



CLAREMONT LINCOLN
UNIVERSITY

Socially Conscious Education™

2019 – 2020
Student Catalog
Winter Addendum

Effective December 9, 2019

Pending adoption by the Claremont Lincoln University Board of Directors

CLAREMONT LINCOLN UNIVERSITY STUDENT CATALOG: 2019 – 2020 SPRING ADDENDUM
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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:

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8:30 a.m. – 5:00 p.m. Pacific Standard Time

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OVERVIEW OF ACADEMIC PROGRAMS

Claremont Lincoln University offers the following degree programs. For details, please refer to degree program requirements later in this catalog.

Master of Arts in Healthcare Administration

The Master of Arts in Healthcare Administration is designed for current and future leaders in healthcare with the desire to strengthen their skills to lead in team-based, diverse settings. Due to the often complex and dynamic nature of the healthcare administration field, this program seeks to provide the skills necessary to lead positive change in organizations, maintain ethical governance, and increase effectiveness in the day-to-day managing of healthcare departments.

Master of Arts in Human Resources Management

The Human Resources Management degree is designed for HR professionals who lead people in a professional setting. The program content will expose students to all aspects of people management including understanding human resources functions, enhancing their ability to apply key HR legislation, learning the elements of a total compensation system, developing plans for attracting and selecting employees, discovering the purpose and process of talent management, and applying HR analytics to decision-making.

Master of Arts in Organizational Leadership

The M.A. in Organizational Leadership prepares individuals to lead diverse organizations toward positive social change. Students in this degree program choose from concentrations in Ethics, Healthcare, Higher Education, Human Resources, Civic Engagement, Technology Management, or Professional Studies. Leaders in these fields face the challenge to navigate diversity, think critically, manage complexity and meet strategic goals within a high ethical context.

Master of Arts in Peace and Social Justice

The Master of Arts in Peace and Social Justice is designed for the person who is committed to the development of just, tolerant and mindful societies in which the basic human rights and aspirations of individuals and groups are valued. Central to the program is the emphasis on Interfaith Action, an emerging thought practice that transcends doctrine and dogma in an effort to maintain relevance, cooperation, and constructive consensus-building in the post-modern context. With its focus on Interfaith Action, the Master of Arts in Peace and Social Justice will help to refine your perspectives on social issues, religion and politics. It will also equip you with the collaborative engagement and self-reflection competencies that are essential for effecting meaningful change in society.

Master of Arts in Social Impact

The M.A. in Social Impact teaches the capacities needed for mindful leaders— particularly, though not exclusively in the social and civic sectors—to envision, implement, and adapt efforts that generate positive and sustainable impact within and/or beyond their organizations and communities.

Master of Arts in Sustainability Leadership

The Master of Arts in Sustainability Leadership is an interdisciplinary degree program that examines how organizational decision-making and activities impact society, the environment, and the organizations' own prosperity – or the triple-bottom line of the new economy: planet, people, and profit. The program is designed to equip students with the knowledge and skills needed in the areas of development, the natural world, corporate responsibility, and leadership, to assess and effectively lead socially responsible initiatives.

Withdrawal requests will not be accepted after the end of the withdrawal deadline for the term regardless of the last date of interaction.

After the withdrawal deadline students may no longer withdraw and will be charged full tuition for their course(s).

Non-Degree Student Payment and Refund Policy

The total tuition charge for the term is payable before the first day of class each term. Non-degree seeking students who have not paid the balance in full will be dropped from their course(s) on the day the term starts.

Students have several payment options. Payments may be made by check or online with a credit card (Visa, MasterCard, American Express). Non-degree students are not eligible for Financial Aid.

Non-degree seeking students who fail to complete the period of enrollment for a course may receive a refund. Students may receive a full refund, partial refund, or no refund of tuition depending on the date the student drops or withdraws or their last day of interaction in the course.

100% refund of tuition for students who drop through the eighth calendar day of the term
Students who submit an official written request to withdraw from a course through the end of the withdrawal period noted on the academic calendar will be issued a refund based on their last date of interaction (LDI) in the course. Tuition charged will be equal to the percentage of the course attended and the remainder will be refunded. Refunds will be processed within 45 days of the date of determination (40 days for residents of Wisconsin).

Example:

Student's LDI is day 22 of a 56 day term =
22/56 days completed = 40% of term completed
Tuition due is 40% with remaining 60% refunded

Withdrawal requests will not be accepted after the end of the withdrawal deadline for the term regardless of the last date of interaction

After the withdrawal deadline students may no longer withdraw and will be charged full tuition for their course(s).

FINANCIAL AID

Disbursement of Federal Financial Aid Funds

Students must meet all requirements for full admission and complete all components of the financial aid process before financial aid funds can be disbursed. Federal financial aid funds will be disbursed after the eighth day of the term. Students with a staggered schedule will receive two disbursements, one in each term of enrollment after the eighth day of the term. Financial aid funds will be applied toward all eligible charges on a student's account. If a credit balance remains it will be released to the student in the form of a refund. If subsequent charges are applied to a student's account after a refund is processed for the term, the student will be responsible for paying these new charges.

Credit Balances and Refunds

When financial aid is disbursed and/or payments are made, the funds will be applied toward the student's allowable costs on their student account. If the amount of credit to the student's account totals more than the billed amount, the excess funds will be refunded.

The University processes refunds based on a published refund processing schedule and in a manner that complies with the Department of Education requirements for refunding federal financial aid funds.

When payments are made on behalf of a student via a private donor (benefactor, private scholarship fund, etc.), any applicable refunds will be issued to the original source.

Return of Title IV Funds

Return to Title IV Funds is a federally mandated policy that applies only to students who received federal financial aid and who fully withdraw, drop, or are dismissed prior to completing 60% of a term. The policy applies to all students who discontinue enrollment in all classes, on or after the first day of the term. Title IV financial aid funds are awarded under the assumption that a student will attend the institution for the entire period in which federal assistance is provided. When a student ceases academic participation prior to the end of that period, the student may no longer be eligible for the full amount of federal funds that the student was originally scheduled to receive. Return to Title IV (R2T4) will be used to determine how much aid, if any, must be returned to Title IV programs. For Claremont Lincoln University, this would include any Federal Direct Unsubsidized loan funding. Claremont Lincoln University will return any Title IV funds no later than 45 days from the date of determination (40 days for residents of Wisconsin).

- Claremont Lincoln University will return Title IV funds in the following order:
- Unsubsidized Direct Loans (other than Direct PLUS loans)
- Subsidized Direct Loans
- Federal Perkins Loans
- Direct PLUS Loans
- Federal Pell Grants for which a return of Title IV funds is required
- FSEOG for which a return of Title IV funds is required
- TEACH Grants for which a return of Title IV funds is required
- Iraq & Afghanistan Service Grant for which a return of Title IV funds is required

The portion of financial aid to be returned is determined by the percentage of financial aid not earned by the student. The percentage of unearned aid is calculated using the following formula:

% earned = # of days completed up to the withdrawal date ÷ total # of calendar days in term

Based on these federal guidelines, any student who receives federal financial aid and does not complete at least 60% of the term would be responsible for repaying a portion of the aid they received. A student who remained enrolled beyond the 60% point is considered to have earned 100% of their financial aid.

The Return to Title IV Funds policy is separate from the university's refund policy. A student who withdraws from the university prior to the 60% completion point may be required to return unearned federal aid and still owe the university for tuition and fees.

STUDENT SERVICES

Drops and Withdrawals

Dropping and Withdrawing from a Course

Students may drop a course up until the beginning of the second week (day eight) of the term by contacting the Office of Student Services. Students who drop by the eighth day of the term will receive a full refund of tuition charges for the term and no notation of the course will appear on the student's transcript.

Students may withdraw from a course following the end of the drop period through the end of the withdrawal period (generally, once sixty percent of the course is completed) as noted on the academic calendar. Requests for withdrawal must be made in writing by submitting a Course Withdrawal Request form to the Office of Student Services on or before the deadline for withdrawal. Students who stop participating are subject to the administrative course withdrawal policy. A withdrawal will show as a "W" on the student's transcript but will not impact their GPA. A student's date of determination, or withdrawal date, will be recorded as the date their official withdrawal request is received. Tuition charges for student who withdraw will be assessed according to their last date of interaction (LDI) in the course and will be based on the percentage of the course that was attended as outlined in the Refund Policy. Withdrawal requests are not accepted after the withdrawal deadline.

Administrative Course Drop

Students who do not sign in to their course and engage in meaningful interaction by submitting an assignment on or before the eighth day of the term, but also do not submit a request to drop their course, may be administratively dropped from the course for non-participation.

Students may also be administratively dropped from a course through the eighth day of the term for failure to adhere to the University's Payment Policy. Please refer to the Payment Policy in the catalog for payment requirements.

Students who are administratively dropped from a course will receive a full refund of their tuition per the University Refund Policy. Administrative course drops do not appear on a student's transcript. However, students who have a pattern of repeated administrative course drops may be administratively withdrawn from the University.

Administrative Course Withdrawal

Students who fail to interact in class by submitting an assignment and who are non-responsive to outreach by their instructor or the Office of Student Services for ten consecutive days may be administratively withdrawn from the course. Administrative course withdrawals may occur between the end of the drop period and the last day to withdraw from a course. Students who cease participation after the withdrawal deadline will be charged full tuition and receive a final grade in the course based work submitted throughout the course.

Students may also be administratively withdrawn from a course for failure to adhere to the University's Payment Policy. Please refer to the Payment Policy in the catalog or contact the Office of Student Finance for information about specific payment plan options.

Students who are administratively withdrawn from a course will receive a W on their transcript for the course in question. Students will also be assessed prorated tuition based on their last date of interaction in accordance with the Refund Policy.

University Withdrawal or Transfer

A student who wishes to transfer to another school or otherwise withdraw from enrollment must notify the Office of Student Services by turning in a completed University Withdrawal Form. Claremont Lincoln University cannot advise on which courses may transfer to another school as this decision is always at the discretion of the receiving institution.

Administrative University Withdrawal

Students who do not maintain continuous enrollment by registering for classes each term or petitioning for a Leave of Absence will be considered inactive and will be administratively withdrawn from Claremont Lincoln University. Students who are administratively withdrawn from the university and wish to return may contact the Office of Admission to apply for readmission.

Career Services & Employment Disclaimer

As Claremont Lincoln University is a graduate institution whose student body is largely made up of working professionals, the university does not provide career or employment services. Additionally, CLU does not guarantee employment during or after matriculation.

REGISTRAR

Grade Policies and Procedures

Grade Scale

The University grades on a four-point system as follows:

A = 4.0	93-100%
A- = 3.7	90-92%
B+ = 3.3	87-89%
B = 3.0	83-86%
B- = 2.7	80-82%
C+ = 2.3	77-79%
C = 2.0	73-76%
C- = 1.7	70-72%
D+ = 1.3	67-69%
D = 1.0	63-66%
D- = 0.7	60-62%
F = 0.0	0-59%

Other grade field codes that carry no grade points are:

W	Withdrawal from a course
I	Incomplete
E	Capstone Extension

Transfer Credit

Students may submit official graduate level transcripts for consideration of potential transfer credits with these conditions:

- Graduate credits must be granted from a regionally accredited institution.
- The final grade posted for each potential transfer course is a B grade (or higher).
- The course work does not duplicate, overlap, or regress previous work which fulfilled an awarded degree.
- A maximum of 9 units may be transferred in from outside institutions.*
- Credits awarded more than ten years before application for admission will not be accepted.
- Previous GPA does not transfer.
- The “Transfer Credit Practices” report published by the American Association of Collegiate Registrars and Admissions Officers (AACRAO) will be the reference used for the evaluation of such credits.
- In alignment with American Council on Education (ACE) transfer credit guidelines, CLU support the application of transfer and military credit for military and veteran students.
- Credit from non-regionally accredited institutions may be considered for credit by petitioning for recognition of that credit.
- Additional exceptions of transfer credit may be considered with the approval of the Vice President of Academic Affairs.

Students who have earned a master’s degree at CLU and wish to pursue a second degree may be considered for transfer credit and waivers for courses required in both programs. Students must complete the Capstone Action Project for each program of study they pursue so the CAP is not eligible for transfer credit between programs.

Transfer credits may reduce tuition costs and time to degree completion.

** For transfer policy regarding the M.A. in Organizational Leadership Professional Studies concentration, see the program page.*

DEGREE PROGRAM REQUIREMENTS

The Claremont Lincoln University M.A. Degrees offer depth and breadth of preparation in a variety of areas within a flexible online structure that encourages student initiative and responsibility, supports practitioner and intellectual exploration and development, and provides the knowledge base and skillset for student progress through the degree. The program may be used to prepare for various forms of leadership, and for general education and enrichment.

Claremont Lincoln University continually assesses academic offerings for effectiveness and relevancy.

Detailed course descriptions may be found in the Catalog of Academic Courses section.

MASTER OF ARTS IN HEALTHCARE ADMINISTRATION

The Master of Arts in Healthcare Administration (MHA) is designed for current and future leaders in healthcare with the desire to strengthen their skills to lead in team-based, diverse, and innovative settings. Due to the often complex and dynamic nature of the healthcare administration field, this program

seeks to provide the skills necessary to lead positive change in organizations, maintain ethical governance, and increase effectiveness in the day-to-day managing of healthcare departments in a HIPAA compliant environment. Students who complete this degree will have learned to examine the foundational models and theories of leadership, initiate change through innovative solutions, develop individual leadership style, build dialogue and collaboration through successful relational skills, and understand how to solve complex healthcare administrative issues. Students can expect to learn in constructivist, collaborative online courses, engage in peer-to-peer exchanges, actively participate in discussion forums in critical dialogue and debate with instructors to prepare them to create sustainable and positive change within the healthcare field. Skills learned include how to recruit, hire, direct, supervise and evaluate work activities of healthcare personnel, develop and maintain computerized record management systems, develop and implement organizational healthcare policies and procedures, and conduct and administer fiscal operations for healthcare organizations.

Program Learning Outcomes

- After completing the Master of Arts in Healthcare Administration, you will be able to:
- Analyze and evaluate leadership challenges and solutions within the field of healthcare and develop an understanding of the current healthcare environment in the U.S.
- Identify effective practice in healthcare operations by analyzing the complexity of the finance functions and reimbursement systems and the laws governing regulations.
- Propose strategies for data analysis using epidemiologic principles for quality improvement.
- Synthesize the major theories and principles of leadership and ethics, conduct personal and organizational analysis, and develop behavioral change strategies in healthcare organizations.
- Demonstrate effective collaborative practices and cultural competence in communication and develop professional relationships and constructive interactions.
- Resolve conflicts through mindfulness, dialogue, and collaboration to bring about positive change.
- Research, design, and implement a capstone project to affect a positive impact.

Program Overview: 30 units

Required Degree Courses (9 courses)	27 units
Capstone Action Project (CAP)	<u>3 units</u>
TOTAL	30 units

Required Degree Courses & Capstone Action Project

- MAC5300 Leadership in Action (3 units)
- MHA5302 Challenges in Health Services Delivery (3 units)
- MHA5303 Quality Management in Healthcare Organizations (3 units)
- MHA5304 Healthcare Policy and Constituents (3 units)
- MHA5305 Organizational Behavior and Human Performance (3 units)
- MHA5306 Finance and Managerial Accounting in Healthcare (3 units)
- MHA5307 Health Informatics & Innovation (3 units)
- MHA5308 Managerial Epidemiology (3 units)
- MHA5309 Research Methods (3 units)
- MHA5310 Capstone in Healthcare Administration (3 units, final term registration only)

Detailed course descriptions may be found in the course catalog section of the student catalog.

MASTER OF ARTS IN HUMAN RESOURCES MANAGEMENT

The Human Resources Management degree is designed for HR professionals who lead people in a professional setting. The program content will expose students to all aspects of people management

including understanding human resources functions, enhancing their ability to apply key HR legislation, learning the elements of a total compensation system, developing plans for attracting and selecting employees, discovering the purpose and process of talent management, and applying HR analytics to decision-making.

The purpose of this degree program is to equip students to become strategic partners through the development of interpersonal competencies, critical thinking, and ethical reasoning through the evaluation and analysis of complex laws, policies, and organizational practices which govern and influence successful leadership in HR management.

This program uses a holistic approach, for multiple disciplinary perspectives, analyzing past and present critical issues alongside future possibilities for human resources in business settings. With peer-to-peer exchanges in the online courses, active participation in online discussion forums, HR case studies, and critical dialogue and debate, students are prepared to create sustainable and positive change as human resources professionals.

Program Learning Outcomes

After completing the Master of Arts in Human Resources Management, you will be able to:

- Lead ethically and responsibly in positions of power in a workplace, community, or organization.
- Understand the foundations of strategic human resource management, workforce planning and employment, and employee and labor relations with a particular focus on mindfulness, dialogue, and collaboration.
- Demonstrate the interpersonal and engagement skills necessary for effective leaders to achieve innovative and collaborative resolution to community and organization issues.
- Resolve conflicts through mindfulness, dialogue, and collaboration to bring about positive change.
- Examine data and analytic insights, quantitative and qualitative relationships, and decision-making strategies within a global and diverse workforce
- Research, design, and implement a capstone project to affect a positive impact.

Program Overview: 30 units

Required Degree Courses (9 courses)	27 units
Capstone Action Project (CAP)	<u>3 units</u>
TOTAL	30 units

Required Degree Courses & Capstone Action Project

- MAC5300 Leadership in Action (3 units)
- MHR5302 The Strategic Role of HR in the Organization (3 units)
- MHR5303 Critical Issues in HR Ethics and Law (3 units)
- MHR5304 Workplace Diversity and Inclusion (3 units)
- MHR5305 Leading Organizational Development and Change (3 units)
- MHR5306 Total Rewards for a Diverse Workforce (3 units)
- MHR5307 Acquiring, Planning, and Retaining Human Capital (3 units)
- MHR5308 Training and Developing an Effective Workforce (3 units)
- MHR5309 Human Resources Analytics and Insights (3 units)
- MHR5310 Human Resources Capstone (3 units, final term registration only)

Detailed course descriptions may be found in the course catalog section of the student catalog.

MASTER OF ARTS IN SUSTAINABILITY LEADERSHIP

The Master of Arts in Sustainability Leadership is an interdisciplinary degree program that examines how organizational decision-making and activities impact society, the environment, and the organizations' own prosperity – or the triple-bottom line of the new economy: planet, people, and profit. The program is designed to equip students with the knowledge and skills needed in the areas of development, the natural world, corporate responsibility, and leadership, to assess and effectively lead socially responsible initiatives. Students will learn how to critically analyze issues in order to develop and ethically communicate high impact solutions that are sustainable.

Program Learning Outcomes

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

- Global Change: Function as a socially responsible change agent in global sustainable contexts.
- Systems: Apply systems thinking to interconnected fields of study addressing the challenges related to sustainability.
- Leadership: Incorporate sustainable practices to lead ethically and responsibly.
- Communication: Demonstrate the engagement skills necessary to achieve clear and accurate communication for sustainability.
- Impact Analysis: Critically analyze data to develop strategic sustainable solutions.

Program Overview: 30 units

Required Degree Courses (9 courses)	27 units
Capstone Action Project (CAP)	<u>3 units</u>
TOTAL	30 units

Required Degree Courses & Capstone Action Project

MSL5301 Systems Thinking and Sustainability (3 units)
MSL5302 Environmental Science (3 units)
MSL5303 Data Analysis and Decision Making
MSL5304 Earth Resources
MSL5305 Economics and Sustainability
MSL5306 Environmental Policy and Law
MSL5307 Sustainable Resource Management
MSL5308 Impact Assessment
MSL5309 Sustainability Leadership and Ethics
MSL5310 Sustainability Leadership Capstone

CATALOG OF ACADEMIC COURSES

Healthcare Administration

MHA5302 Challenges in Health Services Delivery (3 units) This course is designed to provide an extensive and critical overview of issues, responses, and challenges in health services delivery, population health, and health policy in the United States. The course will examine efforts made to respond to, organize, deliver, and finance high quality, cost-effective healthcare to improve the HIPAA compliant environment and delivery system.

MHA 5303 Quality Management in Healthcare Organizations (3 units). This course provides frameworks and approaches to foster critical thinking by enhancing students' ability to raise vital questions addressing problems and to formulate clear and precise answers. The student will explore the tools used to improve quality outcomes by applying multiple perspectives, tools, analytics, and solutions when examining complex quality issues.

MHA 5304 Healthcare Policy and Constituents (3 units). This course will provide a framework for understanding and analyzing a range of health policy issues. Topics and issues in health policy including international health policy, health economics, individual rights in health care, and health policy research will be explored.

MHA 5305 Organizational Behavior and Human Performance (3 units). In this course, the student will apply pertinent laws, disciplinary processes, and performance appraisals in order to avoid the numerous obstacles and pitfalls that can occur in human resources-related issues within a healthcare organization.

MHA 5306 Finance and Managerial Accounting in Healthcare (3 units). This course introduces graduate health administration students to the basic principles and applications of healthcare finance that managers use daily including the healthcare reimbursement system and a comprehensive outlook on the insurance payer mix that impacts healthcare financing.

MHA 5307 Healthcare Informatics & Innovation (3 units). This course will demonstrate the innovative and best practice technology within healthcare applications to support human health by individuals, professionals, care delivery organizations, and communities.

MHA 5308 Managerial Epidemiology (3 units). This course will lead students to acquire a broader understanding to apply concepts and methods related to population health to best manage and promote health, disease prevention, and planning of health services. Epidemiological principles, followed by examples, concepts and case studies in this course will allow students to use for effective healthcare management and policy formulation.

MHA 5309 Research Methods (3 units). This course introduces students to the formal study of healthcare research methods, including literature search, hypothesis generation and testing, sampling theory, research design, data analysis, ethics in research and report writing. Application of these methods will be made to research on health related and health administration topics.

MHA 5310 Healthcare Administration Capstone (3 units, final term registration only) The educational experience at Claremont Lincoln University culminates in the Capstone Action Project. This project draws on the entire educational experience including research, analysis, and determining appropriate methods and contemporary strategies for designing and implementing initiatives that generate positive social impact.

Human Resources Management

MHR5302 The Strategic Role of HR in the Organization (3 units) Human Resources Management enables organizations to compete more effectively in today's global economy. This course provides an overview of HR's role in being a strategic business partner in aligning people, strategies, and organizational outcomes. In this course, students investigate many of the technical business functions of an HR professional including staffing, compensation and benefits, employee and labor relations, job design. As an end result, students will be better prepared to take a "seat at the table" as a senior HR advisor.

MHR5303 Critical Issues in HR Ethics and Law (3 units) Critical Issues in HR Law and Ethics will help students define and apply important legal and ethical guidelines for human resources. The human resources profession often calls upon practitioners to make difficult choices between two right answers, not between right and wrong. Through the study of ethical theory and employment law with application to real world situations, students will learn to translate abstract concepts into pragmatic action.

MHR5304 Workplace Diversity and Inclusion (3 units) Analyzing current business needs and preparing for the future in a globally-connected and diverse world requires leaders to assess the current state of globalism and how it impacts their organizations. Students will analyze the current global realities for human resources, develop skills for managing across cultures in globally connected organizations, analyze current opportunities and challenges related to diversity and inclusion at work in organizations and make recommendations for the future of the workplace.

MHR5305 Leading Organizational Development and Change (3 units) The ability to identify, design, and influence change initiatives is critical for success as an HR leader, and the dynamic nature of today's global workplace requires leaders who are able to bring out the best in their organizations. This course produces insight and builds skills that HR professionals can use to influence organizational behavior and create opportunities for change, both large and small, in their places of work.

MHR5306 Total Rewards for a Diverse Workforce (3 units) It is essential to reward behaviors that will deliver the organization's strategic objectives. Strategic Rewards for a Diverse Workforce is a comprehensive overview of compensation and reward systems.

MHR5307 Acquiring, Planning, and Retaining Human Capital (3 units) An important aspect of business operations is to ensure that the organization has the right people, with the right skills, at the right time, to accomplish organizational goals and objectives. Talent acquisition and workforce planning are the activities at the forefront of this reality. This course provides a comprehensive understanding of talent acquisition, workforce planning and its strategic role within an organization.

MHR5308 Training and Developing an Effective Workforce (3 units) One of the more fulfilling aspects of human resources is the opportunity to watch individuals grow professionally. This course will prepare students to serve as an internal consultant who designs metrics and measurements and formulates training and development for individuals. Students will be prepared to design and lead development programs that provide strategic return on investment for an organization.

MHR5309 Human Resources Analytics and Insights (3 units) Human Resources analytics is a data-driven approach to manage the workforce today and tomorrow. HR professionals can incorporate data analysis to make decisions about organizations based on deep analysis of data, enabling decision making based on talent needs.

MHR5310 Human Resources Capstone (3 units) The educational experience at Claremont Lincoln University culminates in the Capstone Action Project. This project draws on the entire educational

experience including research, analysis, and determining appropriate methods and contemporary strategies for designing and implementing initiatives that generate positive social impact. *Must be taken during student's final term.*

Leadership

MAC5300 Leadership in Action (3 units) Leadership in action is designed to support the exploration of leadership through self-reflection and assessment, including creating a personal mission statement and developing a leadership philosophy. Students will review a variety of leadership assessments, theories, and strategies on power dynamics, decision making, ethically addressing toxic leadership, conflict resolution, communication, and cultural awareness. Students will explore practical and experiential leadership styles and consider consequences of choices in the role of leading others. In addition, students will review and apply research strategies to develop knowledge and skills for action research preparing for the capstone action project. The course topics center around developing key leadership and action research skills to understand influencers in the social change process.

Sustainability Leadership

MSL5301 Systems Thinking and Sustainability (3 units) Sustainability relies on the interdependence of systems. As an introductory course to sustainability principles and practices, this course introduces systems theory and how it is a foundation for sustainability for students to understand the elements of systems, learning organizations, and how leadership traits can influence diverse environments and decisions. Students will learn about sustainable development goals (SDG), sustainable issues facing organizational leaders, strategies to address and overcome challenges and critique policies related to sustainability through ethical leadership. Students will learn to foster action, awareness, and adaptability regarding the ways systems impact global change, sustainability, and social issues. Students will also gain an understanding of the ways systems can be used to create ethical and positive change through an awareness about the relevance of environment, business, and relational systems to sustainability.

MSL5302 Environmental Science (3 units) In this course students will gain a basic understanding of the interdisciplinary study of environmental science. Environmental science encompasses many aspects of sustainability including the “triple bottom line” of economic, environmental, and social policies. The scientific method, ecosystems, how human activities impact natural systems, biogeochemical cycles, how organisms interact within a community, and operating principles of sustainable development will be discussed. The content will then build upon this foundation by examining how human populations impact natural systems and how this relates to sustainable development including hazard identification and risk assessment.

MSL5303 Data Analysis and Decision Making (3 units) Data is used to make predictions in a variety of fields including sustainability and there is inherent uncertainty present in making probabilistic forecasts. Students will discover the challenges that arise with data collection, analysis, and distribution, including errors in predictive methods, assumptions of beliefs, biases, and how to address these issues. Characteristics and traits shared by good predictors, various types of data, which measure should be used, communicating uncertainty, and efficient market hypothesis are also discussed to enable students to understand data, how to analyze to make successful decisions, and how to communicate findings effectively.

MSL5304 Earth Resources (3 units) In this course students will develop an understanding of critical Earth resource systems including biological, mineral, water, and atmospheric, and the interdependence of the various resource systems (water, energy, minerals, and land). The impacts of resource use, critical factors for those resources, evolution of resource use by humans, the competition between agricultural

needs and natural ecosystems, and waste streams on the environment are discussed. Students will evaluate the inputs required from each system to support other systems through interdependence, evaluate environmental resource values and impacts across systems, and the instabilities that can result from interdependencies of multiple, constrained resource systems. The course concludes by discussing future trends and limits for various Earth resource systems to enable students to develop basic proposals to address these challenges.

MSL5305 Economics and Sustainability (3 units) Sustainable business applies the foundational microeconomic principles of efficiency and equity to a variety of issues including in business, human management, and environmental. Students will learn to use equilibrium and intertemporal analysis, as well as non-market valuation in the pursuit of an understanding of market successes/failures, optimal resource extraction paths, renewable resources adoption, and environmental/sustainability policy. How to conceptualize and effectively communicate market failures as they relate to business, the environment, and social welfare will also be discussed. Additional topics are how to develop foundational economic modeling skills used to evaluate causes and potential solutions to challenges such as supply and demand, externalities, economic surplus, marginal analysis, and the Coase Theorem.

MSL5306 Environmental Policy and Law (3 units) This course explores the policies, laws, and politics of environmental protection and use of natural resources. Students will review the history of the U.S. natural resource policies and the shift from local and state governments to federal leadership on matters of environmental health and quality protection. The U.S. Environmental Protection Agency (EPA) along with key federal statutes are addressed such as the Administrative Procedure Act, Clean Air Act, The Clean Water Act, the Resource Conservation and Recovery Act, the National Environmental Policy Act (NEPA) and the Safe Drinking Water Act including the effects of the policies for sustainability. The roles of the three branches of the federal government are explored from a historical context in regard to natural resources acquisition, disposal, conservation, and preservation.

MSL5307 Sustainable Resource Management (3 units) In this course, students will explore the balance between meeting needs (and desires) of current generations without depleting resources for future generations. Students will explore the limits of depletion for stock-limited resources and of availability for flow-limited resources. This content will be coupled with efforts to assign plausible net values to the use of various resources based on the levels of needs addressed and how to address and communicate these values as a leader. Additionally, students will develop value metrics to optimize the use of a selected resource system.

MSL5308 Impact Assessment (3 units) The basic concepts of Environmental Impact Statement (EIS) and the Environmental Impact Assessment (EIA) can be used as a tool/ set of tools to predict potential impacts and aid in decision making for such areas of water, soil, noise, air, climate, atmospheric quality, biological resources, cultural resources, and others. In this course, students will learn the historical background leading up to the passage and implementation of the National Environmental Policy Act (NEPA), setting of national priorities for the environment, the creation of the Council on Environmental Quality (CEQ) and the U.S. Environmental Protection Agency (EPA). Topics include key components of environmental assessment process, methods and techniques for conducting analyses relating to environmental risk, social and economic impact, technology needs, impacts from the proposed federal actions, suggested alternatives, and the no-action alternative.

MSL 5309 Sustainability Leadership and Ethics (3 units) In this course students will gain an understanding of the methods and orientation of Critical Leadership Studies (CLS) and implications for the natural environment including the origins and key concepts of environmental ethics and corporate responsibility. Topics include the controller and therapist leadership, Messiah and eco-leadership discourses, shared biosphere under stress leading to a universal, normative conception of leadership,

ethics of sustainability, sustainable development, biodiversity, the precautionary principle, preservationist, ecological restoration and effective communication for ethical leaders. Students will develop own philosophy of sustainable leadership addressing the ethical dimensions of concern for nature, future generations of humans, and other living beings.

MSL 5310 Sustainability Leadership Capstone (3 units) The educational experience at Claremont Lincoln University culminates in the Capstone Action Project. This project draws on the entire educational experience including research, analysis, and determining appropriate methods and contemporary strategies for designing and implementing initiatives that generate positive social impact.

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