Dr. Emily Vogel, Program Director

Strategic Leadership Program Mission Statement

The M.S. in Strategic Leadership prepares motivated adult learners for strategic leadership roles as scholar-practitioners engaged in productive work, enlightened living, and community service.

Program Description

Graduates are prepared to strategically and purposefully lead others as they engage in leadership roles in a variety of organizational settings. More specifically, the degree is designed for learners with an undergraduate degree in any discipline from a regionally accredited institution. They are fully enabled for a life of productive work, enlightened living, lifelong learning and community involvement and service by using the foundation of a liberal education and having earned a competency-based master's degree in strategic leadership.

The University of Charleston's program in strategic leadership (SL) has earned specialized business accreditation from the Accreditation Council for Business Schools & Programs (ACBSP). The program is targeted for adults working in leadership positions and is based on the proposition that leadership relates closely to the ability of one to influence the behavior of others to affect organizational outcomes. The SL program is designed to enhance the participant's ability to solve real problems, in real time and for real organizations. Throughout the program, participants will be asked to analyze and make recommendations about actual organizational events. Our hope is that the program's participants will approach these challenges and problems the same way they would at their organization.

Master of Strategic Leadership Program Leadership Outcomes

The program will develop your ability to lead through a combination of leadership theory and practice. The graduate will:

1. Assess, develop, and articulate reasoned judgments on strategic issues.
2. Design integrated strategic plans for organizations, communities, or institutions related to the graduate's area of specialization.
3. Develop processes for sustainment of strategic capacity of organizations, communities or institutions.
4. Create processes for ensuring engagement and accountability in implementation of strategic initiatives.
5. Synthesize learning from program and personal experiences to create a plan for continued growth as a strategic leader in your area of specialization for organizations, communities or institutions.

What You Will Study

This research-based professional degree focuses on leadership across disciplines and boundaries in a global environment. Students can expect to understand the leadership competencies that are informed by (1) research in the current literature on leadership, social and behavior sciences, business, (2) the leadership competency lists developed by government, not-for-profit organizations, institutions of higher learning, and (3) analyses of the impact of societal changes on organizations and their challenges for leadership in the future. Throughout the program, students will use an organizational assessment tool to observe and evaluate organizational leadership, strategy, customer focus, knowledge management, workforce, operations, and results. The capstone course focuses on analyzing and interpreting the findings and making recommendations for future actions based on strategic leadership theories and the research.

Number of Credits

The SL major requires a total of 36 credit hours which consists of 27 credit hours in SL core courses and 9 credit hours from one of the specialization areas. Student learners may not earn and transfer more than 9 credit hours of course equivalencies into the SL program. Students must earn a minimum of a "C" in all courses within the SL degree program. A cumulative GPA of 3.00 is required for graduation.

Required Core Courses:

GSL 510 Art and Science of Strategic Leadership	3 Credits
GSL 610 Strategic Thinking	3 Credits
GSL 506 The Human Side of Organizations	3 Credits
GSL 507 Reframing Leadership	3 Credits
GSL 615 Leading Across Boundaries	3 Credits
GSL 630 Strategic Project Management	3 Credits
GSL 601 Organizational Theory	3 Credits
GSL 629 Research Methods	3 Credits
GSL 64X Strategic Issues in (concentration choice)	3 Credits

GSL 65X Strategic Decision Making in (concentration choice)	3 Credits
GSL 66X Strategic Innovation in (concentration choice)	3 Credits
GSL 690 Strategic Leadership Capstone	3 Credits

Concentration Options:

Strategy as Practice

GSL 641 Strategic Issues in Strategy as Practice	3 Credits
GSL 651 Strategic Decision Making in Strategy as Practice.	3 Credits
GSL 661 Strategic Innovation in Strategy as Practice	3 Credits

Business Leadership

GSL 642 Strategic Issues in Business Leadership	3 Credits
GSL 652 Strategic Decision Making in Business Leadership	3 Credits
GSL 662 Strategic Innovation in Business Leadership	3 Credits

Healthcare Leadership

GSL 644 Strategic Issues in Healthcare Leadership	3 Credits
GSL 654 Strategic Decision Making in Healthcare Leadership	3 Credits
GSL 664 Strategic Innovation in Healthcare Leadership	3 Credits

Logistics and Supply Chain Leadership

GSL 643 Strategic Issues in Logistics and Supply Chain Leadership	3 Credits
GSL 653 Strategic Decision Making in Logistics and Supply Chain Leadership	3 Credits
GSL 663 Strategic Innovation in Logistics and Supply Chain Leadership	3 Credits

Crisis Leadership

GSL 645 Strategic Issues in Crisis Leadership	3 Credits
GSL 655 Strategic Decision Making in Crisis Leadership	3 Credits
GSL 665 Strategic Innovation in Crisis Leadership	3 Credits

Students in the SL program must choose one of the above concentrations. The concentration consists of 9 credit hours (three courses) from the choice concentration then culminating with the GSL 690 Strategic Leadership Capstone experience (3 credit hours). Students who wish to pursue more than one concentration may request to do so with approval of the Program Director, in consultation with both their Academic Advisor and Financial Aid.

Strategy as Practice Specialization

Designed for those who want to focus as a strategic leader practitioner on how strategy is integrated into daily actions across all levels of an organization, including military and former military members having completed at least the Command Sergeants Major or Captains Career Courses or equivalent. Strategy as Practice students are prepared to lead strategic planning and execution within an organization; critically analyze strategy as practice literature; and assess opportunities for improved strategy.

Business Leadership Specialization

Designed for those who want to focus as an entrepreneurial leader on how strategy is integrated into daily actions across all levels of an organization. SLBM students are prepared to lead strategic design, planning and execution within an organization, likely their own or another small business; critically analyze entrepreneurship, startup and business management literature; and assess opportunities for growth.

Healthcare Leadership Specialization

Designed for mid to upper-level healthcare leaders with three or more years of experience. The specialization prepares the student to analyze the present and future healthcare context to design strategic goals and action plans for healthcare organizations.

GRADUATE CERTIFICATE IN STRATEGIC LEADERSHIP

The Strategic Leadership Certificate (SLC) explores principles of leadership theory and examines elements of strategic leadership required to navigate complex environments, influence others, build teams and support networks, manage change and set strategic organizational direction. Participants work through an integrative framework for problem-based and action learning to identify strategic challenges within their organization and

apply strategic foresight to develop and articulate reasoned judgments on strategic issues and facilitate strategic excellence within and outside their organization.

Graduate Certificate in Strategic Leadership Program Mission

To educate leaders through strategic engagement and accountability by applying strategic foresight to develop and articulate reasoned judgments on strategic issues and facilitate strategic excellence within their organization.

Certificate Objectives (PLOs):

1. Design integrated strategic plans for organizations, communities, or institutions related to the student's area of specialization.
2. Develop processes for sustainment of strategic capacity of organizations, communities, or institutions.
3. Create processes for ensuring engagement and accountability in implementation of strategic initiatives.
4. Synthesize learning from program and personal experiences to create a plan for continued growth as a strategic leader in one's area of specialization for organizations, communities, or institutions.

Number of Credits

The SLC requires a total of 12 credit hours. Students will declare their intent to pursue the SLC upon application through the traditional MSSL admissions process, as this is an academic credit-bearing certificate. An academic certificate is awarded upon completion of the designated four courses with a grade of "C" or better for a total of 12 graduate credit hours. Upon completion, students wishing to pursue additional coursework toward the Master of Science in Strategic Leadership degree will be required to submit a change of major form to be approved for continued studies in the MSSL program.

Required Core Courses:

GSL 510 Art and Science of Strategic Leadership	3 Credits
GSL 610 Strategic Thinking	3 Credits
GSL 506 The Human Side of Organizations	3 Credits
GSL 507 Reframing Leadership	3 Credits

Admission Requirements

To be admitted to the Strategic Leadership program candidates must possess a bachelor's degree from a regionally accredited college or university, with a minimum GPA of 3.0 for full admission or 2.5 to be considered for provisional admission. A GPA of less than 2.5 will require additional supportive documentation to be considered for provisional admission. There is no GRE or GMAT score requirement.

Academic Probation and Academic Dismissal Policy

Level I Probation – Students who obtain a term GPA less than 3.0 must meet with the program director to discuss plans for better performance. If appointments are not made or kept, the student may not be permitted to register for subsequent semesters. Students who obtain a term GPA less than 3.0 will be limited to a maximum of 6 credits in the following semester.

Level II Probation– Students who obtain a term GPA less than 3.0 a second time are placed on Level II probation. Students on Level II Probation may be required to repeat a course(s) and complete remedial work under the supervision of faculty members. Students may only be on Level II Probation for one semester over their time at the University. Students will meet with program director to discuss plans for better performance. If appointments are not made or kept, the student may not be permitted to register for subsequent semesters.

Failure to obtain a cumulative GPA of 3.0 or higher while on Level II Probation may result in dismissal from the program. The final decision on dismissal will be made by the Program Director and Associate Dean considering the following factors: significant improvement of the term GPA and an improvement in the cumulative GPA. Students must have a minimum cumulative GPA of 3.0 to graduate from the Master of Science in Cyber Security program from the University of Charleston.

Should the student wish to appeal his/her dismissal, he/she must do so within fourteen calendar days from the date of receipt of the dismissal letter, unless the Program Director grants a delay due to extenuating circumstances.

If a student wishes to be re-admitted after dismissal, he/she can submit a written request to the Program Director after one year from the date of dismissal but not beforehand. Requests for readmission are not guaranteed to be granted.