's degree with a specific focus on the career to which you aspire; your interests; and your academic and job-related experiences that are relevant to the program. The statement is evaluated against the program's mission.

Standardized Test Scores:

TOEFL score (international applicants only): 88 iBT or 575 PBT minimum. Applicants with scores between 88 and 100 iBT or between 575 and 600 PBT must take an English refresher course.

Resume: Current resume required.

Transfer Credit: Courses may be transferred from an accredited institution provided they were completed less than five years ago and are relevant to the program. The academic advisor makes the decision about the relevancy of the courses that the student desires to transfer. The maximum number of credits a student may transfer is 6.

Program Requirements

General Program Requirements:
Number of Didactic Credits Required Beyond the Baccalaureate: 36, including 12 credits of core courses, 15 credits of AOD electives, 6 credits of non-AOD electives, and a 3-credit capstone course.

Required Courses:

Core Courses

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<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>AOD 5401</td>
<td>System Dynamics</td>
<td>3</td>
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<tr>
<td>AOD 5402</td>
<td>Communication and Conflict</td>
<td>3</td>
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<tr>
<td>AOD 5403</td>
<td>Facilitating Adult Learning</td>
<td>3</td>
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<tr>
<td>AOD 5404</td>
<td>Organizational Communication</td>
<td>3</td>
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Electives

Select at least five electives in AOD from the following:

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<tr>
<th>Course</th>
<th>Title</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>AOD 5515</td>
<td>Conflict Resolution in Education</td>
<td></td>
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<tr>
<td>AOD 5516</td>
<td>Negotiation Processes</td>
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<tr>
<td>AOD 5518</td>
<td>Third-Party Conflict Intervention</td>
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<td>AOD 5522</td>
<td>Interpersonal Skills Training</td>
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<td>AOD 5524</td>
<td>Sociocultural Dynamics</td>
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<td>AOD 5527</td>
<td>Training Design and Delivery</td>
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<td>AOD 5532</td>
<td>Leadership and Management</td>
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<td>AOD 5533</td>
<td>Team Development</td>
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<td>AOD 5534</td>
<td>Group Facilitation and Consultation</td>
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<td>AOD 5535</td>
<td>Organizational Assessment, Design and Strategy</td>
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<tr>
<td>AOD 5540</td>
<td>Current Topics in AOD</td>
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Non-AOD electives 6

Capstone Course
AOD 9231 Proseminar in AOD 3

Total Credit Hours 36

Culminating Events:
Capstone Course Sequence (AOD 9231 Proseminar in AOD):
The capstone course is a proseminar. In the first part of the seminar, students are assigned to groups that function as consulting teams, working on cases, simulations, and/or general questions provided by the faculty. The second part of the seminar is devoted to having students identify, develop, and complete individual learning projects. The seminar concludes with a session in which AOD faculty provide feedback to students. The evaluation is based both on group and individual performance. The capstone course must be taken in the last term of a student's coursework and after completion of the four required AOD core courses. Students can take only one other elective course while they are enrolled in the capstone course.

Contacts

Program Web Address:
http://education.temple.edu/aod/masters

Department Information:
Adult and Organizational Development Program
College of Education
1301 Cecil B. Moore Avenue
Philadelphia, PA 19122-6091
educate@temple.edu
215-204-8011

Mailing Address for Application Materials:
College of Education Office of Enrollment Management
150 Ritter Hall Annex (003-00)
1301 Cecil B. Moore Avenue
Philadelphia, PA 19122-6091

Department Contacts:
Admissions:
Office of Enrollment Management
educate@temple.edu
215-204-8011

Courses

AOD 5401. System Dynamics. 3 Credit Hours.
Frameworks for understanding dynamic social systems that form the bases for research, assessment, planning, intervention, and evaluation of social entities are explored. Linear and nonlinear theories are examined, especially as they may be applied to group and organizational training and development.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5402. Communication and Conflict. 3 Credit Hours.
This course focuses on the role of communication in settings where there is an attempt to manage conflict among individuals or groups. Students study the major factors that influence conflict interaction and learn to apply conflict theories to interpersonal, group, and organizational settings.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5403. Facilitating Adult Learning. 3 Credit Hours.
This course examines teaching and learning transactions in adult educational settings and the methods and techniques appropriate for facilitating adult learning.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5404. Organizational Communication. 3 Credit Hours.
This course looks at the elements of constructive organizational culture. Students learn to design and implement dispute systems to create constructive conflict cultures. Change and learning processes are studied to help navigate cultural and systemic change effectively.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.
AOD 5515. Conflict Resolution in Education. 3 Credit Hours.
Educators need to know how to develop safe and constructive learning environments. Effective management of conflict in educational settings and the creation of conflict competence in students and staff are key. This course provides an overview of proven programs in conflict resolution education in K-12 contexts.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5516. Negotiation Processes. 3 Credit Hours.
Negotiation is a critical skill in any professional or personal context. This course teaches students to engage effectively in cooperative and competitive orientations as a means to negotiate dyadic and multiparty situations.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5518. Third-Party Conflict Intervention. 3 Credit Hours.
This course examines the various ideologies and roles that third parties adopt as they intervene in conflict in interpersonal, group, organizational, or cross-cultural settings. Students learn the fundamentals of various third-party roles, including mediators, arbitrators, ombudspersons, and facilitators. Emphasis is placed on how conflict interveners' purpose drives their practice as they work toward transforming difficult conflicts.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5522. Interpersonal Skills Training. 3 Credit Hours.
This course examines training methods to develop interpersonal and team effectiveness in the workplace. Skills included are understanding others, clear communication, asserting needs, exchanging feedback, influencing, resolving conflict, collaborating, and shifting gears.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5524. Sociocultural Dynamics. 3 Credit Hours.
This course examines contending frameworks for understanding conditions and dynamics of sociocultural diversity and scenarios for preferred outcomes. Contemporary and evolving issues of human diversity in our global, local, and personal contexts are explored, especially as these relate to professional practice.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5527. Training Design and Delivery. 3 Credit Hours.
This course examines the design of training programs in public and private sector organizations. Students learn to design active, experientially based training programs.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5532. Leadership and Management. 3 Credit Hours.
This course addresses the theoretical understandings that guide appropriate implementation of professional managerial and facilitative roles in adult and organizational development. Students gain increased clarity regarding contextually appropriate practice of both management and leadership.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5533. Team Development. 3 Credit Hours.
This course provides a comprehensive overview of group research and theory and explores how group or team development influences adult learning and organizational goal achievement. Students become familiar with both basic and applied research in the area, especially as these relate to change and/or learning contexts.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5534. Group Facilitation and Consultation. 3 Credit Hours.
This course focuses on the skills needed to assist groups and teams in their decision-making processes. Students learn both voting and consensus processes and develop the skills needed to facilitate either approach to decision-making. The course also covers a range of specialized formats for assisting group decision-making such as brainstorming, nominal group technique, problem solving, incrementalism, and mixed scanning.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.

AOD 5535. Organizational Assessment, Design and Strategy. 3 Credit Hours.
Through the exploration of theory, research, and practice, this course is designed to enhance understanding of models and methods for assessing organizations, for strategic and focused planning, and for the creation of alternative system designs that may be employed to determine deliberate interventions.

Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.
AOD 5540. Current Topics in AOD. 1 to 3 Credit Hour.
The topics of this course vary. Its inclusion in the curriculum allows faculty and students to explore emerging issues in the field.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may be repeated for additional credit.

AOD 9187. Practicum in Adult and Organizational Development. 3 Credit Hours.
This course provides students with the opportunity to translate adult and organizational theory into practice by gaining experience working in contexts in which change and learning are being fostered. Students work under the auspices of the Training and Development Center and are placed in a variety of contexts. This course should be taken near the end of the student's program.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may be repeated for additional credit.

AOD 9231. Proseminar in AOD. 3 Credit Hours.
This capstone course provides students with the opportunity to design and complete a culminating project that applies the principles of AOD theory and practice.
Level Registration Restrictions: Must be enrolled in one of the following Levels: Graduate
Repeatability: This course may not be repeated for additional credits.