

Master of Public Administration

MPA6020: Cross-Sector Leadership and Collaboration

3 Credits

Fall 2025

October 27-December 21

Online

Meeting Days: N/A

Meeting Times: N/A

Meeting Location: N/A

Final Exam: (Day/Time): N/A

Instructor: Froswa Booker-Drew

Email: fbookerdrew@pointloma.edu

Phone:

Office Location and Hours:

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Course Description

This course equips the student to strategize as a leader that reaches across the public, private, and social sectors to collaborate in solving complex societal problems. Students will gain a thorough understanding of cross-sector collaboration theory, policy, and practical application as they explore their own leadership strengths as applied to the skills needed and processes involved in initiating, sustaining, and evolving partnerships.

Course Learning Outcomes

- (CLO1) Articulate the core principles, evaluation tools, and frameworks of cross-sector collaboration.
 - (CLO2) Evaluate the impact and sustainability of collaborative initiatives.
 - (CLO3) Explore the role of collaboration, systems, and design thinking in addressing complex issues.
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Program Learning Outcomes

Students who complete the program will be able to:

- Demonstrate dedication to public service through collaborative and ethical leadership.
 - Combine management approaches for fiscal and human resource management, policy formulation, and program administration to enhance service provision within non-profit and governmental sectors.
 - Deliver evidence-based analysis and corresponding solutions to pressing societal issues, incorporating public policy considerations.
 - Engage with a diverse population through a commitment to cultural responsiveness and equity.
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Institutional Learning Outcomes

1. Learning, Informed by our Faith in Christ

Students will acquire knowledge of human cultures and the physical and natural world while developing skills and habits of the mind that foster lifelong learning.

2. **Growing, in a Christ-centered Faith Community**

Students will develop a deeper and more informed understanding of others as they negotiate complex professional, environmental, and social contexts.

3. **Serving, in a Context of Christian Faith**

Students will serve locally and/or globally in vocational and social settings.

Required Texts and Recommended Study Resources

Note: Students are responsible for having the required textbooks prior to the first day of class. Students are also encouraged to begin reading the books in preparation for the class as soon as possible.

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law. All supplemental materials posted on this course site (including articles, book excerpts, or other documents) are provided for your personal academic use. These materials may be protected by copyright law and should not be duplicated or distributed without permission of the copyright owner.

Course Credit Hour Information

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3-unit class delivered over 8 weeks. It is anticipated that students will spend a minimum of 37.5 participation hours per credit hour on their coursework. For this course, students will spend an estimated 112.5 total hours meeting the course learning outcomes. The time estimations are provided below and in the Canvas modules.

Estimated Time to Complete Course

Activity Category	Time-to-Complete (Hours)
Required Resources	30

Discussions	25
Assignments	20
Reflective Leadership Essay	15
Final Assessment Video Presentation	22.5
Total:	112.5

Assessment and Grading

Weighted Grades

This course uses weighted grades. Each assignment category is worth a certain percentage of the total grade (100%) for the course, as specified in the table below:

Course Assignments

<i>Assignment Category</i>	<i>Percentage of Total Grade</i>
Assignments	20%
Discussions	20%
Final Assessment Video and Peer Reviews	30%
Reflective Leadership Essay	30%
Total	100%

Student grades for assignments will be posted in the Canvas gradebook no later than midnight on Tuesday of each week beginning in Week Two of this course. It is important to read the comments posted in the gradebook as these comments are intended to help students improve their work. Final grades will be posted by the due date as posted in the Academic Calendar.

Grading Scale

The following grading scale will be used for all exams and final course grades:

- 93 – 100% = A

- 90 – 92% = A-
 - 87 – 89% = B+
 - 84 – 86% = B
 - **81 – 83% = B-**
 - 78 – 80% = C+
 - *75 – 77% = C
 - 73 – 74% = C-
 - 71 – 72% = D+
 - 68 – 70% = D
 - Below 68% = F
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Incompletes and Late Assignments

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

PLNU Spiritual Care

Bakersfield Campus

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate students to encounter God and grow in their Christian faith. At the Bakersfield campus we have an onsite chaplain, Rev. Brent Kall, who is available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with Rev. Brent Kall, you may contact him directly at bkall@pointloma.edu. Also, there is a weekly Email Newsletter called “The Encourager” that provides a brief devotional and all his contact information.

Balboa Campus

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Balboa campus, we have an onsite chaplain, Rev. Kevin Portillo, who is available during

class break times across the week. If you have questions or a desire to meet or share any prayer requests with Rev. Portillo, you may contact him directly at KevinPortillo@pointloma.edu.

Liberty Station Campus

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate students to encounter God and grow in their Christian faith. At the Liberty Station campus we have an onsite chaplain who is available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with Dr. Sylvia Cortez Masyuk, you may contact her directly at scortezm@pointloma.edu.

Mission Valley

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our Graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain who is available during class break times across the week. If you have questions or a desire to meet or share any prayer requests with the onsite chaplain, you may email Dr. Sylvia Cortez Masyuk at scortezm@pointloma.edu.

In addition, on the MV campus, there is a prayer chapel on the third floor. It is open for use as a space set apart for quiet reflection and prayer.

State Authorization

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map on [State Authorization](#) to view which states allow distance education outside of California.

PLNU Copyright Policy

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU Recording Notification

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

PLNU Academic Honesty Policy

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when, in reality, they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination or, depending on the seriousness of the offense, for the course.

For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Graduate Academic and General Policies Links to an external site.](#) for definitions of kinds of academic dishonesty and for further policy information.

During the first week of class, you will be asked to submit an Academic Honesty Verification Statement. Submitting the statement is a requirement of this course. By submitting the Academic Honesty Verification Statement, you will be verifying all assignments completed in this course were completed by you. Carefully review the Academic Honesty Statement below.

Statement: "In submitting this form, I am verifying all the assignments in this course will be completed by me and will be my own work."

Artificial Intelligence (AI) Policy

In some class sessions, we may use generative AI tools to enhance your learning and help you explore their benefits and limitations. We'll discuss the implications of these tools together, *but their use will be limited to specific in-class exercises*. I will clearly indicate when and how AI tools can be used.

Allowed in-class activities may include:

- Brainstorming new ideas
- Developing outlines or approaches
- Generating different ways to discuss a problem

However, **students may not use AI tools to generate content for assignments submitted for a grade**. These tools do not replace the essential skills outlined in the course objectives. Remember that AI-generated content can sometimes be inaccurate or biased. **You are responsible for all submitted work and must not pass off AI-generated content as your own, as this will be considered academic plagiarism and will result in a zero on the assignment.**

[MLA Style Center: Citing Generative AI](#)[Links to an external site.](#)

[APA Style: How to Cite ChatGPT](#)[Links to an external site.](#)

[Chicago Manual of Style: Citing Content Developed or Generated by AI](#)[Links to an external site.](#)

PLNU Academic Accommodations Policy

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2533). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. Professors are able to view a student's approved accommodations through Accommodate.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course. Accommodations are not retroactive, so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any accommodations.

Language and Belonging

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars, we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice-free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) have experienced other forms of discrimination, you can find more information on reporting and resources at [PLNU's Nondiscrimination webpage](#).

Sexual Misconduct and Discrimination

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. If you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available through the [Title IX Office](#).

Please be aware that under Title IX of the Education Amendments of 1972, it is required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors via our [Sexual Harassment and Discrimination Policy](#).

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources via our [Nondiscrimination and Anti-harassment Policy](#).

PLNU Attendance and Participation Policy

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. Therefore, regular attendance and participation in each course are minimal requirements.

If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university withdrawal date or, after that date, receive an “F” grade.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

Refer to [Academic Policies](#)[Links to an external site.](#) for additional details.

Synchronous Attendance/Participation Definition

For synchronous courses that have specific scheduled meeting times (including in-person, hybrid, and synchronous online courses), absences are counted from the first official meeting of the class, regardless of the date of the student’s enrollment. For courses with specific attendance requirements, those requirements are outlined in the course syllabus.

Note: For synchronous courses with an online asynchronous week, refer to the Online Asynchronous Class Attendance policy listed below.

Online Asynchronous Attendance/Participation Definition

Students taking online courses with no specific scheduled meeting times are expected to actively engage throughout each week of the course. Attendance is defined as participating in an academic activity within the online classroom, which includes, but is not limited to:

- Engaging in an online discussion
- Submitting an assignment
- Taking an exam
- Participating in online labs
- Initiating contact with faculty member within the learning management system to discuss course content

Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.

Course Modality Definitions

1. **Online Courses:** These are courses with class meetings where all instruction and interaction are fully online.
 1. **Synchronous Courses:** At least one class meeting takes place at a designated time.
 2. **Asynchronous Courses:** All class meetings are asynchronous.
 2. **Hybrid Courses:** These are courses with class meetings that take place both in the classroom and online synchronously and/or asynchronously.
 3. **In-Person Courses:** These are courses that meet in person with the instructor and students in a physical classroom setting. With approval by the area dean, this may include up to 25% of qualified class interactions through a Learning Management System (such as Canvas).
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Use of Technology

In order to be successful in the online or hybrid environment, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information. Additionally, students are required to have headphone speakers, microphone, or webcams compatible with their computer available to use.

Please note that any course with online proctored exams requires a computer with a camera (tablets are not compatible nor allowable) to complete exams online.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

GPS Academic Resources

PLNU offers the following free academic resources virtually for Graduate Professional Studies (GPS) Students. Visit myPLNU through the links below for more information.

- **[The GPS Writing Center](#) offers:**
 - **Zoom Writers Workshops** offered each quad on a variety of helpful topics
 - **One-to-one appointments** with the Writing Coach
 - **Microlearning YouTube Video Library** for helpful tips anytime
 - **[Research Help Guide](#)** to help you start your research
 - The physical office is located on the third floor of the **[Mission Valley Regional Center](#)**[Links to an external site.](#) off the student lounge
 - **[Academic Writing Resources Course](#):** Found on your Canvas Dashboard, this course is non-credit with 24/7 access, no time limits, and self-paced content. **[Watch a quick video run-through](#)**[Links to an external site.](#) and take time now to explore!
 - **[Grammarly](#):** Students have unlimited FREE access to Grammarly for Education, a trusted tool designed to help enhance writing skills by providing real-time feedback, identifying areas for improvement, and providing suggestions. Grammarly's Generative AI is NOT available with our student accounts.
 - **[Tutoring](#):** Students have access to 24/7 live or scheduled subject tutoring through Tutor.com, including a Paper Drop-Off Service with feedback within 12 hours.
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Assignments-at-a-Glance

The course summary below lists our assignments and their due dates. Click on any assignment to review it.

Course Summary:

Course Summary

Date	Details
Mon Oct 27, 2025	Page WK1 Overview: What Does God Say About Collaboration and Partnership? Page Course Overview Quiz Academic Honesty Verification Statement Page WK1 Lecture: The Ultimate Partnership
Tue Oct 28, 2025	Discussion Topic WK1 Introduce & Connect
Thu Oct 30, 2025	Discussion Topic WK1 Discerning the Voice of the Holy Spirit
Fri Oct 31, 2025	Assignment WK1 Reflective Essay: Partnering with God Assignment WK1 Weekly Reflection Padlet
Mon Nov 3, 2025	Page WK2 Overview: Building a Framework as a Leader Page WK2 Lecture: Framework for Leadership
Thu Nov 6, 2025	Discussion Topic WK2 Leading Relationally

Course Summary

Date	Details
Fri Nov 7, 2025	Assignment WK2 Reflective Leadership Essay Part 1
	Assignment WK2 Weekly Reflection Padlet
Mon Nov 10, 2025	Page WK3 Overview: Organizational Partnership within Teams and Organizations
	Page WK3 Lecture: Leadership and Teams
Thu Nov 13, 2025	Discussion Topic WK3 Evaluating a Past or Present Work Experience
Fri Nov 14, 2025	Assignment WK3 Reflective Leadership Essay Part 2
	Assignment WK3 Weekly Reflection Padlet
Mon Nov 17, 2025	Page WK4 Overview: Organizational Partnership with External Audiences
	Page WK4 Lecture: Asset Based Community Development (ABCD) and Institutions
Tue Nov 18, 2025	Assignment WK4 Stakeholder Mapping and Analysis
Thu Nov 20, 2025	Discussion Topic WK4 External Partnerships
Fri Nov 21, 2025	Assignment WK4 Asset Map

Course Summary

Date	Details
	Assignment WK4 Weekly Reflection Padlet
Mon Nov 24, 2025	Page WK5 Overview: Cross-Sector Partnerships
	Page WK5 Lecture: Power Dynamics
Tue Nov 25, 2025	Assignment WK5 Reading Assignment Synopsis
Thu Nov 27, 2025	Discussion Topic WK5 Systemic Issues in Cross-Sector Collaboration
Fri Nov 28, 2025	Assignment WK5 Weekly Reflection Padlet
Sun Nov 30, 2025	Assignment WK5 Reflective Leadership Essay Part 3
Mon Dec 1, 2025	Page WK6 Overview: Cross-Sector Partnership
	Page WK6 Lecture: Defining Cross-Sector Collaboration
Tue Dec 2, 2025	Assignment WK6 Three Takeaways from Each Article
Thu Dec 4, 2025	Discussion Topic WK6 Critical Factors in Cross-Sector Collaboration
Fri Dec 5, 2025	Assignment WK6 Weekly Reflection Padlet

Course Summary

Date	Details
Mon Dec 8, 2025	Page WK7 Overview: Tools to Evaluate Cross-Sector Impact
	Page WK7 Lecture: Evaluation Tools
Tue Dec 9, 2025	Assignment WK7 Collaboration Factors Inventory
Thu Dec 11, 2025	Discussion Topic WK7 Evaluating Cross-Sector Partnerships
Fri Dec 12, 2025	Assignment WK7 Weekly Reflection Padlet
Mon Dec 15, 2025	Page WK8 Overview: Putting it All Together
	Page WK8 Lecture: Wrapping it Up
Wed Dec 17, 2025	Assignment WK8 Final Assessment Video Presentation
Fri Dec 19, 2025	Assignment WK8 Final Course Reflection Padlet
Sat Dec 20, 2025	Assignment WK8 Peer Review Assessment Essays Submission
Sun Dec 21, 2025	Assignment End-of-Course Evaluation

