



VISIBLE
MUSIC COLLEGE

Master of Arts in Leadership

Updated 8/13/19

ADMISSIONS

The Admissions Staff exists to serve all prospective students in the admissions process. If you have any questions regarding application to Visible Music College, please contact us at seeyourself@visible.edu.

Admissions Policies and Procedures

All prospective students must complete the entire admissions process to be considered for admission to Visible Music College. Once the admissions process is completed, the applicant's admissions file is reviewed by the Director of Enrollment, Vice President of Academics, Vice President of Students, and MAL Program Coordinator.

MINIMUM ADMISSIONS REQUIREMENTS

1. Students must give credible witness of a personal salvation experience and a growing relationship with Jesus Christ.
2. Students must complete an Interview with MAL Program Coordinator.
3. Students must submit undergraduate transcripts demonstrating a completed Bachelor's degree from a regionally or nationally accredited institution. If student is short of completing a Bachelor's degree, they may apply for the degree completion path which includes finishing Bachelor's degree at Visible (see below).
4. Submit a non-refundable application fee of \$40.00.
5. Undergraduate GPA must be a minimum of 2.5. If a student's undergraduate GPA is less than 2.5, they may be eligible to be accepted into the program conditionally.

Application Process

These are the five steps a student needs to start the Masters program.

1. Fill out the online Application including non-refundable \$40 application fee
2. Sign and return the Statement of Faith and Visible Code of Conduct
3. Submit a statement of career goals
4. Submit undergraduate transcript(s)
5. Submit two (2) of the following:
 - A. Professional Résumé
 - B. Professional Reference
 - C. Professional Portfolio
 - D. Academic Writing sample, e.g., undergraduate thesis, senior project, research paper.

MAL does not require a GRE or GMAT testing

INTERNATIONAL STUDENTS

In addition to the above requirements, international students must complete and submit the following:

- Prospective students from non-English speaking countries must complete the TOEFL exam (or other approved tests, see table below) and submit official test scores to the

College. Test scores must satisfy the intermediate level of all skills (reading, listening, speaking, and writing); refer to the table below for minimum required test scores.

Type of Test	Minimum Score
Test of English as a Foreign Language (TOEFL)	
TOEFL Written	500
TOEFL Computer	173
TOEFL Internet-based	61
International English Language System (IELTS)	6.5-9
Test of English for International Communications (TOEIC)	400

- International transcripts must be certified by an authorized official and include the posted degree. Transcripts must be evaluated by an approved agency.
- Students will need to request a “course by course” evaluation of their college/university transcripts.
- Students must attend the program at the Memphis campus location. While there are courses that can be taken online or delivered by instructors from remote locations, the MAL program requires a physical presence for international students during classes at the Memphis location. A physical presence requirement means you must report regularly and in-person to school officials during a specific course.
- Students must request and pay for an evaluation of their international transcripts through one of the following list of agencies. Please be advised that Visible Music College is not affiliated with the following agencies, but you may use this list as a resource.

WES-World Education Services
 Bowling Green Station
 P.O. Box 8087
 New York, NY 10274-5087
 U.S.A.
 Telephone: 212-966-6311
 Fax: 212-739-6100
www.wes.org

ECE-Educational Credential Evaluators
 P.O. Box 514070
 Milwaukee, WI 53203-30470
 U.S.A.
 Telephone: 414-289-3400
 Fax: 414-289-3411
 Email: eval@ece.org
www.ece.org

DEGREE CONCENTRATION APPROVAL

All students admitted to Master’s program are entered into the Christian Ministry Concentration by default. Placement into one of the other 3 concentrations – Modern Music, Music Business, or Music Production – requires students to satisfy concentration readiness expectations. These readiness evaluations are conducted by concentration-specific faculty and cover concepts in Music Theory, Music Production, or Music Business. Concentration readiness can be evaluated prior to program admittance. Students admitted to a program requesting a Modern Music, Music Production, or Music Business concentration may need to take additional coursework at the undergraduate level prior to enrolling in certain concentration specific classes.

DEGREE COMPLETION PATH

If a student has completed at least 90 credits of undergraduate work and is 25 years or older, they may be eligible for a degree completion and Master’s program option. Students may be enrolled in the Master’s program under the following arrangements. In the degree completion path, the student will be enrolled concurrently in the undergraduate program and the Master’s program.

- Student submits transcripts to be reviewed, processed, and compared to one of Visible’s Undergraduate degrees.
- Credits for life experience can be considered but must be reviewed and aligned with learning outcomes and course descriptions of specific courses that the life experience applies to.
- Once Transcripts and life experience are evaluated and applied to undergraduate degree plan, any missing credits must be either taken as undergraduate courses or in-house test may be used for some classes to test out of and earn credit for those classes. Test-out fees apply.
- Student must create a plan with MAL Coordinator that covers undergraduate degree completion in conjunction with work in the Master’s program.
- A student will not be eligible to graduate with the Master’s degree unless they satisfy all conditions in the degree completion plan that is designed between student and program coordinator.

BUSINESS OFFICE

Tuition, Housing, And Fees

Tuition, fees, and expenses listed are for the 2019-2020 academic year.

Tuition:	\$675/credit hour
Housing (if applicable):	\$3,000/semester
One-Time Refundable Deposit:	\$300

The Master’s program tuition does not include a new Apple laptop with all required software that is provided by Visible Music College. You may inquire with business office if any used laptops are available for purchase. Tuition does not cover the cost of required textbooks for the Master’s program. If copies are available in the library, you may loan the textbook

copies from the library. Students changing majors may not attend major-specific courses without obtaining the required software and technology at their own expense.

On Campus Housing is not required for Master’s level students but is available upon request and as rooms are available. The refundable deposit will ensure a space in Campus Housing, and will be used to repair any damages that the student is responsible for.

The following demonstrates the average cost of the standard, full-time program coursework taking 9 credit hours/semester:

	Per Semester	Per Year (average)
Tuition (\$675/credit hour)	\$6,075	\$10,125
Housing	\$3,000	\$6,000

Fee Type	Amount
Application Fee	\$40
Change of Major: Modern Music, Software	\$300
Change of Major: Music Business, Software	\$150
Change of Major: Music Production, Software	\$400
In House test-out charge (per credit hour)	\$100
Audit Charge (per credit hour)	\$100
Independent Study Charge (per credit hour)	\$100
Payment Plan Charge (2 payments)	\$50
Payment Plan Charge (3 payments)	\$100
Late withdrawal administrative charge	\$100
Breaking student housing contract	\$500
Insufficient Funds	\$35
Collection Charges	Collection Expenses Incurred

MASTER OF ARTS IN LEADERSHIP PROGRAM LAYOUT

Concentrations

Modern Music
Music Business
Music Production
Creative Leadership

The Master of Arts in Leadership program trains creatives to lead other creatives in **character, communication, conviction and craftsmanship**. The four MAL core values are applied to advanced training in one of four concentrations: Modern Music, Music Business, Music Production, and Christian Ministry. The curriculum is designed to give students quality leadership training from a biblical and Christ-centered angle, while also providing high-level instruction in their particular field of music and/or ministry.

Upon completion, the student will be equipped for:

- leadership service in the church and/or music industry;
- be equipped for a career in the church and/or music industry;
- be equipped with advanced skills in their particular concentrated field.

Full-Time Status for 2-year Track

International students are required to be enrolled for 9 credits each term except the final term. Any student in the two year track may take CRE6253 multiple times to get full-time standing to 9 credits. The CRE6253 course may be repeated as needed with the additional practicum experience and outcomes adding to the research culminating in the Master's Capstone class. Tuition charges may apply, so students repeating this call should connect with business office and MAL program coordinator.

Track Readiness Placement

Students may be admitted into the MAL program but still, require additional work to be ready for certain classes within concentrations.

Music Business Requirement

If a student does not have significant professional experience in business or have an undergraduate degree in the music business or a business-related degree, the student will be required to take a music business readiness exam consisting of 100 T/F; Matching; and Multiple choice questions. Students must receive a 60% or above in order to be admitted into the program.

Music Production Requirement

If a student does not have an undergraduate degree in music production, in order to be considered for the MAL program he or she must submit professional-level recordings and evidence of live sound engineering experience for consideration by the Music Production Department Chair. A student that does not have the prerequisite experience may be required to complete undergraduate-level music production courses as an additional requirement for completing the MAL.

Modern Music Requirement

If a student does not have an undergraduate degree in music, in order to be considered for the MAL program he or she must pass a music theory entrance exam (60%) and a live audition (please see live audition requirements). In addition the submission of any musical performance evidence is encouraged. A student that does not have the prerequisite experience may be required to complete undergraduate-level music courses as an additional requirement for completing the MAL.

Program Concentrations

Modern Music Concentration

The Modern Music Concentration's objective is to provide students with advanced knowledge and skills to be successful, leading musicians in the church and music industry. Students will gain a strong foundation in leadership qualities from a biblical standpoint, while also receiving advanced training in areas of church music, music theory, musical instrumentation and music technology.

MAL Music Professional (2 Year) Track Degree Map and Checklist

Master of Arts in Leadership: Modern Music Track						
Semester 1 (FALL)				Semester 2 (SPRING)		
	CRE5000	Master's Orientation	0			
	BTM5433	Missional Leadership	3	BUS5143	Management and Mentoring	3
	BTM5133	Biblical Leadership	3	MUS6513	Advanced Musical Instrumentation	3
		Semester Hour Total	6		Semester Hour Total	6

Semester 3 (FALL)				Semester 4 (SPRING)			
	MUS5133	Church Music Administration	3		MUS5313	Applied Leadership: Music Theory	3
	MUS6233	Church Music History	3		MUS6433	Music, Media and Technology	3
	CRE6253	Professional Leadership Practicum	3		CRE6363	Leadership Capstone	3
		Semester Hour Total	9			Semester Hour Total	9
Total Semester Hours for Master of Arts in Leadership, Modern Music Track: 30							

MAL Music Presto (1 Year) Track Degree Map and Checklist

Master of Arts in Leadership: Modern Music Track							
Semester 1 (FALL)				Semester 2 (SPRING)			
	CRE5000	Master's Orientation	0		CRE6253	Professional Leadership Practicum	3
	BTM5433	Missional Leadership	3		BUS5143	Management and Mentoring	3
	BTM5133	Biblical Leadership	3		MUS6513	Advanced Musical Instrumentation	3
	MUS5133	Church Music Administration	3		MUS5313	Applied Leadership: Music Theory	3
	MUS6233	Church Music History	3		MUS6433	Music, Media and Technology	3
					CRE6363	Leadership Capstone	3
		Semester Hour Total	12			Semester Hour Total	18
Total Semester Hours for Master of Arts in Leadership, Modern Music Track: 30							

Music Business Concentration

The Music Business Concentration's objective is to prepare students to transform the music industry through entrepreneurial innovation, all from a Christian worldview. Students will gain a strong foundation in leadership qualities from a biblical standpoint, while also receiving advanced training in specific areas such as management of artists, planning, business strategy, the creative marketplace, entrepreneurial efforts and more.

MAL Business Professional (2 Year) Track Degree Map and Checklist

Master of Arts in Leadership: Music Business Track							
Semester 1 (FALL)				Semester 2 (SPRING)			
	CRE5000	Master's Orientation	0				
	BTM5433	Missional Leadership	3		BUS5143	Management and Mentoring	3
	BTM5133	Biblical Leadership	3		BUS5313	Creative Marketplace Management	3

		Semester Hour Total	6			Semester Hour Total	6
Semester 3 (FALL)				Semester 4 (SPRING)			
	BUS6433	Strategy and Entrepreneurship	3		BUS5133	Artist Services	3
	BUS6333	Market Research and Application	3		MUS6433	Music, Media and Technology	3
	CRE6253	Professional Leadership Practicum	3		CRE6363	Leadership Capstone	3
		Semester Hour Total	9			Semester Hour Total	9
Total Semester Hours for Master of Arts in Leadership, Music Business Track: 30							

MAL Business Presto (1 Year) Track Degree Map and Checklist

Master of Arts in Leadership: Music Business Track							
Semester 1 (FALL)				Semester 2 (SPRING)			
	CRE5000	Master's Orientation	0		CRE6253	Professional Leadership Practicum	3
	BTM5433	Missional Leadership	3		BUS5143	Management and Mentoring	3
	BTM5133	Biblical Leadership	3		BUS5313	Creative Marketplace Management	3
	BUS6433	Strategy and Entrepreneurship	3		BUS5133	Artist Services	3
	BUS6333	Market Research and Application	3		MUS6433	Music, Media and Technology	3
					CRE6363	Leadership Capstone	3
		Semester Hour Total	12			Semester Hour Total	18
Total Semester Hours for Master of Arts in Leadership, Music Business Track: 30							

Music Production Concentration

The Music Production Concentration's objective is to provide audio engineers and producers with advanced vocational readiness from a Christian perspective. Students will gain a strong foundation in leadership qualities from a biblical standpoint, while also receiving advanced training in the tools and techniques used to produce music in the modern recording studio. The student will gain an in-depth knowledge of current technology, recording techniques, and music production skills. Skills and knowledge acquired in the program equip students to work as producers, engineers, or to create a new studio business, and focuses on using industry-standard programs Logic and Pro Tools.

MAL Production Professional (2 Year) Track Degree Map and Checklist

Master of Arts in Leadership: Music Production Track							
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Semester 1 (FALL)				Semester 2 (SPRING)			
	CRE5000	Master's Orientation	0				
	BTM5433	Missional Leadership	3	BUS5143	Management and Mentoring		3
	BTM5133	Biblical Leadership	3	AUD5313	Applied Leadership: Ensemble Recording		3
		Semester Hour Total	6			Semester Hour Total	6

Semester 3 (FALL)				Semester 4 (SPRING)			
	AUD5513	Advance Topics in Music Production	3	AUD5323	Advanced Sound Reinforcement		3
	AUD5623	Practical Acoustics for Music Production	3	MUS6433	Music, Media and Technology		3
	CRE6253	Professional Leadership Practicum	3	CRE6363	Leadership Capstone		3
		Semester Hour Total	9			Semester Hour Total	9

Total Semester Hours for Master of Arts in Leadership, Music Production Track: 30

MAL Production Presto (1 Year) Track Degree Map and Checklist

Master of Arts in Leadership: Music Production Track							
Semester 1 (FALL)				Semester 2 (SPRING)			
	CRE5000	Master's Orientation	0	CRE6253	Professional Leadership Practicum		3
	BTM5433	Missional Leadership	3	BUS5143	Management and Mentoring		3
	BTM5133	Biblical Leadership	3	AUD5313	Applied Leadership: Ensemble Recording		3
	AUD5513	Advance Topics in Music Production	3	AUD5323	Advanced Sound Reinforcement		3
	AUD5623	Practical Acoustics for Music Production	3	MUS6433	Music, Media and Technology		3
				CRE6363	Leadership Capstone		3
		Semester Hour Total	12			Semester Hour Total	18
Total Semester Hours for Master of Arts in Leadership, Music Production Track: 30							

Creative Leadership Concentration

The Creative Leadership Concentration's objective is to provide high-level training for emerging church and non-profit leaders. Students will gain a strong foundation in leadership qualities from a biblical standpoint and particularly as leadership relates to Christian ministry, life management skills, spiritual care of others, and small group leadership.

MAL Creative Leadership Professional (2 Year) Track Degree Map/Checklist

Master of Arts in Leadership: Creative Leadership Track							
Semester 1 (FALL)				Semester 2 (SPRING)			
	CRE5000	Master's Orientation	0				
	BTM5433	Missional Leadership	3	BUS5143	Management and Mentoring		3
	BTM5133	Biblical Leadership	3	BTM5313	Applied Leadership: Ministry Contextualization		3

		Semester Hour Total	6			Semester Hour Total	6
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Semester 3 (FALL)				Semester 4 (SPRING)			
	BTM5233	Principles of Spiritual Direction	3		BTM6143	Leadership Paradigms in Paul's Letters	3
	BTM6233	Ministry Life and Soul Care	3		MUS6433	Music, Media and Technology	3
	CRE6253	Professional Leadership Practicum	3		CRE6363	Leadership Capstone	3
		Semester Hour Total	9			Semester Hour Total	9

Total Semester Hours for Master of Arts in Leadership, Christian Ministry Track: 30

MAL Creative Leadership Presto (1 Year) Track Degree Map and Checklist

Master of Arts in Leadership: Creative Leadership Track							
Semester 1 (FALL)				Semester 2 (SPRING)			
	CRE5000	Master's Orientation	0		CRE6253	Professional Leadership Practicum	3
	BTM5433	Missional Leadership	3		BUS5143	Management and Mentoring	3
	BTM5133	Biblical Leadership	3		BTM5313	Applied Leadership: Ministry Contextualization	3
	BTM5233	Principles of Spiritual Direction	3		BTM6143	Leadership Paradigms in Paul's Letters	3
	BTM6233	Ministry Life and Soul Care	3		MUS6433	Music, Media and Technology	3
					CRE6363	Leadership Capstone	3
		Semester Hour Total	12			Semester Hour Total	18

Total Semester Hours for Master of Arts in Leadership, Christian Ministry Track: 30

Classroom Policies

The Masters of Arts in Leadership at Visible Music college is a hybrid designed program. The program combines elements of online learning and traditional classroom learning. Classes are one night a week online but time synchronous; meaning there is a meeting time but the class is conducted via video conferencing software (Zoom) that allows for real time remote access. The program being time synchronous means attendance is required with the 80% Visible standard applied. Students can expect four (4) hours of live class time for each of the seven (7) weeks per class. All class times are listed as 6-10pm CST (Central Standard Time).

Textbooks are not supplied by Visible Music College. Masters students are required to purchase their own textbooks and have them in-hand by the first night of each class.

Credit hour definition

Visible Music College defines one credit hour in relation to the expected amount of work needed to achieve the student learning outcomes stated on course syllabi, which amounts to approximately one and a half hours of instruction and three hours of personal study each week over the course of a 7-week course. Thus, a student will need to spend an average of 15 hours a week to accomplish the objectives of a typical three credit hour course. Most graduate courses at Visible Music College observe this pattern while Practicum and Capstone are more heavily weighted on individual study with regular meetings with instructors.

Transfer Credits

Visible Music College will accept up to 18 semester hours of transfer credits toward the Master's degree program. Those credits must come from a regionally or nationally accredited college or university, or at a recognized foreign college or university. No grade less than a "B-" may be transferred. The Registrar oversees all incoming transfer credits. The last 12 semester hours must be taken at Visible Music College. Transfer credits do not affect the student's grade point average at Visible Music College. Once enrolled in the Master's degree program at Visible Music College, credits from other institutions will not be viewed as transferable.

Life Experience for Credit Policy

Visible recognizes the value of professional experience student's gain in their chosen field prior to enrolling in the Master's program. The expertise student's gain from work-related on-the-job training, or completed industry-recognized professional credentials may apply to earn class credit. A student may apply for up to 18 credit hours life experience for credit. The process for life experience is a class-by-class assessment. The student must submit an academic paper to the Master's of Arts in Leadership program director, the academic office, and the specific course instructor that systematically addresses how the student's life experience meets all points of the course description, and learning outcomes. The program director, academic office, and specific course instructor will solely decide if the student's life experience meets the criteria and whether or not to award the credit.

The fee to submit an experience for life assessment is \$30 per class attempted.

If the experience for life is not awarded, no additional fee applies. If the credit hours are awarded, an additional fee of \$100 per credit hour will be charged to apply the earned credit towards the Degree program. Additional details on this are available upon request.

Satisfactory Academic Progress, Academic Probation, Academic Suspension

Visible Music College's Satisfactory Academic Progress (SAP) policy determines whether students are making reasonable progress toward completing their degree. After completion of 9 graduate hours at Visible Music College, a graduate student whose cumulative GPA from courses taken at Visible Music College for graduate credit is below 3.0 will be placed on academic probation. A graduate student whose GPA from courses taken at Visible Music College is below 2.5 will be suspended from the graduate degree program. Following suspension from the degree program, the student may, in an effort to improve the GPA, repeat courses in which a grade of C or F has been received. When the student's GPA has been raised to 2.5 or higher, the student may apply for readmission to the degree program.

Grading Procedures

GRADING SYSTEM

All academic work at Visible Music College is evaluated by the instructor or school official according to the following letter grades:

- A** The grade of "A" denotes superlative performance in the work undertaken and distinction in academic achievement.
- B** The grade of "B" denotes consistently good performance in the work undertaken and academic achievement that is above average.
- C** The grade of "C" denotes satisfactory performance in the work undertaken and average academic achievement.
- F** The grade of "F" denotes failure in the work undertaken and academic achievement that is unacceptable. If an "F" is given as a final grade, the student must repeat the entire course and earn a passing grade to receive course credit.
- P** The grade of "P" (in courses graded on a "P/F" basis) indicates passing work, but does not affect the student's GPA.
- I** The grade of "I" is a temporary placeholder that denotes incomplete coursework. The grade of "I" cannot be used to allow students to submit late work, revise poor work, or complete extra credit. Instructors, with the Vice President of Academics approval, may issue an "I" only in extreme cases where a student could not complete the course within the semester. Once an "I" has been granted, the student must complete all outstanding coursework before the established Incomplete Coursework Due date for the semester (usually four to six weeks after the "I" has been granted).

The grade of "I" is not included in the student's Grade Point Average. Failure to resolve an "I" grade by the deadline will result in an automatic "F" unless an extension has been approved by the Vice President of Academics.

W The grade of "W" indicates that a student has withdrawn from the course or from Visible Music College before the last published date for withdrawal. While this grade does not affect the student's GPA, the course is counted toward the "attempted hours" in the quantitative determination of Satisfactory Academic Progress and financial aid eligibility.

AUD The grade of "AUD" denotes "Audit" and has no effect on a student's grade point average. No course credit is awarded to a student who audits a course.

GRADE SCALE

Letter	Percentage	Grade Points	Letter	Percentage	Grade Points
A	94-100	4.00	C-	70-73	1.67
A-	90-93	3.67	D+	68-69	1.33
B+	88-89	3.33	D	64-67	1.00
B	84-87	3.00	D-	60-63	0.67
B-	80-83	2.67	F	0-59	0.00
C+	78-79	2.33	W	--	--
C	74-77	2.00	AUD	--	--

GPA CALCULATION

The Grade Point Average (GPA) is a numerical average of all of letter grades earned at an institution on a 0-to-4-point scale. Each letter grade has a corresponding Grade Point value, as listed in the table above. Each course has a corresponding Quality Point value, which is determined by the letter grade earned and the number of credits assigned to the course. The GPA is calculated by dividing the total number of Quality Points by the total number of adjusted Attempted Hours. Semester and cumulative GPA can be calculated as follows:

1. Quality points (0-12) are calculated by multiplying each course's Attempted Hours (0.5-3) against the corresponding Grade Points (0-4).
2. Add all Attempted Hours (less any hours with grades of "W" or "AUD".)
3. Add all Quality Points.
4. Divide the total number of Quality Points by the total number of Attempted hours.

<u>Course</u>	<u>Attempted Hours</u>	<u>Grade Points</u>	<u>Quality Points</u>
Missional Leadership	3 credits	x 3.67 (A-)	= 11.01
Applied Leadership	3 credits	x 3.33 (B+)	= 9.99
Music, Media & Tech	3 credits	x 3.33 (B+)	= 9.99
Semester Total	9 credits		= 30.99 points

Divide Quality Points (30.99) by Attempted Hours (9) to yield a semester GPA of 3.44.

Graduation Requirements

Earning the Master's degree calls for the completion of the following:

- Completion of all 30 semester credit hours:
 - 9 credit hours in the Core Requirements
 - 9 credit hours in Leadership
 - 6 credit hours in Biblical Foundations
 - 12 credit hours in Emphasis/Specialization (Modern Music, Music Production, Music Business, Christian Ministry)
- A written thesis or performed final project as the final "Master's Capstone" of the degree program
- A professional practicum for one full semester
- Have a minimum cumulative GPA of 3.0 or higher.
- Have no grades lower than a "C-" for courses required for the degree.
- Complete the last 12 hours of the degree at Visible Music College.
- Complete the checkout/exit interview process.
- Completed financial obligations to college and others.

The student's transcript and diploma will not be released if he/she does not complete the checkout process and/or does not fulfill all financial obligations to the college, even if the student participated in commencement.

Exiting the College

All exiting students must complete the check-out process, regardless of reason for their exit (graduation, withdraw, suspension, end of Academic Year, etc.). At the end of a student's degree program, the normal check-out process typically involves exit interviews with the student's advisor, Financial Aid Office, Business Office, and Housing. However, that same process must be completed whenever a student chooses to exit the college.

Transcripts

The student's official academic record is the property of the institution. Official Transcripts will only be released at the student's request, if the student's account is cleared with all offices of the institution. Unofficial Transcripts may be accessed anytime on Populi. There is no charge for Official Transcripts. To request an Official Transcript, the student must

- Obtain an Official Transcript Request form (www.visible.edu).
- Complete and sign the transcript request form.
- Submit the form to the Registrar.

Master's Degree Course Numbering System

A (Prefix)	B (Level)	C (Category)	D (Kind)	E (Credit)
BTM	5	1	4	3

A. **Prefix:** These letters indicate the course's academic discipline.

AUD - Music Production CRE - Core Curriculum
 BTM - Creative Leadership MUS - Modern Music
 BUS - Music Business

A. **Level:** This number indicates the course's level of learning.

5 - Graduate 1st Year 6 - Graduate 2nd Year

B. **Category:** This number indicates the discipline-specific category of the course.

#	Core Curr	BTM	MUS	BUS	AUD
1	Research	Biblical	Administration	Management	Topical
2	Teaching	Pastoral Care, Ministry	History	Strategy	Acoustics
3	Capstone		Theory	Marketing	Recording
4		Mission	Media		Sound Reinforcement
5			Instrumentation		
6					
7					
8					
9					

C. **Kind:** This number indicates nature of course's instruction.

0 - Attendance-based Seminar 4 - Lecture/Seminar (sequence)
 1 - Applied Lab (sequence) 5 - Practicum
 2 - Applied Lab (sequence) 6 - Capstone
 3 - Lecture/Seminar (sequence)

D. **Credits:** This number indicates how many semester credit hours the course is worth.

0 - 0 semester hours
 3 - 3 semester hours

Course Number	Course Name
AUD5133	Advance Topics in Music Production
AUD5313	Applied Leadership: Ensemble Recording
AUD6233	Practical Acoustics for Music Production
AUD6433	Advanced Sound Reinforcement
BTM5133	Biblical Leadership
BTM5233	Principles of Spiritual Direction
BTM5213	Applied Leadership: Ministry Contextualization
BTM5433	Missional Leadership
BTM6143	Leadership Paradigms in Paul's Letters
BTM6233	Ministry Life and Soul Care
BUS5133	Artist Services
BUS5143	Management and Mentoring
BUS5313	Applied Leadership: Creative Marketplace and Management
BUS6233	Strategy and Entrepreneurship
BUS6333	Market Research and Application
CRE5000	Master's Orientation
CRE6253	Leadership Practicum
CRE6363	Master's Capstone
MUS5133	Church Music Administration
MUS5313	Applied Leadership: Music Theory
MUS6233	Church Music History
MUS6433	Music, Media, and Technology
MUS6513	Advanced Music Instrumentation

COURSE DESCRIPTIONS

CORE REQUIREMENTS (ALL STUDENTS COMPLETE)

BTM5133 Biblical Leadership (3 hours)

Students will examine the biblical basis of what it means to be a leader. Furthermore, students will survey the works of Christian leaders of varying types - pastoral, non-profit, and academic - all to gain an understanding of what it means to biblically lead, shepherd, and teach. Lastly, students will look at ethical issues that will prepare them for being wise leaders in the 21st century.

BTM5433 Missional Leadership (3 hours)

Missional Leadership covers the biblical and entrepreneurial leadership as a personal, corporate, and missional response to the reality of the kingdom of God. This course considers the history of leadership, the evolution of western leadership concepts, and various post-modern leadership theories. The qualities and character of a missional leader are implemented. Emphasis is placed on the missional leader's view of Christianity globally, the missional leader's creative and entrepreneurial core, and missional vitality and stewardship responsibility.

BUS5143 Management and Mentoring (3 hours)

This course explores the foundations of leadership specifically within the professional context. Students will engage with varying management models in order to learn how to create professional patterns of integrity, support, and success. Special attention will also be given to the concept of professional mentoring, while applying this model through the lens of a Christian worldview.

CRE5000 Master's Orientation (0 hours)

Master's Orientation is required of all first-time incoming Master's level students. Orientation will introduce the student to several overarching facets of the school, including the educational philosophy, community values, relational ministry, servanthood, and the pursuit of the student's field within the scope of the kingdom of God. Other topics will include those beneficial to the academic success of the student, introduction to resources including laptop training, electronic materials, and familiarization with the Visible Music College Library.

CRE6253 Leadership Practicum (3 hours)

*CRE6253 can be repeated for credit. Students needing enrollment of 9 credits to be full-time can take CRE6253 during the first two terms.

Students will conduct a practical field experience practicum to demonstrate the students Leadership knowledge and abilities within their fields (Music Performance, Ministry, Business, Production) in a professional or classroom setting. The student's practicum will demonstrate an understanding of Leadership theories and techniques within their field including elements related to policy, relationships, theoretical constructs, and the practical culminating application Leadership knowledge the students have obtained throughout the MAL program. The practicum can be an innovative event or performance; an innovative master class or educational seminar;

or an innovative strategy or initiative within an organization (business, church, government or community organization). Upon completion of the practicum student's will collect data either through either 5 point likert scale survey of the entire population of participants, randomly selected one on one interviews of participants, or a focus group constructed of a representative sample of the participant population.

CRE6363 Master's Leadership Capstone (3 hours)

The Master's Leadership Capstone is a culmination of the student's graduate level degree at Visible Music College. Students will assess the effectiveness of their Leadership practicum and write a 30 page lessons learned thesis that A) Demonstrates their mastery of leadership theories, approaches and frameworks within the students area. B) Scholarly research applied to critically analyze the student's own self-reflection; the advisors feedback and the participant data collected to provide improvement suggestions building upon student's practicum. The student must demonstrate a thorough knowledge of the current academic landscape of their field as well as trending leadership theories moving in the field that could be used to improve upon the students Leadership Practicum. This section must use a minimum of 10 academic peer reviewed sources. Capstone must be written in third person and with a scholarly tone and C) A professional presentation to the Masters Institutional Committee of 30 minutes of the student's project is required upon completion of the Capstone paper.

MUS6433 Music, Media, and Technology (3 hours)

This course considers the equipment and materials available in current trends in music technology. Information presented in the course will relate to the practicing worship leader, musician, technician, business professional, and ministry leader. Students will gain knowledge of Digital Audio Workstations and current software that are considered industry standards for usage within the church. The course will also cover the technique and creative process of incorporating music technology into worship experience and methods of adapting technology into worship.

CONCENTRATION REQUIREMENTS: MODERN MUSIC

MUS5133 Church Music Administration (3 hours)

The purpose of this course is to encourage leadership in the principles, development and administration of a vibrant local church music and media program. Students will be equipped to confidently recruit and train musicians and technicians, organize praise and worship teams, guide adult and children choirs, and plan comprehensive music and media programs in all areas of the church. Students will additionally learn how to handle church music administrative tasks such as budget preparation, choral and instrumental church music publishing, overseeing equipment and facilities, and licensing music and media content for worship services.

MUS5313 Applied Leadership: Music Theory (3 hours)

This course is designed to equip the musical leader with the knowledge of the fundamentals of music. The course will cover the following topics: music notation, rhythm and meter, key signatures, major and minor scales, triads, seventh chords and their basic functions, functional harmony, phrasing, cadences, chord symbols and chord recognition. Special attention will be given to note reading, chord structure, chord symbol recognition, etc.

MUS6233 Church Music History (3 hours)

This course is a survey of music beginning with the Old Testament period through 21st Century Pentecostal movement. By thorough examination of musical literature coupled with listening examples, emphasis will be placed on the analysis of trends in the music of the church. Students will also discuss hymnology and hymnody, in addition to examining the historical connections between music and concurrent theological & socio-cultural movements.

MUS6513 Advanced Musical Instrumentation (3 hours)

This course will provide in-depth practical instruction on the student's instrument of choice, also carrying an emphasis on ensemble leadership conducting. Learning will be presented through both group level instruction in the classroom and guided, one-to-one private instruction. The student will take what is learned and apply it through composition and performance of instrumental pieces, as well as leading in an ensemble-band context.

CONCENTRATION REQUIREMENTS: MUSIC PRODUCTION**AUD5133 Advanced Topics in Music Production (3 hours)**

Current music production techniques and technology are surveyed in this course. The topics will change dependent on the current trends in the recording and live sound industries. Topics may cover areas in digital audio, sound reinforcement, recording equipment, production techniques, acoustics, mixing techniques, and audio in media.

AUD5313 Applied Leadership: Ensemble Recording (3 hours)

The course explores the skills and techniques needed to be a successful leader in the recording industry. Course content includes the study of leaders and innovators throughout the history of music production. Students will also apply leadership skills as the producers of recording projects, consisting of budgeting, scheduling, and overseeing artists and production teams to deliver professional level audio products.

AUD6233 Practical Acoustics for Music Production (3 hours)

The acoustics of a room are often considered more important than the quality of gear in a sound system. This course will look at the science behind room design and discuss various theories for acoustically pleasant sounding spaces. The course covers the science of acoustic design and treatment, and the practical application of acoustic techniques.

AUD6433 Advanced Sound Reinforcement (3 hours)

The course focuses on advanced concepts for live sound reinforcement system design and operation. Topics include large installation sound systems and touring rigs. Discussion includes current live sound technologies, advanced techniques for mixing multiple genres of music, live sound recording, and digital audio networking.

CONCENTRATION REQUIREMENTS: MUSIC BUSINESS

BUS5133 Artist Services (3 hours)

This course provides the definitive framework of how to coordinate and provide artists services through the avenue of the record label and distribution system, all in a way that is accessible and sustainable for both the artist and the service provider. These services include, securing venture capital, marketing, accounting, artist development, digital distribution, promotions, and branding. Students will study the benefits and drawbacks of the in-house and a la carte approaches to artist services from both the organizational and artist management perspective.

BUS5313 Applied Leadership: Creative Marketplace & Management (3 hours)

This course provides an integrated analysis of the unique concepts, theories, and strategies to effectively lead creatives in the marketplace. Students learn general human behavior as well idiosyncrasies, unique psychological tendencies, and socially unique behaviors at both interpersonal and organizational levels. Students learn both the art and science of guiding creative effectively within multiple organizational settings and the global environment within which businesses operate today and into the future. Specific emphasis is put on leading creatives while maintaining high ethical standards.

BUS6233 Strategy and Entrepreneurship (3 hours)

The barriers to entry in the music business have dramatically declined in the past few years. This simultaneously creates unprecedented entrepreneurial opportunities juxtaposed but within a hyper-competitive marketplace. This course delves into the strategic decision-making and dynamic thinking required to navigate the music business of the future. Students will be exposed to strategic planning, intrinsic and extrinsic motivators, evolving business models, and necessary attributes to create a competitive advantage in the digital age of the music business. Students will explore how to monetize music in the future, including recorded music, live performance, publishing, synchronization, and strategic brand partnerships. Students will learn the entrepreneurial tools particular to the music industry that foster innovation and be empowered to actualize the student's vision for their vocational aspirations.

BUS6333 Market Research and Application (3 hours)

This course articulates both the benefits and differences between quantitative and qualitative research. The students will gain knowledge in research design and the ability to assess the relationship between variables. Students will be able to ascertain research validity providing the theoretical and practical base to move forward. Students will learn to use research to support business decision making internally as well as understand market trends externally. Students will design, conduct and analyze their own major research project.

CONCENTRATION REQUIREMENTS: CREATIVE LEADERSHIP

BTM5213 Applied Leadership: Ministry Contextualization (3 hours)

This course explores the leadership concept of understanding and adapting to one's personal ministry context. Students will, first, engage the contextual perspectives of Scripture as well as

some major worldviews from the past two millennia. Time will then be given to examine current and practical leadership perspectives for ministry contextualization.

BTM5333 Principles of Spiritual Direction (3 hours)

The course guides students in learning the art of spiritual direction. Students will grow in a shepherding-pastoral capacity particularly as they explore how to provide soul care and lead others toward spiritual formation. In doing so, students will gain a grounding in biblical anthropology.

BTM6143 Leadership Paradigms in Paul's Letters (3 hours)

The class examines the leadership paradigms as traced through Paul's letters in the New Testament. Particular attention will be given to understanding Paul's apostolic mandate and pastoral perspective, and how that translates to ministry leadership roles within the 21st century.

BTM6333 Ministry Life and Soul Care (3 hours)

This course will assist students in preparing for a life of serving and ministry, both within and outside the church. In particular, students will gain an understanding of caring for themselves as they examine long-standing practices that allow for sustainable ministry leadership.