Graduate Studies in
Leadership and Public Service

Steve Joiner,
Dean, College of Leadership and Public Service
The School of Public Service

• Master of Arts in Leadership and Public Service*

Steve Joiner, Dean College of Leadership and Public Service

The School of Public Service offers the Masters of Arts in Leadership and Public Service (M.A.) degree. This degree models best practices of community engagement while combining these experiences with the specific skill sets and theoretical foundations of public policy and public service. The Leadership and Public Service (LPS) course schedule is available by contacting LPS at 615.966.6690.

Master of Arts in Leadership and Public Service*

This academic program consists of 30 hours of designated course work. It will provide academic programming to students interested in working in Public Service by addressing two distinct need (program will begin fall 2016):

1. Graduated education in Public Service and Public Policy (including theoretical foundations and application of this theory),
2. Exposure to the workings of government and nonprofit entities engaged in public service by providing extensive internship, project and networking opportunities.

Admission Policies And Procedures

Background courses in the law, business, education or social sciences, as well as prior relevant work experience, are desirable. Although students may enroll on a fulltime or part-time basis, entry into the program is in the fall or spring semesters only.

In addition to meeting all Lipscomb University requirements for admission, an applicant to the M.A. program in leadership and public service 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 the scores of a standardized exam. Scores from the Graduate Record Examination or the Graduate Management Aptitude Test are preferred for students seeking their first graduate course work. (For more information on the GRE, visit www.ets.org/ and click on GRE.) However, scores for students who have taken the Graduate Management Aptitude Test, MEDCAT, MAT or LSAT will be accepted as substitutes for the GRE/GMAT requirement. Students who have already earned a master’s level degree may apply to the program without submitting a standardized test score, if less than five years of related work experience.
4. References. Two letters of reference are required as follows: one from a college or university administrator or professor, one from a professional supervisor/employer, or one from a personal reference with knowledge of your ability to satisfactorily perform at the graduate level.

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5. **Official Transcript(s).** Each applicant must submit an official transcript, showing degree conferral when appropriate, from all schools attended.

6. **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.)

7. **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.

8. **Resume.** A resume detailing the applicant’s work experience which must include no less than three years of gainful employment in a field of the applicant’s choice, following the completion of undergraduate, graduate or professional school degrees, is required.

9. **Goals Statement.** A 750-1000 word expanded goals statement concerning the applicant’s interest in and application of the program’s curriculum to expected career progression is required.

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

All application items should be submitted to the LPS office no later than 30 days before the beginning of the semester or term in which the student plans to enroll. Forms should be mailed to: Institute for Conflict Management, Lipscomb University, Ezell Room 320, One University Park Drive, Nashville TN 37204-3951.

**Transfer of Courses**

Graduate credit hours earned at another accredited institution may be transferred toward the LPS degree requirement upon request. A maximum of six hours may be counted toward the master’s 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. A student with an incomplete admission file will be accepted to the program at the discretion of the program 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 program 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 satisfied admission requirements (including GRE or other standardized exam) but does not intend to earn a graduate degree. Such students may take up to 15 semester hours for graduate credit which may be applied toward a certificate. 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 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.

Students who are denied admission may request from the LPS director an action plan to help them identify specific areas where improvement is needed. Students who are denied admission may reapply for admission after completing the action as described by the LPS director.

### Academic Policies

#### Course Load
A student enrolled for nine hours per semester 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 LPS 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 course work. 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. A graduate course in which a student has earned an “F” may be repeated. In such cases, only the higher grade will be used to compute the student’s GPA. 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 vice 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 LPS master’s 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 LPS master’s 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 twelve 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” degree plan form with the graduate program office. This plan must meet all requirements and is approved by the director of the graduate program.

After admission to candidacy and approval of the degree plan, any changes in the degree plan must be approved by the director of the graduate program. The application for candidacy must be filed before the beginning of the student’s last course in the program. No student will be allowed to graduate in the same semester in which the application for candidacy is filed, without permission granted in writing by the program director.

Minimum Credits
The Master of Arts in Leadership and Public Service requires 30 hours, exclusive of hours accumulated to satisfy academic deficiencies.

Minimum GPA
The minimum cumulative grade point average for LPS master’s course work is 3.00. The minimum cumulative GPA for the LPS certificate is 2.5 for all graduate courses taken for graduate credit while pursuing the certificate. 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 will be determined based on the 2016-17 tuition/fee protocol

Basic charges per semester:
Tuition per graduate hour ..................................... $TBD
Tuition to audit without credit ...... 50% of regular tuition

Special Fees
Application fee $TBD ($TBD for international students)
Application for Graduation................................. $TBD
Returned check fee ........................................... $TBD
TouchNet (monthly payment) ............................. $TBD
enrollment fee per semester
Withdrawal fee .................................................. $TBD
Master of Arts in Leadership and Public Service*
(30 hours required)

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Master of Arts in Leadership and Public Service and requires the following core courses and electives:

LPS Core Courses:
- LPS 5003 Introduction to Public Service and Public Policy
- LPS 5013 Federal Politics and Policy Seminar
- ICM 5013 Negotiation and Settlement Process
- LPS 5023 Management of Finance and Administrative Process in the Public Sector
- LPS 5033 Foreign Policy Decision Making
- LPS 5043 American Political Institutions
- CL 5113 Leading with Communication and Technology in a Networked World
- ICM 6113 Facilitating Dynamic Groups

LPS Electives:
- LPS 5XnV Special Topics in Leadership and Public Service
- LPS 5383 Readings in Leadership and Public Service

LPS Internships:
- LPS 5000 Internship I (co-requisite of ICM 5013)
- LPS 5100 Internship II (co-requisite of LPS 5043)
- LPS 5200 Internship III (co-requisite of CL 5113)

LPS Capstone:
- LPS 5393 Project in Leadership in Public Service

Course Descriptions

LPS 5003 Introduction to Public Service and Public Policy (3)
This course provides an overview to the existing field of Public Policy and the expanding field of Public Service. It will serve as an introduction to the field of Public Service.

LPS 5013 Federal Politics and Policy Seminar (3)
Conducted in Washington, D.C., this course is highlighted by two intensive weeks of briefings and seminars with key policy makers along with course lecture. Particularly focused on current public policy issues in discussion at the national level, there are also extensive readings and a project requirement for the course.

ICM5013 Negotiation and Settlement Processes (3)
This course is designed to offer a basic experiential introduction to the concepts, instruments, functions and theories of modern negotiation. The purpose of this introduction is to provide some of the information needed to better understand the basic dynamics of interpersonal, business and legally related negotiation. First, we will begin with a discussion of negotiations as interpersonal communication. Second, we will examine avoiding exploitation in mixed-motive exchange. Third, we will explore distributive bargaining strengths and weaknesses. Fourth, we examine the use of integrative bargaining techniques and those settings in which they might be best used. Finally, the landscape of legal jurisprudence will be reviewed in order to apply appropriate ideologies and techniques to the complex adaptive system of American business and personal interaction.

LPS 5023 Management of Finance and Administrative Process in the Public Sector (3)
This course introduces students to the basic financial and administrative processes of public/governmental entities so that the students can appropriately address rudimentary funding, grants, and audit issues within their work.
LPS 5033  Foreign Policy Decision Making (3)
This course will examine the essence of foreign policy decision-making with a special emphasis on the decision-making process. Students will be introduced to a number of concepts that will help to explain the processes of foreign policy decision-making, including the political psychology of leaders, crisis decision-making, and the role that various organizations play in making foreign policy.

LPS 5043  American Political Institutions (3)
This course explores the role of American political institutions (executive, legislative, and judiciary) in the policy making process. Against the backdrop of American culture and political history and drawing from diverse materials on the executive, legislative and judicial branches of government, we examine how these American political institutions affect public policy and public service.

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.

ICM 6113  Facilitating Dynamic Groups (3)
Professionals in all settings are often called upon to assist committees and groups achieve efficient and effective outcomes. This course will examine and apply various techniques to help maximize group functioning and minimize group conflict.

LPS 5XnV  Special Topics in Leadership and Public Service (3)
Selected topics in the fields of public policy and public service are offered. The format of the course is determined by the topic.

LPS 5383  Readings in Leadership and Public Service (3)
This independent study course explores the sources of knowledge and scholarship contributing to the interdisciplinary field of Public Service. It is designed to advance the skills of students by pushing forward their scholarship in this discipline through a review of relevant literature with opportunity to write on these topics.

LPS 5000  Internship I (co-requisite of ICM 5013) (non-credit)
As a co-requisite of ICM 5013, students will participate in an extended supervised internship in a Public Service setting. Students must be available for the prescribed number of clock hours during business hours of these entities. Students will be accepted to this course by special arrangement of the School of Leadership and Public Service.

LPS 5100  Internship II (co-requisite of ICM 6113)(non-credit)
As a co-requisite of ICM 6113, students will participate in an extended supervised internship in a public service setting. Students must be available for the prescribed number of clock hours during business hours of these entities. Students will be accepted to this course by special arrangement of the Scholl of Leadership and Public Service.
LPS 5200  Internship III (co-requisite of CL 5113)(non-credit)
As a co-requisite of CL 5113, students will participate in an extended supervised internship in a Public Service setting. Students must be available for the prescribed number of clock hours during business hours of these entities. Students will be accepted to this course by special arrangement of the School of Leadership and Public Service.

LPS 5393  Project in Leadership in Public Service (3)
This course will be used to structure the project that is required as the capstone course requirement for the master’s degree.

Leadership and Public Service
Core Faculty

Craig Bledsoe, B.A. (David Lipscomb College) M.A. University of Florida, Ph.D. (Vanderbilt University), Provost of Lipscomb University, Professor of Political Science

Andy Borchers, B.I.A. (Kettering University), M.B.A. (Vanderbilt University), D.B.A. (Nova Southeastern University), Certified Computer Professional, Certified in Production and Inventory Management, Professor of Management and Chair of Department of Management and Marketing

Phyllis D. K. Hildreth, B.A. (Harvard University), M.A. (Lipscomb University), J.D. (University of Maryland School of Law), Director of Academics, Institute for Conflict Management, Associate Professor of Conflict Management

Steve Joiner, B.A. (Lubbock Christian University), M.S., M.Div., D.Min. (Abilene Christian University), Postdoctoral Certification in Conflict Management (Abilene Christian University), Post-Doctoral Certification in Higher Education Leadership (Cornell University), Dean, College of Leadership and Public Service; Managing Director of the Institute for Conflict Management and Professor of Ministry

L. Randolph Lowry, B.A. (Pepperdine University), MPA (Pepperdine University), J.D. (Hamline University School of Law), President of Lipscomb University and Professor of Management

Linda Peek Schacht, B.S. (Lipscomb University), M.A. (Ohio State University), Founding Director for the Nelson and Sue Andres Institute for Civic Leadership, Associate Professor of Communication and of Political Science