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: people, planet, and profit.

The program is designed to equip students with the knowledge and skills needed in the areas of development, the natural world, and corporate responsibility leadership, to assess and effectively lead socially responsible organizational initiatives.

Students will learn how to critically analyze issues in order to develop and ethically communicate high impact solutions that are sustainable.

Program Objectives:
- **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.

"Solving problems cannot be addressed until people of traditions dare to work together."

- Rev. Dr. Jerry Campbell, CLU President Emeritus

*12 month courses: Full-time status (2 courses per term) must be maintained to complete the master's degree in 12 months.*
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.

MSL 5301 Systems Thinking and Sustainability
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MSL 5302 Environmental Science
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.

MSL 5303 Data Analysis and Decision Making
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.

MSL 5304 Earth Resources
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.

Required Degree Courses:

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Course Objectives:

- Analyze systems thinking and its application to the connections between people, business, and the natural world.
- Examine adaptive leadership and its application to sustainability and sustainable business practices.
- Appraise approaches to conflict, bias, power, and influence.
- Plan an initiative to foster and help build sustainability in an organization.

- Discuss foundational scientific disciplines involved in the interdisciplinary field of environmental science.
- Demonstrate a working knowledge of the scientific method and environmental problem-solving.
- Apply scientific thinking to societal environmental issues.
- Analyze environmental issues and develop possible solutions.
- Investigate the interconnections between humans and the environment.

- Distinguish between various types of data and which measures should be used to describe them.
- Analyze the appropriateness of conclusions reached by the application of data.
- Describe errors in tests and predictive methods.
- Discuss limitations in the ability to forecast future events.
- Apply strategies to communicate findings effectively.

- Evaluate the inputs required from each system to support other systems through interdependence.
- Contrast the appropriate use and misuse of Earth resources.
- Analyze environmental resources values, risks, and impacts.
- Dissect the different means to characterize the limits of Earth’s resources.
MSL 5305 Economics and Sustainability
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.

MSL 5306 Environmental Policy and Law
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.

MSL 5307 Sustainable Resource Management
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.

MSL 5308 Impact Assessment
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).

- Construct foundational economic modelling skills.
- Analyze causes and potential solutions to environmental challenges.
- Conceptualize market successes/ failures as they relate to business, the environment, and social welfare.
- Generalize the existence of environmental challenges using foundational economic analyses.
- Communicate market failures as they relate to business, the environment, or social welfare.

- Research the legal and political history of U.S. Natural Resource offices, laws, policies, and regulations.
- Investigate the state and local government’s leadership role in environmental policy and law.
- Analyze the costs and benefits of selected actions relating to the environment.
- Discuss the U.S. Federal Government’s leadership role in managing land, natural resources, biological heritage, and coastal zones.
- Analyze the implications of policy responses to environmental issues as a leader.

- Characterize and communicate the value added by consumption of resources.
- Explain the factors limiting sustainable resource use.
- Evaluate predictive assessment of resource use.
- Contrast the disparities in resource consumption between affluent and poorer societies.
- Evaluate limits to growth and carrying capacity.
- Investigate the concepts of internal and external costs and benefits of alternative energies.

- Research the tools and techniques associated with impact assessment to aid in decision making.
- Inspect U.S. offices, policies, laws, and regulations that relate to environmental impact assessment.
- Analyze the contexts which require an environmental impact assessment.
- Apply the essential processes and frameworks for organizing and implementing an environmental impact assessment.
MCC 5304 - Change
Build sustainable change through teams. Create diverse teams who can deal with complex problems and resolve conflict. Combine flexibility with insight to stay ahead of the rapidly changing environment. Replace resistance to change with an ability to “skate where the puck is going.”

MSL 5309 Sustainability Leadership and Ethics
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.

MSL 5310 Sustainability Leadership Capstone
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.

Admission to CLU

ADMISSIONS REQUIREMENTS
A completed Bachelor's degree from an accredited institution is required to apply to Claremont Lincoln University. Neither a GRE or GMAT score is required for enrollment.

APPLICATION PROCESS
The Admissions process has been streamlined for applicants to complete the online application in 15 minutes or less. Unofficial Transcripts and a current Resume or CV are required to be uploaded with the online application.

The Enrollment Committee will then review the application and determine an acceptance status within 24 business hours. A determination letter will then be sent, and in return, an acknowledgment of its receipt will be needed. The Admissions, Financial and Student Services Team will finalize any other necessary items to complete Enrollment.

Claremont Lincoln University reserves the right to request additional items as deemed necessary by the enrollment committee to determine student readiness for the graduate level workload. Claremont Lincoln University reserves the right to accept, provisionally accept, or deny students upon the evaluation of all admission documents.

- Assess the area of Critical Leadership Studies and its implications for global sustainability.
- Interpret the fields of Environmental Ethics and Environmental Leadership.
- Analyze the leadership challenges posed by human interactions with the natural world.
- Compare leadership theories and articulate their differences.
- Create an action plan to address one’s own response to leadership and the environment.

- Compose an introduction and literature review appropriate for action research.
- Design action research methods for a 10-week pilot project.
- Evaluate outcomes from an action research pilot project.
- Construct a final action research project report for sustainability leadership.
Robert M. McManus Ph.D. is the McCoy Professor of Leadership Studies and Communication at the McDonough Center for Leadership and Business at Marietta College (Ohio). McManus holds a Ph.D. in communication studies, as well as a Master of Business Administration and a Bachelor of Arts degree in communication studies. He is the co-author of Understanding Leadership: An Arts and Humanities Perspective (Routledge, 2015) and lead editor of Ethical Leadership: A Primer (Edward Elgar, 2018). McManus is an award-winning educator who regularly teaches course and writes on the topics of leadership and sustainability.

Carolyn Stevenson Ed.D. completed her Ed.D. from Roosevelt University, M.B.A. from Kaplan University, and M.A. in communication from Governor's State University. She also received her certification in online learning from the Illinois Online Network (sponsored by the University of Illinois). Her research interest include: competency-based education, adult education, qualitative research, eLearning, and prior learning assessment. Dr. Stevenson has over 20 years teaching and administrative experience in higher education at both the undergraduate and graduate levels. Dr. Stevenson served as the Director of Education and Special Project Lead for AWARE (Action Within a Resilient Environment) with the SeaTrust Institute.