

# Lewiston-Auburn College

*Interim Dean:* Marvin Druker

## Master of Arts in Leadership Studies

*Program Coordinator:* Coste

*Professors:* Druker, Hitchcock; *Associate Professors:* Coste, Hammer, Robinson;

*Assistant Professor:* Turesky

The master of arts in leadership studies supports the development of organizational and community leaders who seek to build a deep understanding of the dynamics of leadership, the convergence of leadership with other human relations, and the role of the individual as leader in society. The master's in leadership studies is an interdisciplinary professional program that blends the social and behavioral sciences and the humanities to explore the complex set of leadership issues and challenges that go beyond a particular subject or field of work. Graduates of the program will attain a mastery of leadership theory and skills that will enable them to perform successfully in leadership roles in their work organizations, their communities, and their state. In addition to developing new competencies, the program aims to develop behavioral orientations so that students may approach their leadership roles with a sense of social responsibility, a concern for ethics, and a commitment to the public good. The leadership studies program will foster understanding of the impact individuals can have on society and of the multidimensional nature of human relationships. Graduates will be prepared to exercise socially responsible leadership in service to organizations and communities.

The leadership studies program assumes that entering students possess a general understanding of the workings of organizations and will come from a wide variety of professions and sectors. Most will work in positions with significant responsibilities for people and projects. From this base, the degree program takes students through a rigorous course of study that will develop their skills in integrative analytic thinking, allowing them to function with increased expertise at work, in the community, and in their personal lives. The study of leadership explores significant questions through critical thinking, continual reflection, and examination of the self.

The program is primarily designed for part-time students who are already employed. Classes may be offered in the evenings, on weekends, and through selective use of distance education. Admissions procedures for the degree program are designed to balance considerations of preparedness, high-quality standards, and access for mid-career adults. Applications may be obtained from the USM Office of Graduate Admissions or the LAC Office of Student Services. The application must include transcripts of previous undergraduate and graduate work; an essay explaining the candidate's interest in the program, qualifications, and goals; two professional recommendations from those able to comment on the applicant's academic preparation, ability to pursue graduate education, and take on leadership responsibilities; TOEFL scores where appropriate; and the required fee.

In addition, applicants to the degree program must demonstrate:

1. A basic understanding of how organizations work through a combination of prior undergraduate or graduate course work and at least two years of organizational or community leadership experience. Applicants should have taken LOS 300 Organization Theory or its equivalent.
2. Knowledge of quantitative research methods and analysis through prior undergraduate or graduate course work and/or submission of a research product completed substantially by the applicant that demonstrates knowledge of quantitative research (to be reviewed by the admitting faculty committee). Applicants should have taken LOS 329 Research Methods or its equivalent.
3. Computer literacy at the LAC 150 Microcomputer Applications level.
4. A strong record of success (a GPA of 3.0 or better on a 4.0 scale) in the last 30 credits of prior academic course work or, when prior academic work was completed more than five years ago, a prior learning portfolio of recently completed professional work that demonstrates the candidate's ability to successfully complete graduate-level work. For students whose native language is not

English, a score of at least 550 on the paper-based Test of English as a Foreign Language (TOEFL) or 213 on the computer-based TOEFL is required.

Students who may lack some of the above requirements, but who show potential through work experience, a presentation of past work, and current writing skills, may be admitted on a probationary status and allowed to take two courses. If these students earn grades of B or better in their degree program coursework, they may apply for regular student status.

All applicants who meet the above requirements will be scheduled for a writing sample and interview.

Completion of the application requirements does not guarantee admission into the program. Admission will be based on a comparative evaluation of the applicants' materials as they relate to academic achievement, writing skills, and interviewing. If two applicants are otherwise equally qualified, additional consideration will be given to work experience.

Based on the applicant's performance on the criteria above, and other conditions noted in the degree program admissions brochure, the admissions committee will make a decision to accept or reject the application.

The LAC admissions committee will review all applications for admissions, and candidates will be ranked for order of acceptance into the program. Application is competitive, and each new class will be limited to 20 students. A five-person waiting list will be maintained for one semester. If a new class does not fill, a student may be admitted conditionally with a learning contract that must be completed before he or she may progress into the second year of the program.

The degree program curriculum provides students with a solid background in the history and theories of leadership, together with an examination of relevant cultural issues. Several competency areas will specifically focus on students strengthening their ability to gather and analyze information and promote creativity and innovation. It will also provide students with an appreciation of the contexts in which leaders operate, including cultural differences, the impact of technology, globalism, ethics, and politics. Finally, students will integrate these theoretical and conceptual approaches with an applied capstone project or thesis. Above all, the degree program will emphasize development of the skills and orientations necessary for successful leadership. The curriculum has been designed so that specific threads run through all courses. These threads (listed in the detailed description of the curriculum to follow) will allow ongoing development of the higher order skills necessary for effective leadership.

The master's in leadership studies requires 36 credit hours of graduate work for completion. This is split between 30 hours of course work and six credits for a capstone thesis/project that will allow students to complete their studies by applying their knowledge and skills to specific situations. Many of the courses in the program will require service-learning through field projects, experiences with technology, and extensive writing.

### *Curriculum Threads*

- Learning about societal and individual differences in diverse contexts
- Evaluating information critically and reflectively
- Applying values-based creative problem solving
- Determining effective communication strategies
- Engaging in service-learning activities
- Reflecting on one's own role in organizations and the community

### *Curriculum Components*

- Cornerstones
- Competencies
- Contexts
- Capstone

Cornerstones (6 credits) required

Foundations of Leadership Studies I: History and Theory

Foundations of Leadership Studies II: Understanding and Leading Individuals and Groups

Competencies (9 credits) required  
Methods of Inquiry  
Communication and Relationship Building  
Deliberate Creativity and Innovation

Contexts (6 credits) required  
Cultural Contexts (required)  
Students may select one of the following to complete the contexts requirement:  
Ethical and Spiritual Dimensions of Leadership  
Technology in Society  
Leadership Study Abroad

Capstone (6 credits) required  
Capstone Seminar (3 credits)  
Capstone Project/Thesis (3 credits)

Electives (9 credits)  
The Conflict Process  
Community Leadership  
Organizational Consulting

Electives or concentrations may also be selected from approved courses in other USM graduate programs:

Social Work  
SWO 664 Social Work Supervision and Consultation  
SWO 665 The Management of Social Services  
SWO 667 Social Work and the Law  
SWO 668 Community and Organizational Change

Health Policy and Management  
HPM 636 Health Information Management  
HPM 673 Fundamentals of Health Care Management  
HPM 676 Health Care Planning and Marketing

Adult Education  
HRD 632 Program Development in Adult Education and Human Resource Development  
HRD 635 Training and Development  
HRD 637 Community Education  
HRD 638 Program Evaluation  
HRD 640 Human Resource Development in Organizational Settings  
HRD 667 Action Research and Evaluation Methodologies

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**LOS 500 Foundations of Leadership Studies I: History and Theory**

The course provides an overview of leadership theory and intellectual history using disciplinary and interdisciplinary approaches from philosophy, social science, the humanities (e.g. literature and history), and science. We explore the wealth of interpretive frameworks for leadership with the task of increasing our understanding of this complex and multifaceted phenomenon. The study of leadership can be applied across disciplinary fields and to examine critical issues emerging today. Questions considered include: Are leaders different from followers? What are the ends of leadership? What sort of leadership is needed today?

Cr 3.

**LOS 501 Foundations of Leadership Studies II: Understanding and Leading Individuals and Groups**

The goal of this course is to further the development of students' knowledge of leadership theory and practice, with a special emphasis on the individual and group levels of analysis. Throughout this interdisciplinary exploration of the diverse factors that impact leadership, students will engage in a variety of readings, discussions, writings, and exercises designed to demystify the connections between theory and practice.

Cr 3.

**LOS 512 Deliberate Creativity and Innovation**

Deliberate creativity studies investigate the theory and practice of facilitation methods that enable people, processes, products, and environments to be innova-

tive. After exploring the numerous and diverse facets of this area of study, students should be able to demonstrate (both in discussion and practice) their ability to use their learning in an applied setting. Cr 3.

#### **LOS 550 Cultural Contexts**

This course provides an analysis of the role that culture and cultural differences play in contemporary occupational, social/civic, and interpersonal life. The essential question for the course is: how does one show leadership in creating and maintaining anti-racist, multicultural, and gender-fair relationships, organizations, institutions, and socio-political and economic systems? Cr 3.

#### **LOS 610 Methods of Inquiry**

This course considers the concepts, principles, and methods that may be used in research for organizational and leadership studies. Quantitative and qualitative research methods that can be used in organizational planning and decision making and in the social and behavioral sciences will be considered. The course will cover topic areas related to the application of appropriate methods of inquiry. Cr 3.

#### **LOS 611 Communication and Relationship Building**

This course investigates the communication and behavioral theories and techniques that mediate interpersonal dynamics. Students will engage in a course of study designed to help them develop awareness of their communication abilities and difficulties and tools to effectively address the interpersonal challenges they face now and in the future. Cr 3.

#### **LOS 614 The Conflict Process**

Developing skills in framing conflicts and facilitating the communication processes that help groups mediate differences is key to successful leadership. The course examines research on leadership behaviors encountered in a variety of situations including small groups, organizations, communities, and internationally. Cr 3.

#### **LOS 651 Technology in Society**

Technology and society studies investigate the social implications of technology, the values expressed in uses of technology, and the policy decisions that affect and are affected by technological change. Students will analyze various arguments surrounding how technological change has affected the manner in which we live and how we as leaders should utilize technology in the future. Cr 3.

#### **LOS 661 Ethical and Spiritual Dimensions of Leadership**

What are the roles of ethics and spirituality in leadership? Where does ethics end and spirituality begin? This course approaches the study of leadership from the perspectives of meaning, values, and human connectedness. The hunger to understand our lives, be part of a larger whole, be complete, and serve are examined as they relate to the leadership process. Cr 3.

#### **LOS 662 Community Leadership**

Study of how leadership principles and theories apply to the building of community. Consideration will be given to developing citizenship, volunteerism, and social equity among formal and informal leaders in communities. Cr 3.

#### **LOS 665 Organizational Consulting: A Perspective on Leadership**

In this course students learn what consultants do and how they do it effectively, including work in a local organization with a client leader who has a need. Topics include self-assessment, phases of consulting, system frameworks, intervention strategies, ethical standards and practices. Cr 3.

#### **LOS 670 Leadership Study Abroad**

Investigation of the study and practice of leadership in other countries. Students will travel to other countries and examine leadership issues in different contexts. Cr 3.

#### **LOS 688 Capstone Seminar**

The seminar allows students the opportunity to work with faculty to develop their master's project or thesis. Seminar meetings will include collegial (student) as well as faculty critique and assistance in developing research and projects. Questions posed by both projects and theses will be discussed. The capstone advisor must approve all projects. The capstone advisor and, when appropriate, an outside reader in an area of concentration must approve the thesis topics. The seminar will conclude with students identifying the key questions for their continued study of leadership. Prerequisite: LOS 610. Cr 3.

#### **LOS 689 Master's Project/Master's Thesis**

The *project option* requires students to design an intensive theory-based, applied project that explores the role of leadership in developing and/or implementing meaningful change in an organization or community. Each student will work with a faculty advisor. When appropriate (e.g., when students have a concentration from another graduate program), an outside reader will also be selected jointly by the student and advisor. Written analysis of the project will include a survey of relevant literature, a detailed description of the situation or change being studied, presentation of the method(s) of inquiry and data, and an analysis of the data and other outcomes. The written presentation will include an executive summary and complete bibliography. Projects will also be formally presented to other students, community members, and LAC faculty. Students will be evaluated on both their verbal and written presentation skills.

The *thesis option* requires students to select a topic for intensive library research, reading, and analysis. It may, for example, summarize and analyze work in new methods or contribute a new theoretical proposal that calls for further testing or research. This work will be designed to produce an article of interest for the field of leadership studies.

With a thesis advisor, the student will identify an appropriate professional or academic outlet for publication, and the paper will be prepared and submitted to this outlet. Students will formally present their

theses to students, community members, and LAC faculty. Students will be evaluated on both their verbal and written presentation skills. Cr 3.

**LOS 698 Independent Study**

Cr 3.