

# MASTER OF ARTS IN ORGANIZATIONAL LEADERSHIP (MAOL)

## Program Description

Since 1986, St. Catherine's Master of Arts in Organizational Leadership (MAOL) program has helped transform working professionals into leaders who thrive amid the challenges, changes and opportunities of today's workplace. As the first multidisciplinary master's level leadership program in the country, the Institution's MAOL program has built a stellar reputation by responding to the changing needs of our students and the places they work. Within the MAOL curriculum are various options suited to a wide range of student needs.

The Master of Arts in Organizational Leadership provides multiple degree tracks and certificates, and an articulation program for St. Catherine's College for Adults students. Most MAOL courses are offered in the weekend format.

## Mission Statement and Outcomes

The Master of Arts in Organizational Leadership strengthens students' abilities to lead responsibly, act with confidence, make ethical decisions, manage strategically, achieve organizational goals, conduct and apply research, communicate effectively, understand and lead organizational change and practice global citizenship. This is done through the completion of MAOL coursework, the final leadership research action project or thesis and a leadership portfolio.

Completion of the MAOL program gives students the knowledge and tools to:

- **Lead responsibly** by drawing upon their unique leadership abilities, experiences and goals, as well as current leadership concepts and strategies to address organizational issues.
- **Act with confidence** by utilizing self-reflection and awareness to know why, when and how to lead, follow, model and mentor.
- **Make ethical decisions** by acting from an informed ethical perspective, considering all stakeholders and applying ethical decision-making tools to organizational dilemmas.
- **Manage and market strategically** by analyzing an organization's operating environment, envisioning its future and developing strategic objectives to manage people, processes and resources effectively.
- **Apply effective logic and analytic tools** from business, accounting, sales and economics to identify problems, generate creative, pragmatic solutions, implement appropriate actions and evaluate success to achieve organizational goals.
- **Conduct and apply research** by accessing, critically evaluating and applying research findings, as well as conducting individual or collaborative research projects.
- **Communicate effectively** by capitalizing on personal strengths as a communicator and by employing targeted strategies for influencing, motivating, advocating, team building and managing conflict.
- **Understand and lead organizational change** by working with others to assess culture, roles, structure, local environment and global context so as to achieve organization vision and resolve organizational challenges.

- **Practice global citizenship** by incorporating a global context into organizational decision-making through strategic recognition of the worldwide impact of local decisions.

## MAOL Articulation Program for St. Catherine Undergraduate Seniors

The Articulation Program offers qualified seniors enrolled at St. Catherine University the opportunity to take 1-2 courses (up to 6 credits) in the MAOL program while completing their undergraduate degree. These graduate credits count as electives toward the bachelor's degree, or (with approval) as course replacements within the student's major in the undergraduate program. Additionally, the credits apply toward the graduate degree if the student is admitted into the MAOL program after completing the bachelor's degree.

### Eligibility

Undergraduate students must meet the following conditions to be eligible for the Articulation program:

- Current enrollment in a St. Catherine University bachelor's degree program
- Completion of at least 92 semester credits by the first day of the graduate class
- Completion of at least 16 credits in residence in the St. Catherine University bachelor's program
- An institutional cumulative GPA of 3.0 or higher
- In need of elective credits (or approved course replacement within the major) to complete their bachelor's degree requirements
- Approval from the Academic Advising Office

**Please note: being eligible for the Articulation program (based on the above criteria) does not guarantee approval by the MAOL program director to enroll in a graduate-level course.**

Interested students must meet with Academic Advising to confirm eligibility and to obtain guidance in completing the following application requirements for MAOL consideration:

- Personal statement indicating professional background and personal goals (one page)
- Current résumé demonstrating two or more years of professional work experience
- One recommendation completed by a St. Catherine's faculty member, attesting to the student's readiness for graduate academic rigor

Students who are eligible for the Articulation Program will submit the above required documents to their academic advisor, who will forward the material (along with a copy of the student's current St. Catherine University transcript) to the MAOL program director for review. If the program director approves the request for graduate-level enrollment, the director and student will discuss course options for the upcoming semester(s). The student then works with her academic advisor to register for the graduate course(s) during the upcoming registration period.

Both the Academic Advising Office and the MAOL program reserve the right to limit the number of undergraduate students in the graduate courses. Articulation students who receive approval for graduate enrollment will be registered for specific graduate courses on a first-come, first-served basis. Undergraduate students must complete all of

the course work and meet the same academic expectations required of the graduate students in the MAOL classes.

Acceptance as an Articulation student and enrollment in a graduate-level course does not guarantee admission into the full MAOL degree program (or other St. Catherine University graduate programs) if the student applies for graduate admission in the future.

## Degree and Certificate Requirements

The Master of Arts in Organizational Leadership degree is conferred upon candidates who have met the following requirements:

- Completion of leadership core, other required courses and electives;
- Attainment of a minimum grade point average (GPA) of 3.0 on a 4.0 scale.

## Class Attendance

Students are expected to attend each class session in its entirety. If a student knows before registration that he or she will need to miss a session, notify the instructor so that the instructor can assess the impact on the student and classmates. Students are advised not to register for a class if they know they will miss two or more sessions. MAOL policy states that students will not pass a course if two or more class sessions are missed. First and last day attendance is required.

## Years to Complete the Program

The MAOL program must be completed within seven years. This includes leave of absence and withdrawal.

## Transfers, Special Classes and Exemptions

A total of nine credits of transfer and special classes can be applied toward the MAOL degree. The following summary indicates the maximum number of credits that can be applied to the MAOL degree from various options:

- Up to nine transfer credits (exceptions: up to 10 for dual JD/MAOL degree or 14 for the dispute resolution concentration may be transferred to St. Catherine from Mitchell Hamline School of Law)
- Up to six credits completed through Independent Study, Practicum or Directed Study. Only three credits each.
- Up to nine credits for Peace Corps service through the Coverdell Fellows program

Before taking a specific course elsewhere, students are advised to check with the MAOL program director about its applicability to the MAOL program.

**Custom Certificate Students** apply to attend classes off-site at sponsoring organizations. Admission requirements for custom certificate students are the same as for a degree student. Students can convert from custom certificate to degree status by submitting the supplemental application form to the Graduate Admission office within one year of completing the certificate program. After one year, the applicant follows the re-entry process. Students may not transfer credits from another university/program/institution to count toward a certificate.

## Registering for Courses in other St. Catherine University Graduate Programs

Some courses in other St. Catherine University graduate programs are open to MAOL students as electives, provided the program directors of both programs approve the registration.

## Academic Advising

Incoming degree and certificate students are assigned an MAOL faculty member as an academic advisor. For certain concentrations the academic advisor may come from another department related to that field of study. The student's academic advisor does not necessarily serve as the leadership thesis/leadership action project advisor.

## Technology Statement

MAOL students are expected to demonstrate a working knowledge of computer technology and data searching. Everyone in the program uses e-mail to communicate and word processing for papers. In addition, the program builds from Desire2Learn technology for posting course documents, submitting papers and/or having discussions. All students use data searching for research assignments. Technology also is used to deliver some classes online. Currently major portions of ORLD 8901 Action Project Research Proposal/ORLD 8902 Thesis Research Proposal Research Proposal are online, and others may also be offered this way in the future.

## Progression Policy

Students are expected to make appropriate academic progress leading to the successful completion of the degree or certificate. To remain in good academic standing, students must:

- Maintain a cumulative B (3.0) average
- Meet specific course requirements with a minimum grade of C (2.0)
- Adhere to the MAOL program's criteria for professional/ethical behavior, integrity, honesty, personal responsibility and respect for others

## Conditions for Academic Probation or Dismissal

Students will be placed on probation for one term by the MAOL program for any of the following reasons (these apply to degree and certificate students.):

- Earning a GPA below 3.0
- Earning more than one grade of C or lower (student may be asked to withdraw from the program)
- Failing to adhere to the MAOL program's criteria for professional/ethical behavior, integrity, personal responsibility and respect for others
- Violating the University's policy on academic integrity
- Violating the University's policy on student conduct

Terms of probation and requirements for removal from probation will be documented in written form with copies provided to you and the MAOL program.

## Removal from Probation

Students must meet the specified written requirements to be removed from probation. At the end of one probationary term, students may

be removed from probation, placed on extended probation due to extenuating circumstances or be dismissed.

## Conditions for Program Dismissal

Program dismissal will result as a consequence of the following:

- Not meeting the requirements of probation at the end of the probationary term
- Violations of the MAOL program’s criteria for professional/ethical behavior, integrity, personal responsibility and respect for others depending on the severity of the issue
- Failing to complete course requirements within the designated time frame

Students may appeal program dismissal by following the Student Complaint Process.

## Readmission to the MAOL Program

If a student is dismissed from the graduate program, he or she may apply to be considered for readmission after one term has lapsed or as specified in the dismissal letter. To be readmitted, the student must submit a letter to the MAOL program director explaining why he or she will be successful if readmitted.

If readmitted, the student is automatically placed on probation with the terms of probation provided in writing. Readmitted students must achieve a minimum GPA of 3.0 within the first term or be terminated from the program with no option for readmission.

## Degree Options

St. Catherine offers the M.A. in Organizational Leadership with any of the following concentrations ranging from 42–48 required credits. It also is possible to earn more than one concentration by completing all the coursework required for each concentration.

- Ethics and Leadership (p. 3)
- Dispute Resolution (p. 4)
- Healthcare Leadership (p. 4)
- Information Services and Technology (p. 4)
- Nonprofit and Public Leadership (p. 5)
- Spirituality and Leadership (p. 5)
- Strategic Leadership (p. 5)

## Degree Requirements

### Leadership Core Courses

Regardless of the option selected, students will take the leadership core courses, other required courses and electives. As part of the leadership core, students complete a portfolio and a final research action project or thesis. Students must submit a request to register for ORLD 8902 Thesis Research Proposal if they wish to follow that track.

One of the following set of leadership core courses are required for all MAOL concentrations:

### Core Courses - Action Project

Code	Title	Credits
ORLD 6200	Ethics and Leadership	3
ORLD 6300	Strategic Communication	3

ORLD 7600	Professional and Organizational Ethics	3
ORLD 8901	Action Project Research Proposal	3
ORLD 8800	Leadership Seminar	1
ORLD 8980	Leadership Action Project	2
Total Credits		15

### Core Courses - Thesis

Code	Title	Credits
ORLD 6200	Ethics and Leadership	3
ORLD 6300	Strategic Communication	3
ORLD 7600	Professional and Organizational Ethics	3
ORLD 8902	Thesis Research Proposal	3
ORLD 8800	Leadership Seminar	1
ORLD 8990	Leadership Thesis	3
Total Credits		16

## Concentration Courses

### Ethics and Leadership Concentration (42-43 credits)

This option offers students maximum flexibility and adaptability, as they tailor coursework to their professional and personal interests. If students relish studying with others from a wide variety of backgrounds and organizations and are looking for a multidisciplinary, “big picture” orientation to leadership, choose this option. This option includes a Strategic Management certificate.

Code	Title	Credits
Core Courses		15,16
ORLD 6400	Accounting and Finance Skills for Effective Decision Making	3
ORLD 6600	Research and Analytical Skills for Decision Making	3
Select one of the following courses:		3
ORLD 6700	The Cultural Context of Leadership	
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	
ORLD 7200	Cross-Cultural Perspectives on Leadership	
ORLD 7480	International Trade and the Global Economy	
Select one of the following courses:		3
ORLD 6750	Leading Teams and Projects: Tools and Skills	
ORLD 7500	Leading Organizational Change	
ORLD 8200	Strategic Leadership	
Electives		15
Total Credits		42-43

### Recommended ORLD Electives

Code	Title	Credits
ORLD 6750	Leading Teams and Projects: Tools and Skills	3
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	3
or ORLD 7200	Cross-Cultural Perspectives on Leadership	

<sup>1</sup> Such as The Cultural Context of Leadership in Japan, South Africa, etc.

**Dispute Resolution Concentration (47-48 credits)**

This option allows students to earn a certificate from Mitchell Hamline's nationally renowned Dispute Resolution Institute (DRI) while also earning the MAOL degree. Students study with a cross-section of practicing lawyers, human resources and business personnel and other professionals. The Certificate in Dispute Resolution verifies students' ability to deal effectively with differences among individuals and groups. All DRI courses must be taken for a letter grade.

Code	Title	Credits
Core Courses		15,16
ORLD 6400	Accounting and Finance Skills for Effective Decision Making	3
ORLD 6600	Research and Analytical Skills for Decision Making	3
ORLD 7600	Professional and Organizational Ethics	3
Select one of the following courses:		3
ORLD 6700	The Cultural Context of Leadership	
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	
ORLD 7200	Cross-Cultural Perspectives on Leadership	
ORLD 7480	International Trade and the Global Economy	
Select one of the following courses:		e
ORLD 7500	Leading Organizational Change	
ORLD 8200	Strategic Leadership	
MAOL elective credits		6
<b>Courses from Mitchell Hamline School of Law</b>		
DRI 602H	Mediation or DRI 613H Family Mediation	3
DRI 603H	Theories of Conflict	2
DRI 608H	Negotiation	3
DRI 611H	Arbitration	2
Electives from Mitchell Hamline School of Law		5
Total Credits		48-49

**Healthcare Leadership Concentration (42-43 credits)**

For healthcare managers or those who want to expand their healthcare career to take a leadership role, the MAOL in healthcare leadership equips individuals to respond in this challenging environment. Through coursework in leadership and healthcare management, students collaborate with others from various backgrounds to prepare for cross-functional, interorganizational and interagency situations typically facing today's healthcare leaders. The Action Project or Thesis for this concentration should address a topic related to healthcare and leadership.

Code	Title	Credits
Core Courses		15,16
ORLD 6400	Accounting and Finance Skills for Effective Decision Making	3
ORLD 6600	Research and Analytical Skills for Decision Making	3
ORLD 7410	Health Policy and Ethics	3
Select two of the following courses:		6
ORLD 6750	Leading Teams and Projects: Tools and Skills	

ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	
ORLD 7500	Leading Organizational Change	
ORLD 8200	Strategic Leadership	
Electives		12
Total Credits		42-43

**Recommended ORLD Electives**

Code	Title	Credits
ORLD 6250	Organizations: Social And Political Structures	3
ORLD 6750	Leading Teams and Projects: Tools and Skills	3
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	3
or ORLD 7200	Cross-Cultural Perspectives on Leadership	
ORLD 6993	Topics (Socially Responsible Leadership in Healthcare)	3
ORLD 7400	Marketing Strategically	3
ORLD 7490	Power and Leadership	3
ORLD 8200	Strategic Leadership	3

**Health Care Compliance Certificate Option**

Interested students may enroll in the Certificate in Health Care Compliance offered by the Mitchell Hamline School of Law Health Institute. This 11-credit graduate certificate will replace 11 credits of ORLD electives within the Healthcare Leadership concentration. Students who select this option will earn both their MAOL degree in Healthcare Leadership and the Health Care Compliance certificate from Mitchell Hamline.

**Information Services and Technology Concentration (42-43 credits)**

This track is designed for those who lead, or want to lead, an information services or systems unit within an organization. The MAOL gives students the tools to manage knowledge and information through the use of various technologies. Coursework drawn from St. Catherine's widely recognized Library and Information Science program will enrich students' "information toolbox," while an emphasis on ethics and leadership gives students a solid grounding for dealing with current issues — such as collecting competitive intelligence. The final Action Project or Thesis should address a topic related to information services/technology and leadership.

Code	Title	Credits
Core Courses		15,16
LIS 7540	Information Systems Analysis And Design	3
LIS 8800	Knowledge Management	3
LIS 8840	Competitive Intelligence	3
ORLD 6400	Accounting and Finance Skills for Effective Decision Making	3
Select one of the following courses:		3
ORLD 6750	Leading Teams and Projects: Tools and Skills	
ORLD 7500	Leading Organizational Change	
ORLD 8200	Strategic Leadership	
Select two of the following courses:		6
LIS 7510	Database Management	
LIS 7530	Internet Fundamentals and Design	

LIS 7550	Information Policy	
LIS 7590	Digital Libraries	
Electives		6
Total Credits		42-43

**Recommended ORLD Electives**

Code	Title	Credits
ORLD 6600	Research and Analytical Skills for Decision Making	3
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	3
or ORLD 7200	Cross-Cultural Perspectives on Leadership	
ORLD 7500	Leading Organizational Change	3

**Nonprofit and Public Leadership Concentration (42-43 credits)**

This option offers students maximum flexibility and adaptability, as they tailor coursework to their professional and personal interests in leading nonprofit and public organizations serving the common good.

Code	Title	Credits
Core Courses		15,16
ORLD 6400	Accounting and Finance Skills for Effective Decision Making	3
ORLD 6600	Research and Analytical Skills for Decision Making	3
Select one of the following courses:		3
ORLD 6650	Leading Nonprofit Organizations	
ORLD 7070	Leadership in the Public Forum	
Select one of the following courses:		3
ORLD 6700	The Cultural Context of Leadership	
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	
ORLD 7200	Cross-Cultural Perspectives on Leadership	
ORLD 7480	International Trade and the Global Economy	
Select one of the following courses:		3
ORLD 6750	Leading Teams and Projects: Tools and Skills	
ORLD 7500	Leading Organizational Change	
ORLD 8200	Strategic Leadership	
Electives		12
Total Credits		42-43

**Spirituality and Leadership Concentration (42-43 credits)**

Individuals who bring their “true selves” to the workplace are the most satisfied and creative workers. Students who identify with this vision follow this concentration to combine the professional development of leadership skills with a personal awareness of spiritual roots and faith formation. Students take courses from both the Master of Arts in Theology and the MAOL, such as Values-led Leadership. First offered soon after the inception of the MAOL, this concentration became one of the first such programs available in the country. The Action Project or Thesis should address a topic related to spirituality and leadership. Completion of ORLD 6600 Research and Analytical Skills for Decision Making is highly recommended for students intending to pursue the Thesis option.

Code	Title	Credits
Core Courses		15,16
Select one of the following courses:		3
ORLD 6720	Values-led Leadership	
ORLD 6730	Work, Meaning and Purpose	
MAOL Electives		12
THEO 6440	History of Spirituality I: Early Church to Reformation	4
or THEO 6540	History of Spirituality II: Reformation to Vatican II	
THEO 6770	World Spiritualities	2
Select six credits from the following courses:		6
THEO 6780	Spirituality and the Life Stages	
THEO 6790	Jung and Spiritual Guidance	
THEO 6820	The Art of Discernment	
THEO 6830	Spirituality And Sexuality	
THEO 6900	Christian Ethics	
THEO 6952	Independent Study	
THEO 6992	Topics: Holistic Spirituality	
Total Credits		42-43

The theology courses are offered during fall and spring semesters and summer sessions. Spirituality and leadership students work with the concentration advisor to devise a spiritual formation plan including activities such as:

- attending an annual retreat
- working with a spiritual mentor/guide/coach
- participating in Wisdom Ways workshops/seminars

This plan is included in the initial portfolio done in ORLD 6200 Ethics and Leadership and is revised for the final portfolio done in ORLD 8800 Leadership Seminar.

**Recommended ORLD Electives**

Code	Title	Credits
ORLD 6600	Research and Analytical Skills for Decision Making	3
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	3
or ORLD 7200	Cross-Cultural Perspectives on Leadership	
ORLD 7480	International Trade and the Global Economy	3
ORLD 8200	Strategic Leadership	3

**Strategic Leadership Concentration (42-43 credits)**

Students who want to pursue the MAOL because of its ethics and leadership core — yet need a solid educational grounding in management find this distinctive alternative to the traditional MBA degree ideal. Studies center on core classes in ethical leadership that students integrate with theory and practical applications in finance, communication, accounting, organizational theory, management, marketing and economics. The Action Project or Thesis should be related to leadership and strategic management. This concentration includes a certificate in Ethics and Leadership.



<b>Code</b>	<b>Title</b>	<b>Credits</b>
Core Courses		15,16
ORLD 6400	Accounting and Finance Skills for Effective Decision Making	3
ORLD 6600	Research and Analytical Skills for Decision Making	3
ORLD 7450	Strategic Finance	3
ORLD 7480	International Trade and the Global Economy	3
ORLD 7600	Professional and Organizational Ethics	3
ORLD 8200	Strategic Leadership	3
Select one of the following courses:		e
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	
ORLD 7500	Leading Organizational Change	
Electives		9
Total Credits		42-43

**Recommended ORLD Electives**

<b>Code</b>	<b>Title</b>	<b>Credits</b>
ORLD 6750	Leading Teams and Projects: Tools and Skills	3
ORLD 6800	Inclusive Leadership: Leading Effectively across Differences	3
or ORLD 7200	Cross-Cultural Perspectives on Leadership	