

MASTER OF ARTS IN COMMUNICATION & LEADERSHIP STUDIES

Department Website: Master of Arts in Communication & Leadership Studies

The Master of Arts in Communication and Leadership Studies (COML) is designed to provide graduate-level expertise for solving communication problems in modern organizations and social systems from a communication and leadership perspective, and also prepare effective, ethical communicators who use critical thinking for positive local and global change.

Organizations depend upon complex formal and informal communication for effective operation in increasingly technologically based, communication networks. What distinguishes the 21st century from the 20th is the unprecedented degree to which communication and information technology enable creation of active networks linking individuals, functions and organizations. The program is grounded in practical, scientific and humanistic theory and methodology, global communication and ethics, and is relevant for those seeking to enhance their communication and leadership knowledge and skills in corporate communications, public relations, media management, media studies, human resources, marketing, strategic planning, training and consulting, media literacy, college teaching, or Ph.D. work in communication.

The degree builds upon the historic tradition of communication as part of the cornerstone of a Jesuit education and lays the groundwork for high leverage knowledge and skills in communication and leadership in today's complex world. This program combines relevant theories and experiential learning applicable to the latest workplace developments.

The COML master's degree is designed to meet the needs and schedules of working adults. The online program consists of 30 credits; one short-term, on-campus or virtual immersion is required.

Distinctive features: includes a unique blend of communication and leadership theory and their practical application, a range of visiting scholars and professionals who visit to discuss cutting-edge work in communication and leadership, internship and service-learning opportunities, and optional study abroad experiences.

Admissions

1. Students applying to Gonzaga University must submit Gonzaga's Graduate Application, which can be accessed online at <https://www.gonzaga.edu/gradapply> (<https://apply-grad.gonzaga.edu/apply/>)
2. with the application for graduate study, each program at Gonzaga has distinct admission requirements. Please refer to the table below to view that detailed information.

Program Name	How to Apply Link
Master of Arts in Communication & Leadership (Online)	https://www.gonzaga.edu/online-graduate-programs/online-programs/m-a-communication-leadership-studies/how-to-apply/ (https://www.gonzaga.edu/online-graduate-programs/online-programs/m-a-communication-leadership-studies/how-to-apply/)

Prerequisite:

A bachelor's degree from a regionally accredited college or university is required.

Master of Arts in Communication & Leadership Studies

Program Requirements

Program Outline: 30 Credits

- Core: 12 credits
- Electives: 15 credits from communication (COML) and/or organizational leadership (ORGL) electives
- Capstone Sequence: three credits

Code	Title	Hours
Required Courses		
COML 595	Communication and Leadership	3
COML 597	Communication Ethics	3
COML 598	International and Intercultural Communication	3
COML 599	Content Creation and Strategy	3
COML 602	Communication and Leadership Capstone (content specific to any concentration)	3
Total Hours		15

Change Leadership Concentration

Code	Title	Hours
ORGL 515	Leadership and Human Potential	3
ORGL 516	Relational Dynamics and Organizational Development	3
ORGL 517	Organizational Change and Transformation	3
Select one of the following:		3
COML 504	Organizational Communication	
COML 511	Communication Consulting and Training	
COML 598	International and Intercultural Communication	
ORGL 506	Leadership and Diversity	
ORGL 518	Transforming Leadership	
ORGL 523	Psychology of Leadership	
ORGL 550	Team Building and Leadership	
ORGL 551	Advanced Team Building and Leadership	
ORGL 689	Special Topics (Contemporary Leadership Strategies to Combat Hate)	
Total Hours		12

College Teaching of Communication Concentration

Code	Title	Hours
COML 510	Communication Teaching and Pedagogy	3
COML 520 or COML 525	Communication Leadership Internship Advanced Pedagogy	3
Select one of the following:		3
COML 505	Digital Storytelling	
COML 509	Social Media Engagement and Analysis	
COML 511	Communication Consulting and Training	
COML 513	Special Topics in Communication	
COML 515	Relational Communication	
COML 516	Disinformation in Digital Age	
COML 518	Online Course Design and Teaching	
COML 522	Renaissance Rhetoric and Contemporary Leadership	
COML 530	Women, Communication, and Leadership	
COML 550	Visual Data Communication	
COMLMASTER Communication and Community Development OF ARTS IN COMMUNICATI LEADERSHIP (ONLINE)572/ ORGL 690		
Total Hours		9

Digital Media Strategies Concentration

Code	Title	Hours
Select two of the following:		6
COML 505	Digital Storytelling	
COML 540	Digital Media Analysis	
COML 545	Digital Surveys, Algorithms, and Ethics	
Select two of the following:		6
COML 504	Organizational Communication	
COML 509	Social Media Engagement and Analysis	
COML 512	Strategic and Crisis Communication	
COML 516	Disinformation in Digital Age	
COML 518	Online Course Design and Teaching	
COML 524	Artificial Intelligence and Communication	
COML 541	Advanced Digital Media Analysis	
COML 550	Visual Data Communication	
COML 570	Introduction to Global Systems	
COML 572	Communication and Community Development	
Total Hours		12

Strategic and Organizational Communication Concentration

Code	Title	Hours
COML 504 or COML 512	Organizational Communication Strategic and Crisis Communication	3
Select two of the following:		6
COML 505	Digital Storytelling	

COML 509	Social Media Engagement and Analysis	
COML 511	Communication Consulting and Training	
COML 514	Strategic and Applied Public Relations	
COML 515	Relational Communication	
COML 524	Artificial Intelligence and Communication	
COML 530	Women, Communication, and Leadership	
COML 540	Digital Media Analysis	
COML 541	Advanced Digital Media Analysis	
Total Hours		9

Note: Other COML courses may be substituted on a case by case basis as approved by the COML Department Chair. Students can also take both courses listed as required course options and one additional elective course.

Courses

COML 504. Organizational Communication. (3 Credits)

All organizations, from Microsoft, to churches, to social clubs, and universities, rely on communication. Being able to communicate strategically is crucial to meaningful participation. This course explores the meanings and functions of communication in organizations. Organizational communication encompasses not only communication within businesses, but also within large private or nonprofit associations, larger community groups, and governments both large and small. We will cover selected topics in organizational communication research such as culture, socialization, systems theory, communication and technology, and globalization.

Equivalent: ORGL 504

COML 505. Digital Storytelling. (3 Credits)

The digital age has changed the way we tell stories. Current technology allows users access to a range of digital tools to not only create their own stories, but share them widely through social media. But how do stories make an impact on audiences, given that there is so much more information available? This course teaches students different forms of storytelling using digital media tools. Readings help students better understand different narrative and persuasive styles of storytelling as well as the major theoretical and policy-related issues. Through hands-on assignments, students will acquire technical skills that will help them become more effective communicators in the digital age.

COML 507. Mindful Leadership and Communication. (3 Credits)

This course is a multi-sensory, hands-on introduction to mindfulness undergirded by empirical research in neuro-science and outcome research. Learning activities include readings, audio files, and mindfulness practices, discussion board postings (community engagement,) a short, on-campus immersion, and a final paper. Content and learning activities are selected in the service of educating the whole person and nurturing the personal and professional qualities aligned with the Mission of Gonzaga University.

COML 509. Social Media Engagement and Analysis. (3 Credits)

In this course, we look at the development and dynamics of social media platforms. Through course readings and assignments, we will not only better understand how these platforms can be used to communicate, but also how they can increase audience interactivity. Key to this course is an understanding of how social media has changed the way that audiences engage with organizations and networks. Google defines this new group of users as "Generation C," a global group of consumers who thrive on content creation, curation, connection, and community. Generation C values authenticity and transparency, and they want both personalization and community.

Equivalent: ORGL 509

COML 510. Communication Teaching and Pedagogy. (3 Credits)

This course is designed for people considering a career as a communication educator at the college level. Students will develop curricula, learn teaching strategies, develop goals and assessment, observe college classroom environments, and build a teaching portfolio. You will also increase your skills in assessing verbal and nonverbal behaviors to create an engaging classroom experience.

COML 511. Communication Consulting and Training. (3 Credits)

In a global economy, it is increasingly important to have the training and consulting skills that will allow you to interact effectively with many different cultures. Understanding and creating effective training programs is vital to you and your organization's success. This course will explore the unique application of communication skills and models for training, and offer practice in consulting in a variety of settings, developing resources, marketing, workshop development, training, skill building, and evaluation.

COML 512. Strategic and Crisis Communication. (3 Credits)

Gone are the days when organizations can afford to just wait it out during a crisis or while their competition moves ahead. Whether a student leads or works for an organization, or is in charge of strategic planning or communication, it is critical to understand how to develop, implement and evaluate effective integrated communication plans. New ideas, trends, issues, projects, and services in our workplaces are all opportunities to plan, strategize, and communicate with the stakeholders. Students learn from real-life examples as well as their colleagues to fully understand and implement campaigns, media relations strategies, and social media tactics.

COML 513. Special Topics in Communication. (3 Credits)

May be repeated for credit.

This course explores cutting-edge technologies, theory, and issues. The specific theme of this course varies each time it is offered because communication is constantly evolving.

COML 514. Strategic and Applied Public Relations. (3 Credits)

This course, to be offered once or twice each academic year, will explore current public relations practices and give students a solid grounding in the most important thing for a successful public relations practitioner – judgment. All major companies and non-profits rely on public relations to influence how they are regarded by audiences that matter to them. We will cover selected topics to help you understand the science and art of this discipline including audience research, strategic planning, how to become a valued counselor, and sell your ideas and plans.

COML 515. Relational Communication. (3 Credits)

This course will enhance your ability to assess the dynamics occurring during conversations, whether one-on-one or in a group, and in different contexts including organizations, families, and in personal relationships. Students will study relevant theory to equip them with the knowledge and skills needed to successfully navigate the challenges and opportunities related to human communication. Students will also explore group dynamics and the specific communication actions that can lead to positive social change.

COML 516. Disinformation in Digital Age. (3 Credits)

This course offers tools and theoretical frameworks for communication professionals to develop critical thinking about media in all its forms. Topics include news and data literacies, inequalities in media representations, media manipulation, disinformation, and social media activism. At the end of the course, students will better understand how to use media strategically to work toward social justice and counter the spread of disinformation.

COML 518. Online Course Design and Teaching. (3 Credits)

With a focus on the college classroom and corporate and organizational training setting, this course develops skills for online course design. Topics explored include instructional techniques, syllabus creation, assessment, grading, presence and engagement matters, strategies for building inclusive classroom culture and climate, and navigating student performance and engagement issues. The course will consider how real-time or simultaneous and non-simultaneous teaching modes may be incorporated and combined into effective online instructional design strategies.

COML 520. Communication Leadership Internship. (3 Credits)

Students will complete an approximately 120-hour internship under the supervision of a site supervisor. The internship includes the development of a portfolio and evaluations from internship supervisors. Students are responsible for arranging the internship.

COML 521. Travel Writing. (3 Credits)

This course explores communication theory, ethical frameworks, research methodology and cultural literacy as they relate to travel communication. A travel communicator fosters the spirit of exploration using a variety of methods and platforms with the intent of ethically promoting and documenting components of travel. The genre ranges from the documentary to the evocative, from literary to journalistic, and from humorous to serious. This course will show you how to engage your experiences more deeply in both strange and familiar places.

COML 522. Renaissance Rhetoric and Contemporary Leadership. (3 Credits)

This course examines rhetoric, written, oral, and visual to understand the humanistic movement of the Italian Renaissance and the role it continues to play in contemporary leadership. Through readings, discussions, and on-site visits to historical settings in Rome, Florence and Siena, we will formulate and explore the critical questions necessary to bring these ideas to our contemporary world. This course will be offered every summer.

COML 524. Artificial Intelligence and Communication. (3 Credits)

Artificial Intelligence is the new technological frontier and will affect many aspects of our lives in ways yet to be conceived. From ChatGPT to DALE-E 2 to Replika the way we create, interact, and communicate is evolving. This course will examine the ways in which artificial intelligence is used as a tool to communicate – in business, education, and personal settings through the written, visual, and verbal uses of AI. The course will discuss how we can implement AI tools to solve various problems that face our society in areas including environmental, social, business, and health while understanding the ethical issues and concerns inherent within AI. Students will explore the design, use, and potential for AI tools through hands-on interactions.

Equivalent: DPLS 702, LDRS 601

COML 525. Advanced Pedagogy. (3 Credits)

This course is designed to deepen students' knowledge and application of teaching theories and practices and will be applicable to those who aspire to teach at the college level. Topics include inclusive pedagogy, assessment design, classroom management, and technology for learning. Hands-on assignments are designed to increase students' classroom teaching experience.

COML 526. Artificial Intelligence Explorations and Applications. (3 Credits)

Technology is one aspect of the accelerating change that leaders must deal with. Leadership responsibilities in organizations will increasingly influence and be influenced by technology. This course is designed to provide a foundation for understanding technology in today's societies and the role of leadership in enhancing organizations through technology.

Equivalent: DPLS 707, LDRS 602

COML 527. Artificial Intelligence and Philosophical Ethical Considerations. (3 Credits)

Students are invited to consider how different forms generate different kinds of understandings. They are introduced to qualitative research methods known as arts-based, arts-informed, or alternative methods. The topic of leadership is explored through stories and narrative, dance and theater, music and poetry, film, and visual arts data.

Equivalent: DPLS 721, LDRS 603

COML 528. Non-profit Communication and Arts Leadership. (3 Credits)

Exploring AI and Leadership: Context, Meaning-making, and Practice is the full title of this course. This course provides an overview of large language models and a workshop on their applications featuring ChatGPT. This exploration consists of philosophical, theoretical, and practical elements approaching the topics of both leadership and artificial intelligence from perspectives inherent in a variety of speculative (philosophical) accounts of reality (ontology) and mind (epistemology). The course also includes a critical analysis of social, cultural, and historical factors undergirding learning, teaching, and the legitimization of knowledge in the age of AI.

Equivalent: DPLS 704, LDRS 604

COML 529. Arts Leadership: Cultures of Inclusion. (3 Credits)

This course explores how arts institutions reflect and affect civic values, justice and the common good through their leadership and community engagement. Students will examine case studies to analyze how cultural organizations navigate inclusion, build trust, share power, and drive change. Using historical and contemporary case studies, students will analyze issues of access, inclusion, and representation in cultural institutions and develop leadership frameworks for cultural institutions to collaborate with diverse communities.

COML 530. Women, Communication, and Leadership. (3 Credits)

This course will look at gender differences in leadership styles and efficacy as well as specific communication issues women face in attaining and retaining leadership positions. Through readings, discussions, videos, and projects that critically examine images and gender stereotypes of women leaders, the course is designed to give students practical skills they can use to be better communicators and leaders.

COML 540. Digital Media Analysis. (3 Credits)

In this course, students will learn how to measure and evaluate the effectiveness of digital communication, including website traffic and social media. Students will gain specific tools for analysis and presentation of data in meaningful ways and develop media strategies based on data insights. The class will use case studies and practical exercises to help students understand analytic techniques.

COML 541. Advanced Digital Media Analysis. (3 Credits)

In this elective course, which will be offered once or twice per academic year, students will build upon fundamental concepts of how to measure and evaluate the effectiveness of digital communication and apply those principles more fully in the realm of analysis of digital communication campaigns. Part of the class includes preparing a portfolio campaign proposal. The class is grounded in best practices behind the strategy, execution, measurement and analysis of multichannel campaigns.

Prerequisites: COML 540 with a minimum grade of C

COML 545. Digital Surveys, Algorithms, and Ethics. (3 Credits)

The internet plays a large role in our lives, but what really happens when you log into social media or search for a job, news, a political issue or even a restaurant online? In this course we will raise the curtain on what is really happening behind the scenes in these digital spaces. Who is collecting your data, how is it being used and stored, should it be used and stored, and how do algorithms really work? We will cover the issues surrounding privacy and surveillance and the ethical questions facing organizations and individuals. Some of the other topics we will study include, algorithmic bias, network neutrality, accessibility, content moderators, intellectual property and surveillance capitalism.

COML 550. Visual Data Communication. (3 Credits)

There is a vast quantity of data out there and it is not neutral, so how do you communicate important information gathered from data clearly and efficiently? In this course you will learn how to visualize information in a way that is easier for your audience to use and understand. You will strategize how to move beyond the written word and traditional presentations in order to create engaging graphic representations, that are accessible and ethical and send a clear message. One of the best examples on how data is used today is the visual representations surrounding the COVID-19 pandemic. Part of your course work includes using data visualization, graphic and analytic tools.

COML 560. Communications for Behavior Change. (3 Credits)

Using communication to influence behavior change is an important strategy for addressing social and health problems. This course introduces students to concepts and theories related to risk behavior and social marketing and helps students apply them to health communication events and strategic communication in other contexts.

COML 570. Introduction to Global Systems. (3 Credits)

This course engages students to become familiar with a variety of global issues tied to organizational performance and to analyze those issues using systems-thinking concepts and tools. Students will gain a deeper understanding of social relationships of interdependence and accountability, as well as skills to integrate diverse ideas and perspectives from a variety of sources.

COML 572. Communication and Community Development. (3 Credits)

Students in this course contribute to the work undertaken by the Social Responsibility Office at Javeriana University in partnership with various community media and communication organizations active in the Ladera and Aguablanca districts in Cali, Columbia to learn about and participate in community development projects geared to empowering disadvantaged young people.

COML 595. Communication and Leadership. (3 Credits)

This course prepares students with an understanding of communication theories and their practical application to leadership contexts. Students will learn to analyze and apply relevant theories to enhance their leadership and communication effectiveness in achieving personal, relational, group, and organizational goals.

COML 596. Master's Level Writing. (0 Credits)

This course is a resource for graduate students to improve writing in academic contexts. It is designed to both assess and improve a student's writing skills, and introduce graduate students to the genre of academic writing.

COML 597. Communication Ethics. (3 Credits)

This course is an exploration into the personal, organizational, and social values present in ethical dilemmas. You will develop skills in ethical communication, decision-making and be able to consider multiple ethical perspectives. You will also learn strategies to respond to ethical problems while balancing your personal beliefs with organizational values.

COML 598. International and Intercultural Communication. (3 Credits)

You will identify and analyze how communication is affected by culture, identity, gender, race and class. You will explore the effects of those differences in attitudes, social organization, role expectations, language and nonverbal behavior. Principles of communication theory as they apply to the intercultural context are also emphasized.

COML 599. Content Creation and Strategy. (3 Credits)

This virtual or campus immersion course is grounded in the principle that the best learning is hands-on and occurs in the context of a community. The course is designed to build skills in public speaking, face-to-face conversations, writing, and creating multimedia products. Students will use those skills to create a digital portfolio.

Equivalent: ORGL 605

Course Fee: 50

COML 602. Communication and Leadership Capstone. (3 Credits)

This course is the culmination of your communication coursework where you will develop a project that applies communication theory. Your project will be displayed on a digital portfolio and also include a disciplinary grounding, leadership philosophy, ethical considerations, and connections to diversity, equity, and inclusion. The completed capstone will be presented in a public forum at the end of the program. If you choose a concentration, the capstone course requires a topic choice relevant to that concentration. COML 602 is considered a full-time course for the semester in and of itself.

Equivalent: COML 680, ORGL 620

COML 607. Certification Credit. (3 Credits)**COML 611. Seminar Continuation. (1 Credit)**

May be repeated for credit.

Required of all graduate students to maintain continuous enrollment in the program while completing their final project.

COML 690. Directed Study. (0-3 Credits)

May be repeated for credit.

Arranged with faculty.