The Master of Arts in Leadership Studies student handbook provides comprehensive information regarding the program mission and vision, degree plans, financial information, course descriptions, advising, faculty, graduate certificate and other resources for current and prospect students.


These resources together provide definitive guidelines and policy for students on graduate admission requirements, the UTEP application process, registration procedures, tuition costs, curricular expectations, graduation information, student life issues, and all other university policies and procedures that students are required to know. Students have the responsibility to be aware of and comply with all official requirements, policies, procedures and deadlines in both documents.
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General Information

The MA in Leadership Studies* has been offered by UTEP since 2005 and has assisted over 1000 students to attain their graduate degrees. While the program was initially established for a specific military population, over time we have evolved into a more comprehensive program who serves all types of students; military and civilian, recent college graduates and established career professionals, athletes and government officials, men and women from non-profit and for profit organizations, students in El Paso and students located throughout the world.

Our Faculty, many of whom have been with the program since its establishment in 2005, is also diverse with educational and professional experience that makes them eminently qualified to teach at UTEP and in the Leadership and Community Engagement program in particular.

*This is a non-Thesis program; instead, it requires a Capstone course.

Mission

To educate, enhance and transform the lives of our students.

Vision

We envision a society in which those in leadership and management positions affect changes that benefit individuals, groups, communities, and organizations through the application of time-tested practices, innovative problem solving, and the knowledge, skills, and abilities necessary to anticipate and embrace change.

Program Goals

Provide students with the requisite knowledge base necessary for developing careers as leaders and managers. Graduates will possess a broad understanding of leadership and management concepts, know how to apply these concepts in a rapidly changing environment, and be able to adapt these concepts to their particular areas of specialization and content areas specific to their individual career goals and objectives.
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Master of Arts in Leadership Studies

Our interdisciplinary program is designed to stress the knowledge, skills, values, and behaviors essential to successful organizational leaders. The curriculum components are designed to produce professionals capable of intelligent and creative analysis, communication, and action in leadership functions. Some flexibility in the curriculum is permitted to meet the educational needs of our diverse array of students who are often at different points of time in their careers.

Program Highlights

- Requires a total of 33 credit hours (11 courses) to complete the program.
- We are a non-thesis program. We offer a rigorous capstone course focused on ethical leadership to cater to the needs of our largely professional student base.
- We offer both online and hybrid (face to face). Students can take their courses entirely online, or in class, or do a combination of both.
- ALL STUDENTS are required to take at least 7 required courses. Transfer credit limit is 4 courses (12 hours).
- The average length of the program is 2 years. It is possible to complete the program in 1.5 years - this will depend on the individual degree plan a student builds with the guidance of the program advisor.
- Students who transfer 4 courses (12 hours) can complete the program in 1 year.

Required Courses

1. MLS 5300: Contemporary Concepts of Leadership
   A review of fundamental principles and concepts of leadership, with analysis of classic literature and application to current issues.

2. MLS 5303: Applied Research Methods
   Focuses on methods of research used in leadership processes such as: interviewing, surveys, observational, and ethnographic research. Also discusses basic methodologies in research. E.g. developing research questions, determining research variables, and assessing feasibility of various research methods.

3. MLS 5315: Organizational Theory and Behavior
   Introduction to the major theories in organizational theory and administrative behavior and their uses in diagnosing organizational problems. Addresses key organizational functions and emphasizes organization-environment relationships.

4. MLS 5321: Leadership in Complex Organizations
   Studies leadership in complex operating environments, such as those with multiple contexts, constituencies, and functions. Topics will include but not be limited to: diversity and leadership, conflict management, leadership and changes in organizational structures, and leadership in times of downsizing.

5. MLS 5326: Leadership of Organizational Change
   Studies leadership behaviors that initiate, implement and sustain transformational organizational change as well as incremental innovations. Focus is on
follower/audience analysis, context analysis, strategy development and implementation.

6. **MLS 5331: Leadership Communications**
   Studies communication media/channels used in the process of exercising leadership, depending on audiences and contexts. Students develop and analyze messages used in the processes of leadership, including but not limited to motivation, inspiration, and decision-making.

7. **MLS 5340: Team Based Leadership** (Optional - can be taken as a concentration course)
   Studies leadership within team structures, and the exercise of leadership by teams, rather than individuals. Includes foci on collaborative leadership, connective leadership, cooperative leadership, and the effects of group dynamics on processes of leadership, such as decision-making.

*The final program requirement is the completion of the capstone course:*

8. **MLS 5351: Ethics and Leadership Capstone**
   Requires students to study a leader or leadership situation in which the use, or absence, of ethical behaviors was critical and paramount. Course will include readings in ethics, in addition to materials used in previous courses, as preparation for completion of the capstone project.

**Concentrations**

Students who do not transfer any credit hours may choose from the 4 concentrations offered:

1. **Communication**
2. **Public Administration**
3. **Intelligence and National Security Studies**
4. **Leadership and Community Engagement (This New Official Concentration coming soon)**

Students can elect only one concentration, but there may be flexibility in transferring credits from other programs (this will depend on the degree plan the student builds in consultation with the program advisor). To explore more about the concentration programs, please click on the specific programs above. Once a student elects a concentration, please note that they are not necessarily entitled to signing up for any concentration course they would like to. Enrollment is based on several factors such as:

- the student’s GPA. If you were accepted into the program conditionally, it is not likely that you would be approved to enroll for an advanced concentration course. For more information on conditional acceptance, please contact the program to learn more about our admissions policies.
- individual schedules.
- degree plan developed with the MLS program advisor.
- what courses are offered and available in the particular semester the individual student decides to take their concentration courses.
Degree Plan

While every degree plan is developed in consultation with the program advisor based on a student's individual needs and unique situations, below is a general degree plan to help students get an approximate idea of the MLS program structure.

Required Credits for Graduation: 33 credit hours (1 course = 3 hours)
Required Minimum Grade Point Average (GPA): 3.0

**MLS Required Courses**

Check one:
- Hybrid (face to face classes)
- Online
- Both

Required Courses: 24 credit hours

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<tr>
<th>Course</th>
<th>Title</th>
<th>Term</th>
<th>CRN</th>
<th>Grade</th>
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<tbody>
<tr>
<td>MLS 5300</td>
<td>Contemporary Concepts of Leadership</td>
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<td>MLS 5303</td>
<td>Applied Research Methods</td>
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<td>MLS 5315</td>
<td>Organizational Theory and Behavior</td>
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<tr>
<td>MLS 5321</td>
<td>Leadership in Complex Organizations</td>
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<td>MLS 5326</td>
<td>Leadership of Organizational Change</td>
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<td>MLS 5331</td>
<td>Leadership Communications</td>
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<tr>
<td>MLS 5340</td>
<td>Team Based Leadership</td>
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<tr>
<td>MLS 5351</td>
<td>Capstone - Ethics and Leadership</td>
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**Note:** The Capstone course is an accumulation and demonstration of everything learned during the students' entire progress through the program. Thus, it should be the last course taken by students before graduation except for in special cases.

**Concentration Courses**

Check one:
- Credit Transfer: *Insert the number of credits transferred.*
  Note: As per Graduate School policy, no more than 12 credit hours can be transferred towards this degree.
- Elected Concentration: *Insert one of the concentrations here*

Concentration Courses: 9 credit hours

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<th>Course</th>
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**ALL REQUIREMENTS MUST BE COMPLETED WITHIN 6 YEARS OF GRADUATION DEGREE AWARD**

Program Advisor Signature and Date

Student Signature and Date
Academic Standing

- Graduate students are required to maintain a 3.0 cumulative grade point average (CGPA) to remain in good academic standing.
- Academic standing is based on the CGPA not the term or major grade point average.
- All graduate coursework is part of the graduate academic record or transcript, and all respective grades are part of the graduate cumulative GPA.
- At the graduate level, courses cannot be repeated for GPA recalculation.
- Students requesting authorization from the Graduate School for approval of co-op, TA/RA or other types of employment or assistantships must have a 3.0 cumulative grade point average.

Academic Probation

Academic probation occurs when the student’s CGPA falls below 3.0. Students will have nine hours of course work to raise their CGPA above 3.0 or be subject to dismissal. In rare circumstances, at the discretion of the program and the approval of the Graduate School, probation can be extended beyond nine hours. A student may resume enrollment in cases of continued probation.

Academic Dismissal

- Dismissal occurs after the probationary period of nine hours of enrollment beyond initial probation and the CGPA remains below 3.0
- The Graduate School notifies programs when a student record is flagged for dismissal.
- The program then submits a recommendation for continued probation or dismissal. The Graduate School then notifies the student accordingly.
- Dismissal is not automatic but access to enrollment is temporarily suspended until the program submits a recommendation for continued probation or dismissal.
- With dismissals, enrollment is administratively withdrawn, student records inactivated, and the graduate admission changed from admitted to dismiss.
- Dismissal also occurs based on a student’s failure to meet program specific academic standards as stated in the Graduate Catalog or if a conditionally admitted student fails to fulfill admission conditions.
- Programs may only recommend dismissal. The Graduate School generates official notification of dismissal.
- At the graduate level, students are dismissed, not suspended.

Appeals, Reinstatement, Readmission

- A dismissed student may petition the program for reinstatement after a full semester not enrolled at UTEP.
• The program graduate committee, through the respective college dean, initiates appeals for reinstatement.
• If reinstated, the student remains on probation and must earn at least a 3.0 CGPA by the conclusion of the next semester of enrollment.
• A dismissed student has the option of immediately applying to a different graduate program by submitting a new application and paying the application fee.
• If admitted to a new program, the student remains on academic probation.
• Academic Fresh Start is not an option at the graduate level.
• A student may file a formal grade grievance through the Dean of Students Office.

Grades
• Only grades of A, B, and C generate graduate credit although individual programs may have additional grade requirements.
• Repeat enrollment of a course for grade replacement or CGPA recalculation is not an option at the graduate level. A student may elect to repeat a course; both enrollments and grades will appear on the transcript and affect the cumulative grade point average, but only the most recent enrollment is used to meet degree requirements.
• Students cannot be cleared for graduation with grades of I [Incomplete] or N [No grade assigned] on the final transcript or P [in progress] grade, if the course with the P [in progress] grade is required for degree completion.
• Graduation candidates with an I [Incomplete] grade on the final transcript will be awarded the degree the semester the I [Incomplete] grade is removed from the final transcript and final requirements are completed, which may be different from the original intended semester of graduation.

• The Standard grade mode appears in Goldmine/Banner with a grade mode indicator of “S”.
• At the end of a course with a standard grade mode, a final grade of A, B, C, D, F, I, N, P, W, CR shall be awarded.
• Please note that a “P” grade does not stand for Pass. P grade stands for in-Progress. A P in-Progress grade does not affect the cumulative grade point average or Earned Hours. P grades are “Attempted” hours and should be assigned in courses where continual enrollment until completion is required such as thesis or dissertation. Upon successful completion of the thesis or dissertation, the instructor of record shall award an appropriate standard letter grade or pass/fail grade.

Pass/Fail Grade Mode: S-Satisfactory or U- Unsatisfactory
• The Pass/Fail grade mode appears in Goldmine/Banner with a Grade Mode indicator of “P”.
• At the end of a pass/fail course, a final grade of S [Satisfactory] or U [Unsatisfactory] shall be awarded.
P (in Progress) Grade Update

- Upon approval of the graduation application, the Graduate School flags the student record with a code that prompts a script running in Banner to update thesis or dissertation P grades at the conclusion of the semester during roll-to-history.
- The Banner P [in progress] Grade Update program updates P grades provided the professor of record assigns the appropriate grade (standard or pass/fail) to the final enrollment of thesis or dissertation.
- If the professor of record fails to assign the correct grade, the Records Office requires a grade change form to update each P grade before the student can be awarded the degree.

Graduate Certificate in Leadership Studies

- The Graduate Certificate program offers the same classes as the MA in Leadership Studies program.
- Serves as a stand-alone certificate for students not seeking the commitment of a full master’s degree.
- We offer both online and hybrid (face to face) courses.
- Students can take their courses entirely online, or in class, or do a combination of both.
- Requires a total of 15 credit hours (5 courses) to complete the program.
- Students are required to take all 5 courses. No transfer credits are accepted.

Required Courses

Students must take all 4 courses:

1. **MLS 5300: Contemporary Concepts of Leadership**

   A review of fundamental principles and concepts of leadership, with analysis of classic literature and application to current issues.

2. **MLS 5303: Applied Research Methods**

   Focuses on methods of research used in leadership processes such as: interviewing, surveys, observational, and ethnographic research. Also discusses basic methodologies in research. E.g. developing research questions, determining research variables, and assessing feasibility of various research methods.

3. **MLS 5315: Organizational Theory and Behavior**

   Introduction to the major theories in organizational theory and administrative behavior and their uses in diagnosing organizational problems. Addresses key organizational functions and emphasizes organization-environment relationships.

4. **MLS 5331: Leadership Communications**

   Studies communication media/channels used in the process of exercising leadership, depending on audiences and contexts. Students develop and analyze messages used
in the processes of leadership, including but not limited to motivation, inspiration, and decision-making.

Electives

Students must choose 1 course:

1. **MLS 5351: Ethics and Leadership Capstone**
   Requires students to study a leader or leadership situation in which the use, or absence, of ethical behaviors was critical and paramount. Course will include readings in ethics, in addition to materials used in previous courses, as preparation for completion of the capstone project.

2. **MLS 5340: Team Based Leadership**
   Studies leadership within team structures, and the exercise of leadership by teams, rather than individuals. Includes foci on collaborative leadership, connective leadership, cooperative leadership, and the effects of group dynamics on processes of leadership, such as decision-making.

3. **MLS 5321: Leadership in Complex Organizations**
   Studies leadership in complex operating environments, such as those with multiple contexts, constituencies, and functions. Topics will include but not be limited to: diversity and leadership, conflict management, leadership and changes in organizational structures, and leadership in times of downsizing.

4. **MLS 5326: Leadership of Organizational Change**
   Studies leadership behaviors that initiate, implement and sustain transformational organizational change as well as incremental innovations. Focus is on follower/audience analysis, context analysis, strategy development and implementation.

Individual certificate plans will be created to meet the needs of individual in consultation with the program advisor.

Admission Requirements

Please follow all the instructions very carefully. Only completed applications will be reviewed! Applying to the wrong category or uploading documents that do not satisfy the application requirements will be returned, and will delay the admissions process. All uploaded documents must be in PDF format! If you have any questions about applications, contact the program directly.

Online Application

- Complete and submit the Application to the Graduate School here.
- Domestic/Mexican students - $45, International students - $80
- Once you select your category from the options above, scroll down to Liberal Arts choose "Leadership Studies Graduate Certificate".
- Click on the semester for which you are applying.
- There is no application deadline for the MLS program.
Official Transcripts

- Order your official transcripts from the university where you received your undergraduate degree and have them mailed to:

  *The University of Texas at El Paso*
  *Kelly Hall Room 215, Attn: Program Advisor*
  *500 West University Avenue*
  *El Paso, TX 79968*

- Transcripts must show the degree awarded.
- Transcripts mailed to us from applicants themselves will NOT be accepted as official transcripts!
- We accept e-scripts. E-scripts can be sent to us at mrleal@utep.edu or setelless@utep.edu.
- Students who received their undergraduate degrees from UTEP do not need to order transcripts.
- Please order your transcripts as soon as possible, you will NOT be able to register for courses until your transcripts have been received.

Statement of Purpose

- Address your educational and career goals, your reasons for pursuing an MLS degree, and how you believe it will benefit you in your Statement of Purpose.
- The Statement of Purpose should demonstrate your potential to think, write and communicate at the graduate level.
- Statements of Purpose must be:
  - 1-2 pages, single spaced
  - in Times New Roman, 12-point font
  - in structured essay format (introduction, body, conclusion)
  - written in formal, professional, or academic style
  - in PDF format

For International Students: TOEFL Exam

- A score of 550 or higher on the TOEFL exam
- An in person or telephone interview

Application Decision

Under normal circumstances, an application decision should be expected within 8-10 business days once the complete application packet is submitted to the Graduate School. Please note that our admissions committee can not view any application until it is complete and submitted.
**Tuition**

Tuition rates are subject to change every fiscal year.

*NOTE: Tuition is due on the first day of class! Students who do not meet the deadline will possibly be dropped for non-payment! To be reinstated in the class, students would incur a $200 reinstatement fee and a $50 late registration fee.*

**Hybrid (face to face) Courses at Fort Bliss**

Cost per course (3 credit hours) for **Residents** - $1,164.01

Cost per course (3 credit hours) for **Non-Residents** - $2,783.95

**Online Courses**

Flat fee for all students - **$1,284.00** per course

**Other Information**

- For incidental fees and other fees, please visit the [Student Business Services](#) website and view the [Tuition and Fees Schedule](#) for the semester for which you are applying to the MLS program.
- For scholarship information, please visit the [Office of Scholarships](#) website.
- For financial aid, please visit the [Financial Aid](#) website.
- For military student financial assistance ([Tuition Assistance](#), [Veterans Assistance](#), [Hazelwood](#)), please visit the [Military Student Success Center](#) website.
- For Army students using Tuition Assistance, please enroll through [GoArmy.Ed](#).

**MLS degree: Civilian/Regular Students**

Important Update: In light of the UTEP Testing Center remaining closed due to the COVID-19 Crisis, the MAT (Millers Analogy Test) requirement will be waived within the MLS application packet until the situation returns to normal. If you have any questions please email [mrleal@utep.edu](mailto:mrleal@utep.edu).

**Admissions Policy**

The Leadership and Community Engagement program takes a holistic approach to admissions. The admissions committee evaluates a wide range of factors that inform admission decisions based on the applicants’ potential success in our program. A low-test score does not mean an automatic rejection if the applicant has strong letters of recommendation, or a high GPA does not mean automatic acceptance if the statement of purpose does not indicate personal, educational, or career goals that the program would be able to support and facilitate. As a program, we adhere strongly to the belief that a student’s undergraduate grades are not solid indicators of graduate level success.
However, students admitted into the program with GPAs below 3.00 will be accepted with Conditional Acceptance (academic probation). If such students are not able to earn a GPA of at least 3.30 after taking their first nine hours (3 courses), they are subject to being dismissed from the program. All students are expected to maintain a GPA of 3.00 of higher throughout their time in the program.

Admission Requirements

Only completed applications will be reviewed! Applying to the wrong category or uploading documents that do not satisfy the application requirements will be returned, and will delay the admissions process. All uploaded documents must be in PDF format! If you have any questions about applications, contact the program directly.

Online Applications

- Complete and submit the application to the Graduate School [here](#).
- Domestic/Mexican students - $45, International students - $80
- Once you select a category from the options above, scroll down to Liberal Arts and choose "Leadership Studies".
- Click on the semester for which you are applying.
- There is no application deadline for the Leadership and Community Engagement program.

Official Transcripts

- Order your official transcripts from the university where you received your undergraduate degree and have them mailed to:

  **The University of Texas at El Paso**
  **Kelly Hall Room 215, Attn: Program Advisor**
  **500 West University Avenue**
  **El Paso, TX 79968**

- Transcripts must show the degree awarded.
- Transcripts mailed to us from the applicants themselves will **NOT** be accepted as official transcripts.
- We also accept e-scripts. E-scripts can be sent to us at [mrleal@utep.edu](mailto:mrleal@utep.edu) or [setelless@utep.edu](mailto:setelless@utep.edu).
- Students who received their undergraduate degrees from UTEP do not need to order transcripts.
- Order your transcripts as soon as possible, you will **NOT** be able to register for courses until your transcripts have been received.

Miller Analogies Test (MAT)

- Miller Analogies Test (MAT). Demonstrate academic achievement and potential as indicated by the results of the MAT exam. Applicants in the El Paso area can take the exam at UTEP by registering with the [UTEP Test Center](#).
• Cost of the test at UTEP is $55, costs may vary depending on the test center or area where you take the exam.
• To prepare for the exam, review the MAT Study Guide.
• There is no minimum score requirement.
• Students who have taken other exams like the GRE or GMAT within the last 5 years may be eligible to substitute those test scores in place of the MAT. Contact the program for more information.

Statement of Purpose

• Address your educational and career goals, your reasons for pursuing an MLS degree, and how you believe it will benefit you in your Statement of Purpose.
• 1-2 pages, doubled spaced and in PDF format.
• Times New Roman, font size 12.
• Structured in essay format (Intro, body, conclusion).

Resume or CV

• PDF format, (1-2 pages).

Letters of Recommendation

• We require 3 strong letters of recommendation from every applicant.
• 2 of the 3 letters must be academic letters of recommendation from professors to evaluate your ability to succeed in a graduate level program. The third letter can be a professional letter from a job supervisor or an internship coordinator (must be work related).
• Letters from coaches or other athletic directors may serve as a professional letter of recommendation, but do not count as an academic letter.
• Letters from family members, friends, high school teachers/administrators, or members of the clergy are not acceptable.
• For applicants who have been out of school for 2 years or more, we accept professional letters of recommendation.
• Letters of Recommendation must contain:
  o Official letterhead of the university or institution from which the individual is writing
  o Must be signed by the individual
  o Must be in PDF format
• Only letters that meet the above requirements will be accepted.

International Students

• TOEFL exam with a score of 550 or higher.
• An in person or telephone interview.

Application Decision

Under normal circumstances, an application decision should be expected within 8-10 business days once the complete application packet is submitted to the Graduate School.
Please note that our admissions committee cannot view any application until it is complete and submitted.

**Credit Transfer Policy**

**Transfer Credits**: Courses that count as concentration credit

**Substitution Credits**: Courses that count as one of the MLS required courses. The final determination is done by the Dean of the College of Liberal Arts.

If you believe you have a course(s) that could be eligible for credit transfer/substitution towards the MLS degree, order the official transcripts from that particular university and have them sent to our address. Only the following will be accepted for transfer credits:

- Graduate level courses
- Courses that did not contribute towards another master's degree
- Courses that have final grades of B or higher

We accept no more than 12 graduate credits for transfer.

Credit Transfer/Substitution requests will be evaluated and processed by the program advisor for further approval. Note that the final decision depends on the Dean of the College of Liberal Arts, which the Leadership and Community Engagement Program resides under.

**MLS degree: USASMA & ADACCC Students/Graduates**

**Admission Requirements**

Please follow all the instructions very carefully. Only completed applications will be reviewed! Applying to the wrong category or uploading documents that do not satisfy the application requirements will be returned, and will delay the admissions process.

**Online Application**

- Complete and submit the application to the Graduate School [here](#).
- Once you select your category, scroll down to the very bottom to find U.S. Army Sergeants Major Academy and Captains' Career Course Applicants and choose "Leadership Studies MOA".
- Click on the semester for which you are applying.
- There is no application fee for USASMA and ADACCC students.

**Official Transcripts**

- Order your official transcripts from the university where you received your undergraduate degree and have them mailed to:
Transcripts must show the degree awarded
Transcripts mailed to us from the applicants themselves will NOT be accepted as official transcripts!
We also accept e-scripts. E-scripts can be sent to us at mrreal@utep.edu or setelless@utep.edu.
Please order your transcripts as soon as possible.

DA Form 1059/Joint Service Transcript (JST)

If you already have your 1059, please send them to us. We accept both hard copies and e-copies.
Order a copy of your Joint Service Transcript (JST) to be sent to UTEP.
An official copy of your Joint Service Transcript (JST) is required to receive any Veteran’s Administration benefits.

Statement of Purpose

Address your educational and career goals, your reasons for pursuing an MLS degree, and how you believe it will benefit you in your Statement of Purpose.
The Statement of Purpose should demonstrate your potential to think, write and communicate at the graduate level.
Statements of Purpose must be:
  o 1-2 pages, single spaced
  o in Times New Roman, 12-point font
  o in structured essay format (introduction, body, conclusion)
  o written in formal, professional, or academic style
  o in PDF format

(*) Graduate School requirement for accreditation purposes.

Resume or Curriculum Vitae

1-2 pages
PDF format

(*) Graduate School requirement for accreditation purposes

3 Letters of Recommendation

We require 3 strong letters of recommendation from every applicant.
2 of the 3 letters must be academic letters of recommendation from professors to evaluate your ability to succeed in a graduate level program. The third letter can be a
professional letter from a job supervisor or an internship coordinator (must be work related).

- Letters from coaches or other athletic directors may serve as a professional letter of recommendation, but do not count as an academic letter.
- Letters from family members, friends, high school teachers/administrators, or members of the clergy are not acceptable.
- For applicants who have been out of school for 2 years or more, we accept professional letters of recommendation.
- Letters of Recommendation must contain:
  - Official letterhead of the university or institution from which the individual is writing
  - Must be signed by the individual
  - Must be in PDF format
- Only letters that meet the above requirements will be accepted.

(*) Graduate School requirement for accreditation purposes

Application Decision

Under normal circumstances, an application decision should be expected within 8-10 business days once the complete application packet is submitted to the Graduate School. Please note that our admissions committee can not view any application until it is complete and submitted.

Degree Plan

Required Courses: 24 credit hours

1. MLS 5300: Contemporary Concepts of Leadership
2. MLS 5303: Applied Research Methods
3. MLS 5315: Organizational Theory and Behavior
4. MLS 5321: Leadership in Complex Organizations
5. MLS 5326: Leadership of Organizational Change
6. MLS 5331: Leadership Communications
7. MLS 5340: Team Based Leadership
8. MLS 5351: Capstone - Ethics and Leadership

Transfer Credits: 9 credit hours

- Students who are concurrently enrolled in or completed the Sergeants Major Course (Resident and Non-Resident) can transfer 9 credit hours in accordance with the American Council of Education (ACE) Military Guide and the Memorandum of Agreement (MOA) between the United States Sergeants Major Academy (USASMA) and UTEP. The DA form 1059 is required for the Leadership and Community Engagement program to accept and process the paperwork to transfer these credits.

- Students who are concurrently enrolled in or completed the Air Defense Artillery Captains Career Course can transfer 9 credit hours in accordance with the ACE Military Guide recommendation. Students who completed the ADACCC before
Spring of 2017 may be eligible to transfer 12 credit hours. The DA form 1059 is required for the MLS program to accept and process the paperwork to transfer these credits. For information on other Captains Career Courses please see MLS Degree: Other Military Students section.

**MLS degree: Other Military Students**

Military students not covered by the two Memorandums of Agreement with the Army, are subject to normal admission policies.

Important Update: In light of the UTEP Testing Center remaining closed due to the COVID-19 Crisis, the MAT (Millers Analogy Test) requirement will be waived within the MLS application packet until the situation returns to normal. If you have any questions please email mrl@utep.edu.

*Military Transfer Credit may be possible. If you believe you may have credit eligible for transfer please send us a copy of your Joint Service Transcripts and we will conduct an evaluation to determine if any transfer credit is possible. Email setelless@utep.edu or mrl@utep.edu with any questions.*

**Course Registration**

All students must get advised every semester before enrolling in courses. For students unable to meet with the advisor in person, an email can be sent informing the program of the courses the students intend to take. If approved, the program will remove the advising holds which will allow students to register for courses on Goldmine. To register on Goldmine:

- Go to my.utep.edu
- Sign in to your UTEP account
- Click on the Goldmine icon
- Select Registration
- Select Register and choose the semester for which you are enrolling
- Select Leadership Studies, Graduate Level, and either 100% Online or Hybrid
- Select courses that you want to enroll in

For more information on how to enroll, click [here](#).

*Note: After Census Day for the regular semester, which is approximately after the start of the term, students can no longer enroll themselves in classes. Students who wish to enroll in classes with a start date after the semester Census Day will need to contact the program to be enrolled.*

If you need to request the program to register for classes for you:

- [Call us](#) to make an appointment to meet with the program advisor OR
- Send an email to mrl@utep.edu or setelless@utep.edu
In your email be very clear and add that you "authorize the Leadership and Community Engagement program to register" or "enroll" you in your requested course(s).

- Add the **Course name, number and dates** (E.g. MLS 5300, CRN 28867, 6 Feb - 8 Apr, 2017).
- The program will contact you via email to let you know when you have been registered.
- **Note: Tuition is due on the first day of class! Students who do not meet the deadline will possibly be dropped for non-payment! To be reinstated in the class, students would incur a $200 reinstatement fee and a $50 late registration fee.**

### Sample Syllabi

<table>
<thead>
<tr>
<th>Course</th>
<th>Taught By</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLS 5300 Contemporary Concepts of Leadership</td>
<td>Dr. Renegar, Dr. Noopila</td>
</tr>
<tr>
<td>MLS 5315 Organizational Theory &amp; Behavior</td>
<td>Dr. Weaver, Dr. Driggers</td>
</tr>
<tr>
<td>MLS 5303 Applied Research Methods</td>
<td>Dr. Hanson, Dr. Schmersal</td>
</tr>
<tr>
<td>MLS 5321 Leadership of Complex Organizations</td>
<td>Professor McCune, Dr. Noopila</td>
</tr>
<tr>
<td>MLS 5326 Leadership of Organizational Change</td>
<td>Dr. Erbert, Dr. Noopila</td>
</tr>
<tr>
<td>MLS 5331 Leadership Communications</td>
<td>Dr. Avant-Mier, Dr. Aguirre</td>
</tr>
<tr>
<td>MLS 5340 Team Based Leadership</td>
<td>Dr. Chacon, Steve Telless</td>
</tr>
<tr>
<td>MLS 5351 Capstone - Ethics &amp; Leadership</td>
<td>Dr. Witherspoon</td>
</tr>
<tr>
<td>Elective* MLS 5360 Leadership on the Border</td>
<td>Dr. Aguirre</td>
</tr>
<tr>
<td>Elective* MLS 5361 Leadership in Diverse Cultures taught by</td>
<td>Dr. Witherspoon</td>
</tr>
<tr>
<td>Elective* MLS 5362 Sports Leadership taught by</td>
<td>Dr. Aguirre</td>
</tr>
</tbody>
</table>

Please note that these syllabi are samples of the courses as recently taught by the professors. They are not to be treated as the actual syllabi, but as references to help students get a general idea of what the course(s) may entail.

The sample syllabi can be found on our website [https://www.utep.edu/liberalarts/leadership-and-community-engagement/schedules-textbooks-syllabi/online-students.html](https://www.utep.edu/liberalarts/leadership-and-community-engagement/schedules-textbooks-syllabi/online-students.html)

### Acquiring Textbooks

It is the responsibility of each student to acquire required textbooks. Students, whether based on UTEP, USASMA, or Fort Sill, can explore resources provided by their local institutional libraries. Almost any online book retailer (e.g. Amazon, Chegg - [Chegg Textbook Destination](https://www.chegg.com)) can be used to order textbooks. Several are available as e-books as well as audio books (e.g. Audible).

Textbooks are available for renting or purchase through the UTEP Bookstore. Get more information through their website [here](https://www.utep.edu/). One site which we have had excellent results with is [Big Words](https://www.bigwords.com). Big Words offers several options as far as obtaining textbooks: rentals, buyback, new, and used options. What is most important, however, is that this site has the ability to look through all the major book sites to find the best prices for the options you choose.
To use this site:

~ Type in the ISBN number or title of the book you seek
~ Click on Buy or Rent
~ Repeat steps for each text
~ When complete, click on Start Price Comparison
~ Once the comparisons are done, the site will show you the cheapest books

On the price comparison page, on the left hand side, you will have the option to choose the type of book you want (New, Used, Rental, etc).

Also on this page, you will be given the options, Best Combination and One Store. The Best Combination option would be the cheapest possibly using several stores and the One Store option is the cheapest price coming from a single store.

**Synchronous Online Learning**

Synchronous learning is online or remote education happening in real time. This learning alternative will be offered instead of the hybrid classes starting Fall 2020 due to the COVID-19 pandemic.

**Orientation**

As an initiative of the Division of Student Affairs the UTEP Community of Care Program was developed to encourage positive, respectful behavior. The New Student Orientation (NSO) modules are a requirement to introduce new Miners to the expectations and level of awareness desired from students.

The modules consist of the topics below:

- Introduction to UTEP Community of Care
- Academic Integrity
- Suicide Prevention
- Alcohol and Substance Abuse
- Sexual Harassment & Sexual Misconduct
- Campus Safety

Students enrolling in the program will be required to view the modules in order to relieve any corresponding holds on their accounts. Below is the website to login to the NSO modules and to learn about any of the additional information behind their purpose.

https://communityofcare.utep.edu/new-student-orientation-modules/home-2
Graduation Checklist

The Leadership and Community Engagement program begins to process graduation paperwork for students at the beginning of the semester of expected graduation date. We encourage every student to keep a copy of their degree plan and keep track of it so you have a good idea of when you will graduate. In order to apply for graduation, every student must:

1. Have a **GPA of 3.0 or higher**. If your GPA is lower you will have to take additional classes to bring it up to a minimum of 3.0.
2. Fill and complete the **Application for Graduate Degree form**. The address on file at UTEP is the one your diploma will be mailed to with the name appearing on the diploma as it is in your official record. Changes can be made by contacting graduation@utep.edu.
3. Pay the application fee of **$35 before the deadline** or **$50 after the deadline**. Deadlines change every semester, track the calendar here.
4. RSVP or decline attendance at the Hooding Ceremony and Commencement. More information on these events are provided below.
5. Purchase your graduation regalia if you plan to attend.

Your signed **Application for Graduate Degree form**, along with your **degree plan** (and 1059 for military students), must be **approved and signed** by:

1. The Leadership and Community Engagement Program Advisor
2. The Dean of the College of Liberal Arts
3. The Dean of the Graduate School

Only when all these approvals have gone through will you become eligible to graduate and participate in the graduation events. For a more in depth description of this Graduation Checklist visit **Graduation Information Session Presentation** or visit the Graduate School's website.

**Degree Conferral**

The process of certifying all graduate degrees continues after commencement (early May for Spring Graduation, early December for Fall Graduation). After the certifying process is completed for the entire university (both graduates and undergraduates), orders are made for printing diplomas. Because there are thousands of students graduating every semester, students usually receive their diplomas in the mail only 8 - 10 weeks after commencement.

For students requiring their diplomas for a job interview for example, the Graduate School can issue a Letter of Completion that verifies that the student has completed their requirements and are just awaiting certification. For more information, please contact the program.
Graduation Events

Graduation events take place 2 times every academic year (May and December). Once you have successfully applied for graduation with the help of the MLS program you will be contacted for the following events:

1. Hooding Ceremony

The Hooding Ceremony for Leadership and Community Engagement students is organized by the College of Liberal Arts to celebrate its graduating class. To view the date, time, and location of upcoming Hooding Ceremonies click here.

- You will get an email from the College of Liberal Arts with a form to RSVP for the Hooding Ceremony.
- If you wish to attend, complete the form and reply to confirm your attendance.
- The form will also ask you who your hooding professor is (the professor who will confer your master's hood to you on stage at the ceremony). Before putting down a name, make sure you have confirmation from that professor.
- There is no limit on the number of family members and friends who may attend your Hooding Ceremony (BUT arrive early to obtain optimal seating)
- If you do not wish to attend, reply to the email and decline attendance.

2. Commencement

The Commencement is the university wide degree conferral ceremony. To learn more about the history of commencement, click here. To view the date, time, and location of upcoming Commencements, click here.

- You will get an email from the Registrar's Office to RSVP for Commencement.
- If you wish to attend, reply to confirm your attendance and you will receive an email with instructions and detailed information about Commencement day.
- There is no limit on the number of family members and friends who may attend your Commencement Ceremony (BUT arrive early to obtain optimal seating)
- If you do not wish to attend, reply to the email and decline attendance.

Graduation Regalia

If you plan to attend graduation events, you need to purchase your graduation regalia. Look out for emails about Graduation Fairs held at the UTEP campus multiple times every semester.

You can buy the full graduation regalia (cap, gown, tassel, hood, UTEP medallion, alumni mug, alumni t-shirt, etc) at the UTEP Bookstore OR, you can order just the cap, gown, tassel, and hood through the UTEP Bookstore no later than 5 weeks prior to Graduation. Graduation packs go fast so we recommend ordering them right after you receive the emails inviting you to participate for the Graduation events. For more information on how and when to purchase regalia, please contact (915)747-5594 or (915)747-2724.
Outstanding Student Awards

Student Selection Process

Each fall and spring UTEP graduation, the Leadership and Community Engagement Program recognizes a number of graduates with Outstanding Student Awards. These awardees may be online and/or hybrid/in class students.

The criteria for being selected as a Leadership and Community Engagement Outstanding Student is first a 4.0 GPA. Once the list of 4.0’s has been completed, it is sent out to all Leadership and Community Engagement Faculty so that they can vote on their top selection. Once the votes have been submitted and the Outstanding Students have been confirmed, official letters notifying and congratulating each of the receipts will be drafted signed by the Leadership and Community Engagement Program Director, Areli Chacon Silva, and sent by mail or handed to them in person.

The recipients will be notified in the letter that if they choose to attend the College of Liberal Arts Awards and Hooding Ceremony they will be recognized onstage specifically for being chosen as one of the Leadership and Community Engagement Outstanding Students. To be chosen as a Leadership and Community Engagement Outstanding student is a great achievement that a student can be proud of for the rest of their lives.

Additional Resources

Military Funding Information

- Army: Create a GoArmyEd account.
- Other services: Specific tuition assistance policies for that service.
- TA - based on credit hours. Pays for only 5 classes (16 credits per fiscal year)
- VA - based on months. Pays for 36 months of classes.
- Hazelwood - It only applies to people who entered Military Service in the State of Texas. It is based on credit hours, up to 150 credit-hours.

UTEP Office of Financial Aid

https://www.utep.edu/student-affairs/financialaid/

Newsletter
Dear Friends,

An unexpected public health crisis caused by COVID-19 has fundamentally altered the world. The response to the pandemic called for a great deal of improvisation from leaders. Decisions were made with empathy and humility despite the lack of a clear road forward. In a time of crisis, the most challenging task is to readjust when conditions change.

Access to quality and affordable education is more important than ever for full-time working professionals. At the University of Texas at El Paso, we serve a traditionally underserved population. With that in mind, we are proud to support first generation students, minority students, and men and women who serve our country in the public and private sector. We walk with them in the journey of pursuing a Master’s degree.

Our commitment is to continue building a culture of Leadership for UTEP, Fort Bliss, and the El Paso-Juárez metroplex. We envision for our students to be leaders who are resilient and quickly adapt to change. Leaders with a global vision but protective of their local community. Above all, a massive systemic change requires a level of inclusivity — one that may bring discomfort and conflicting points of view but in the end, the outcome will be greater than the addition of each individual effort.

Finally, as I welcome you to El Paso, UTEP, and to the MLS Program, I invite you to review the second issue of our newsletter. Have a wonderful academic year.

Stay safe and take care,

Areli Chacón Silva, Ph.D.
The curriculum was developed to expose students to the challenges of today's world like organizational change, complex organizations, and ethics.

The MLS program is designed to stress the knowledge, skills, values, and behaviors essential to successful organizational leaders. Our goal is not only to change our students' lives, but also the lives of those around them.

The curriculum components are designed to produce professionals capable of intelligent and creative analysis, communication, and action in leadership functions.

Flexibility is permitted in the curriculum to meet the needs of our diverse student population, who come from varied backgrounds and are often at different points in their careers.

We envision a society in which those in leadership and management positions affect changes that benefit individuals, groups, communities, and organizations through the application of time-tested practices, innovative problem solving, and the knowledge, skills, and abilities necessary to anticipate and embrace change.

Alumni Testimonials

"I was deployed to Romania and PCS to Germany and the online courses allowed me to achieve the requirements for the MLS and without any disruptions for course work."

"The professors and staff were very flexible as I had to complete my capstone paper once deployed to Iraq."

"The MLS program offered an entirely different view on the concepts, theories, and applications of leadership."
OUR CONCENTRATIONS

The Master of Arts in Leadership Studies degree is an 11-course, 33-semester credit hour program. Most students take 8 core courses and a 3-course concentration in another area which deals with their individual and professional goals. The approved concentrations for the MA in Leadership Studies are as follows:

COMMUNICATION

Students take courses from the MA in Communication degree. These courses expose students to the complexities of communications within and external to an organization. Some of the courses offered are COMM 5337, Seminar in Organizational Communication, COMM 5347, Communication and Positive Deviance, and COMM 5362, Organizational Communication.

INTELLIGENCE AND NATIONAL SECURITY STUDIES

Students who might be interested in working in the Intelligence field can take courses as varied as INSS 5303, Legal Issues in Intelligence and National Security to INSS 5308, Propaganda and Influence Operations, to INSS 5335, Transnational Criminal Organizations.

PUBLIC ADMINISTRATION

For people who wish to lead organizations in the public sector, the Public Administration concentration provides a background in how government and not-for-profit organizations work and are regulated. Courses can include PAD 5310, Public Policy Process and Institutions, PAD 5342, Risk Analysis, and PAD 5365, Policy Analysis and Decision Making.

COMMUNITY ENGAGEMENT

A concentration that was newly developed and will be available Spring 2021, which will include courses such as Sports Leadership, Leadership in Diverse Cultures, Border Leadership, Internship in Leadership Studies, and Special Topics in Leadership.
MEET THE TEAM

STEPHEN E. TELLESS, M.A.
PROGRAM MANAGER

Steve grew up outside of Plymouth, Massachusetts. After graduating high school in 1976, he joined the U.S. Army as an Air Defense Artillery (ADA) Operations and Intelligence Specialist. He served for more than 27 years in a variety of assignments in the U.S. and overseas including classified documents clerk, top secret control officer and document custodian, and first sergeant. Steve retired as a command sergeant major in November of 2003.

He attended the University of Texas at El Paso (UTEP) from 2004 to 2008, earning his Bachelor of Arts and Master of Arts degrees in Political Science. He has worked with the program since August 2007. When the Army decided to move the Air Defense Artillery School to Fort Sill in September 2009, Steve helped to create an online version of the courses required to complete the degree. In his almost 13 years with the program, Steve has helped almost 1,000 students earn their graduate degrees.

MATTHEW REY LEAL, M.A.
PROGRAM ADVISOR

Matthew graduated with a Master of Arts in Leadership Studies from UTEP in May of 2018. He attained the part time Graduate Research Assistant position at the Leadership Studies program upon his entry into graduate school and, one year later, attained the full time position of program advisor. He has traveled to Fort Sill, Oklahoma and to the 2019 College Council on Military Educators Conference held in Austin, Texas as part of his efforts to better understand and serve our Military Student population.

He received a Bachelors degree in Organizational and Corporate Communication with a minor in Theatre Performance from UTEP in 2016. He is a former Olympic-style Taekwondo fighter, holding a black belt and previously competing at a national level. He is a member of The ManKind Project, a non-profit organization that seeks to help men worldwide gain emotional self-awareness and a positive mission in life.
Dr. Aguirre received both his Bachelor’s (2007) and Master’s (2011) of Arts in Communication from the UTEP and his doctorate in Communication from the University of New Mexico (2015). His research has focused on a variety of topics within communication and leadership including intercultural communication, organizational communication, public relations, conflict management, sports leadership and communication, and interpersonal communication.

He just started his third year teaching in the program. He has a chapter on pedagogy and military affiliated learners that’s forthcoming and is currently working on turning his Teambuilding/Leadership Communication workshop into a book. Outside of academia, Dr. Aguirre frequently works as a photographer for local businesses in El Paso and recently launched his new podcast *The Forefront with Art Aguirre*. He loves spending time with his family, his girlfriend, Karla, his dog, Poppy, and is looking forward to participating in his second powerlifting competition in 2021.

Dr. Noopila grew up in Southern New Mexico and graduated from New Mexico State University with each of her degrees. She spent seven years overseas where she lived in Braunschweig, Germany and Helsinki, Finland. Dr. Noopila enjoys spending time with her husband Mikko and two daughters Maija and Mila. During the year, she has a pretty busy schedule traveling with her daughters who are competitive gymnasts.

She really enjoys traveling and routinely visits Oceanside, California to get some rest and relaxation at the beach.

Outside of the classroom and travel, she is very much into fitness, and enjoys running, working-out, bicycling and playing tennis. One goal that she is working towards is completing a half-ironman triathlon. Professionally, she continues to work in the classroom and performing research on Hispanic Serving Institutions and Leadership Education.
Zalma Hernandez, Graduate Assistant

Zalma earned her bachelor’s degree in Health Promotion with a minor in Community Health at UTEP. She is currently completing a Master of Science in Mental Health Counseling to follow a path to become a clinical Psychologist. During her undergraduate experience she conducted research in the areas of HIV and Hepatitis C prevention, substance use disorder, and nutrition education. She has worked at the Leadership and Community Engagement program since fall 2019 as a graduate assistant.

Nayla Bejarano, Research Assistant

Nayla recently started her Master of Public Health at UTEP. She has worked at the Leadership and Community Engagement program since 2017. She serves as a research assistant and conducts interdisciplinary research. Her current project seeks to address Latino mental health through advocacy and information. Outside of MLS, Nayla serves as the Social and Health & Wellness chair of Medical Professions Organization. She plans to attend medical school after completing her MPH.

Marisol Chavez, UG Research Assistant

Marisol is a senior majoring in Multimedia Journalism at UTEP. She has worked at the Leadership and Community Engagement program since 2018, and one of her main responsibilities is creating the program's newsletter. She is The Prospector's web editor, a student of the New York Times Journalism Institute, and a freelance border correspondent for the Dallas Morning News. She will be attending law school in the fall of 2021. She likes to call herself a poet.
LEADERS ARE FORGED IN CRISIS

AN ESSAY BY ASHLEY GRZEBENIAK

I had no choice but to step up and be a leader for my family. During the summer of 2018, my mother, who is also my best friend, was diagnosed with stage three breast cancer. It came as a shock to my entire family as my mother is forty-five years young, and also the glue that holds my family together.

From when I can remember, my mother had always been the informal leader of our team, she took care of not only my little brother and I, but my dad as well. However, the day we got the diagnosis, our leadership roles changed. I emerged as a temporary leader.

This diagnosis began to hinder how our team functioned, and our common goal even changed; we went from happiness to survival. The decisions we made as a team, began to revolve solely around my mother and her health, nothing else mattered anymore.

The result of this change was sudden and shocking. However, I stepped up and was able to keep my family afloat that summer. Although I had to go off to school in the fall, I made sure to educate both my father and brother on how our team needed to function in my absence. At that time, I was not aware of the different aspects of senior team leadership but, looking back, we exemplified all of Ruth Wageman's conditions to create an effective team.

We became a great team not only because we are blood related, but because we emerged stronger in the event of crisis. We also had a very compelling team purpose — to ensure my mother had nothing to worry about while she was fighting her battle. We used our individual strengths to ensure the household was organized and ran smoothly.

In the end our team was successful, it has been over a year now that my mother has been cancer free. This experience showed not only my family but myself that I truly do have the capabilities to be a great leader, and also changed the team dynamic of my family forever. We now appreciate my mother more, our great leader, and strive on a daily basis to help her as often as possible which has only bettered us as an effective team.

This was the toughest, most challenging year of my life but also the time I stepped up as a leader in my family when they needed me most.
Each fall and spring UTEP graduation, the Master of Leadership Studies gives Outstanding Student Awards to students within the program. Some of these students are online only students who may be anywhere in the world during the duration of their exemplary performance in our academic program. The other students are hybrid/in class students who have taken the majority of their MLS classes face to face with their instructors and peers.

The criteria for being selected as an MLS Outstanding Student is first a 4.0 GPA. Once the list of 4.0's has been completed, it is sent out to all MLS Faculty so that they can vote on their top selection. Once the votes have been submitted and the top Outstanding Students have been confirmed, official letter's notifying and congratulating each of the recipients will be drafted and signed by the MLS Program Director, Dr. Areli Chacón Silva, and sent by mail or handed to them in person.

The recipients are notified in the letter that if they choose to attend the College of Liberal Arts Awards and Hooding Ceremony they will be recognized onstage specifically for being chosen as one of the MLS Outstanding Students. To be chosen as an MLS Outstanding student is a great achievement that a student can be proud of for the rest of their lives.

**HYBRID PROGRAM**
- Richard Conner
- Megan Grant
- Brandon Procell
- Quentin Washington

**ONLINE PROGRAM**
- Andrew Bradshaw
- Rustin Kilburg
- Juan Canalda
Ryan Metz was born and raised in El Paso, Texas.

Even though he is only 25 years old, he has accomplished quite a lot.

He earned his bachelor’s degree in Mathematics with a concentration in Secondary education from the University of Texas at El Paso.

Last May, he graduated from our program with a master’s degree in Leadership Studies.

During his time as a student, he was also an athlete on the UTEP football team, where he was a starting quarterback during his four years of eligibility.

He was part of the Leadership and Community Engagement staff, working as a Graduate Assistant during his first year as a master’s student.

He is currently a Graduate Assistant for the UTEP football team, where he guides young athletes in their development to become professionals.

Ryan aspires to become a football coach and use what he has learned during his time at UTEP to shape a new generation of student athletes.

We are certain he is prepared to face his latest professional challenges and all that he will face in the future.
A native of Durango, Mexico, Carla migrated to the United States in 2012 to attend The University of Texas at El Paso.

Even though she could not speak English, she was able to pick up the language and receive a bachelor's degree in marketing and management with a concentration in human resources four years later with UTEP's PASE program aid, which offers financial assistance to students who are Mexican nationals.

She quit her job as a health care HR coordinator to enroll in UTEP's Graduate School. As a graduate student, she served on multiple campus committees as a representative from UTEP's Center for Community Engagement. She also coordinated the center's community work-study programs.

Off campus, she has volunteered for programs such as Villa Maria, Power of the Purse and the Juvenile Probation Department.

She was featured in the 2019 Winter Commencement Ceremony during Dr. John Wiebe's address to students as interim provost.

Although her time as an MLS student has concluded, Carla did not leave campus. She accepted a position as a recruiter in UTEP's Human Resources Department.

We are certain she is prepared to face her latest professional challenge and all that she will face in the future.
Our program director, Dr. Areli Chacón Silva is hosting coffee hours every Monday and Friday at 12 p.m.

Join her here: https://bit.ly/35zwQ4c
to talk about leadership, our program, and all you can do with an MLS degree.

LIKE US ON FACEBOK

facebook.com/UTEP.MLS

for more updates!