

# SCHOOL OF EDUCATION PROGRAMS

## MASTER OF ARTS IN COMMUNITY LEADERSHIP (MACL)

### Faculty

- Melanie Agnew, Dean
- Peggy Cain, Program Director

[Master of Arts in Community Leadership Courses](#)

### Admission to the Master of Arts in Community Leadership Program

This program prepares graduates for leadership positions in a variety of community organizations and settings. It prepares them to develop deeper relationships with community members, organize grassroots efforts and dialogue, lead and manage non-profit organizations, business human resources programs, social service and community outreach programs, advocate in public policy arenas, and communicate with and teach relevant audiences. Students will be prepared to work in settings such as: non-profit organizations, advocacy groups, community organizing and outreach, government public affairs departments, social service agencies, business and nonprofit human resources, public education outreach, environmental organizations, public health, economic development, corporate foundations, philanthropy, arts organizations, religious communities, ethnic affairs programs, elected offices, and community planning. Students also have the option of selecting a specialized track within the program: the Arts and Cultural Leadership Track, which prepares graduates for leadership in arts or cultural organizations; the International Track, which prepares graduates to work for nonprofit or governmental organizations outside the United States or to work with nonprofit organizations within the United States that address international issues; or the Organizational Leadership with Diversity, Equity and Inclusion Emphasis, which prepares graduates for organizational leadership positions including human resources.

### Philosophy Statement

Democracy is strongest when informed citizens participate actively in decision-making in their communities. This program aims to strengthen and improve the work of many types of community groups and organizations working to help people meet their basic needs, inform citizens on issues, and involve people in decision-making through advocacy efforts and community organizing. The program structure models the collaborative philosophy that undergirds the program. The program is cross-disciplinary, incorporating faculty from the School of Education, the Gore School of Business, the School of Arts and Sciences, and the School of Nursing and Health Sciences, as well as the Center for Civic Engagement, the Center for the Environment, and the Center for Diversity. The program also integrates the expertise of members of the community through an advisory board, class placements with community organizations, guest speakers, and team teaching with local experts. Classes in the program build on the life and work experience that students bring to the program. Classes are highly experiential and active. Class assignments are often competency-based, incorporating real-life tasks similar to those students encounter in their jobs and community settings. Some class projects will serve specific community organizations. The Capstone Project will integrate students' learning from the entire program and provide an opportunity to design an in-depth project tailored to the students' interests and professional goals that serves the needs of a particular organization or group in the community. Graduates of the program will be equipped with specific skills and knowledge to serve the community today, as well as the ability to learn, reflect, and adapt to the rapidly-changing contexts in which they will be working. The program content is organized within the following program standards:

**Leadership:** Students will demonstrate skills in leading formal organizations (non-profit, government, philanthropy) and informal community efforts.

**Management:** Students will demonstrate skills in managing formal organizations (non-profit, government, philanthropy) and informal community efforts.

**Community Development, Organizing, and Advocacy:** Students will demonstrate skills in researching in communities and use those skills to effectively and creatively facilitate participatory decision-making, community organizing, and advocacy in public policy arenas.

**Communication:** Students will communicate ideas to audiences in oral, visual, and written forms to establish knowledge, to increase understanding, or to advocate for a particular position.

**Critical Thinking:** Students will comprehensively explore issues, ideas, artifacts, events, and other positions, before accepting or formulating an opinion or conclusion.

**Global Responsibility:** Students will (i) employ practices informed by social responsibility across the spectrum of differences and (ii) demonstrate knowledge of and evaluate solutions for educational challenges affecting local, regional, and global communities.

**Collaboration:** Students will demonstrate self-awareness, understanding of effective group dynamics, and project management skills.

**Creativity:** Students will combine or synthesize new ideas, practices, or expertise in original ways characterized by innovation, divergent thinking, and risk-taking.

### Program Description

Program content is organized into core classes, elective classes, and a capstone project or internship. The core has three parts: community organizing and advocacy, leadership and management, and communications. Students may complete the 21-hour core and receive a Certificate in Community Leadership. For those wishing to pursue the Master of Arts, elective options enable students to specialize in one of three areas, choose a mixture of courses, or to pursue the Arts and Cultural Leadership, International Track, or Organizational Leadership with DEI Emphasis Track. The capstone experience integrates knowledge and skills students have learned throughout the program and enables students to apply that knowledge and skill in an individualized way to serve a community organization.

### Program Requirements

Students must complete the 21-hour core to receive the Certificate in Community Leadership. A minimum of 35 credit hours is required for graduation with the Master of Arts degree. A maximum of nine credit hours of graduate-level transcripted credit may be accepted from another accredited college or university. The accepted coursework must fall within the guidelines of Westminster's Graduate Programs. Courses completed at other graduate institutions must carry a grade of B or better to be eligible for transfer credit.

Although a minimum of 35 credit hours is required, students may desire, or need to complete, additional hours to enhance their graduate degree. Planning this graduate degree program is the responsibility of students in collaboration with their advisors.

## Retention in the Program

School of Education courses may only be repeated once. The student must:

- Design and file an acceptable program plan with the Director of the Master of Arts in Community Leadership program.
- Maintain a grade point average of 3.0. Courses in which a grade of C- or lower is awarded do not count toward graduation requirements. A grade of C- or lower in two courses will result in dismissal from the program. School of Education courses may only be repeated once; a grade of C- or lower on the retake will result in dismissal from the program. All courses must be taken for a letter grade.
- Complete the program within six years, or begin to lose credit for courses older than six years.

## Graduation Requirements

To be eligible for a master's degree, students must satisfy the following conditions:

- Meet all credit hour and other course requirements.
- Maintain an overall grade point average of 3.0 or above.
- Be enrolled at Westminster College during the semester in which they wish to graduate.
- Maintain good academic standing.
- Earn a grade of C or higher in all graduate courses.

**Note:** Only graduate-level coursework may be applied toward a degree or certificate requirements. The final responsibility for being informed about, and adhering to, graduation requirements rests with the student.

## Certificate in Community Leadership

Requirement Description	CH	PREQ
I. Required Courses	21	
MACL 601 Communities and Social Change 3 MACL 602 Critical Theory and Methods 3 MACL 601 MACL 603 Policy, Advocacy, and Community Organizing 3 MACL 602 MBA 548E Budgeting & Finance for Community Organizations 2 MBA 651E The Nonprofit Organization MBA 625C Leadership and Decision Making 2 MACL 650 Rhetorical Theory and Practice 3 Take <b>one</b> of the following courses: MACL 622 Program Planning and Evaluation 3 MACL 652 Emergent Media 3 MACL 654 Organizational and Leadership Communication 3 MACL 655 Intercultural and Global Communication 3 MACL 656 Integrated Marketing Communication 3 MED 668 Instructional Design Foundations 3		
Total Hours for the Certificate in Community Leadership	21	

## Master of Arts in Community Leadership

Requirement Description	CH	PREQ
I. Required Courses	21	
MACL 601 Communities and Social Change 3 MACL 602 Critical Theory and Methods 3 MACL 601 MACL 603 Policy, Advocacy, and Community Organizing 3 MACL 602		

Requirement Description	CH	PREQ
MBA 548E Budgeting and Finance for Community Organizations 2 MBA 625C Leadership and Decision Making 2 MBA 651E The Nonprofit Organization 2 MACL 650 Rhetorical Theory and Practice 3 Take <b>one</b> of the following courses MACL 622 Program Planning & Evaluation 3 MACL 652 Emergent Media 3 MACL 654 Organizational and Leadership Communication 3 MACL 655 Intercultural and Global Communication 3 MACL 656 Integrated Marketing Communication 3 MED 668 Instructional Design Foundations 3 MBA 605C Communication and Teamwork 2 AND a <b>1-credit</b> elective from the following list: MACL 658 Managing Issues in Crisis 1 MACL 659 Nonprofit & Government Public Relations 1 MACL 660 Project Management Tools & Techniques 1 MACL 661 Writing Content for Social Media 1 MACL 662 Social Media Marketing 1 MACL 663 Content Marketing Strategy 1 MACL 664 Principles of SEO 1 MACL 665 Effective Presentations 1		
II. Elective Courses	8	
Students pursuing the Master of Arts may choose classes from the following: MACL 608 Special Topics in Community Leadership 1-3 MACL 610 Introduction to Development 1 MACL 612 Corporate/Foundations Relations 1 MACL 614 Working with Volunteers 1 MACL 616 Working with Nonprofit Boards of Directors 1 MACL 618 Facilitating and Negotiating 1 MACL 620 Advanced Community Organizing 3 MACL 603 MACL 622 Program Planning and Evaluation 3 MACL 624 Leadership, Conflict & Change 2 MACL 630 Community Leadership: International Contexts 2 MACL 640 Arts and Communities 2 MACL 652 Emergent Media 3 MACL 654		

Requirement Description	CH	PREQ
MACL 654 Organizational and Leadership Communication 3 MACL 655 Intercultural and Global Communication 3 MACL 656 Integrated Marketing Communication 3 MACL 658 Managing Issues in Crisis 1 MACL 659 Nonprofit and Government Public Relations 1 MACL 660 Project Management Tools and Techniques 1 MACL 662 Social Media Marketing 1 MACL 665 Internship 1-3 MACL 667 Effective Presentations 1 MACL 668 Directed Study 1-3 MACL 670 Research Extension 1 MED 613 Theories of Adult Learning and Development 3 MED 634 Teaching Adults 3 MED 652 Globalization of Education 3 MED 653 Indigenous Knowledges and Lifeways 3 MED 668 Instructional Design Foundations 3 MED 639 Neuroscience of Trauma 3 MED 640 Trauma-informed Schools 3 MED 641 Restorative Justice in Schools 3 MED 642 Foundations of Restorative Justice 3 Students may choose <b>one</b> of the following electives in the MBA program: MBA 605C Communication and Teamwork 2 MBA 615C Creating Competitive Strategies 2 MBA 627E Social Entrepreneurship 2 MBA 655C High Performance Business Strategies 2 MBA 615C Students may choose electives from the Master of Public Health program offerings in consultation with directors of the MPH and MACL programs.		
III. Project	6	
MACL 679 Capstone Project Development 3 MACL 603 MACL 680 Capstone Project 3 MACL 679		
Total Hours for the Master of Arts in Community Leadership	35	

### Master of Arts in Community Leadership: Arts and Cultural Leadership Track

Requirement Description	CH	PREQ
I. Core Courses	26	
MACL 601 Communities and Social Change 3		

Requirement Description	CH	PREQ
MACL 602 Critical Theory and Methods 3 MACL 601 MACL 603 Policy, Advocacy and Community Organizing 3 MACL 602 MACL 640 Arts, Culture and Communities 2 MACL 642 Administration of Arts and Cultural Organizations 3 MBA 651E MBA 548E Budgeting and Finance for Community Organizations 2 MBA 651E The Nonprofit Organization 2 MBA 625C Leadership and Decision Making 2 MACL 650 Rhetorical Theory and Practice 3 MACL 656 Integrated Marketing Communications 3		
II. Elective Courses	3	
Students pursuing the Master of Arts may choose classes from the following: MACL 608 Special Topics in Community Leadership 1-3 MACL 610 Introduction to Development 1 MACL 612 Corporate/Foundations Relations 1 MACL 614 Working with Volunteers 1 MACL 616 Working with Nonprofit Boards of Directors 1 MACL 618 Facilitating and Negotiating 1 MACL 622 Program Planning and Evaluation 3 MACL 624 Leadership, Conflict & Change 2 MACL 665 Internship 1-3 MACL 667 Effective Presentations 1 MACL 668 Directed Study 1-3 MACL 670 Research Extension 1 MBA 627E Social Entrepreneurship 2		
III. Project	6	
MACL 679 Capstone Project Development 3 MACL 603 MACL 680 Capstone Project 3 MACL 679		
Total Hours for the Master of Arts in Community Leadership Arts & Cultural Leadership Track	35	

### Master of Arts in Community Leadership: International Track

Requirement Description	CH	PREQ
I. Core Courses	21	
MACL 601 Communities and Social Change 3 MACL 602 Critical Theory and Methods 3 MACL 603 Policy, Advocacy, and Community Organizing 3 MACL 602		

Requirement Description	CH	PREQ
<p>MBA 548E Budgeting and Finance for Community Organizations 2</p> <p>MBA 625C Leadership and Decision Making 2</p> <p>MACL 650 Rhetorical Theory and Practice 3</p> <p>MBA 651E The Nonprofit Organization 2</p> <p>And <b>one</b> of the following courses:</p> <p>MACL 622 Program Planning and Evaluation 3</p> <p>MACL 652 Emergent Media 3</p> <p>MACL 654 Organizational and Leadership Communication 3</p> <p>MACL 655 Intercultural and Global Communication 3</p> <p>MACL 656 Integrated Marketing Communication 3</p> <p>MED 668 Instructional Design Foundations 3</p> <p>MBA 605C Communication and Teamwork 2</p> <p>And a <b>one-credit</b> elective from the following list:</p> <p>MACL 658 Managing Issues in Crisis 1</p> <p>MACL 659 Nonprofit and Government Public Relations 1</p> <p>MACL 660 Project Management Tools and Techniques 1</p> <p>MACL 661 Writing Content for Social Media 1</p> <p>MACL 662 Social Media Marketing 1</p> <p>MACL 663 Content Marketing Strategy 1</p> <p>MACL 664 Principles of SEO 1</p> <p>MACL 667 Effective Presentations 1</p>		
II. Elective Courses	8	
<p>Students pursuing the Master of Arts may choose classes from the following:</p> <p>MACL 608 Special Topics in Community Leadership 1-3</p> <p>MACL 610 Introduction to Development 1</p> <p>MACL 612 Corporate/Foundation Relations 1</p> <p>MACL 614 Working with Volunteers 1</p> <p>MACL 616 Working with Nonprofit Boards of Directors 1</p> <p>MACL 618 Facilitating and Negotiating 1</p> <p>MACL 620 Advanced Community Organizing 3 MACL 603</p> <p>MACL 622 Program Planning and Evaluation 3</p> <p>MACL 624 Leadership, Conflict &amp; Change 2</p> <p>MACL 630 Community Leadership: International Contexts 2</p> <p>MACL 632 International NGO Management 2 MBA 651E</p> <p>MACL 640 Arts and Communities 2</p>		

Requirement Description	CH	PREQ
<p>MACL 651 Professional Writing 3</p> <p>MACL 652 Emergent Media 3</p> <p>MACL 654 Organizational and Leadership Communication 3</p> <p>MACL 655 Intercultural and Global Communication 3</p> <p>MACL 656 Integrated Marketing Communication 3</p> <p>MACL 658 Managing Issues of Crisis 1</p> <p>MACL 659 Nonprofit and Government Public Relations 1</p> <p>MACL 660 Project Management Tools and Techniques 1</p> <p>MACL 662 Social Media Marketing 1</p> <p>MACL 667 Effective Presentations 1</p> <p>MBA 627E Social Entrepreneurship 2</p> <p>MED 639 Neuroscience of Trauma 3</p> <p>MED 640 Trauma-informed Schools 3</p> <p>MED 641 Restorative Justice in Schools 3</p> <p>MED 642 Foundations of Restorative Justice 3</p> <p>MED 652 Globalization of Education 3</p> <p>MED 653 Indigenous Knowledges and Lifeways 3</p> <p>Students may choose electives from the Master of Public Health program offerings in consultation with the directors of the MPH and MACL programs.</p>		
<p>III. Foreign Language Requirement</p>	<p>0</p>	
<p>Native English-speaking students may complete the foreign language requirement in one of four ways:</p> <ol style="list-style-type: none"> <li>1. Score at the Intermediate High level on the ACTFL proficiency exam in one language</li> <li>2. Take at least 8 hours of college-level credit in one language and complete a project focusing on intercultural communication or the role of language in the students' area of professional practice under the supervision of a Westminster faculty advisor</li> <li>3. Complete an approved international learning experience which included regular and sustained interactions with people from a country other than the United States and complete a project focusing on intercultural communication or the role of language in the students' area of professional practice under the supervision of a Westminster faculty advisor. Completion of MACL 630 Community Leadership: International Contexts travel seminar course fulfills the learning experience part of this requirement</li> <li>4. Complete an undergraduate major or minor in a foreign language</li> </ol> <p>Native Speakers of Languages Other Than English must meet the current Westminster College School of Education graduate admissions levels on TOEFL or IELTS exam OR have completed a bachelor's degree at an English-language university or college.</p>		
<p>IV. Project</p>	<p>6</p>	

Requirement Description	CH	PREQ
MACL 679 Capstone Project Development 3 MACL 603		
MACL 680 Capstone Project 3 MACL 679		
Total Hours for the Master of Arts in Community Leadership International Track	35	

### Master of Arts in Community Leadership: Organizational Leadership with Diversity, Equity & Inclusion Emphasis Track

Requirement Description	CH	PREQ
I. Core Courses	22	
MACL 601 Communities and Social Change 3 MACL 602 Critical Theory and Methods 3 MACL 601 MACL 624 Leadership, Conflict and Change 2 MACL 602 MACL 626 HR Equity & Compliance Practices 2 MACL 650 Rhetorical Theory and Practice 3 MACL 655 Intercultural and Global Communication 3 MBA 548E Budgeting and Finance for Community Organizations 2 MBA 625C Leadership and Decision Making 2 MBA 643E High Performing Organizational Cultures 2		
II. Elective Courses	7	
MACL 603 Policy, Advocacy, and Community Organizing 3 MACL 608 Special Topics in Community Leadership 1-3 MACL 614 Working with Volunteers 1 MACL 616 Working with Nonprofit Boards of Directors 1 MACL 618 Facilitating and Negotiating 1 MACL 622 Program Planning and Evaluation 3 MACL 630 Community Leadership: International Contexts 2 MACL 654 Organizational and Leadership Communication 3 MACL 659 Nonprofit and Government Public Relations 1 MACL 665 Internship 1-3 MACL 668 Directed Study 1-3 MACL 670 Research Extension 1 MED 610 Sociocultural Contexts for Learning 3 MACL 613 Theories of Adult Learning and Development 3 MED 634 Teaching Adults 3		



Requirement Description	CH	PREQ
MED 653 Indigenous Knowledges and Lifeways 3 MED 639 Neuroscience of Trauma 3 MED 642 Foundations of Restorative Justice 3 MBA 605C Communication and Teamwork 2 MBA 644E Exploring Innovative Organizational Cultures 2 MBA 651E The Nonprofit Organization 2		
III. Project	6	
MACL 679 Capstone Project Development 3 MACL 603 MACL 680 Capstone Project 3 MACL 679		
Total Hours for the Master of Arts in Community Leadership with Diversity, Equity & Inclusion Emphasis Track	35	