



## P.A.C.E. Adult Degree Completion Program

### Program for Accelerating College Education - (BS in Management)

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Houghton College offers an adult degree completion program leading to a bachelor of science degree in Management in West Seneca, Olean, Arcade, Jamestown, Dansville and Williamsville, with possible other sites in the future. Known by the acronym P.A.C.E. (Program for Accelerating College Education), this program serves those who have interrupted their higher education for work, family, or other commitments and now wish to resume studies leading to a bachelor's degree. For the adult learner, the program combines convenient scheduling, contemporary technology and high-quality conventional classroom instruction.

The adult degree completion program is intended to build on previous college credit and experience equivalent to about two years of college. The degree, which can be completed in about 17 months, has three major requirements:

- a. Transfer of approximately 64 semester hours from approved institutions to Houghton College.
- b. Completion of all non-core credit requirements as determined after initial transcript review (up to 24 hours of credit).
- c. Completion of an advanced-level, interdisciplinary core of 37 semester hours, comprised of 12 three-hour courses and a one-credit hour workshop series.

(Note: The combination of transfer credit and non-core credit must provide a minimum of 87 semester hours for completion of degree requirements. Students with fewer total hours may take additional courses at Houghton or elsewhere, or may pursue DSST or experiential learning credits.)

**Gen. Ed. minima:** Certain minimum general education requirements for the program must also be met as part of the non-core credit requirements. These general education requirements are:

#### *Minimum hours*

Religion and philosophy.....	6
Communication (written and spoken).....	6
Humanities and social science .....	18*
Mathematics/computer science.....	3
Science .....	3
Total .....	36

*\*at least 6 hours in humanities and 3 in social sciences, but no more than 6 hours in any one discipline*

The adult degree completion program is conducted year-round. Each core course is taken over five weeks, meeting one evening per week, with four courses combining to make a 20-week term (different from the regular college semester). Students are considered full-time and eligible to apply for federal and state financial aid and student loans.

For more information, write to P.A.C.E., Houghton College at West Seneca, 810 Union Road, West Seneca, NY 14224, call 716.674.6363 or 888.874.PACE, or visit [www.houghton.edu/pace](http://www.houghton.edu/pace).

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## COURSE DESCRIPTIONS

### TERM I

#### ADC 321 **Adult Development** (3)

Overview of adulthood in context of life span, including biological change, cognitive characteristics, personality and moral reasoning. Also addresses issues of gender, interpersonal relations, ethnicity, aging and impact of theory on organizational development.

#### ADC 201 **Discovery and Practice of Academic Learning** (Pass/Fail) (1)

Mandatory workshop that informs and prepares students to maintain their course of study in P.A.C.E. while teaching them how to become successful adult learners. Students are introduced to the Houghton campus and its services while learning the value of a Christian liberal arts education. Key factors include the importance of critical thinking and insight into adult learning theories. Emphasis will be placed on self-directed learning as it relates to the program and beyond. Students also learn how to avoid plagiarism by utilizing database research methods and APA citation sources. Opportunities for reflection, based on completion of Adult Development and content of the workshop, lead to a purpose statement and goal-setting exercise that integrates with the Portfolio process.

#### ADC 322 **Business Writing** (3)

Emphasis on improving ability to communicate effectively through writing, identification of audience and purpose, clear reasoning and rational organization, suitable wording and effective rewriting.

#### ADC 323 **Work Team Dynamics** (3)

Focus on dynamic processes affecting task-oriented work groups, including formation, development, maturity and effectiveness. Addresses goals, interactions, problem recognition, interventions and team meetings.

#### ADC 325 **Presentational Speaking** (3)

Performance course involving the preparation, delivery and evaluation of presentations commonly required in an organizational setting, including both informative and persuasive presentations. Emphasis on the process of communication, audience analysis, message content and structure, and extemporaneous delivery. The goal is developing confidence and competence as a public speaker.

### TERM II

#### ADC 440 **Fundamentals of Management** (3)

Effective reasoning and decision-making for organizational managers. Assessment and development of individual managerial competencies, involving leadership styles, ethical perspectives, problem solving, stating goals and objectives, and strategic and tactical planning.

#### ADC 441 **Worldviews at Work** (3)

Provides managers and other workers with an enhanced understanding of the way in which worldviews, in particular a person's basic faith commitments, impact the workplace, and vice versa. It is an introduction to the relationship between religion and the culture of organizations, and as such is designed to help one identify and begin to reflect (or extend reflections) on the relevant issues.

#### ADC 442 **Human Resources Management** (3)

Perspectives on traditional, current and emerging practices in human resources management, including matters related to economics, law, psychology, sociology, and programs and policies used in employee management.

#### ADC 451 **Quantitative Decision Making** (3)

Statistics as a tool in solving real-world problems, including organizing data, using models for predictions, constructing simple graphics; use of logic and reasoning in drawing conclusions and making recommendations. Emphasis on process improvement and decision making.

### TERM III

#### ADC 450 **Personal and Professional Ethics** (3)

Focuses on ethical theories and specific moral issues in the workplace. Includes small group analyses of selected cases and applicable principles.

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- ADC 444 Accounting and Finance for Non-Financial Managers** (3)  
Introduction to accounting and finance concepts, including cost control, understanding and analyses of financial statements, budgeting, working capital management and financing alternatives.
- ADC 453 Diversity in the Workplace** (3)  
Sociological approach to examining workplace diversity, stratification, stereotyping and misunderstandings, including matters related to culture, gender, ethnicity and race. Emphasis on contemporary issues and problem solving.
- ADC 454 Organizational Development** (3)  
Development of theory and innovative practice relevant to leadership and organizational change. Major topics include change processes within organizations, intervention strategies in organizations to improve their effectiveness, studies of such interventions, the roles of change agents, and problems of self-awareness, responsibility and the political consequences of organizational development theory and practice.
- Additional P.A.C.E. Course Offerings**
- ADC 155 Computer Applications & Issues** (3)  
Introduction to personal computer and Microsoft Office applications including spreadsheet, word processing, presentation, and database software. Students work on real business computing projects. Discussion of current issues in computing.
- ADC 209 Introduction to Christianity** (3)  
An introductory survey of the main beliefs and practices that constitute the Christian tradition. Christianity will be approached in a way that overcomes the traditional division between doctrine and practice. The Biblical, theological, historical, ethical and spiritually formative aspects of the Christian faith will be explored. The course aims to help the student to develop a personal theology and life perspective that is informed by Christian faith and Christian spirituality.
- ADC 211 Biblical Literature** (3)  
Survey of the types of literature found in the Bible. Considers the origin of the Biblical texts and canon, basic issues of interpretation (hermeneutics), and an outline of the history of Israel and of the New Testament church as a backdrop for the message. Literary, historical, and theological aspects of selected texts will be explored.
- ADC 213 Masterworks of Sight and Sound** (3)  
This course is a survey of art and music in western culture from the late gothic period through modern times. We will be looking at major monuments of art, architecture and music.
- ADC 217 Social Psychology** (3)  
Social behavior from a sociological and psychological perspective, examining the interaction of behaviors of individuals in groups. Topics: prejudice, group processes, leadership, conformity, attitudes, change.
- ADC 218 Marketing Principles** (3)  
An overview of consumer behavior and strategies related to product development, pricing, promotion and distribution of consumer and business products and services in both domestic and international markets.
- ADC 224 The Birth and Maturation of Western Culture** (3)  
A connected narrative of western culture from ancient Greece to the present. This course surveys the birth and maturation of Western Culture from the Bronze Age through the Renaissance and Reformation. While highlighting key people, places, and events, will examine such important general issues as church and state, public versus private interest, human identity, human capacity, and worldview construction.
- ADC 225 Western Culture in the Age of Science** (3)  
A connected narrative of western culture from ancient Greece to the 20th century. Highlighting key people, places and events, will examine such issues as church and state, public versus private interest, human identity and worldview construction. Will examine each period by weaving literature and philosophy into the fabric of history. Using these elements, will examine the worldviews that have characterized the past and equip participants to evaluate critically the worldview options available.
- ADC 301 Psychology of Personality** (3)  
Description, development, dynamics, determinants and assessment of the normal personality. Emphasis on contemporary theories and research.
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**ADC 311 Employment Law** (3)

A conceptual and functional analysis of the legal framework and principles of industrial and employment relations with special emphasis on discrimination based on race, sex, age, and disability; testing and performance appraisal; wrongful discharge; labor/management issues; and employee benefits.

**ADC 312 Advertising Principles** (3)

Overview of the advertising field and how it functions in society. Studies research, strategies, methods, creativity, and media planning. Typically includes case study. Prerequisite: ADC 218

**ADC 319 Marketing Research** (3)

Study of the techniques used in collection and analysis of secondary and primary data and use of that format for decision-making in marketing environment. Student teams work on real business marketing research projects. Prerequisite: ADC 218.

**ADC 320 Leadership Development** (3)

A study of the principles of leadership found in biblical leaders, throughout history, and in our own lives. Designed as an interdisciplinary course, specifically to help guide personal understanding of both leadership responsibilities and leadership abilities. It is not intended only for individuals who aspire to positions of leadership or just for those who think they have what are normally considered "leadership" abilities. It is intended for anyone seeking to understand how to better be able to influence others for good, regardless of their profession, position, gifts, or calling.

**ADC 330 Conflict Management** (3)

An introduction to conflict management that balances coverage of major theories with practice in communication skills and conflict intervention techniques (e.g. assertiveness training, mediation, negotiation). Focus on experiential learning, with heavy emphasis on written analysis that includes analytical journaling and analysis of scientific journal articles. Prerequisite: ADC 311.

**ADC 425 Business Ethics** (3)

Ethics-related aspects of the business decision-making process. Students will address a variety of topics, including theoretical underpinnings of ethics, stakeholders, decision-making strategies, and utilization of such strategies in specific areas such as shareholder and employment relations, marketing, and globalization. The emphases of the course are issue recognition, application of ethical principles, and analysis of the consistency of corporate decision-making process with such principles.

**ADC 446 Staffing and Performance Management** (3)

Examination of recruiting, selection, and performance appraisal and an understanding of all facets of performance management including training and development, developing reward systems, performance measurement, equal employment practices, counseling and promotion processes. Discussions will also include strategies to recruit, retain and develop a diverse workforce. Prerequisite: ADC 311.

**ADC 448 Employee Training and Development** (3)

An examination of employee training and human resource development in various organizations. Topics include the development, administration, and evaluation of training programs; employee development; career development; and organizational change. Issues in employee development (including assessment of employee competencies, opportunities for learning and growth, and the roles of managers in employee development) are explored. Prerequisite: ADC 311.

**ADC 449 Employee Relations** (3)

Survey of the collective bargaining system in the U.S. The development of managerial approaches is provided to achieve labor-management cooperation, negotiations between management and employees' organizations, the nature and significance of collective bargaining, procedures of collective bargaining, bargaining issues, contract administration, current practices and the future directions of unions. Prerequisite: ADC 311.

**ADC 295 Special Topics** (3)

**Minors**

**Human Resource Management**

- ADC 311 Employment Law
- ADC 330 Conflict Management *or* ADC 449 Employee Relations (prerequisite: ADC 311)
- ADC 425 Business Ethics
- ADC 446 Performance Management *or* ADC 448 Employee Training and Development (prerequisite: ADC 311)

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## Leadership

ADC 217	Social Psychology <i>or</i> ADC 301 Psychology of Personality
ADC 320	Leadership Development
ADC 330	Conflict Management
ADC 425	Business Ethics

## Marketing

ADC 218	Marketing Principles
ADC 312	Advertising Principles (prerequisite: ADC 218)
ADC 319	Marketing Research (prerequisite: ADC 218)
ADC 425	Business Ethics

## P.A.C.E. Financial Information

Costs for the current academic year (cohorts which begin June 1, 2011 to May 31, 2012):

Enrollment deposit.....	\$100
Tuition per term (12 credit hours).....	\$7,380
Tuition for program (36 credit hours).....	\$22,140
* OPTION courses.....	\$0 or \$585 and non-refundable registration fee of \$50
Experiential learning credits, per credit hour awarded.....	\$50
DSST (per test).....	\$80
DSST (per credit hour awarded).....	\$35

\*A fully-matriculated student in the core P.A.C.E. program may take four tuition-free OPTION courses. You will accrue the “free” courses at a rate of one each during the first two terms and two during the third term. Should you get ahead of this schedule, you will be liable for the cost of the courses, should you not complete eligibility requirements. Once a student has exceeded four Option courses, each course will cost \$585.

Tuition for the P.A.C.E. program is billed in three installments at the beginning of each P.A.C.E. term. Payment is due in full at the beginning of each term unless an alternate payment plan has been arranged in advance. Each P.A.C.E. student completes a payment plan form prior to entering the program.

Students who are eligible for employer reimbursement may be able to defer payment until tuition reimbursement is received.

Tuition covers the use of textbooks, supplemental readings, software and the computer lab. The replacement cost of any unreturned or abused textbooks or materials will be charged to the student’s account.

Students are required to have access to a computer with certain specifications for continuous use throughout the program. Contact the P.A.C.E. office for the required specifications.

## Financial Aid for P.A.C.E.

### Required Applications

Any student wishing to be considered for financial assistance must submit a current fiscal year Free Application for Federal Student Aid (FAFSA) and for New York State residents a New York State TAP application.

### Federal Pell Grant

The Pell Grant is an entitlement to students who qualify under a federal formula which determines eligibility. The amount of the Pell Grant is determined by the Pell Grant formula #3 under the federal student aid regulations. The maximum award for the 2011-12 academic year is \$2,775 per term.

### Federal Direct Loan

Interest rate is fixed and the current interest rate can be found at <http://www.studentaid.ed.gov/PORTALS/WebApp/students/english/studentloans.jsp>. If the student is not a previous borrower in repayment who has already used the six-month grace period, interest and principal repayment is delayed until six months after the program is completed.

### Federal Unsubsidized Direct Loan

A loan with the same borrowing limits and interest rate is available to students who do not meet the need qualifications for the Federal Direct Loan. The student may be responsible for making interest payments

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while in school. Principal repayment begins six months after the student ceases to be enrolled at least half time.

### **New York State Tuition Assistance Program**

New York State's Tuition Assistance Program (TAP) is a state-funded entitlement program for New York State residents. Grants are based on the New York net taxable income of the preceding year.

### **P.A.C.E. Refunds**

A copy of the worksheet used for refund calculation can be requested from the Student Financial Services Office.

### **Houghton College Aid**

Limited funds are available each academic year from an endowed scholarship fund established for the benefit of P.A.C.E. students. Recommendations for the awarding of these funds may be made by the P.A.C.E. administrative staff to the scholarship committee.

### **Policy for Return of Title IV Funds**

Houghton College's refund policy is in accordance with the U.S. Department of Education's regulations. The policy applies to all P.A.C.E. students who do not complete the enrollment period for which he or she has been charged.

The term "Title IV Funds" refers to the Federal financial aid programs authorized under the Higher Education Act of 1965 (as amended) and includes the following programs: Federal Family Educational Loan Programs (Federal Direct; subsidized and unsubsidized) and Federal Pell Grants.

A student's withdrawal date is the date the student began the institution's withdrawal process or officially notified the institution of intent to withdraw or the student's last date of attendance.

Refunds will be prorated on a *per diem* basis based on the academic calendar. Students withdrawing before the academic period begins will receive a 100 percent refund of charges. A copy of the worksheet used for the refund calculation can be requested from the Student Financial Services Office.

Title IV aid and any institutional aid is earned in a prorated manner on a *per diem* basis based on the academic calendar. A copy of the worksheet used for the Title IV refund calculation can be requested from the Student Financial Services Office.

In accordance with federal regulations, when financial aid is involved, refunds are allocated in the following order: unsubsidized Direct Loans, subsidized Direct Loans, Federal Pell Grants, other federal sources of aid, other state, private and institutional aid, and finally the student. The policy listed above supersedes those previously published and is subject to change at any time.