Graduate Studies in
Civic Leadership

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• Master of Arts

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Michelle Steele, Academic Director

The master's program in civic leadership prepares emerging and mid-career professionals for service in both their communities and their profession. The course of study includes 10 months of course work and up to five months of master's project implementation in the community. Weekend and online classes accommodate government, business and not-for-profit professionals seeking a leadership degree focused on social innovation and collaboration among multiple stakeholders. It serves both those seeking to undertake a graduate program for the first time and those who have graduate or professional degrees who seek a theory-to-practice leadership degree with a focus on community.

Students from every sector will benefit from this degree with specific careers supported in local, state and federal government, the business sector and nonprofits. These include corporate social responsibility and community/public/government affairs positions in the business sector; community development, public policy, communications and public/private partnership positions in the public sector; and nonprofit positions including the creation and leadership of public/private partnerships and social enterprises. This program also is suited to those moving into encore careers or in transition between sectors.

Classes are held in the institute's unique learning space, the COLLABoratory, through off-campus experiences in social innovation and through a robust online learning environment. Students join a learning community of local, state, national and international scholars and leaders in civic and social innovation.

Founded in Oct. 2010, and built upon the legacy of Nashville leader Nelson Andrews, the Nelson and Sue Andrews Institute for Civic Leadership engages emerging and current leaders in programs to create thriving communities. The Institute promotes and showcases government, business and not-for-profit leaders working together for the common good. Its programs provide for the study and practice of this collaborative civic leadership model.

For more information on the program, call 615.966.6155 or visit lipscomb.edu/civicleadership.

Admission Policies and Procedures

Applicants to graduate programs must submit the following:

1. **Application Form.** Each applicant must complete an application form. The application form is available at lipscomb.edu/admissions/graduate then click on “Apply by Program” to complete the online application.

2. **Application Fee.** Each application should be accompanied by a $50 nonrefundable application fee ($75 for international students).

3. **Standardized exam score.** Each applicant must submit scores from one of the following: the Graduate Record Examination, the Miller Analogy Test or the Graduate Management Admission Test. For more information on the GRE, visit www.ets.org/ and click on “GRE.” For more information on the MAT, visit www.milleranalogies.com/. Students who have already earned a master's level degree may apply to the program without submitting a standardized test score.

4. **References.** Each applicant is required to submit two references: professional, academic and/or personal.
5. **Official Transcript(s).** Each applicant must submit an official transcript, showing degree conferral when appropriate, from all schools attended.

6. **Essay.** Please write a two- to three-page double-spaced essay giving your reasons for pursuing a degree in civic leadership and any community, region or state issues of particular interest to you. This is an informal essay—tell us your story—what shaped you, what matters to you and what future you see for yourself and your community, region or state.

7. **Health Form.** Each applicant must submit a completed health form signed by a health care provider. (To print a copy of the health form, visit www.lipscomb.edu/healthcenter/forms.)

8. **FERPA.** The Family Educational Rights and Privacy Act affords students certain rights of access to educational records; even if you are independent of your parents, you must submit this form prior to enrollment.

9. **Resume.** A resume detailing the applicant’s work and academic experience is required.

10. **TOEFL.** The Test of English as a Foreign Language (TOEFL) is required for international students. (See section titled International Students for more information.)

All application items should be submitted to The Nelson and Sue Andrews Institute for Civic Leadership no later than 45 days before classes begin for the term in which the student plans to enroll. Classes begin in Oct. Forms should be mailed to: The Nelson and Sue Andrews Institute for Civic Leadership, Lipscomb University, One University Park Drive, Nashville TN 37204-3951.

**Transfer of Courses**

Although all graduate credit hours may be transferred from another accredited institution, a maximum of nine hours will be counted toward the M.A. in civic leadership degree. The director or appropriate faculty member of the graduate program will evaluate the course(s) being proposed for transfer and make a determination of suitability. No course with a grade below a “B” will be considered for transfer.

**Documentation**

Students are required to provide satisfactory documentation of personal identification for off-site learning experiences required in many programs of graduate study at Lipscomb University. Failure to provide proper credentials will result in failure to complete the desired course of study. For complete policy, see section entitled Required Documentation for Off-Site Learning Experiences in the opening section of this catalog.

**Student Classifications**

Students are admitted to graduate courses in one of five categories:

1. **Graduate Student:** one who has satisfied all admissions requirements. (Average of 3.00 on undergraduate work, acceptable GRE, MAT or GMAT scores.) A student with an incomplete admission file will be accepted to the program at the discretion of the academic director but will be placed on an academic hold which will prevent registration for the following semester. Once the proper admissions documents have been received, the hold will be removed and the student will be allowed to register for the following semester.
2. **Conditionally Admitted Student**: one who has been admitted conditionally, at the discretion of the academic director, without satisfying all admission requirements. Students admitted with the following criteria may be required to complete a minimum of nine hours of graduate work with a grade of “B” or above before the conditional admission is removed.
   a. From an unaccredited school or with a substandard GPA or GRE/MAT score.
   b. A transfer student with a graduate GPA between 2.50 and 2.99. The transfer student must be in good standing at the previous institution attended.
   c. As a student who has not completed a bachelor’s degree program. The transfer student must be in good standing at the previous institution attended.
3. **Non-Degree Student**: one who has been admitted to graduate studies and has met all admission requirements except GPA or GRE. The student may take up to nine semester hours for graduate credit. Those hours may be applied toward a master’s degree if the student makes a grade of “B” or better in the courses taken for credit and if all admission requirements (GPA and entrance test score) are met and the student is formally admitted to a graduate program as a degree-seeking student.
4. **Visiting Student**: one who is currently enrolled as a student in good standing at the post-bachelor’s level at another graduate school, wishes to take courses at Lipscomb and desires to have transcript evidence of course work done at Lipscomb provided for the school of primary enrollment.
5. **Probationary Student**: one who has been readmitted to a graduate program following academic suspension from the program.

Admission to a program does not imply admission to candidacy for the master’s degree. Only those students who meet the requirements for “graduate student” described above are eligible for candidacy.
Academic Policies

Course Load
A student enrolled for nine hours is considered a full-time student. A student enrolled for six hours is considered a half-time student. A student enrolled for less than six hours is considered a part-time student. No student will be permitted to enroll for more than 12 hours per semester without special approval from the director of the graduate program.

Academic Standing

1. Good Academic Standing: To remain in good academic standing, the M.A. in civic leadership student must maintain a cumulative 3.00 GPA and a 3.00 GPA on the most recent 12 semester hours of work.

2. Probation: Should the student’s cumulative graduate GPA fall below 3.00, he or she will be placed on academic probation. A student on academic probation will not be allowed to enroll for more than six hours during any term the probation applies.

   The probationary student is required to achieve a 3.00 cumulative GPA by the time the student has completed the next nine hours of coursework. A course(s) may be repeated to achieve the requisite GPA. If the requisite GPA is attained, the academic probation status will be removed.

3. Suspension: If the requisite GPA is not attained, the student will be suspended from graduate studies at Lipscomb for the following semester, after which the student may apply for readmission. The student may be required to appear before the graduate committee.

   Failing grades will provide no credit toward the degree but will be included in figuring scholarship level, unless replaced with a higher grade by repeating the course(s). A 3.00 GPA must be maintained to be eligible for financial assistance.

4. Appeals: Appeals to suspension decisions should be made in writing to the associate provost for academic development and graduate studies. Appeals must be received no later than 4:30 p.m. on the Monday of the week before classes begin for the term during which the student wishes to be readmitted.

Degree Completion Requirements

Residency
No period of formal residency is required for a degree in a master’s program.

Statute of Limitations
All requirements for the M.A. in civic leadership degree must be completed within a five-year period from the time of initial matriculation.

Candidacy
Admission to a program does not imply admission to candidacy for the master’s degree. During the course of pursuing the M.A. in civic leadership degree, the student must be admitted to “candidacy.” For admission to candidacy the student must satisfy the following:

1. Complete all required undergraduate deficiencies if admitted on condition.
2. Complete at least 12 hours of graduate work.
3. Maintain a 3.00 GPA on all courses taken toward the requirements for the degree with no incomplete grades.
4. File an application for candidacy form with the graduate program office.
5. File a degree plan in the graduate program office which meets all requirements and is approved by the administrator of the graduate program and the dean of the college. The degree plan must be filed during the second semester of graduate work in the program.

After admission to candidacy and approval of the degree plan, any changes in the degree plan must be approved by the academic director. The application for candidacy must be filed before the beginning of the student’s last semester in the program. No student will be allowed to graduate in the same semester in which the application for candidacy is filed.

Minimum Credits
The M.A. in civic leadership requires 30 semester hours. This requirement does not include hours accumulated to satisfy academic deficiencies.

Minimum GPA
The minimum cumulative grade-point average (GPA) for all graduate education programs is 3.00 for all graduate courses taken for graduate credit while pursuing the degree. No grade below a “C” is acceptable. Such grades will not apply toward degree completion.
Graduation
Students must register for GN 999X the semester prior to and the semester in which all course work will be completed for graduation. Students who do not file their intent to graduate form in the registrar’s office by the end of the first week of their last semester may be delayed in graduating.

Graduate students receiving degrees are hooded during the May and Dec. commencement exercises.

Appeals
Any exceptions to the above stated requirements would require approval via the appeal process established by the graduate academic leadership team.

Financial Information
Tuition and Fees for 2014-15

Basic charges* per semester:
Tuition per graduate hour .......................................$1,230
Tuition to audit without credit...........50% of regular tuition

Special Fees
Application fee ............$50 ($75 for international students)
Graduation fee ............................................................$195
Returned check fee .......................................................$30
TouchNet (monthly payment) .......................................$60
enrollment fee per semester
Withdrawal fee..........................................................$195

*Effective May 1, 2014

Master of Arts In Civic Leadership (30 hours)

Required for all students (30 hours):
CL 5003   Leading Community Change (3)
CL 5013   Leading in Multicultural and Global Contexts (3)
CL 5023   Developing as a Leader—Assessing and Building Leadership Skills (3)
CL 5033   Models for Community Change—The Nashville Model and Beyond (3)
CL 5043   Leadership Theories—Current and Historical Perspectives (3)
CL 5103   Cross-Sector Collaboration for the Common Good (3)
CL 5113   Leading with Communication and Technology in a Networked World (3)
CL 5143   Research Methods for Community Change (3)
CL 5203   Master’s Project in Civic Leadership (3)
CL 5213   Action in Community—Building Capacity for Sustainable Change (3)

Course Descriptions
CL 5003   Leading Community Change (3)
This course explores theories of leadership and change management and develops concrete skills in effecting community change through leadership intervention both proactively and in reaction to crisis. Study and application of leadership and change models, including Nelson Andrews’ engage, discover, create and transform model. Develops skills to assess community needs and build leadership plans for raising consciousness or building support around an issue or need, creating a program to address the need and mobilizing multiple stakeholders to implement the program for change for the common good.

CL 5013   Leading in Multicultural and Global Contexts (3)
Leadership for civic change requires cross-cultural understanding and engagement at the local, regional, national and global levels. This course explores how culture and diversity influence individual leadership effectiveness and the ethical ramifications of leading in multicultural and global contexts. Research, case studies and experiential exercises help students understand their own cultural biases to increase leadership effectiveness, cross boundaries for community change and foster the value of community change solutions from other cultures. Research and case studies include the role of faith-based organizations in civic leadership. Includes building and leading cross-cultural teams from neighborhoods to the global arena to create sustainable change.
CL 5023  Developing as a Leader—Assessing and Building Leadership Skills (3)
This course focuses on the basic principles of personal leadership, which are a prerequisite to leading others. Students in this course will focus on their individual personal development by assessing and identifying their strengths and weaknesses as leaders. Emphasis will be placed on personal vision, goals, spiritual assessment and reflection.

CL 5033  Models for Community Change—The Nashville Model and Beyond (3)
Individual and group capstones for tier one are based on placement with a Nashville civic leader instrumental in a key community initiative either past or present. This individual project will produce an oral history and lessons-learned analysis. The group project will produce a case study of successful or failed civic leadership.

CL 5043  Leadership Theories—Current and Historical Perspectives (3)
This course presumes it is important to be familiar with the seminal readings on leadership and is grounded in the mental models and the underlying assumptions about leadership from current and historical perspectives. The course is specifically designed to provide a fundamental familiarity with the leadership literature historically, using those texts widely considered timeless and essential. A key goal of this course will be a clearer understanding of the characteristics and challenges of leadership across time and cultures. Throughout the course, we will explore four basic questions: What are the essential characteristics of human nature and the good society? What should the relationship between a leader and his or her society be? How should leaders bring about needed change? What distinguishes writing about leadership from writing as leadership?
CL 5103  Crossing the Bridge—Cross-Sector Collaboration for the Common Good (3)
This course uses readings and case studies to foster understanding of the role and perspective of business, nonprofits and government in creating civic leadership and fostering community well-being. Study includes the issues and challenges generated by the integration of public, private and nonprofit roles, responsibilities and practices in pursuit of the common good. This course examines the theories and the reality of multi-sector (private, public and nonprofit) collaboration. The course will also focus on developing skills critical to successful collaborative efforts and will include a class project to foster collaboration across sectors on a community challenge. It also includes a module on conflict resolution among community players.

CL 5113  Leading with Communication and Technology in a Networked World (3)
This course examines and develops the communication and technology competencies required to motivate followers and inspire positive change, based on an understanding of seminal and current theories of persuasion and communication. The course examines the responsibility of leaders in a digital society (digital citizenship) with a focus on communication for leading and managing community change for the common good, including advocacy and in crisis. It includes creation and communication of vision and strategy, audience analysis and message development, the role of media in community leadership, the use of new and traditional media and understanding and using public opinion research in communication for community change. This course includes readings, case studies and speakers on understanding and using the power of technology in community building and application of new and emerging technology, including social media, at the local, national and global level.

CL 5143  Research Methods for Community Change (3)
Communities are continually changing. To teach students how to manage the change, this course is designed to introduce students to research methods and statistical analysis used in community research. Students will learn how to formulate research questions, explore appropriate statistical techniques, consider assumptions necessary to conduct the proposed research, analyze and interpret results, and summarize the findings.

CL 5203  Master’s Project in Civic Leadership (3)
The master’s project is the culmination of the student’s academic program and is based on work the student has undertaken throughout course work (on a single community challenge).

CL 5213  Action in Community—Building Capacity for Sustainable Change (3)
This externship consists of the execution of a vision, mission and strategy for civic leadership to mobilize community change. It may be taken at any time in the final half of the student’s program, but it must be completed before CL 5203.

CL 53nV  Special Topics (1-3)
This course may be either lecture or independent-study-based depending upon the topic selected. Prerequisite: Permission of the instructor. Offered as needed.

Civic Leadership Faculty
Steve Joiner, B.A. (Lubbock Christian University), M.S., M.Div., D.Min. (Abilene Christian University), Post-doctoral Certification in Conflict Mgt. (Abilene Christian University), Post-Doctoral Certification in Higher Ed Leadership (Cornell University), Managing Director of the Institute for Conflict Management and Professor of Ministry
Matthew Paden, BSIS, M.S. (Lubbock Christian University), Ed.D. (Pepperdine University), Special Assistant to the President and Assistant Professor
Linda Peek Schacht, B.S. (Lipscomb University), M.A. (Ohio State University), Founding Director for the Nelson and Sue Andrews Institute for Civic Leadership, Associate Professor of Communication and of Political Science
Michelle D. Steele, B.S. (University of Tennessee Chattanooga), M.S. (Cumberland University), Ed.D. (Trevecca Nazarene University), Academic Director for the Nelson and Sue Andrews Institute for Civic Leadership, Assistant Professor of Civic Leadership.

In addition to civic leadership core faculty, distinguished visiting professors with expertise in the field will teach selected classes.