

2017-2018 Catalog Addendum

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This addendum contains supplements and updates to the Claremont Lincoln University
2016 – 2017 Catalog. Revised on October 23, 2017

CLAREMONT LINCOLN UNIVERSITY ACADEMIC CATALOG: 2017-2018
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By matriculating, all students agree to abide by the University's rules and regulations. Claremont Lincoln University reserves the right to change the conditions of admission or the course of study, revise degree requirements, academic policies and procedures, and/or change or cancel courses currently scheduled for the program of study without prior notification. Any changes in the conditions for admission or in the program of study will be communicated to the student in writing.

Accreditation

Claremont Lincoln University is accredited by the WASC Senior College and University Commission (WSCUC), 985 Atlantic Avenue, Suite 100, Alameda, CA 94501, (510) 748-9001.

The Commission has confirmed that Claremont Lincoln University has satisfactorily addressed the Core Commitments to Student Learning and Success; Quality and Improvement; and Institutional Integrity, Sustainability, and Accountability and is found to be in substantial compliance with the WSCUC Standards of Accreditation.

To obtain a copy of Claremont Lincoln University's WASC accreditation, please contact:
Stephanie Varnon-Hughes
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M.A. IN ORGANIZATIONAL LEADERSHIP

Claremont Lincoln University offers an online MA in Organizational Leadership for those who lead diverse organizations toward positive social change. Students in this degree program choose from concentrations in Ethics, Healthcare, Human Resources, or Civic Engagement. Leaders in these fields face the challenge to navigate diversity, think critically, manage complexity and meet strategic goals within a high ethical context. Key classes in the curriculum include courses in our Claremont Core: Mindfulness, Dialogue, Collaboration, and Change. Students in all four disciplines also receive foundational training in organizational leadership theories and professional assessment. In addition, all students must complete a Capstone Action Project. Our Master's degree is a scholar-practitioner degree and gives learners the opportunity to apply their leadership skills in a dynamic context. This 15-month, online degree is designed for working professionals eager to grow their leadership skills and expertise, and apply their degrees in a global workplace.

- *The Concentration in Ethics* teaches working professionals how to guide organizations toward purposeful and responsible decisions in a diverse, globalized world.
- *The Concentration in Healthcare* is designed for leaders who want to foster success in the team-based, complex, fast changing and diverse settings within healthcare.
- *The Concentration in Human Resources* is designed to enhance the management leadership skills of those with human resource responsibilities in the organization.
- *The Concentration in Civic Engagement* is designed to develop leaders in the public and political arena who want to transform communities, neighborhoods and regions by facilitating collective, innovative decision making and inclusive initiatives.

Program Learning Outcomes:

After completing the Master of Arts in Organizational Leadership you will be able to:

- Apply awareness of self and the multi-faceted perspectives of others to lead in local and global contexts to reach common goals.
- Assess the cause of conflict in organizational settings and apply strategies to resolve and leverage conflict in diverse environments.
- Lead ethically and responsibly in positions of power in a workplace, community, or organization.
- Demonstrate the interpersonal and engagement skills necessary for effective leaders to achieve innovative and collaborative resolution to community and organization issues.
- Articulate and apply the major theories and principles of leadership, conduct analysis and recommend appropriate change strategies.
- Research, design, develop, and implement a capstone project plan to affect positive change in an organization.

Program Overview: 30 units

<u>Claremont Core</u> (4 courses)	12 units
<u>Required Degree Courses</u> (5 courses)	15 units
<u>Capstone Action Project</u> (CAP)	<u>3 units</u>
TOTAL	30 units

THE CONCENTRATION IN CIVIC ENGAGEMENT

The Concentration in Civic Engagement is designed to develop leaders in the public and political arena who want to transform communities, neighborhoods and regions by facilitating collective, innovative decision making and inclusive initiatives.

Program Learning Outcomes:

After completing the Master of Arts in Organizational Leadership with a Concentration in Civic Engagement you will be able to:

- Evaluate the strengths and limitations of government, civic engagement, and public participation and the distinct roles of each in a representative democracy.
- Identify the elements of and develop the capability to, craft sound policy and programs driven by citizen participation
- Analyze the strategies of engagement and apply appropriate strategies to lead people to effectively work together for sustainable results in the civic arena.

Courses

MLC5301: Civic Leader Assessment (3 units, required)

This course analyzes various aspects of public leadership, including political leadership, administrative leadership, and civic leadership, and helps you build your own distinctive, public, leadership skills. In this course, students will participate in self-assessment exercises and engage in readings and dialogue that will help them identify their current leadership skills and how they can apply their strengths and weaknesses as well as practical skills to identify negative behaviors, determine toxicity in civic, community, and organizational settings, analyze the causes, and devise strategies to overcome them. This first course in the leadership program offers students the grounding and broad skills necessary to be a more effective and civic leader.

MLC5302: Leading in the Public Sector (3 units, required)

This course serves as a field course on community engagement and civic involvement. Students will learn the organizing language, content, and theory around communities and how they operate in society. This organization and content is necessary for elected officials, public administrators and managers (principles), non-profit leaders, community activists, and volunteers.

MLC5303: Trends in Governance (3 units, required)

This course focuses on themes and trends that interplay in governance, including social issues, social inequality, and social justice issues. This course is key for civic leaders and authentic engagement because these issues are the very problems civic leadership seeks to solve. The value of this course is that it provides students the opportunity to understand the breadth and depth of challenges and opportunities in communities—and how to address one with specificity and depth in their own Capstone Action Projects.

MLC5304: Creating Public Policy (3 units, required)

This course provides key theories, practices, and challenges in formulating and implementing policy changes. The course examines the current implementation landscape, conventional perspectives on political processes, governance and management, and policy and program management, and introduces strategic action fields while exploring fields, organizations, and case studies. Students in this course will examine the challenges of implementing public policy, setting up campaigns, lobbying, building coalitions, with emphasis on building consensus, facilitating collaboration, and creating policy measures that sustain communities.

Students will learn how to elicit, harness, and focus the intellectual capital and goodwill of community members, institutions, and stakeholders to create positive social change at the local, national, or international levels.

MLC5305: Community Engagement (3 units, required)

In this course, students will understand that, across local and global issues, individuals must be mobilized to create the power to promote change within a community. Students will learn 1) how to bring together diverse interests from within a neighborhood/community, 2) how to bring together the political, economic, and social power structure from both inside and outside the community, and 3) how to bring all of these groups together to collaborate for positive change. By the end of the course, students will gain the necessary skills to be effective agents of change and to improve the quality of life for people within their own communities and within any community from around the world.

MLC5306: Capstone Action Project (3 units, required. Final term registration only)

As the final and culminating course in a student's degree program, and an item in each student's portfolio, the Capstone Action Project (CAP) provides learners the opportunity to demonstrate the integration of the program and institutional learning outcomes through a hands-on project in their professional capacity. The planning for this course begins at the program's outset, continues through the evolution of learning, and culminates with the student being fully prepared to implement their project during the CAP course. The specific content in the Civic Engagement concentration provides students depth in a particular area of leadership and practice for leading more effectively toward positive change. Facilitated by what has been mastered in the Claremont Core, and in their contexts of personal and professional engagement, learners integrate their knowledge, skills and abilities to demonstrate how they learned to be more effective leaders for compassionate, effective change.

Course Plan for Full-time Enrollment

All courses will be taught in 10-week terms, completely online. The degree can be completed in 15 months.

Term 1

- Civic Leader Assessment
- Mindfulness

Term 2

- Leading in the Public Sector
- Dialogue

Term 3

- Trends in Governance
- Collaboration

Term 4

- Creating Public Policy
- Change

Term 5

- Community Engagement
- Capstone Action Project

THE CONCENTRATION IN ETHICS

The Concentration in Ethics teaches working professionals how to guide organizations toward purposeful and responsible decisions in a diverse, globalized world.

Program Learning Outcomes:

After completing the Master of Arts in Organizational Leadership with a Concentration in Ethics you will be able to:

- Articulate the major theories of ethical thinking and assess their implications in a contemporary, global context.
- Analyze the spaces on the continuum between the corruptive nature of power and social responsibility.
- Evaluate and resolve multiple ethical perspectives and their impact on organizational effectiveness.

Courses

MLE5301: Professional Assessment (3 units, required)

Effective leaders know themselves and their organizations. They know who they are, what they believe, and what they can offer to those around them. In this course, you will participate in self-assessment exercises and engage in readings and dialogue that will help you identify your current leadership skills and how you can apply your strengths and weaknesses as well as practical skills to identify negative behaviors, determine toxicity in organizational settings, analyze the causes, and devise strategies to overcome them. This course offers you the grounding and broad skills necessary to be a more effective and ethical leader.

MLE5302: Ethical Frameworks: From Theory to Practice (3 units, required.)

Our understanding of ethics – the basic systems for determining right and wrong – are often rooted in complex combinations of our personal, cultural, national, familial, and/or religious experiences and traditions. In this course, you will become familiar with major perspectives on ethical reasoning, including questions of character and integrity. You will read selections from classical and contemporary ethicists, examine multiple sources of and approaches to ethical reflection, and put your new knowledge to work in concrete, contemporary case studies. In the end, you will recognize that ethical deliberation is neither reserved for saints nor specialists and is a part of daily life and work.

MLE5303: Leadership Literacy: From Theory to Practice (3 units, required.)

Leadership is an ever-evolving field of study and practice that has taken on added complexity in the diversified workplace of the 21st century. In this course, you will survey contemporary research and literature in the field that introduces foundational concepts that address leadership development in a global era. You will examine the notion of leadership as an adaptive art, as a

frame for professional proficiency, and as a platform for personal and organizational transformation. In the end, you will come to appreciate leadership as the effective and ethical management of positive change.

MLE5304: Ethics and Globalization (3 units, required)

We no longer make workplace decisions in a vacuum. In a truly globalized era, the actions of our organizations have ripple effects that cross borders and reach around the world. In this class, you will focus on the role of ethical leadership in a diverse, interconnected economy. Building on previous courses, this course connects your personal values to the ethical perspectives of different regional, cultural, and national contexts. It draws on various philosophical and wisdom traditions to develop a balanced and responsible organizational ethics. And looking forward to subsequent courses, it considers the role of ethics in global change, global leadership skills, and issues of conflict, commodities, resources and labor.

MLE5305: Shadow Sides: Power, Money and Meaning (3 units, required)

Money was invented as a tool for exchange of goods and services, and it's become both a compelling and corrupting force among humans. But while money can buy many things, it cannot buy everything – and in some cases it costs more than its worth. In this course, you will explore how capital and other forms of power works in the world and how it can be or should be managed to achieve strategic, sociopolitical or ethical ends. You will develop a vision for how capital can be leveraged in organizations as a resource for positive change toward more sustainable models of business and society. You will also be introduced to leading-edge approaches to social entrepreneurship, social business, and organizing for social change in the for-profit and the not-for-profit sectors.

MLE5306: Capstone Action Project (3 units, required. Final term registration only)

As the final and culminating course in a student's degree program, and an item in each student's portfolio, the Capstone Action Project (CAP) provides learners the opportunity to demonstrate the integration of the program and institutional learning outcomes through a hands-on project in their professional capacity. The planning for this course begins at the program's outset, continues through the evolution of learning, and culminates with the student being fully prepared to implement their project during the CAP course. The specific content in the Ethics concentration provides students depth in a particular area of leadership and practice for leading more effectively toward positive change. Facilitated by what has been mastered in the Claremont Core, and in their contexts of personal and professional engagement, learners integrate their knowledge, skills, and abilities to demonstrate how they learned to be more effective leaders for compassionate, effective change.

Course Plan for Full-time Enrollment

All courses will be taught in 10-week terms, completely online. The degree can be completed in 15 months.

Term 1

- Professional Assessment
- Mindfulness

Term 2

- Ethical Frameworks: From Theory to Practice
- Dialogue

Term 3

- Leadership Literacy: From Theory to Practice
- Collaboration

Term 4

- Ethics and Globalization
- Change

Term 5

- Shadow Sides: Power, Money and Meaning
- Capstone Action Project

THE CONCENTRATION IN HEALTHCARE

The Concentration in Healthcare is designed for leaders who want to foster success in the team-based, complex, fast changing

and diverse settings within healthcare.

Program Learning Outcomes:

After completing the Master of Arts in Organizational Leadership with a Concentration in Healthcare you will be able to:

- Evaluate and analyze leadership problems and solutions within the field of healthcare and develop an understanding of the current healthcare reform environment in the US.
- Identify effective practice in healthcare operations by analyzing the complexity of the finance functions and reimbursement systems and the laws governing regulations.
- Synthesize the major theories and principles of leadership and ethics, conduct personal and organizational analysis, and develop behavioral change strategies in healthcare organizations.

Courses

MLH5301: The Effective Healthcare Leader: Professional Assessment (3 units, required)

The Effective Healthcare Leader course was designed to help students assess, develop, and better understand their unique and critical role as leaders in healthcare organizations. Students are introduced to self-assessment exercises and engage in readings and dialogue to help identify strengths, weaknesses, and individual styles of leadership and communication. Personal values and missions are explored and analyzed as students evaluate and assess positive organizational behavior and learn to identify the negative influences of toxic behavior. Strategies to overcome conflict, adversity, and cross-cultural conflict are developed in highly collaborative learning cohorts where students learn from one another's diversity and perspectives. Practical organizational assessment in healthcare leadership strategies are researched and applied through activities and exercises focused on each student's individual contexts. By emphasizing practical skills to identify negative behaviors, determine toxicity in organizational settings, analyze the causes, and devise strategies to overcome them, students receive the grounding and broad skills necessary to be more effective healthcare leaders.

MLH5302: Exceptional Leadership in Healthcare (3 units, required)

The Exceptional Leadership in Healthcare course teaches students about organizational structures and systems, how to lead change and innovation in healthcare through 16 critical competencies, and the foundational models and theories of leadership. Students will learn to apply multiple perspectives when examining complex healthcare issues while also generating possible solutions through well-cultivated self-awareness, a compelling vision, a real way with people, and masterful execution. This course will utilize a variety of teaching strategies, which may include assigned readings, videos, personal reflections and journaling, lectures, group discussions, and case studies to teach students how to become exceptional leaders within the healthcare system.

MLH5303: The Landscape of Healthcare Operations (3 units, required)

This course will examine healthcare finance reimbursement systems. The student will be introduced to reimbursement as a healthcare administrator, and this course provides them with a comprehensive outlook on who the payers are in healthcare, the payment systems in healthcare, basic coding instruction, revenue cycle management, electronic medical record, what fraud and abuse is and how it can have a negative impact on your facility, some key tools that can have a negative impact on your facility if they are not managed daily such as transfer cases and high cost outliers, and tomorrow's trends. The student will also be introduced to the interpreting of financial statements, ratio analysis, and other payment models and payer types such as managed care, commercial insurance, Medicaid and Medicare, pay-for-performance, value based purchasing, and accountable care organizations. Overall, this course will provide the student with the full picture of the mechanics of insurance and reimbursement and the impact they have on the financial aspect of healthcare organizations.

MLH5304: Healthcare Leadership for Transformation and Change (3 units, required)

Leading in complex healthcare organizations requires a variety of skills to achieve effective and efficient healthcare delivery. An understanding of change management, multi-organizational management issues, effective governance structure, and the impact of healthcare reform on health systems is essential. But it also requires the ability to understand and apply the foundational concepts that address healthcare leadership in a global era. In this course, students are introduced to the contemporary research and literature surrounding leadership, as they will critically analyze and discuss theories to develop their leadership abilities as healthcare professionals. Throughout this course, students will examine the notion of leadership as an adaptive art, as a frame for professional proficiency, and as a platform for personal and organizational transformation. Having evaluated the foundational models and theories of leadership through research, reflection, and self-assessment, students will be able to apply their learning to effectively lead within a complex healthcare organization.

MLH5305: Ethics in Healthcare (3 units, required)

Ethics in Healthcare: From Theory to Practice is an examination of the challenges to and opportunities for healthcare leaders to understand the systems around them that will dictate their ability to ethically influence change within those systems. This course has been designed to lay the foundation for thinking critically about ethics through an examination of key questions in ethical

theory and ethical practice in healthcare. Students will examine the moral and ethical challenges of leadership, the moral obligations of leaders and followers, and how healthcare leaders can navigate the temptations of power. By reading carefully selected texts from classical and contemporary thinkers, students are exposed to multiple sources of and approaches to ethical reflection that will enhance their own ethical reasoning skills as they critically respond to thought-experiments, contemporary case-studies, and contemporary practices in various spheres of life and work. In addition, this course analyzes how healthcare leaders can convey values through actions, language, and act as exemplary models of character and integrity. The high level of abstraction that is required to discuss ethical theory can prove challenging, especially to those who are new (or relatively new) to the academic study of ethics. However, this course aims to expand students' moral point of view by considering personal ethics, leadership, and the common good, and ethics in different cultural communities—both locally and globally—through various readings and weekly forums to enable them to see more concretely how ethical theory and practice are important components of healthcare leadership.

MLH5306: Capstone Action Project (3 units, required. Final term registration only)

As the final and culminating course in a student's degree program, and an item in each student's portfolio, the Capstone Action Project (CAP) provides learners the opportunity to demonstrate the integration of the program and institutional learning outcomes through a hands-on project in their professional capacity. The planning for this course begins at the program's outset, continues through the evolution of learning, and culminates with the student being fully prepared to implement their project during the CAP course. The specific content in the Healthcare concentration provides students depth in a particular area of leadership and practice for leading more effectively toward positive change. Facilitated by what has been mastered in the Claremont Core, and in their contexts of personal and professional engagement, learners integrate their knowledge, skills and abilities to demonstrate how they learned to be more effective leaders for compassionate, effective change.

Course Plan for Full-time Enrollment

All courses will be taught in 10-week terms, completely online. The degree can be completed in 15 months.

Term 1

- The Effective Healthcare Leader: Professional Assessment
- Mindfulness

Term 2

- Exceptional Leadership in Healthcare
- Dialogue

Term 3

- The Landscape of Healthcare Operations
- Collaboration

Term 4

- Healthcare Leadership for Transformation and Change
- Change

Term 5

- Ethics in Healthcare
- Capstone Action Project

THE CONCENTRATION IN HUMAN RESOURCES

The Concentration in Human Resources is designed to enhance the management leadership skills of those with human resource responsibilities in the organization.

Program Learning Outcomes:

After completing the Master of Arts in Organizational Leadership with a Concentration in Human Resources you will be able to:

- Analyze the strategic role of Human Resource Management as a business function in an organization.
- Assess and apply strategies for successful management of a global and diverse workforce with shifting demographics and expectations.

- Analyze models for training and develop leaders throughout the organization and apply strategic plans for career development and training inside an organization.

Courses

MLR5301: The Strategic Role of HR in an Organization (3 units, required)

Human Resources provides a strategic resource for business development, providing insights on talent management and more. In this course you will investigate many of the technical business functions of an HR administrator, including staffing, compensation and benefits, employee and labor relations, job design. As an end result, you will be better prepared to take a "seat at the table" as a senior HR advisor.

MLR5302: Critical Issues in HR Ethics and Law (3 units, required)

HR Leaders also serve as ethics advocates for their organizations. In this course, you will analyze a variety of models for ethics, applying them to the specific concerns of human resource management and the legal concerns of employment law. With this knowledge, you will be better prepared to serve as a senior advisor regarding legal and ethical business issues.

MLR5303: Leading Individuals and Teams (3 units, required)

HR leadership requires specific knowledge and skill for facilitating individual and team achievement. This course will formulate resources for performance management, workforce planning and talent management, and a variety of leadership models. After completing the first three courses, you will find yourself better prepared as a voice for bringing out the best in your organization.

MLR5304: Training and Development (3 units, required)

One of the more fulfilling aspects of HR is the opportunity to watch individuals grow professionally. This course will prepare you to serve as an internal consultant who designs metrics and measurements as well as formulate training and development for individuals. You will be prepared to design and lead development programs that provide strategic ROI for your organization.

MLR5305: Connectivity, Culture, and the Future of Work (3 units, required)

Analyzing current business needs and preparing for the future in a globally-connected and diverse world requires leaders to analyze the current state of globalism and how it impacts their organizations. Students will analyze the current state of globalism, develop skills for managing across cultures in globally connected organizations, analyze current opportunities and challenges related to diverse cultures at work in organizations, analyze trends in mobile workers and technology, and make recommendations for the future of their workplace. This course will broaden your HR perspectives as well as discern future needs for your organization.

MLR5306: Capstone Action Project (3 units, required. Final term registration only)

As the final and culminating course in a student's degree program, and an item in each student's portfolio, the Capstone Action Project (CAP) provides learners the opportunity to demonstrate the integration of the program and institutional learning outcomes through a hands-on project in their professional capacity. The planning for this course begins at the program's outset, continues through the evolution of learning, and culminates with the student being fully prepared to implement their project during the CAP course. The specific content in the Human Resource concentration provides students depth in a particular area of leadership and practice for leading more effectively toward positive change. Facilitated by what has been mastered in the Claremont Core, and in their contexts of personal and professional engagement, learners integrate their knowledge, skills and abilities to demonstrate how they learned to be more effective leaders for compassionate, effective change.

Course Plan for Full-time Enrollment

All courses will be taught in 10-week terms, completely online. The degree can be completed in 15 months.

Term 1

- The Strategic Role of HR in an Organization
- Mindfulness

Term 2

- Critical Issues in HR Ethics and Law
- Dialogue

Term 3

- Leading Individuals and Teams
- Collaboration

Term 4

- Training and Development
- Change

Term 5

- Connectivity, Culture, and the Future of Work
- Capstone Action Project