

2009/2010  
**Graduate Catalog**

Lindenwood University • Saint Charles, Missouri  
Established 1827



# Graduate Academic Programs

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## Listed By Program Graduate Degrees

### Semester Schedule

Master of Arts in American Studies  
Master of Arts in Arts Management (Art, Theatre)  
Master of Arts in Education  
Master of Arts in Education with Character Education Emphasis  
Master of Arts in Education with Interpretation Emphasis  
Master of Arts in Education with Library Media Certification  
Master of Arts in Educational Administration  
Master of Arts in Studio Art  
Master of Arts in Teaching  
Master of Arts in Theatre  
Master of Fine Arts in Studio Art  
Master of Arts in Communication  
Master of Fine Arts in Theatre  
Master of Arts in Counseling  
School Psychological Examiner Certification  
Ed.S. in Educational Administration  
Ed.S. in Instructional Leadership  
Ed.S. in School Administration  
Ed.D. in Educational Administration  
Ed.D. in Instructional Leadership  
Master of Arts in Nonprofit Administration

### 5-Term Program

Master of Business Administration (M.B.A.)  
Master of Science in (business areas of emphasis)  
Master of Arts in International Studies  
Master of Arts in Sport Management

## Listed By Degree

American Studies — American Studies, M.A.  
Business — General Business, M.A.  
Business — Accounting, M.B.A., M.S.  
Business — Entrepreneurial Studies, M.B.A.  
Business — Finance, M.B.A., M.S.  
Business — Human Resource Management, M.B.A., M.S.  
Business — International Business, M.B.A., M.S.  
Business — Management, M.B.A.  
Business — Marketing, M.B.A., M.S.  
Business — Management Information Systems, M.B.A., M.S.  
Business — Public Management, M.B.A., M.S.  
Business — Sport Management, M.A.  
Communications — Communications, M.A.  
Education — Counseling  
Education — Education, M.A.  
Education — Education with Character Educ. Emphasis, M.A.  
Education — Education with Interpretation Emphasis, M.A.  
Education — Education with Library Media Cert., M.A.  
Education — Educational Administration, M.A.  
Education — School Administration, Ed.S.  
Education — Educational Administration, Ed.S, Ed.D.  
Education — Instructional Leadership, Ed.S., Ed.D.  
Education — Teaching, M.A.T.  
Fine Arts — Studio Art, M.A.  
Fine Arts — Studio Art, M.F.A.  
Fine Arts — Arts Management - Art, M.A.  
Fine Arts — Arts Management - Theatre, M.A.  
Fine Arts — Theatre, M.A.  
Fine Arts — Theatre, M.F.A.  
Humanities — International Studies, M.A.  
Human Services — Nonprofit Administration, M.A.

# Table of Contents

<b>Introduction of Lindenwood University</b> .....	<b>3</b>	Residence Halls .....	14
The Mission of Lindenwood University .....	3	Athletics .....	14
Historic Lindenwood .....	3	Religious Life .....	14
Degree Programs .....	3	KCLC-89.1 FM .....	14
Program Formats .....	3	LUTV .....	14
Campus Locations .....	4	<b>Campus Policies</b> .....	<b>14</b>
Graduate Admissions .....	4	Firearms .....	14
Admissions Standards .....	4	Campus Accessibility .....	14
Application Procedures .....	5	Lionmail .....	15
Domestic Applications .....	5	<b>2009-2010 Academic Calendar</b> .....	<b>16</b>
International Applications .....	5	Semester Calendar .....	16
<b>Graduate Academics</b> .....	<b>6</b>	Quarter Calendar .....	17
Academic Course Load .....	6	5-Term M.B.A. Calendar .....	18
Academic Policies .....	6	<b>Academic Program Descriptions</b> .....	<b>20</b>
Academic Honesty .....	6	American Studies, M.A. ....	20
Attendance .....	6	Fine and Performing Arts, M.A., M.F.A. ....	20
Grading System .....	6	Business, M.B.A., M.S., M.A. ....	23
Withdrawals .....	6	Communications, .....	27
Auditing .....	7	Education, M.A., M.A.T. ....	29
Grade Reports .....	7	Educational Specialist .....	31
Final Exams .....	7	Educational Doctorate Degree .....	32
<b>Academic Procedures</b> .....	<b>7</b>	Professional and School Counseling .....	33
Appealing Grades .....	7	International Studies, M.A. ....	35
Transferring Credits .....	7	Nonprofit Administration, M.A. ....	36
Withdrawing from Class .....	8	<b>Course Descriptions</b> .....	<b>37</b>
Academic Standards .....	8	American Studies .....	37
Academic Suspension .....	8	Art .....	37
Dismissal .....	9	Communications .....	39
Graduation .....	9	Educational Administration .....	41
Transcripts .....	9	Educational Specialist .....	42
<b>Fees and Financial Assistance</b> .....	<b>9</b>	Doctor of Education .....	43
Tuition and Fees .....	9	Education—Boone Campus .....	44
Payment Options .....	10	Library Media Specialist Certificate .....	44
Delinquent Accounts .....	10	Special Education .....	45
Withdrawal and Refund .....	11	Education, M.A., M.A.T. ....	46
Financial Assistance .....	11	Master of Arts in Counseling .....	50
Scholarships .....	11	Business, M.B.A. and M.S. ....	53
<b>Federal Financial Aid</b> .....	<b>12</b>	International Studies, M.A. ....	58
Satisfactory Progress .....	13	Nonprofit Administration, M.A. ....	59
Veterans Benefits .....	13	Theatre, M.A., M.F.A. ....	60
Out of Classroom Life .....	13	<b>Faculty</b> .....	<b>62</b>
Butler Library .....	13	<b>Board of Directors</b> .....	<b>73</b>
Lindenwood Student Government Association .....	14	<b>Alumni Board</b> .....	<b>74</b>

# Introduction to Lindenwood University

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This catalog contains a description of the graduate programs offered at Lindenwood University. Separate catalogs are devoted to the description and the special requirements of the Lindenwood University undergraduate programs and the quarter schedule. All statements in this publication concerning policies, program requirements, fees and other matters are subject to change without notice. The statements in this catalog are for informational purposes only and should not be viewed as the basis of a contract between a student and the university.

Lindenwood University is an Equal Opportunity, Affirmative Action Employer. The university complies with the Civil Rights Act of 1964 and other legislation, as amended, including the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, the Americans With Disabilities Act of 1990, and other legislation which prohibits discrimination in employment and access to educational programs because of race, color, national origin, sex, age or physical handicap. Lindenwood University is committed to a policy of non-discrimination and dedicated to providing a positive discrimination-free educational and work environment. Any kind of discrimination, harassment, and intimidation is unacceptable conduct. For the purpose of this policy, discrimination, harassment and intimidation may be defined as any attempt on the part of individuals, groups and recognized campus organizations to deny an individual or group those rights, freedoms or opportunities available to all members of the university community. The university is committed to meeting the full intent and spirit of the anti-discrimination laws, not merely the minimum letter of the law. Inquiries concerning the application of Lindenwood University's policy on non-discrimination should be directed to the university's vice president of human resources.

Lindenwood University complies with the Drug Free Schools and Communities Act of 1989 (Public Law 101-226) as amended; the Drug-Free Workplace Act of 1988 (Public Law 101-690); the Student Right-to-Know and Campus Security Act of 1990 (Final regulations published 1995, as revised 1999); and the Campus Securities Disclosures Section 485 of the Higher Education Amendments of 1992 (Final regulations published 1994, with technical corrections published 1995, as revised 1999); the Equity in Athletics Disclosure Act (the Higher Education Amendments of 1992, as revised in the Amendments of 1998); and the Family Educational Rights and Privacy Act of 1974 (the Buckley Amendment), as amended, including Section 507 of the USA Patriot Act of 2001, and seeks to provide a healthy, safe and secure environment for students and employees.

Lindenwood is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and the Missouri Department of Elementary and Secondary Education and is a member of the Teacher Education Accreditation Council. Lindenwood University is authorized to grant bachelor, master, specialist and doctoral degrees.

## The Mission of Lindenwood University

Lindenwood University offers values-centered programs leading to the development of the whole person—an educated, responsible citizen of a global community.

Lindenwood is committed to

- providing an integrative liberal arts curriculum;
- offering professional and pre-professional degree programs;
- focusing on the talents, interests, and future of the student;

- supporting academic freedom and the unrestricted search for truth;
- affording cultural enrichment to the surrounding community;
- promoting ethical lifestyles;
- developing adaptive thinking and problem-solving skills;
- furthering lifelong learning.

Lindenwood is an independent, public-serving, liberal arts university that has a historical relationship with the Presbyterian Church and is firmly rooted in Judeo-Christian values. These values include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of the truth.

## Historic Lindenwood

Amid the beautiful linden trees, Lindenwood University was founded in 1827 by innovative pioneering educators Mary Easton Sibley and Major George Sibley. They sought to establish an institution that reached across all fields of knowledge, teaching a solid academic core along with the balanced sense of self-worth that accompanies dedication to the larger community and the world—an institution that was always up-to-date and with the times in teaching both the breadth of the liberal arts and the attention to detail of the sciences, seeking to synthesize all knowledge in an effort to educate the whole person. Lindenwood University serves full- and part-time students of all ages, with a wide variety of educational programs leading to bachelor's, master's and doctoral degrees. This academic year, Lindenwood University will serve more than 15,000 full-time and part-time students. More than 3,650 of these students will live on the university's beautifully wooded campus in St. Charles.

## Degree Programs

Lindenwood University offers academic programs leading to the bachelor of arts (B.A.), bachelor of fine arts (B.F.A.), and bachelor of science (B.S.) degrees at the undergraduate level. At the graduate level, the university offers coursework leading to the master of science (M.S.), master of arts (M.A.), master of arts in teaching (M.A.T.), master of business administration (M.B.A.), master of fine arts (M.F.A.), education specialist (Ed.S.), and doctor of education (Ed.D.) Interdisciplinary majors and minors are available in international studies and human resource management. In all divisions individualized degrees may be developed on a contract basis for interdisciplinary specialties. The major areas of concentration and the format in which each degree is offered are listed under "Academic Programs" in this catalog.

## Program Formats

Lindenwood University strives to make quality higher education accessible to traditional and non-traditional students. Undergraduate and graduate academic programs are offered in three distinct formats, known as the semester, the quarter system employed by the Lindenwood College for Individualized Education and the new 5-term M.B.A. formats.

The day semester programs are considered the "traditional" format, with undergraduate classes offered in the semester format during the day. However, graduate degree courses in education, art and music are also held on a semester basis, with some classes meeting in the evenings.

In 1975, the Lindenwood College for Individualized Education (LCIE) was created to provide an accelerated program of study that enables students to make progress toward an undergraduate or graduate degree without relinquishing career and family obligations.

Many older adults who might not pursue higher education in a traditional setting find LCIE's educational philosophy and flexible program an ideal learning environment in which to earn a degree or to pursue studies appropriate to personal learning goals.

Since its inception, the evening format, including both LCIE courses and evening semester courses, has maintained a deep commitment to meet the intellectual and professional needs of adult learners with employment experience. The purpose continues to provide high-quality professional and personal competence.

Using methods based in adult learning theory, the evening programs provide students with the techniques of scholarly inquiry. Through varied curricula and excellent teaching designed to meet a full range of adult student needs, the Lindenwood evening programs realize their mission within the university community.

The January term gives both students and faculty members the opportunity to concentrate on a topic of special interest. January term courses emphasize experiential education, total immersion in a topic or activity, creativity, and close interaction with one faculty member or a team of faculty.

The newest format is the 5-term M.B.A. program. The university's Master of Business Administration (M.B.A.) degree program and associated graduate business programs are offered in a five-term format—Fall I, Fall II, Spring I, Spring II and Summer. Each term is nine weeks in length, with one four-hour evening or Saturday morning class meeting held each week.

### **Campus Locations**

**St. Charles Campus:** Located at 209 South Kingshighway in the heart of St. Charles, this 500-acre site is the original campus founded by Major George and Mary Easton Sibley. Historic buildings grace the tree-lined walks and house classrooms, administrative offices and residential living.

**Lindenwood University Cultural Center (LUCC):** Located at 400 N. Kingshighway, a few blocks from the main campus, the LUCC is the center for the Lindenwood University for Individualized Education. Classrooms, faculty offices, and a 600-seat auditorium are among the building's amenities.

**Westport Campus:** Located in the 12000 Building, 11960 Westline Industrial Drive, Suite 250, in west St. Louis County, this facility meets the needs of working adults enrolled in undergraduate and graduate programs of the Lindenwood University evening division. Classrooms and administrative offices are housed in a modern, air-conditioned facility with ample free parking.

**North County Campus:** Students in the Florissant, Mo. area can take classes conveniently at 4500 Washington Ave. Those interested should call 314-878-7653.

**O'Fallon Campus:** Located on the administrative campus of the City of O'Fallon, Mo. at 100 North Main St., this center represents a partnership with the city of O'Fallon and provides classroom education and encompasses a variety of cultural and athletic activities.

**Wentzville Campus:** Located at 1102 East Pitman, the Wentzville site serves students in Lincoln, Warren, and western St. Charles counties. The site offers undergraduate and graduate programs designed to meet the needs of adult students.

**South County Campus:** Located in the Hyland Educational Center at 10020 Kennerly Road, the South County Education

Center meets the needs of working adults by offering evening undergraduate and graduate degree programs. Classrooms and administrative offices are housed in a modern, air-conditioned facility with ample parking.

**Belleville Campus:** Located at 2600 West Main St. in Belleville, Ill., the Belleville site has more than 50 classrooms, including science labs, computer labs, and multipurpose classrooms.

**Lindenwood University Higher Education Center of Lincoln County:** Located at 995 Main St., Moscow Mills, Mo., this center has four classrooms with traditional schoolhouse decorum. The center includes a computer laboratory for technology classes.

**Weldon Spring Campus:** Located at 7295 Highway 94 South, the Weldon Spring site is housed in the former office complex of the Department of Energy. Generous parking and classroom space characterize this facility which serves the Chesterfield area as well as the Technology Corridor along Highway 40/61.

**St. Louis City Campus:** Located at 1409 Washington Ave., the campus is strategically located to meet the needs of downtown residents as well as workforce commuters. This thoroughly modern facility opened in January 2009 and serves both undergraduate and graduate evening students.

**Boone Campus:** The site of the Boone Home and Boonesfield Village is located on Highway F near Defiance, Mo., approximately 40 minutes from Lindenwood's main campus. This historic landmark merged with Lindenwood University in 1998. The 1,000-acre Boone property, with its rich heritage and historic buildings and features, remains a popular St. Charles County tourist attraction. The campus also serves as a "laboratory" for students to study a variety of frontier-related programs, including the values, culture and history of the American frontier. Classes held at the site include historic preservation, frontier crafts, interpretation, museology, and archaeological digs. The tourist component provides for internships and practica in nearly every major in the Lindenwood curriculum from accounting and marketing to theatre and education. In addition to the above, the university provides on-site instruction at a number of businesses and school districts in the region.

## **Graduate Admissions**

### **Admissions**

The standards of admission to Lindenwood University are selective yet flexible. We expect our applicants to have a sound academic preparation for graduate school, and we carefully examine each applicant's record to determine whether or not the student has the potential to be successful at Lindenwood.

Lindenwood University consciously seeks a diverse student body and welcomes applicants from all socio-economic, religious, and ethnic backgrounds. The university also values geographical diversity and welcomes international students.

### **Admissions Standards**

Admission to graduate programs is granted to students who demonstrate academic preparedness and the potential for academic excellence. Applications for admission to Lindenwood university graduate programs will be reviewed by the dean of admissions as well as by the dean of the specific discipline of the degree being sought or the designated faculty advisor within that discipline. For admissions standards and criteria specific to a graduate program or school, please refer to the section of this catalog that describes that program specifically.

# **Application Procedures**

## **Domestic Application Procedures**

U.S. citizens and U.S. resident aliens wishing to apply to a Lindenwood University graduate program should visit the office of Evening and Graduate Admissions at the Lindenwood University Welcome Center on the Lindenwood main campus or online at <http://www.lindenwood.edu/admissions/> and select Evening and Graduate Admissions.

Students should download and complete the Evening & Graduate Admissions Application and submit the following:

1. A completed and signed application form with a \$30 application fee (non-refundable). Checks or money orders should be made payable to Lindenwood University.
2. An official undergraduate transcript as well as official transcript(s) from any graduate school(s) attended.
3. A resume—although this requirement may be waived in certain instances, as determined by the dean of evening admissions.
4. Additional requirements, such as a portfolio or an audition as required by various programs.

Once the application, the application fee, and other required materials are received, an admissions counselor will contact the applicant.

The application and application materials may be mailed to

The Office of Evening & Graduate Admissions  
Lindenwood University  
209 South Kingshighway  
Saint Charles, MO 63301

*Note: A student must have a completed file and be admitted to the university before any financial aid will be processed.*

The applicant should email [eveningadmissions@lindenwood.edu](mailto:eveningadmissions@lindenwood.edu) or call (636) 949-4933 with any questions. For application procedures specific to a graduate program or school, please refer to the section of this catalog that describes that program, specifically.

## **International Application Procedures**

International residents wishing to apply to a Lindenwood University graduate program should visit [www.lindenwood.edu/admissions](http://www.lindenwood.edu/admissions) and select International Admissions. Visit the Admissions Process, Required Documents, and Admissions links. (Note: Applicants should not complete the Evening & Graduate Admissions application; rather, they should complete only the international application and indicate the intended field of study on that form.) International applicants must submit an official university transcript showing that a baccalaureate degree has been conferred, accompanied by a certified English translation. Once the application, the application fee, and other required documents are received, a member of the International Office will contact the applicant. For more information regarding international application, the applicant should refer to the International Student Center webpage from the university website.

The following items must be submitted for a complete international application:

1. International Student Application—The application must be submitted along with a non-refundable \$100 application fee.
2. A current resume.

3. An affidavit of Support—Students should provide an official document or statement from a bank verifying the amount of personal/family funds, in U.S. dollars, available for tuition (personal cost) and educational expenses (books, insurance). All documents must be in English.
4. Official Transcripts—Graduate candidates must submit certified copies of college transcripts showing that a baccalaureate degree has been conferred. Transcripts must be in their original language and accompanied by a certified English translation. These documents will not be returned to the student. They will become part of the student's official file at Lindenwood University. The cost for the evaluation of the transcript will be incurred by the applicant. However, once the applicant obtains a visa and arrives at Lindenwood University, the cost of the evaluation will be refunded, provided that the applicant brings the receipt for the evaluation service.
5. If transfer credit is requested from an overseas school, students should submit their transcripts and translations to World Evaluation Services (WES) for evaluation. Applicants should contact WES for more information about how to get transcripts evaluated. Students should list Lindenwood University as the recipient. WES will also provide a copy of the evaluation directly to the applicant. The applicant should keep this copy for his/her records. (For questions regarding the transfer of international credit to a specific graduate program, please refer to the section of this catalog that describes that program.)
6. Housing Application—All resident students must submit a housing application and a \$300 housing deposit made payable to Lindenwood University. Campus housing will be assigned upon receipt of the housing application and deposit. Students should include an e-mail address on their housing form.
7. Personal Statement (Essay)—Students should write an essay concerning their education plans. For example, the essay may include why the student wishes to further his/her education, long term goals he/she possesses, or a special experience in his/her life.
8. Passport—Students must provide a clear, readable copy of the identification page of their passports.
9. Insurance—All students are encouraged to be insured while studying in the United States. Lindenwood University does not provide insurance for students. Students may carry any health insurance policy they choose.
10. If an international student applicant is transferring from another university within the United States, the student should forward the Lindenwood University transfer paperwork (found in the application) to their schools' officials for processing.
11. An official TOEFL score—to report the TOEFL score, Lindenwood's number is 6367.

The International Student Application and all required application materials may be mailed to

The International Student Office  
Lindenwood University  
209 South Kingshighway  
Saint Charles, MO 63301 USA

Please email [international@lindenwood.edu](mailto:international@lindenwood.edu) or call (636) 949-4982 with any questions. To fax any information, send to (636) 949-4108.

## **Graduate Academics**

### **Academic Calendar**

All Evening College programs, LCIE programs, and School of Business & Entrepreneurship programs are offered either on a quarter calendar or 5-term schedule. All other programs (including the graduate degrees in education and counseling, along with degrees in art, theatre, nonprofit, and American studies) are offered on a semester calendar. All academic credit is given in semester hours.

### **Academic Course Load**

Full- and part-time student status is determined by the number of semester hours in which a student is enrolled during any given quarter, term, or semester. Note that international students must maintain full time student status to remain in compliance with visa regulations.

Full time status: 9 semester hours

Half time status: 6-8 semester hours

Less than half time status: 1-5 semester hours

Course extensions, granted to permit students to complete incomplete work (including culminating project extensions and thesis extensions), are not considered "hours enrolled" for purposes of this policy.

## **Academic Policies**

### **Degree Time Limit**

A graduate student is expected to complete a graduate program within five (5) years of the date of entry.

### **Change in Degree Program**

A student wishing to pursue a degree or program other than the one he/she originally sought should consult with an advisor in the new program to determine whether additional application materials need to be submitted for admission to the new program.

### **Second Degrees**

A student who has earned a master's degree from Lindenwood and desires another master's degree may transfer a maximum of 9 hours of credit from the first degree into the second degree if the credit is applicable. All other requirements for the second degree, including the culminating project or thesis, must be completed.

### **Academic Honesty Policy**

Academic dishonesty is a serious offense to oneself and one's colleagues. Students wishing to maintain formal membership in the Lindenwood learning community must display the high level of integrity expected of all its members. According to Lindenwood University's Academic Honesty policy, names of students found guilty of cheating or plagiarizing will be sent to the university provost. A first offense of academic dishonesty may result in a reduced or failing grade on the assignment or test or failure in the course. A second offense will lead to academic probation and failure of the class, and a third offense will result in suspension or expulsion from the university.

### **Attendance Policies**

All students at Lindenwood University are expected to attend all classes and class activities for which they have enrolled. If classes are missed, a student is expected to make up the work to the satisfaction of the instructors concerned.

At times, absence from class may be unavoidable as in

instances of prolonged illness, hospitalization, or participation in an approved student activity. A student who has been hospitalized should offer a doctor's verification to his/her instructors. In case of unsatisfactory work due to excessive absences from class, the instructor may give ample warning to the student that his/her work is unsatisfactory and may report a final grade of "F" to the registrar.

Persons receiving benefits from the Veterans Administration are governed by special regulations concerning class attendance (See Veterans Benefits).

### **Grading System**

Lindenwood University operates under the 4.0 grading system. An "A" carries 4 quality points; a "B," carries 3 quality points; and a "C," carries 2 quality points. A grade of "F" carries no quality points and no credit. Thus, a course worth 3 semester hours in which a student earned an "A" would merit 12 quality points.

The grade point average is computed by dividing the total number of quality points earned by the total number of semester hours attempted. Only grades earned at Lindenwood are used in computing the GPA unless the student is seeking teacher certification.

Graduate students may receive grades of A, B, C, F, W, WP, WF, AW, AF, NG, I and Audit. A mark of "A" represents work outstanding in quality; it indicates that the student has shown initiative, skill, and thoroughness and has displayed originality in thinking. A grade of "B" grade is awarded for work of high quality, well above average. The grade of "C" indicates average work and satisfactory completion of course requirements. An "F" grade indicates one's coursework has been unsatisfactory and no credit is given.

### **Retaking a Course**

Note that if a student fails and retakes a course, the second grade does not replace the first grade; the two grades are averaged. For instance, if a student earns an "F" for a class and retakes the class, earning an "A," the two grades would be the equivalent of two "Cs" and would affect the overall grade-point average as two "Cs."

### **Withdraw (W), Withdraw Pass (WP), & Withdraw Fail (WF)**

A grade of "W" indicates that the student withdrew from a class with no affect to the student's GPA. A student wishing to withdraw from a class for a grade of "W" may do so by completing an Add/Drop form and securing the signature of his or her advisor and course instructor before the appropriate deadline. If the student misses the first Withdrawal deadline, a second date, set at the two thirds point of the semester, term, or quarter, marks the deadline to apply for a "WP" or "WF." A grade of "WP" indicates that a student wishing to withdraw from a class was passing the course at the time of the request to withdraw; a grade of "WF" indicates that the student was failing the course at the time of the request to withdraw. Neither "WP" nor "WF" will affect the student's GPA.

### **Administrative Withdrawal (AW)**

When it is in the best interest of a student or of Lindenwood University, a student may be given an WP/WF and put on academic hold. This action of AW results in removal of all credits associated with the affected classes and places the student on administrative suspension. Before re-enrolling at the university, the student on administrative suspension must write a letter of appeal to the provost. An Administrative Withdrawal does not affect one's grade point.

### **Attendance Failure (AF)**

This grade is for use when students stop attending a particular class prior to the published deadline to receive a grade of WP or WF but do not withdraw from the course. The grade of "AF" is treated as a grade of "F" in the calculation of the student's grade point average.

### **No Grade**

An administrative grade of "NG" is assigned by the registrar when final course grades have not been submitted prior to making grades accessible to students. Under normal circumstances, the "NG" grade will be cleared within two weeks from the end of the term. Faculty members are not authorized to submit a grade of "NG."

### **Incomplete (I)**

A grade of "I" (incomplete) is given at the end of a term only for failure to complete course work due to exceptional circumstances beyond the student's control.

An "I" grade must be resolved prior to the end of the next term, semester, quarter, or 5-term program; otherwise, it automatically becomes an "F." Any request to extend the time needed to complete an "I" must be submitted to the registrar no later than two weeks before the date the grade is due. Requests will then be sent to the appropriate division dean to be considered for approval.

### **Pass/Fail (P/F)**

Some academic activities such as practica, internships, residencies and thesis projects are graded on the basis of Pass/Fail. In these cases, the grade of "P" denotes successful completion of the assigned requirements for the aforementioned academic activity courses.

### **Audit**

A student may register to audit lecture courses, not to include studio or photography courses or LCIE clusters. Auditors will be expected to attend all classes. No credit may be earned or later claimed by a student who audits a course. A student has two weeks into a semester and two class meetings into a 5-term program, quarter, or summer session to make a change in registration either to audit a class or take it for credit. The audit fee is 50 percent of the regular tuition for a course.

### **Grade reports**

Grades are made available to all students at the end of each term and may be accessed through the student portal. Cumulative records are maintained for each student on individual transcripts.

### **Final Exams**

All semester, quarter, and 5-term program courses are required to meet until the end of the scheduled academic periods as stated in the university calendar. Professors are required to hold a final exam or other significant evaluative activity at the scheduled final exam time as outlined in the final exam schedule. There are to be no exceptions to these requirements. Faculty members are not to change the time of the final exam, either by changing the date of the exam or by changing the time of the exam. Students should plan to attend their final exams on the scheduled dates.

### **Thesis/Culminating Project Extensions**

Registrations for extensions on graduate thesis or culminating projects must be completed by the student each succeeding term after the initial enrollment for his/her thesis or

culminating project. The fee charged for extension is listed on the fee page of this catalog.

If the student fails to register for a term during which he/she plans to complete the thesis or culminating project, he/she will no longer be considered a degree candidate. Should the student wish to resume the thesis or culminating project, he/she must pay the full tuition rate for the thesis or culminating project at the time of re-enrollment. In order to appeal that charge, the student must submit a written request to the Business Office controller including any evidence that would substantiate the appeal.

## **Academic Procedures**

### **Appealing Grades**

Students who wish to appeal a final grade will first contact the course instructor. If the matter cannot be resolved through the instructor, the student may appeal in writing to the appropriate school dean or the provost. An Academic Grievance Committee may be convened to hear academic grievances concerning grades and other academic matters before a recommendation is made to the president for review by the president or his designee. Information concerning these procedures is available through the provost. Notice of intent to file a grievance must be made in writing to the appropriate division dean or Provost within six weeks of receipt of the grade. Changes under this procedure will only be made during the term immediately following the term in which the disputed grade was given.

Lindenwood University shares information from students' formal written complaints with the North Central Association of Colleges and Schools as part of its normal accrediting process. This information is shared in such a manner as to shield all individual identities of complainants. No letters or documents revealing the identities of individual complaints will be shared without the express written permission of the complainants.

Lindenwood University has a number of appeals and grievance processes in place (see, e.g., the process for "Appeal of Financial Aid Suspension") in various university publications. Once the normal appeals and grievance procedures have been exhausted, students may make formal written complaints concerning academic matters to the provost and those complaints concerning student services to the dean of campus life. All other formal written student complaints should be directed to the president's office.

### **Transferring Credits from Another University**

A student wishing to transfer graduate credit to Lindenwood from an accredited college or university should request official transcripts be sent directly to Lindenwood University's Office of Graduate Admissions by the school(s) previously attended.

An evaluation of transfer credit will be made by the appropriate school dean. Credit may be transferred from regionally accredited institutions only. A maximum of 9 semester hours of transfer credit is allowed for graduate students.

If transfer credit is requested from an overseas school, students must submit their transcripts and their English translations to World Evaluation Services (WES) for evaluation. For more information regarding obtaining a WES transcript evaluation, please refer to the International Application Procedures section of this catalog and to the International Student Center page of the Lindenwood University website. For policies regarding transfer credit into a specific graduate program or school, please refer to the section of this catalog that describes that program.

Appeals of transfer credit evaluations should be submitted in writing to the provost.



A student at Lindenwood who wishes to take courses at another college or university while pursuing a degree at Lindenwood must first obtain permission for the transfer of these courses from the academic advisor and the registrar. A Prior Approval form may be obtained for this purpose from the Registrar's Office. Students may be allowed to take courses from other schools during terms in which the requested course is not offered at Lindenwood.

Credits accepted in transfer do not affect the student's grade point average at Lindenwood University.

### **Withdrawing from Classes**

To withdraw from a course with a "W," students must complete and sign a withdrawal form before the last day to withdraw with a "W," secure the signature of their academic advisor, and, if they have attended the course at least once, the signature of the instructor of the course. Students wishing to withdraw from a course after the deadline to withdraw with a "W" will receive either a grade of "WP" (withdraw passing) or "WF" (withdraw failing). The deadline for WP/WF grades shall be a date for each term as set annually on the Academic Calendar at the two-thirds mark of the term, semester, quarter or five-term program. Neither grade will affect the student's grade point average. (Students should also refer to the Withdrawal and Refund section of this catalog.)

Late withdrawals will be approved only under extreme circumstances. Only extraordinary, documented reasons for withdrawing after the stated deadline will be honored. Requesting a late drop due to a low grade in the class, lack of interest in the subject matter, a different learning style from that of the classroom professor, or a change of major/requirements are not reasons that will be honored.

If a student believes that extraordinary circumstances require withdrawing from a class after the deadline, the student must complete the following steps:

1. Write a letter fully specifying the reasons for the withdrawal.
2. Gather supporting documentation (physical report, court documents, hospital documents, etc.).
3. Meet with the academic advisor for a signature on a policy exemption form.
4. Meet with the dean of the division for a signature on the exemption form.
5. Submit the signed form to the Vice President for Academic Affairs.

If approved, the student will receive either a Withdraw Pass (WP) or a Withdraw Fail (WF), depending upon the grade at the time the student withdrew.

If a student determines, after the term has ended, that a withdrawal from a class would have been the best option, he/she may request that the grade assigned be changed to a WP/WF by using the procedure described above.

### **Academic Standards**

To be in good academic standing, all graduate students must maintain a 3.0 grade point average and adhere to the requirements set by their academic program. The academic standing of any graduate student whose cumulative grade point average falls below 3.0 will be reviewed by the provost and the appropriate school dean. Following that review, the student will be notified as to whether he or she has been placed on academic probation or suspended from the graduate program. If the student is placed on academic probation and permitted to continue, the conditions

under which he or she will be allowed to continue will be provided to the student in writing. Such conditions may include requiring the student to repeat the course or courses in which a deficient grade was earned. When a course is repeated, both grades will be averaged to determine the cumulative grade point average. In all cases, if after the next term of work the student has not improved his or her cumulative grade point average to the 3.0 level, the student may be suspended for unsatisfactory academic progress.

### **Academic Suspension**

The following are general guidelines used in reviewing academic performance deficiencies at the graduate level. A student will be suspended if his or her cumulative grade point average drops below the levels stated below:

- 2.95 with at least 90% of course work completed
- 2.85 with at least 75% of course work completed
- 2.65 with at least 50% of course work completed
- 2.25 with at least 25% of course work completed
- 2.00 with less than 25% of course work completed

Graduate students must maintain a 3.00 GPA. The name of any student who does not maintain a 3.00 GPA will be sent to the provost and the dean of the appropriate school for review.

Students who are suspended for unsatisfactory academic progress are ordinarily not again admitted to the graduate programs of Lindenwood University. Appeals of academic suspension and petitions for readmission should be directed to the provost for review.

Note that students who are suspended for financial aid reasons will be suspended for academic cause as well even if they do not meet the usual term-based criteria for academic suspension.

### **Notification of Academic Suspension**

In addition to regular mail notification, the suspension letter for all students will be e-mailed to the student's Lindenwood University email account by the Registrar. It is the responsibility of the student to check his or her portal and Lionmail regularly.

### **Appealing Academic Suspension**

Suspended students will be provided in writing with a date by which academic and financial appeals must be received. If appeals are not received by that date, the student will be dropped from all classes, and if the student is a resident, on-campus housing will be cancelled.

### **Appealing Academic Suspension: Quarter and Five-Term Students**

Students enrolled in the quarter and five-term systems will be given seven calendar days from the date of their suspension letters to appeal. If the appeal is not received and approved within that time limit, the student will be dropped from all current and future classes; this student will not be charged for that quarter/or 5-term. Faxed, emailed, mailed, or delivered appeal letters will be accepted.

### **Re-admission**

Students who leave Lindenwood University for two years or more will need to meet with an admissions counselor to complete the re-admission process, which will include a review of major requirements and scholarship awards. Students who were suspended at the time they left the university will need to submit a letter of appeal to the Vice-President for Academic Affairs.

## Dismissal

The university reserves the right at any time to request the withdrawal of a student who is unable to meet academic standards or whose continuance in the university is felt to endanger the student's own health or well-being or that of others or who does not observe the social regulations and standards of conduct of the university.

## Preparing for Graduation

Students are responsible for tracking their own academic progress and eligibility for graduation. Specifically, each student must track his or her own progress through a degree program by maintaining a checklist of all degree requirements and his or her completion of each requirement. The advisor will confirm that all requirements for graduation have been completed by the anticipated graduation date.

The student must apply to graduate by submitting an application for degree form to the Academic Services offices by the appropriate deadline. The deadline for submitting applications for degree are as follows:

Students graduating in	Must apply to graduate by
March/May/June . . . . .	December 30 of the previous year
August . . . . .	February 28 of the same year
September . . . . .	March 30 of the same year
October/December . . . . .	May 30 of the same year

*Note that the advisor has the authority to approve academic work within the major; however, only the chief academic officer of the university and the registrar have the authority to certify that all requirements for graduation have been fulfilled and post a notification of degree completion on a student's transcript.*

## Requesting Grade Reports

Lindenwood University employs an integrated database system called CAMS. Grade cards are available through the student portals, as are unofficial transcripts, class schedules, and information about the business office statements and financial aid. Because grade reports are available online to all students, Lindenwood University will no longer mail reports to students.

If a student needs a copy of his/her grades for work reimbursement, a copy of his/her grades can be printed by the student from his/her portal and submitted for reimbursement. If the student's workplace will not accept the printed copy, the student should submit a written request to Barry Finnegan, Dean of Academic Services (bfinnegan@lindenwood.edu) and a copy will be sent to the employer. The request must include the mailing address to which the report should be sent, student ID, term for which grades are requested, signature of the student making the request, and a call back number. The request can be FAXed to 636-949-4776.

If students have any questions about their lionmail accounts or their student portals, they can contact their advisor or CAMSSupport@lindenwood.edu.

## Requesting Transcripts

All information in each student's university record folder is considered confidential information and is issued only to authorized individuals. Requests for official transcripts of the academic record from any individual or agency will not be filled until authorization has been received in writing from the individual student.

A fee of \$5 is charged for each transcript requested. A transcript will not be issued when the student is delinquent in payment of tuition or fees, has not returned library books, or has other unfulfilled obligations to the university. Students will be given 30 days after a transcript request has been made to clear any outstanding balance with the business office. After 30 days, it will be the student's responsibility to submit a new request for transcript.

A request for a transcript should be made either on a transcript request form or online by accessing the Lindenwood University website and completing the transcript request form located in the Academics area. Normal processing time is three days.

## Family Educational Rights and Privacy Act (FERPA)

In conformance with the Family Educational Rights and Privacy Act of 1974 (the Buckley Amendment), Lindenwood University has established a system to ensure that students have complete access to their educational records and the right to challenge information they believe to be inaccurate or misleading. Information about these procedures can be obtained from the Academic Services Office. Unless specifically prohibited by the student, Lindenwood University may release "Student Information" at its discretion for government-mandated reporting, news releases, and other purposes that it believes serve the student's interest. This includes (1) full name, (2) local and home addresses, (3) local and home telephone numbers, (4) e-mail address, (5) date and place of birth, (6) most recent educational institution attended, (7) enrollment status, (8) class level, (9) dates of attendance, (10) degrees, awards and honors received, (11) participation in officially recognized activities and sports, (12) weight and height of athletic team members, and (13) photographs.

Students may withhold information from some of these disclosure requests by notifying the Academic Services Office in writing the first week of each term. All written requests for non-disclosure will be honored by the university for only one term; therefore, authorization to withhold student information must be filed during each semester of attendance.

## Fees and Financial Assistance

### Tuition Full-time residential semester rate

(9-15 credit hours) . . . . .	\$6,480/semester
Full-time commuter semester rate . . . . .	\$370/credit hour
Full-time residential 5-term rate (9 hours) . . . . .	\$4440/term
Full-time commuter 5-term rate . . . . .	\$370/credit hour
LCIE rate . . . . .	\$3330/9 hour cluster
Quarter Overload Fee (over 9 hours) . . . . .	\$370/credit hour
5-Term M.B.A. Overload Fee . . . . .	\$370/credit hour
Semester Overload Fee . . . . .	\$370/credit hour

### Part-time Tuition

Graduate . . . . .	\$370/credit hour
5-Term M.B.A. . . . .	\$370/credit hour
Specialist . . . . .	\$435/credit hour
Doctor of Education . . . . .	\$630/credit hour

### Housing & Meals

Semester . . . . .	\$3,350/term
Quarter . . . . .	\$2,780/quarter
5-Term M.B.A. . . . .	\$2224
Room Fee during breaks . . . . .	\$215/week

## Other Fees

Housing/Enrollment Deposit (non-refundable) . . . . .	\$300
Full-time Student Activity/Health Fee . . . . .	\$140/term
Full-time 5-Term M.B.A. Activity/Health Fee . . . . .	\$56 /term
Communications Fee - Residence Halls (sem) . . . . .	\$150/term
5-Term M.B.A. Communications/Residence . . . . .	\$60/term
Full-time Student E-mail Fee (sem) . . . . .	\$30.00/term
5-Term M.B.A. Student E-mail Fee . . . . .	\$12/term
Quarter Activity and Health fee . . . . .	\$70 term
Quarter Communications fee . . . . .	\$75 term
Quarter Email fee . . . . .	\$15 term
Lab Fee (in specified courses) . . . . .	\$30-\$75/course
Studio Fee (general) . . . . .	\$30-\$75/course
Studio Fee (ceramics, color theory, photography and drawing) . . . . .	\$85/crs
Student Teaching Fee . . . . .	\$250
Counseling Internship Fee . . . . .	\$65/term
Applied Music Fee . . . . .	\$150/credit hour
(For individual lessons in piano, voice, orchestral instruments and organ; per semester hour credit)	
Experiential Learning Fee (one-time only charge) . . . . .	\$250
Experiential Learning Credit . . . . .	\$75/cr hr
Overload Fee for residents (except LCIE) . . . . .	\$370/sem hr
(a charge to full-time students who take more than 15 hours in a sem or 9 hours in 5-term)	
Late Registration Fee . . . . .	\$25
Promissory Note Origination Fee . . . . .	\$25
Late Payment Fee (per month) . . . . .	\$50
Culminating Project Extension Fee . . . . .	\$50
Graduation/diploma fee Graduate . . . . .	\$125
Specialist . . . . .	\$125
Ed.D. . . . .	\$200
Ed.S.Fees	
EDA 68000 Specialist Experience . . . . .	\$500
Ed.D Fees	
EDA 78000 Capstone Experience . . . . .	\$500
Dissertation Publication . . . . .	\$500

*Note: The graduate contract degree rate will be determined at the time of admission into the program. Provisions for extended stay housing and meals, degree programs, tutoring, and additional services are available upon request.*

Students are expected to pay tuition charges prior to the beginning of each term. Students may use financial aid (grants and loans) as payment. Student Aid Reports and loan applications should be submitted to the Financial Aid Office prior to the beginning of each term.

The communications fee covers telephone service, voicemail, email, and cable TV services. The university provides complimentary Internet service to resident students living in the dormitories and some campus housing.

## Housing Deposit

Resident students are expected to pay a \$300 non-refundable fee to reserve their rooms. The room reservation fee becomes a refundable room damage deposit after the student has attended classes and the semester charges have been paid.

This deposit remains on account at the university as long as the student resides in campus housing. Any damage to the assigned housing during the time of residence will be deducted from the deposit. Students are entitled to a deposit refund upon completion of the Residential Check-Out form once all outstanding debts to the university have been satisfied. If a new student withdraws prior to the beginning of a term, the housing

application fee is not refunded. Continuing students must notify the Resident Life Office of plans not to return as a resident student the following term and complete the Residential Check-Out form. Failure to complete this process by the date of the last class or exam preceding the departure will result in forfeiture of the deposit. No refund for room and board charges will be made for an academic year after the student signs either a New Student Housing Application or a Returning Student Housing Application.

Students must meet all financial obligations to the university in order to qualify for a room damage deposit refund. Application materials for the refund are available in the Business Office.

When students have been accepted for admission, students, and their parents and/or guardians accept all the conditions of payment as well as all the regulations of the university. In making the initial payment of \$300, the student and the parent or guardian acknowledge these terms and signify acceptance of these obligations. No promise or contract that differs from these terms shall bind the university unless it has been signed by the chief operating officer of reserves the right to increase or reduce fees each year according to changes in fiscal conditions.

An additional charge may be added for all single rooms in the dormitories and/or apartment/house living quarters (on a space availability basis).

## Payment Options

All tuition charges and fees are payable prior to the beginning of the term. Students should consult their student account representative in the Business Office regarding due dates or to make other payment arrangements prior to the beginning of the term. Payment options include:

## Corporate Promissory Note:

The Corporate Promissory Note is available to students who work for companies that have tuition reimbursement plans. Proof of employment and a copy of the company's reimbursement policy must be on file in the Business Office. The amount of the promissory note cannot exceed the amount the employer pays for tuition for each term. The due date for all promissory notes is 30 days following the conclusion of the term for which the note applies. A monthly late charge will be assessed after this date. By signing a promissory note, students give Lindenwood University permission to contact their employers if the note is not paid by the date due.

## Direct Debit Payment Note (DDP):

Lindenwood University offers a Direct Debit Payment Plan for the convenience of students. Their payments can be made directly (electronically) from their checking account. There are no fees associated with this method of payment. Any payment or financial aid received prior to the promissory note due date will be applied to the balance appearing on the student's accounts.

## Delinquent Accounts

Students must meet all financial obligations to the university in order to qualify for continued enrollment or graduation. This means that, each semester or term, each student must pay all money due to the university, including tuition, fees, traffic fines, library fines, and any other financial obligation.

Students with delinquent accounts can expect:

1. Enrollment for a succeeding term will not be allowed.
2. Grades for the current term will be held.
3. A transcript will not be issued.
4. The student will not be permitted to graduate.

## Withdrawal & Refund

Students wishing to withdraw from Lindenwood University should contact both the Registrar's Office and the Office of Financial Aid. In order to receive the proper refund, any notification of withdrawal or cancellation and requests for refund should be made in writing. To begin the withdrawal process, students should submit a completed withdrawal form to the Registrar's Office located in the lower level of Roemer Hall. The office hours are Monday-Thursday, 8 a.m. until 6 p.m., Friday 8 a.m. until 5 p.m. and Saturday, 8 a.m. until 4 p.m.

Calculations of the return of Title IV aid or tuition adjustments shall be based on the date the student begins the withdrawal process, provides official notification of the intent to withdraw, or the midpoint of the payment period for which Title IV aid was disbursed.

Students who receive Title IV aid while attending Lindenwood University and withdraw during the first 60 percent of the term will be disbursed Title IV aid in direct proportion to the length of time he/she remains enrolled. A student who remains enrolled beyond the 60 percent point of the term will not be entitled to a return of Title IV aid.

All students are subject to the Lindenwood University refund calculation as described below. If any student withdraws prior to the beginning of a term, all payments for that term, except the initial \$300 non-refundable room reservation deposit, will be refunded.

The refund policy for tuition, fees, including overload charges for Semester is as follows:

Withdrawal during 1st two weeks . . . . .	75%
Withdrawal during 3rd week of term . . . . .	50%
Withdrawal during 4th week of term . . . . .	25%
Withdrawal after 4th week of term . . . . .	No Refund

The Quarter and MBA tuition refund schedule is as follows:

Withdrawal before 1st class meets . . . . .	100%
Withdrawal before 2nd class meets . . . . .	75%
Withdrawal before 3rd class meets . . . . .	50%
Withdrawal before 4th class meets . . . . .	25%
After 4th class meets . . . . .	No Refund

No refund for room charges will be made for a term after the student signs either a New Student Housing Application or a Returning Student Housing Application.

Application, activity, lab, and miscellaneous fees and room reservation deposits are non-refundable, except as indicated under "Enrollment Deposit" and above.

## Refund Calculation Appeals

Appeals of withdrawal and refund calculations, or other institutional charges, from students and parents who feel that individual circumstances warrant exceptions from published policy should be addressed to the Business Office Controller.

In order to appeal a decision, the student must submit a written request to the Business Office Controller including any evidence that would substantiate the appeal.

## Refund Distribution of Financial Aid

After the amount of the refund has been calculated, the Financial Aid Office will determine the Title IV refund amounts according to the calculation schedule approved by the Secretary of Education. Refunds to specific Title IV programs will be made to the following programs in the order outlined: (1) Outstanding balances on FFEL Program Loans (Unsubsidized Stafford, Subsidized Stafford); (2) Federal Perkins Loans; (3) PLUS; (4)

Federal Pell Grant awards;(5) Federal SEOG awards; (6) other Title IV student assistance; (7) other federal, state, private or institutional aid; and (8) the student. No Title IV program may receive a portion of the federal refund amount if that program was not part of the student's original package.

## Cash Disbursements

When a student officially or unofficially withdraws from school and has received a cash disbursement for educational expenses that exceeds non-institutional costs of education up to that time, the student owes the excess amount to the Title IV program(s) which helped meet the student's educational costs. Lindenwood University will follow the same procedures used in the refund policy to determine which Title IV program(s) will receive the student-owed repayment. The university will notify, bill, and collect the amount owed the Title IV program(s) from the student.

## Financial Assistance

Financial aid is available to all qualified students. Financial need may be met through a combination of state, federal, and institutional aid. Federal grants are outlined below. Institutional awards and grants are offered in the areas of academics, leadership, athletics, and the fine arts.

The Lindenwood University financial aid program provides assistance to students with financial need who would otherwise be unable to receive an undergraduate education. The primary responsibility for paying the student's education expenses rests with the student and his/her family, and the university expects both the student and his/her parent(s) to make a realistic contribution to meet these costs. Financial aid is a supplement for those students and families who cannot afford the entire cost of a university education.

What the student is expected to pay is determined by a standard analysis of the financial statement the student and his/her family must file. Lindenwood University uses the Free Application for Federal Student Aid (FAFSA) to determine eligibility for all Title IV and institutional assistance. Lindenwood does not require students to fill out supplementary fee-based forms to determine eligibility for institutional financial aid. All students wishing to receive Title IV aid must submit a valid set of Student Aid Reports or a valid ISIR (Institutional Student Information Record) that results from the processing of the FAFSA and must complete any required verification. Financial need is calculated as the difference between the cost of attendance and the expected family contribution from the student and his/her parent(s). Financial aid is an award from grant, loan, and/or work funds that will help meet this need. Upon completion of all documentation necessary to establish eligibility, financial assistance will be posted to the student accounts at least once each term.

To be considered for financial assistance, a student applying for need-based aid must complete a FAFSA (Free Application for Federal Student Aid) online at [www.fafsaed.gov](http://www.fafsaed.gov). The LU school code is 002480. Students are reminded to press "print" because that is what submits the application. Students should then FAX submission results to the attention of the admissions counselors at 636-949-4989 and sign and mail signature page to them. If students have any questions about their SAR (Student Aid Report), they are encouraged to call 1-800-433-3243.

## Scholarships

A variety of scholarships are awarded to resident graduate students who have excelled in fields of study, community activities or athletic competition. Lindenwood University's

admissions counselors can advise prospective students of the full program of scholarship availability.

Although Lindenwood University scholarships and grants are credited in total at the beginning of each term, they are actually earned as tuition, room, and board charges are incurred. Therefore, tuition, room, and board charges that are reduced as a result of being unearned will automatically result in an immediate proportional reduction of the Lindenwood University scholarship or grant as also being unearned.

All institutional aid will be reduced, in accordance with the student's reduced charge, for campus-housed students who move off campus.

### **Older Student & Institutional Grants**

Lindenwood University offers a 50 percent scholarship to all persons age 55 and over. The university also offers partial institutional grants for employees of selected companies, municipalities, and school systems. These grants apply to the tuition for credit classes and do not apply to courses that are audited. This grant is not available to students in the doctoral program.

Any other funding may first replace the Lindenwood University grant.

## **Federal Financial Aid**

### **Federal Work-Study Program (FWS)**

The program provides work opportunity for needy students. Eligibility is dependent upon the extent of financial need, as determined by an analysis of the FAFSA. If a student is awarded work-study funds as part of the financial aid package, that student may seek employment on campus. Ordinarily a student will work 10 hours per week while attending school. Wages are \$8 per hour.

### **Federal Perkins Loans**

This is a federal loan to students at an interest rate of five percent repayable nine months after graduation, after termination of an academic program, or after enrolling for fewer than 6 credit hours during a semester. Students may borrow up to \$5,500 per year to an aggregate maximum of \$11,000 for freshman and sophomores and \$27,500 for juniors and seniors, and \$8,000 per year to an aggregate maximum of \$60,000 as a graduate student.

Repayment extends over a maximum of 10 years at a minimum monthly payment of \$40. This loan is administered by Lindenwood University and does not require a separate application other than the FAFSA. Availability of this loan is at the discretion of the dean of admissions and financial aid.

### **Federal Family Education Loan Programs (FFELP) Subsidized Federal Stafford Loan**

The federal government guarantees loans up to \$8,500 for eligible graduate students per academic year. These loans are made by private lending institutions, and interest is subsidized by the federal government

#### **Eligible Stafford Borrower Limits:**

Graduate Study . . . . . \$8,500/academic yr.  
Cumulative Limit

(including undergraduate study) . . . . . \$65,500

For borrowers who have loans which originated July 1, 2009 through June 30, 2010, the interest rate on a Stafford Loan is fixed at 6.8 percent.

Students must file the FAFSA to determine eligibility for a Stafford Loan and must submit Student Aid Reports in order to receive loan funds.

A student can obtain a Master Promissory Note application form for the subsidized Federal Stafford Loan from the Lindenwood University Financial Aid Office.

### **Unsubsidized Federal Stafford Loan**

This loan provides for a maximum \$12,000 a year for graduate students. Students who meet the eligibility requirements under Section 484 of the Higher Education Amendments and who do not qualify for interest subsidies under the FFELP Stafford Loan program may borrow under the Unsubsidized Stafford Loan program.

Similar to the Federal Subsidized Stafford Loan program, the Unsubsidized Stafford Loan is available to all eligible students, and students must complete a valid need analysis. Unsubsidized Stafford Loans are not need based, however, and interest accruing on the loan is not subsidized (or paid) by the federal government while the student is in school. Students must therefore pay the interest payments while in school.

A student can obtain a Master Promissory Note application form for the unsubsidized Federal Stafford Loan from the Lindenwood University Financial Aid Office.

### **Federal Parent Loans to Undergraduate Students (FPLUS)**

Parents may borrow for dependent graduate and professional students. The maximum amount a parent may borrow on behalf of each eligible student is limited to the cost of education, less financial aid. These loan limits do not include amounts borrowed by a student under the FSL programs. FPLUS loans do not qualify for interest subsidy. FPLUS interest rates for a loan disbursed between July 1, 2009 and June 30, 2010 the interest rate is fixed at 8.5%.

### **Unsubsidized Loan (Formerly SLS)**

Unsubsidized loans to students provide for a maximum \$12,000 a year for graduate students.

Graduate and professional students or independent undergraduate students are eligible to borrow under this program. Loans made under the unsubsidized loan program are not eligible for interest subsidy. Students must therefore pay the interest payments while in school or allow the interest to capitalize.

The interest rate for a loan originated July 1, 2009 – June 30, 2010 is fixed at 6.8 percent.

### **Loan Limits**

Pursuant to P.L.101-508, Lindenwood University reserves the right to refuse to certify a loan application, or to reduce the amount of the loan, in individual cases where the institution determines that the portion of the student's costs covered by the loan could more appropriately be met directly by the student.

In addition, requested loan amounts will be reviewed to ensure compliance with educational purpose regulations.

### **Marguerite Ross Barnett Memorial Scholarship Program**

This program is available to eligible students who are enrolled part-time and who are employed for at least twenty (20) hours a week. Contact the Missouri Coordinating Board or the Financial Aid Office for details on eligibility criteria.

### **Vocational Rehabilitation**

Assistance may be available for students with disabilities. Students should contact their regional office of Vocational Rehabilitation in regard to benefits. Students may contact the Lindenwood University Financial Aid Office if they have questions.

## Satisfactory Progress

Students wishing to apply for and receive Title IV assistance must meet specific academic progress requirements in order to maintain Title IV financial aid eligibility. Satisfactory academic progress requires that a student accumulate a minimum number of credit hours over a maximum number of enrollment periods and a minimum cumulative grade point average for each period of attendance.

The minimum cumulative Grade Point Average (GPA) is outlined in detail in the Academic Standards section in the front of this catalog.  
maximum academic years and earned credit hours per year of enrollment:

Full-time Students
Graduate College
Academic Years Completed
1 2 3 4
Earned Credit Hours
12 27 39 48

Satisfactory academic progress determination is made for all students at the end of each academic year.

For a student to be eligible for Title IV Aid at Lindenwood University, the student must have academic standing at the point in the program that is consistent with Lindenwood University's requirements for graduation as listed under "Academic Standards" previously. Before each payment period, the student's academic record will be checked for satisfactory academic progress based on the most recent determination.

Satisfactory progress is defined as satisfactory based on the following

In general, satisfactory progress requires 12 hours the first year and so on for full-time graduate students. The definition of satisfactory progress may differ by major; therefore, students should review the degree major section of this catalog for further details.

Failure to maintain minimum academic progress will result in a student being ineligible to receive Title IV financial assistance, following a financial aid probationary period, except as follows: If a student fails to meet the minimum requirements as stated at the end of the second academic year, the student will be placed on Financial Aid suspension.

## Financial Aid Probation/Suspension Reinstatement

Except at the end of the student's second year, if a student fails to meet the minimum requirements as stated, the student will be placed on financial aid probation for the next succeeding academic year of enrollment. If at the end of the probationary academic year of enrollment the student does not meet the minimum requirements, the student will be placed on financial aid suspension and will not be eligible for financial aid reinstatement until the minimum cumulative requirements of the policy are attained. Students placed on probation or suspension will have their LU Institutional Grant re-evaluated. Withdrawal from the university has no effect on the student's satisfactory progress upon re-entering.

## Appeal of Satisfactory Progress Determination

A student has the right to appeal if the student feels that he/she has complied with the requirements of the satisfactory academic progress policy or that there are factors such as undue hardship because of the death of a relative, the student's injury or illness, or similar special circumstances that could affect the decision, or that said decision was not correctly made. If

the student's appeal is granted, the student will be placed on Financial Aid probation and will have the next succeeding term of enrollment to meet the minimum requirements stated above.

In order to appeal a decision, the student must submit a written application to the provost of the university, including any evidence that would substantiate the appeal. The case will be evaluated by the Appeals Committee. The committee will advise the student of its decision within 10 working days following the date the appeal is received.

## Veterans' Benefits

Veterans who believe they may be eligible for benefits can receive information and applications through the V.A. coordinator at the university. Educational assistance is also provided to widows or children of veterans who died in service or as a result of service-related injuries. Spouses and children of disabled veterans are also eligible for assistance.

It is the responsibility for the student to notify the V.A. coordinator of any changes in his/her class schedule. The Registrar's Office promptly reports to the Veterans Administration when notified that a veteran is no longer attending class, is making unsatisfactory progress, or has withdrawn from a class or from studies.

Because of requirements imposed by the Veterans Administration, and as a condition of being certified to receive benefits from the V.A., the student receiving such benefits acknowledges the following policies that may differ from those required of other students at Lindenwood.

1. The university will notify the V.A. of all terminations, interruptions, or any change in semester-hour load within 30 days. This may change the benefits available to the student.
2. The student accepts the responsibility of notifying the registrar, the V.A. coordinator at the university, and his/her advisor immediately in case of withdrawal from any course.
3. The student accepts the responsibility of notifying his/her instructors of any expected absence from class. A student may be withdrawn by the university for any excessive absences.
4. The Veterans Administration will be informed that progress is no longer satisfactory with the accumulation of 12 or more hours of 'F' grades.
5. LCIE students receiving benefits through the Veterans Administration must comply with the university's general policies regarding withdrawal, attendance, and satisfactory progress.

## Out of Classroom Life

The fabric of a learning community weaves itself whole. To bridge formal and out-of-classroom learning, the Student Development Office—in collaboration with the LSGA—promotes programs, services, and diverse opportunities for personal growth and development.

Lindenwood University currently serves nearly 14,000 students in more than 100 undergraduate and graduate degree programs. Resident students live on the 500-acre, wooded, highly attractive campus within a large metro area that offers almost unlimited cultural, recreational, entertainment and service opportunities.

## Butler Library

Built in 1929, Margaret Leggat Butler Library is a beautiful building full of character and tradition meant to provide an

environment for scholarly pursuit. The library contains a balanced collection of books, periodicals, online resources, and other instructional and media resources. The materials in the library exist to support the curricular offerings of the university as well as the idea of reading and research as essential skills for the lifelong learner. In addition to the traditional offerings at Butler Library, students are encouraged to stop in for a cup of coffee and a snack at the library's recently added coffee shop, Java 201.

Butler Library is fully automated with wireless capabilities, allowing students to access its resources both on campus and off campus. Faculty and students have access to over 50 subscription databases providing them with the ability to retrieve full-text documents at no cost. In addition, the library houses the Mary E. Ambler Archives, which includes primary source material documenting the history of Lindenwood and the surrounding area.

The Library is a member of the MOBIUS consortium. MOBIUS provides students access to over 14 million book titles throughout the state of Missouri. If an item is not available through MOBIUS, patrons may use Butler Library's Inter-Library Loan service.

Butler Library's dedicated staff is available to help patrons navigate the wealth of traditional print and electronic resources that it offers. The library staff has developed a series of workshops, class presentations, and study guides to assist users. In addition, Lindenwood's librarians are available during all library hours to assist patrons with whatever their research needs might be. Reference librarians may be contacted in person, by phone or email.

### **Lindenwood Student Government Association**

All students at Lindenwood, full-time and part-time, undergraduate or graduate are encouraged to participate in the Lindenwood Student Government Association (LSGA). The LSGA works to promote structure for student expression and self-government. Members of the LSGA play a strong role in the academic and administration decision-making process of the university through representation in various planning governance committees. For more information about LSGA, please contact the Student Development offices.

### **Residence Halls**

Each Lindenwood residence hall has a distinct atmosphere meant to extend and enhance the university's classroom experience. The sense of local identity in each hall is built by residents who, through the elected officers and members of the university staff, recommend and evaluate residence policy. Resident directors and advisors provide support for students on a day-to-day basis.

### **Athletics**

Intercollegiate, intramural, and recreational sports are an important part of Lindenwood's out-of-classroom life. Intramural sports offer exercise and competition to all students in the community.

Intercollegiate baseball, basketball, bowling, cheerleading, cross country, field hockey, ice hockey, football, golf, lacrosse, roller hockey, soccer, softball, tennis, track, trap and skeet, spirit squad, volleyball, water polo, wrestling, swimming and diving are offered for full-time students.

Lindenwood is a member of the Heart of America Athletic Conference (HAAC) and the Men's and Women's Divisions of the National Association of Intercollegiate Athletics (NAIA).

For those involved in team sports and others interested in

personal fitness, the university has a Field House and Fitness Center with extensive weight training equipment.

In addition, the university provides an indoor pool, baseball and softball fields, and two practice fields for soccer, football, and other sports. Hunter Stadium, with a seating capacity of 6,000, is the only artificially-surfaced football/soccer stadium in the St. Charles area. The new 3,000-seat Robert F. Hyland Performance Arena is home to the men's and women's basketball, volleyball, and men's wrestling teams.

Lindenwood also has an all-weather 8-lane track and owns the CenturyTel Ice Arena in Wentzville.

### **Religious Life**

Lindenwood University enjoys a historical relationship with the Presbyterian Church (USA). The university fosters an ecumenical spirit that celebrates the wide range of religious traditions represented on a campus. Students wishing to worship can find religious services of most major faiths within driving distance of the campus.

### **KCLC-FM 89.1**

Students may participate in the operation of the university's radio station, KCLC, through the Communications Department. A 35,500-watt stereo facility, it is the principal local radio station in St. Charles County and performs a major role in community affairs, entertainment programming, local news gathering, and sports.

### **Lindenwood University LUTV, All-Digital Television Channel**

Students have the opportunity to conduct practica and internships in the context of Lindenwood's Higher Education Television Channel. St. Charles County's only Higher Education TV venue offers original programming designed to provide education experiences and cultural enrichment for persons of all ages in Charter Communications' St. Charles County broadcast area.

### **Conferences**

The university offers a variety of services and accommodations to community groups, religious organizations, businesses and trade and professional organizations on campus and at our off-campus sites. Many conferences, workshops, meetings, and community events are held each year at the various Lindenwood facilities.

## **Campus Policies**

### **Firearms Policy**

No person is permitted to carry firearms or other weapons – either concealed or visible – on Lindenwood property or to any Lindenwood class (offered anywhere), except duly sworn law enforcement officers who are on duty. Off-duty police officers may carry completely concealed weapons to their Lindenwood classes only if authorized to do so by their employer and the state of Missouri or Illinois.

### **Campus Tobacco Use**

The use of both smoking and smokeless tobacco is prohibited in all buildings on campus except where designated. This includes classrooms, laboratories, hallways, restrooms, and lounges.

### **Campus Accessibility**

It is the guiding philosophy of Lindenwood University to make programs and facilities as accessible to students

with disabilities as is practical. The coordinator for campus accessibility services acts to ensure the accessibility of programs and assists and supports students with disabilities. Each student is encouraged to serve as her or his own advocate and be responsible for obtaining special services offered by the university. If the coordinator is unable to satisfy a reasonable request, that request may then be directed to the dean of academic services.

**Lionmail**

It is every student's responsibility to check his/her Lindenwood Lionmail email account. Important messages including academic standing and financial aid reminders are sent via Lionmail. Students will be held accountable for any information or due dates sent via the campus email system. Lionmail accounts are available for all students and may be accessed by contacting the Computer Services department.



# 2009-2010 Academic Calendar

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## Semester Schedule Fall Semester 2009

Faculty workshops	August 17-21
Freshman orientation check-in	August 19
Freshman orientation	August 20-23
Fall residential check-in	August 23
Classes begin	August 24
Opening convocation 4:00 p.m.	August 26
Last day to register for or add class, or choose audit	September 4
Labor Day holiday	September 7
Faculty work day- no classes before 4:30 p.m.	September 23
Last day to withdraw with "W"	October 2
Late Start classes begin	October 5
Last day to register for a Late Start class	Before the third day of class
Midterm grades due, noon	October 12
Last date to withdraw with "WP"/"WF"	October 30
Spring semester and J-term registration, seniors and juniors	November 9-10
Spring semester and J-term registration, sophomore and freshman	November 18-19
Thanksgiving Holiday, classes canceled at 4:00 p.m., November 25	November 26-27
Last day of classes	December 4
Final exams	December 7-11
Deadline for making up INC grades from spring	December 11
Lindenwood residential semester student housing closes at 4:30 p.m.	December 11
Final grades due, 5 p.m.	December 14
Deadline to apply for March/May/June graduation	December 30

## January Term 2010

Last Day to register for J-Term class	December 28
J-Term residential check-in	January 3
Classes begin	January 4
Last day to withdraw with a "W"	January 13
Martin Luther King holiday- no classes	January 18
Last day of class	January 22
Final grades due, 5 p.m.	January 25

## Spring Semester 2010

New student registration/orientation — residential housing opens	January 23
Spring residential check-in	January 24
Classes begin	January 25
Last day to register, add a class, or choose an audit	February 5
Sibley Day	February 24
Deadline to apply for August graduation	February 28
Last day to withdraw with a "W"	March 5
Late Start classes begin	March 8
Last day to register for a Late Start class	Before the third day of class
Midterm grades due, noon	March 15
Fall semester registration and housing sign-up, seniors and junior	March 15-16
Fall Semester Registration and Housing Sign-up, sophomores and freshmen	March 24-25
Spring Break	March 27-April 4
Deadline to apply for September graduation	March 30
Last day to withdraw with a "WP" or "WF"	April 9
Honors convocation	April 25
Last day of classes	May 7
Final exams	May 10-14
Deadline for making up "INC" grades from fall	May 14
Lindenwood residential housing closes at 4:30 p.m.	May 14
Baccalaureate Ceremony and graduate students' commencement 7:30 p.m.	May 14
Undergraduate commencement 10 a.m.	May 15
Final grades due, 5 p.m.	May 17
Deadline to apply for October/December graduation	May 30

# 2009-2010 Academic Calendar

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## Quarter Schedule Fall Quarter 2009

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	Sept 28-Oct 1
LCIE New Undergraduate and Graduate Student Opening Session (8:00 a.m.)	October 3
Traditional undergraduate classes begin	October 5
Last day to drop with a "W"	October 16
Last day to choose an audit	October 30
Midterm grades due, 5 p.m.	November 13
Last day to withdraw from a class with a "WP/WF"	November 20
Thanksgiving Holiday- No Classes	November 26-27
Lindenwood residential quarter/graduate housing closes at 6 p.m.	December 19
Quarter ends	December 19
Deadline for making up "INC" from previous term	December 19
Final grades due, 5 p.m.	December 21
Deadline to apply for March/May/June graduation	December 30

## Winter Quarter 2010

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	January 4-7
LCIE New Undergraduate and Graduate Student Opening Session (8:00 a.m.)	January 9
Traditional undergraduate classes begin	January 11
Last day to drop with a "W"	January 22
Last Day to choose an audit	February 5
Midterm grades due, 5 p.m.	February 19
Last day to withdraw from a class with a "WP/WF"	February 26
Deadline to apply for August graduation	February 28
Deadline for making up "INC" from previous term	March 27
Quarter ends	March 27
Final grades due, 5 p.m.	March 29
Deadline to apply for September graduation	March 30

## Spring Quarter 2010

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	April 5-8
LCIE New Undergraduate and Graduate Student Opening Session (8:00 a.m.)	April 10
Traditional undergraduate classes begin	April 12
Last day to drop with a "W"	April 23
Last Day to choose an audit	May 7
Midterm grades due, 5 p.m.	May 21
Last day to withdraw from a class with a "WP/WF"	May 29
Deadline to apply for October/December graduation	May 30
Memorial Day-no classes	May 31
Deadline for making up "INC" from previous term	June 26
Quarter ends	June 26
Final grades due, 5 p.m.	June 28

## Summer Quarter 2010

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	July 5-8
LCIE New Undergraduate and Graduate Student Opening Session (8:00 a.m.)	July 10
Traditional undergraduate classes begin	July 12
Last day to drop with a "W"	July 23
Last day to choose an audit	August 6
Midterm grades due, 5 p.m.	August 20
Last day to withdraw from a class with a "WP/WF"	August 27
Labor Day Holiday	September 6
Deadline for making up "INC" from previous term	September 25
Quarter ends	September 25
Final grades due, 5 p.m.	September 27

# 2009-2010 Academic Calendar

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## MBA 5-term Calendar Fall 1, 2009

International student check in dates	August 6, 7, & 10
International student orientation	August 11-14
Classes Begin	August 17
Last Day to withdraw with a "W"	August 28
Labor Day holiday	September 7
Last Day to choose an audit	September 8
Last Day to withdraw with a "WP/WF"	September 25
Final exams	October 12-17
Deadline for making up "INC" grades from Summer	October 17
Fall 1 term ends	October 17
Final grades due, 5 p.m.	October 19

## Fall 2, 2009

International student check in dates	October 8, 9, & 12
International student orientation	October 13-16
Classes begin	October 19
Last day to withdraw with a "W"	October 30
Last day to choose an audit	November 9
Last day to withdraw with a "WP/WF"	November 25
Thanksgiving break	November 26-27
Final exams	December 14-19
Deadline for making up "INC" grades from Fall 1	December 19
Fall 2 term ends	December 19
Final grades due, 5 p.m.	December 21
Deadline to apply for March/May/June graduation	December 30

## Spring 1, 2010

International student check in dates	January 4 & 5
International student orientation	January 6-8
Classes begin	January 11
Last day to withdraw with a "W"	January 22
Last day to choose an audit	February 1
Last day to withdraw with a "WP/WF"	February 17
Deadline to apply for August graduation	February 28
Final exams	March 8-13
Deadline for making up "INC" grades from Fall 2	March 13
Spring 1 term ends	March 13
Final grades due, 5 p.m.	March 15

## Spring 2, 2010

International student check in dates	March 4, 5, & 8
International student orientation	March 9-12
Classes begin	March 15
Last day to withdraw with a "W"	March 26
Spring/Easter break	March 27-April 4
Deadline to apply for September graduation	March 30
Last day to choose an audit	April 5
Last day to withdraw with a "WP/WF"	April 30
Final Exams	May 17-22
Deadline for making up "INC" grades from Spring 1	May 22
Spring 2 term ends	May 22
Final grades due, 5 p.m.	May 24
Deadline to apply for October/December graduation	May 30

# 2009-2010 Academic Calendar

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## **MBA 5-term Calendar Summer, 2010**

International student check in dates .....	May 20, 21, & 24
International student orientation .....	May 25-28
Deadline to apply for October/December graduation .....	May 30
Memorial Day holiday .....	May 31
Classes begin .....	June 1
Last day to withdraw with a "W" .....	June 11
Last day to choose an audit .....	June 21
Independence Day holiday .....	July 2-4
Last day to withdraw with a "WP/WF" .....	July 9
Final exams .....	July 26-July 31
Deadline for making up "INC" grades from Spring 2 .....	July 31
Summer term ends .....	July 31
Final grades due, 5 p.m. ....	August 2

## **ACADEMIC PROGRAM DESCRIPTIONS**

### **American Studies: M.A.**

#### **Program Description**

The Master's Degree in American Studies provides a foundation for advanced interdisciplinary study of American culture and current approaches to American cultural studies. The American Studies Program is professionally affiliated with the American Studies Association and the Mid-America American Studies Association. Because of the program's flexibility, students may pursue their intellectual interests in diverse areas such as literature, history, art and culture, interpretation and political science, among others.

Students will work with cultural institutions, libraries, museums, agencies, historical documents, and original sources at the Nathan Boone Home and Historic site, also known as the Boone Campus, and on the main campus. The program is both academic and experiential through skills taught at the Boone Campus; this is one of the most unique features of our program. Students are encouraged to combine disciplines in non-traditional ways by drawing upon the resources of the entire university. Lindenwood faculty is committed to offering courses in a wide variety of disciplines and interdisciplinary themes that probe the cultural and social dynamics of American civilization. The emphasis on writing, oral delivery, and teamwork skills make American Studies graduates attractive to the Armed Services, business, law, education, (schools, colleges, and teaching English as a foreign language), libraries, museums, government, journalism, media, publishing, community activism, social services, and local, state and federal park systems and museums.

Criteria for Admission to the American Studies Program: There are no course work prerequisites for admission to the master's program; however, a student must have received a baccalaureate degree from an accredited institution.

#### **The Curriculum**

The student is required to take a minimum of 30 credits, including at least 18 credits in the 50000 series. AST 50100 and AST 58000 are required.

Master of American Studies Students may choose from the following 30000 level courses: ENG 34500, ENG 33700, ENG 34700 (may be taken more than once as the topic changes), HIS 30800, HIS 30900, HIS 31000, HIS 31200, HIS 31400, HIS 31500, HIS 31600, HIS 32000, HIS 32200, PS 31100, PS 32500, PS 32700, PS 34500, PS 35100, PS 36000, SOC 31800.

Students need to complete at least 18 hours at the 50000-level. The courses include the following: ART 55900, ART 56100, ART 56200, ART 58500, ART 58600 (special topics labeled as American), AST 58601 (special topics may be taken more than once as the topic changes)

### **M.A. Education Interpretation Emphasis**

Master's Degree in Education with an emphasis in Interpretation provides students with advanced study in the field of Interpretation. This highly specialized communication process is used in museums, historic sites, nature centers, art galleries, zoos, aquaria, tourism, and eco-tourism. The Education foundation of this degree prepares graduates for positions in program development, management, planning, and curriculum design for interpretive sites. This is a highly competitive field and this program is designed to prepare qualified candidates with a foundation in theory and hands-on application.

#### **The Curriculum**

Masters of Education in Interpretation are required to take a minimum of 36 credits. AST 58200, EDU 50500 or EDU 50200, EDU 51000, EDU 57000, and EDU 52000 are required. Recommended courses NPA 50300, NPA 55000, NPA 57100. Students are required to conduct produce a viable research paper or project approved by Dean of American Studies,(3-6 hrs.). Electives are selected from a variety of disciplines to support the student's focus.

Students will have the opportunity to apply for professional certification through the National Association of Interpreters, (NAI), as a Certified Interpretive Planner, (CIP), Certified Heritage Interpreter, (CHI), Certified Interpretive Manager, (CIM), or Certified Interpretive Trainer, (CIT). Students who have received certification from NAI through previous training may apply for up to 9 transfer credit hours upon completion of a proficiency evaluation and documentation.

Art: M.A. and M.F.A.

#### **All applicants must submit**

- A completed application form with the application fee.
- Official transcripts from all colleges and universities attended (2.5 GPA recommended).
- Two letters of recommendation from individuals who can attest to the student's ability to handle graduate study.
- A brief essay (1,000 to 1,500 words) outlining goals and interests in the program.

#### **International Students:**

All applicants whose first language is not English or who have not received a baccalaureate degree from an institution in which the language of instruction is English must take the TOEFL, which must be passed with a score of 550.

#### **Language Requirement**

There is no language requirement for the M.A. degree.

#### **GRE**

GRE scores are not required.

### **Fine and Performing Arts, M.A., M.F.A.**

#### **Program Description**

The Division of Fine and Performing Arts offers the Master of Arts and Master of Fine Arts degrees in Studio Art. The graduate degrees in Studio Art provide concentrations in various areas including ceramics, drawing, painting, computer art and fashion design. Students may also elect to develop an area of emphasis which combines several media with permission of the Art Department chairperson.

The Master of Fine Arts degree combines studio work with art history and criticism. The College Art Association, as well as other professional art organizations, universities, and colleges, acknowledge the M.F.A. degree as the terminal degree for artists. This degree has become a prerequisite for those who intend to teach at the college level. It is also directed at those individuals who want to further develop their professional careers. Full-time or part-time students may apply to the M.F.A. program.

Graduate offerings in Studio Art and Art History also fulfill program requirements for graduate degrees in Education, Theatre, and Arts Management. The program in Arts Management is individualized and requires a minimum of 12 hours of coursework in Business Administration and related fields.

## **Master of Arts**

### **Admission Requirements to the Program**

1. Fulfillment of requirements for general admission to the University.
2. Successful completion of an undergraduate degree in Studio Art, with a minimum of 3.0 in all art courses. Exceptions may be granted by the division dean.
3. Submission of a portfolio of the applicant's creative work for review by the art faculty. The portfolio should include representative examples of works in varied media as well as a fuller selection of works in the studio area proposed for concentration. The portfolio should consist of a minimum of 20 works presented in high resolution slide or digital format. Portfolio review should be made to the art faculty as early as possible in the admissions process.
4. A 2-page essay indicating goals and expectations for graduate school must accompany the portfolio and will be reviewed by the art faculty.
5. In addition to the portfolio and the 2-page essay, the candidate must also submit one letter of recommendation from a professional who can speak to the candidate's academic prowess and serious intent. This essay should be presented to the art faculty.
6. Conditional admission to the graduate program in Studio Art, based on the evaluation of undergraduate preparation or determined at the time of the portfolio review, requires the successful completion of specified coursework prior to full admittance to the graduate program. Undergraduate credit will be awarded for courses completed during the conditional status and is not applicable toward the graduate degree.
7. Full admission to the graduate program in Studio Art requires the endorsement of the studio art faculty involved in the candidate's portfolio review.

### **Degree Requirements**

1. Completion of 36 hours of graduate courses in art, distributed as follows:
  - 21 hours Studio Art in area (or areas) of concentration;
  - 6 hours Studio Art courses outside of the area of concentration;
  - 3 hours in art history or art criticism;
  - 3 hours ART 50000 Research Methods in Art;
  - 3 hours ART 59900 Directed thesis (which includes the exhibition).
  - Presentation of recent work at two scheduled graduate critiques each semester the student is enrolled.
2. Satisfactory completion of an oral review and defense of the graduate exhibit and thesis conducted by the student's thesis committee consisting of three Art faculty members. Each graduate student is responsible for inviting faculty to serve on his or her committee and for inviting one of the committee members to serve as the chair.
3. Completion of graduate studies with a minimum grade point average of 3.0.
4. Thirty (30) hours of credit must be earned in regularly scheduled classes unless special arrangements are approved by the Department Chair in Art.
5. No more than nine (9) hours of approved transfer credit at the graduate level may be included in meeting the degree requirement of 36 hours. The division dean may approve substitutions in the core curriculum if the student has a significant and demonstrable proficiency in a specific area. The division dean may also waive credits under special

circumstances.

6. All graduate students in Studio Art must surrender one work approved by the faculty in their final semester.

## **Master of Fine Arts**

### **Admission Requirements to the Program**

1. Fulfillment of requirements for general admission to the University.
2. Successful completion of a BFA in Studio Art. Students of exceptional merit who have earned a BA or a BS in Studio Art or Design, or the equivalent, will also be considered contingent upon faculty approval. Students without either a BFA or BA in Studio Art who have significant studio art experience will submit 20 slides, plus additional portfolio material for faculty review.
3. Submission of a portfolio of the applicant's creative work for review by the art faculty. The portfolio should include representative examples of works in varied media as well as a fuller selection of works in the studio area proposed for concentration. The portfolio should consist of a minimum of 20 works presented in high resolution slide or digital format. The request for the portfolio review should be made of the art faculty as early as possible in the admissions process.
4. A 2-page essay indicating goals and expectations for graduate school must accompany the portfolio and will be reviewed by the art faculty.
5. In addition to the portfolio and the 2-page essay, the candidate must also submit to the art faculty one letter of recommendation from a professional who can speak to the candidate's academic prowess and serious intent.
6. Conditional admission to the graduate program in Studio Art, based on the evaluation of undergraduate preparation or determined at the time of the portfolio review, requires the successful completion of specified coursework prior to full admittance to the graduate program. Undergraduate credit will be awarded for courses completed during the conditional status and is not applicable toward the graduate degree.
7. Full admission to the graduate program in Studio Art requires the endorsement of the studio art faculty involved in the candidate's portfolio review.
8. Candidacy is conditional until full candidacy is recommended by the Art faculty mid-program review (24-36 hours).
9. Students with an MA in Studio Art from Lindenwood University are automatically admitted to full candidacy in the M.F.A. program in Studio Art provided they are admissible to the University.

### **Degree Requirements**

Admission to M.F.A. candidacy after the completion of 24-36 hours and the mid-program review.

### **Degree Requirements**

1. Completion of 60 hours of graduate coursework in art, distributed as follows:
  - 36 hours Studio Art in area (or areas) of concentration;
  - 6 hours Studio Art courses outside of the area of
  - 12 hours in art history or art criticism;
  - 3 hours ART 50000 Research Methods in Art;
  - 3 hours ART 59900 Directed thesis (which includes the exhibition).
2. Satisfactory completion of an oral review and defense of

- the graduate exhibit and thesis conducted by the student's thesis committee of three Art faculty members. Each graduate student is responsible for inviting faculty to serve on his or her committee and for inviting one of the committee members to serve and the chair.
3. Completion of graduate studies with a minimum grade point average of 3.0.
  4. Presentation of recent work at two scheduled graduate critique each semester the student is enrolled.
  5. Forty-eight (48) hours of credit must be earned in regularly scheduled classes unless special arrangements are approved by the Department Chair in Art.
  6. No more than nine (9) hours of approved transfer credit at the graduate level may be included in meeting the degree requirement of 60 hours unless the student holds the MA in Studio Art from Lindenwood University in which case, up to 36 hours earned in the MA will apply to the 60 hour requirement for the M.F.A. in Studio Art. The division dean may approve substitutions in the core curriculum if the student has a significant and demonstrable proficiency in a specific area. The division dean may also waive credits under special circumstances.
  7. All graduate students in Studio Art must surrender one work approved by the faculty in their final semester.

## **Master of Arts in Arts Management-Art Emphasis**

A Master of Arts in Arts Management is available with an emphasis in Art. The degree consists of the following 30 hours: MBA 51000, 54300, 55000, NPA 50000, 57100, ART 50000, 50100, 56100, 56200, and one from ART 55400, 55600, 55700, 55900, 56300, or 56400.

## **Theatre: M.A. and M.F.A.**

### **Program Description**

The Fine and Performing Arts Division at Lindenwood offers the Master of Arts and the Master of Fine Arts degrees in Theatre. The Master of Arts degree (30 hours) is a general theory-based program, particularly applicable to public school and junior college teachers. The Master of Fine Arts is a terminal performance-oriented degree with specific emphasis in acting, directing, or design/technical theatre.

The M.F.A. requires a minimum of nine (9) semester hours of enrollment per semester. Students who matriculate into the program with a significant amount of professional experience may be allowed, at the discretion of the department, to pursue the M.F.A. degree part-time. It is recommended that full-time students work no more than 15 hours per week in outside employment because of the program demands of a terminal degree.

Admission to any of the degree programs requires an undergraduate degree from an accredited college or university. An undergraduate major in a theatre-related area is not required but is definitely recommended. Students applying to either the Master of Arts or the Master of Fine Arts programs are required to submit a writing sample to demonstrate their general writing proficiency. Those students applying for the Master of Fine Arts program are required to audition, submit a resume or portfolio, and/or participate in an interview. An on-site audition may be required: the process will depend upon the student's career emphasis.

The theatre faculty will evaluate the transcripts of those students who have received a Master of Arts degree in Theatre

from an accredited institution to determine how many credits, if any, will be applied toward the M.F.A. degree. In most cases, no more than 9 hours will be accepted in transfer. However, if a student has earned a Master of Arts in Theatre from Lindenwood University, he or she may be approved to transfer up to 30 hours toward the M.F.A. in Theatre. Determination of the number of transfer credits allowed will be at the discretion of the Dean of Fine and Performing Arts in consultation with the Director of Theatre.

Graduate students will be expected to attend monthly graduate seminars and complete the subsequent assignments. If attendance and/or work associated with the graduate seminars are deemed deficient, the student will need to pass comprehensive qualifying exams upon completion of 27 and 54 hours respectively before being allowed to continue in the program. Students will be required to actively participate in departmental productions. Students must receive permission to work on a non-departmental production in any capacity.

Each semester, students will participate in an evaluation with faculty members of the department. The dean, based upon the recommendation of the faculty, may place students on probation or suspension from the program if the quality of their curricular and/or extracurricular work has been deficient. It is expected that all graduate students will maintain a "B" average. No more than three (3) semester hours of "C" will be accepted toward the MA degree and no more than six (6) hours of "C" toward the M.F.A..

A program in Arts Management (30 hours) is individualized and requires a minimum of 12 hours of coursework in Business Administration.

## **Master of Arts**

### **Program Description**

This program consists of the successful completion of 30 graduate semester hours. The course of study cannot be extended beyond five years. Students are required to take 18 hours of prescribed study which include the following:

- TA 50100 Graduate Acting Studio (3)
- TA 51000 Graduate Script Analysis (3)
- TA 51100 Graduate Directing Studio (3)
- TA 52500 Research Methods in Theatre (3)
- 3 hours in Theatre History
- 3 hours in Dramatic Literature

The three (3) hour requirement in Theatre History and the three (3) hours in Dramatic Literature may be waived and replaced with six (6) hours from the graduate theatre curriculum at the discretion of the Director of Theatre.

The remaining 12 hours should be developed in consultation with a graduate advisor and constitute a specialization in a Theatre or Performing Arts related discipline. A thesis is not required.

## **Master of Fine Arts**

### **Program Description**

This program consists of the successful completion of 60 hours of graduate work. The student is required to have a specialization in acting, directing, or design/technical theatre. Students are expected to complete at least 18 hours of curricular work in their specialization which culminates in a creative thesis. The student is also expected to fulfill a 3-to-9 hour internship in professional theatre. The core requirements for all Master of Fine Arts candidates are as follows:

- TA 51000 Graduate Script Analysis (3)

- TA 52500 Research Methods in Theatre (3)
- TA 56500 Professional Internship (3-9)
- 3 hours in Theatre History
- 3 hours in Dramatic Literature
- 18 hours in the specialty
- TA 60000 Master's Project and Thesis (6)
- 15-21 hours of electives

The three (3) hour requirement in Theatre History and the three (3) hour requirement in Dramatic Literature may be waived and replaced with six (6) hours from the graduate theatre curriculum at the discretion of the Director of Theatre.

## **MA in Arts Management-Theatre**

### **Program Description**

A Master of Arts in Arts Management with an emphasis in Theatre consists of 30 credits hours and includes the following courses: MBA 51000, MBA 54300, MBA 55100, NPA 57000, NPA 50000, TA 50100, TA 51000, TA 51100, TA 51500, and TA 52500. A waiver or substitution of courses may be approved based on a student's undergraduate coursework.

## **Business: MBA, MS, and MA**

### **School of Business & Entrepreneurship Mission**

Set forth below, the mission of the School of Business & Entrepreneurship complements and expands upon the Lindenwood University mission statement.

In furtherance of the university's mission, the School of Business & Entrepreneurship is committed to

- Providing a comprehensive core curriculum of business subjects
- Instilling a strong and enduring sense of ethical business practices
- Providing theoretical tools and analytical skills for lifelong use
- Developing the student's communication and presentation skills
- Offering major fields of study to equip students for specialized careers
- Providing opportunities to supplement classroom education with real world experience
- Expanding the student's geographical and cultural horizons for success in an increasingly global economy
- Instilling the entrepreneurial model as an essential component of American free enterprise

### **Description of Programs**

The School of Business & Entrepreneurship's graduate degree programs prepare students to pursue careers in the management of business firms or other formally organized enterprises. The programs emphasize knowledge, skills, and techniques useful in designing and maintaining effective organizations. The case method of instruction is used extensively throughout the student's coursework to enhance decision making skills.

All graduate programs operate on a 5-term calendar. The five terms are Fall I, Fall II, Spring I, Spring II, and Summer; each term runs for nine weeks. Students may begin their degree programs during any of the five terms.

Lindenwood University is accredited by the Higher Learning Commission, and its business programs are in candidacy for specialized accreditation by the Association of Collegiate Business Schools and Programs (ACBSP).

The Lindenwood University School of Business & Entrepreneurship offers the following degree programs:

Masters of Business Administration (MBA)  
 MBA with an Emphasis in Accounting  
 MBA with an Emphasis in Entrepreneurial Studies  
 MBA with an Emphasis in Finance  
 MBA with an Emphasis in Human Resources Management  
 MBA with an Emphasis in International Business  
 MBA with an Emphasis in Management  
 MBA with an Emphasis in Marketing  
 MBA with an Emphasis in Management Information Systems  
 MBA with an Emphasis in Public Management

Master of Science in Accounting  
 Master of Science in Finance  
 Master of Science in Human Resources Management  
 Master of Science in International Business  
 Master of Science in Marketing  
 Master of Science in Management Information Systems  
 Master of Science in Public Management

Master of Arts in Sport Management

### **Admission Standards**

Admission to the School of Business & Entrepreneurship graduate programs is granted to students who demonstrate academic preparedness and the potential for academic excellence. Once accepted, students must maintain a minimum cumulative grade point average of 3.0. Students whose GPA falls below the 3.0 minimum will be subject to academic probation or suspension, as outlined in the Academic Standards section of this catalog. For more information about academic standards, please refer to that section of the catalog.

Applicants to the School of Business & Entrepreneurship's graduate programs who do not meet the required 3.0 grade point for admission may be granted conditional acceptance. In this case, the submission of a GRE or GMAT score may be considered in support of an application for admission.

Conditionally admitted students may remain in conditional status for no more than 18 credit hours. Before advancing to degree candidacy, conditionally accepted candidates' academic performances will be reviewed twice by the school dean—once upon completion of the first nine credit hours, and again upon completion of 18 credit hours. Failure to meet the required 3.0 upon the completion of 18 credit hours will result in dismissal from the degree program. In addition, any conditionally accepted student receiving one course grade of F or two course grades of C during the first nine credit hours will be dismissed from the program without the option to complete 18 credit hours.

## **Application**

### **Application Procedures**

To be considered for admission to the School of Business & Entrepreneurship, applicants must complete the following steps:

1. Submit an official transcript showing a GPA of 3.0 or higher in undergraduate studies.
2. Submit a personal statement.
3. Provide three letters of recommendation.
4. Interview with the Dean of the School of Business & Entrepreneurship or his or her designee if the applicant lives within the United States.



5. Submit an official TOEFL score if English is not the applicant's first language. (However, this requirement will be waived for students with an undergraduate degree from a regionally accredited U.S. institution.)

### **Domestic Application Procedures**

U.S. citizens and U.S. resident aliens wishing to apply to a graduate program in the School of Business & Entrepreneurship should visit the office of Evening & Graduate Admissions at the Lindenwood University Welcome Center on the Lindenwood main campus or online at [www.lindenwood.edu/admissions](http://www.lindenwood.edu/admissions) and select Evening & Graduate Admissions. Applicants should print out and complete the Evening & Graduate Admissions application, and mail the application, along with a non-refundable \$30 application fee, payable to Lindenwood University, to the office of Evening & Graduate Admissions. In addition, applicants must submit official undergraduate transcripts, a personal statement, and three letters of recommendation.

Once the application and application fee are received, an admissions counselor will contact the applicant to schedule an appointment for an interview with the dean of the business school.

The application and application materials may be mailed to  
The Office of Evening & Graduate Admissions  
Lindenwood University  
209 South Kingshighway  
Saint Charles, MO 63301

Please email [eveningadmissions@lindenwood.edu](mailto:eveningadmissions@lindenwood.edu) or call (636) 949-4933 with any questions.

### **International Application Procedures**

International residents or any non-resident aliens living in the U.S. wishing to apply to a graduate program in the Lindenwood University School of Business & Entrepreneurship should visit [www.lindenwood.edu/admissions](http://www.lindenwood.edu/admissions) and select International Admissions. Visit the Admissions Process, Required Documents, and Application links. (Note: The applicant should not complete the Evening & Graduate Admissions application; rather, the applicant should complete the international application and indicate the intended field of study on that form.) International applicants must submit an official university transcript showing that a baccalaureate degree has been conferred, accompanied by a certified English translation of the transcript, along with a personal statement, three letters of recommendation, and an official TOEFL score. Students wishing to transfer international credit into a graduate business program must also submit an official WES evaluation of their university transcript. For further information regarding the transfer of international credit, please refer to the International Application Procedures and Transferring Credit from Another University sections of this catalog.

For a complete list of additional documents that must also be submitted with an international application for admission, please refer to International Application Procedures section of this catalog and to the International Student Center link from the Admissions page of the Lindenwood University website.

Once all required documents are received, a member of the International Office will contact the applicant.

The application and application materials may be mailed to:  
The International Student Office  
Lindenwood University  
209 South Kingshighway  
Saint Charles, MO 63301 USA

Please email [international@lindenwood.edu](mailto:international@lindenwood.edu) or call (636) 949-4982 with any questions.

### **Application Deadlines**

#### **Domestic application deadlines are as follows:**

For Fall I, the application deadline is July 31  
For Fall II, the application deadline is October 2  
For Spring I, the application deadline is December 18  
For Spring II, the application deadline is February 26  
For Summer, the application deadline is May 14

#### **International application deadlines are as follows:**

For Fall I, the application deadline is July 17  
For Fall II, the application deadline is September 18  
For Spring I, the application deadline is December 11  
For Spring II, the application deadline is February 12  
For Summer, the application deadline is April 30

### **Degree Programs**

#### **Master of Business Administration (MBA)**

Students may obtain a general MBA degree or customize their program with an emphasis in a particular area of study. The minimum requirements for the general MBA include the successful completion of the nine required three-credit-hour core courses (27 credit hours) and three elective courses (9 credit hours), for a total of 12 courses (36 credit hours). Each three credit hour course meets once weekly for four hour sessions, for nine consecutive weeks on weekday evenings or Saturday mornings.

#### **Master of Business Administration (MBA) with an Emphasis**

Students who wish to complete their MBA degree with in-depth study in one or more business disciplines may do so through an emphasis. Such emphases require, in addition to the core courses, a minimum of four elective courses (for 12 credit hours) in one selected area of study. All such elective courses, along with their prerequisites, must be completed with a grade of at least B. An MBA with an emphasis requires a minimum of 39 credit hours (27 core course credit hours and 12 elective course credit hours). Each emphasis area is described in detail following the Degree Requirements section of this catalog. Emphases are available in the following areas:

Accounting  
Entrepreneurial Studies  
Emphasis in Finance  
Human Resources Management  
International Business  
Management  
Management Information Systems  
Marketing  
Public Management

#### **MBA with Advanced Standing**

The MBA with Advanced Standing Program is designed to further educate individuals in business management who already have a graduate degree from a regionally accredited college or university in a field related to business or management. A person who meets this criterion is eligible to receive an MBA upon completion of the 27 credit hour core course requirements. Students who have a graduate degree that includes courses equivalent to Lindenwood University's core courses may substitute elective courses for the required core courses. However, under no circumstances can a student complete the

program without having taken at least 27 credit hours in the Lindenwood University MBA program. Required program prerequisite courses are not included in the 27 credit hour minimum, and, to the extent such courses are required, they will add to the minimum credit hour requirement for the MBA with Advanced Standing.

### **Master of Science (MS)**

The Master of Science (MS) is intended for individuals who wish to specialize in a particular business discipline and who wish to conduct an in-depth research project in that discipline. The MS is available in the following specialized fields: accounting, entrepreneurial studies, finance, human resource management, international business, management, management information systems, marketing, and public management. The MS requires the successful completion of at least 42 credit hours, including six hours of thesis.

### **Master of Arts (MA) in Sport Management**

The MA in Sport Management is designed to prepare students for a career within the expanding sport industry. Sport Management includes any combination of skills related to planning, budgeting, organizing, directing, staffing, marketing and controlling in a sports organization. The MA curriculum is a unique blend of formal coursework and opportunities designed for practical experience. The close cooperation with several sports venues in the St. Charles/St. Louis area enhances the program and enables students to gain first-hand knowledge and work experience in sports management.

## **Degree Requirements**

### **MBA Degree Requirements**

#### **Prerequisite Courses (9 credit hours)**

The following program prerequisite courses are required for students who, in the determination of the school dean, have not (1) completed sufficient academic course work in economics, accounting, and business or (2) have not earned a grade of C or better in courses previously taken in those areas. Program prerequisite courses must be completed during the first 18 credit hours of a student's program. Any student wishing to waive a prerequisite course or courses may be able to do so by achieving a score of 70% or better on a business diagnostic exam prior to the start of the business program.

MBA 50600 Business and Marketing Fundamentals  
MBA 51000 Financial Accounting  
MBA 58100 Managerial Economics

#### **Core Courses (27 credit hours)**

The nine required core courses for the MBA degree are

MBA 50900 Management Policies and Practices  
MBA 51100 Managerial Accounting  
MBA 52100 Management Information Systems  
MBA 52800 Business Law and Ethics  
MBA 53100 Financial Policy  
MBA 55000 Marketing Principles and Issues  
MBA 57000 International Business Operations  
MBA 58400 Statistics and Quantitative Analysis  
MBA 60100 Business Policies and Strategies  
MBA 60100 is the capstone course and must be taken in the student's final term.

### **Elective Courses (9 or 12 credit hours)**

In addition to the 27 core credit hours, students pursuing a general MBA must select three elective courses (9 credit hours), from any elective area. Students pursuing an MBA with an emphasis must select four elective courses (12 credit hours) from one business area.

### **MS Degree Requirements**

Students pursuing a Master of Science degree must complete the curriculum for the MBA program with an emphasis, as described above, with the exception that the candidate for the MS is not required to take MBA 60100. Instead, candidates for the MS degree will complete a master's thesis, by taking MS 60000 Thesis. The student, under the direction of his or her advisor and a thesis committee, will prepare a thesis based on the School of Business & Entrepreneurship guidelines that explores a problem within the student's discipline. The student will enroll in a minimum of six MS 60000 credit hours in connection with the thesis work. The master's candidate must also maintain a 3.0 GPA in all work required for the degree, including a grade of B or better in all core and elective courses in the chosen discipline.

### **MA Degree Requirements**

The MA in Sport Management program requires 39 semester hours, consisting of ten core courses (30 credit hours), a sport practicum (3 credit hours and 150 working hours), and 2 elective courses (6 credit hours), selected from any of the MBA program electives. If, as determined by an academic advisor, a student does not have sufficient coursework in the prerequisite areas of financial accounting, business or economics the student may also be required to enroll in 9 credit hours of program prerequisite courses.

### **Prerequisite Courses (9 credit hours)**

MBA 50600 Business and Marketing Fundamentals  
MBA 51000 Financial Accounting  
MBA 58100 Managerial Accounting

### **Core Courses (33 credit hours)**

MBA 50000 Communications in the Corporate Environment  
MBA 51100 Managerial Accounting  
MBA 53100 Financial Policy  
MBA 54000 Management Policies and Practices  
MBA 54200 Principles of Management in Sport Administration  
MBA 54400 Sport Marketing and Promotion  
MBA 54500 Business Law and Ethics  
MBA 54800 Leadership in Structured Situations  
MBA 56700 Sport Law  
MBA 57300 Employee Health and Wellness  
SMA 59800 Practicum in Sport Administration

### **Practicum (3 credit hours, included in 33 core hours)**

Students will be required to complete a three (3) credit hour practicum consisting of 150 work hours in an assigned facility under the supervision of the faculty of the Sport Management program. Students with extensive experience may have part of the practicum waived at the discretion of the dean.

### **Electives (6 credit hours)**

Students choose two electives from any of the MBA electives available. For a description of all SB&E courses, please refer to the course listings section of this catalog.

## **MBA Emphases**

### **Accounting**

The graduate curriculum in accounting offers advanced training in the nature, theory, and central problems of business accounting. Based upon a strong foundation of accounting prerequisites, the program is designed to develop the expanded knowledge that is the basis for the specialist in an accounting management career in business or government, in public accounting, or in further advanced study. Completion of an emphasis in an MBA program added to the Bachelor of Arts program with a major in accounting may satisfy the 150 credit hour requirement for the Uniform CPA Exam. Please consult an advisor in the School of Business & Entrepreneurship for further information on this option. Eligible elective courses for the accounting emphasis include: MBA 51200, MBA 51400, MBA 51500, MBA 51600, MBA 51700, MBA 51800, MBA 59000, and MBA 59200.

### **Entrepreneurial Studies**

An emphasis in entrepreneurial studies is designed to prepare individuals interested in developing and managing their own business or new enterprises within a larger business. Required elective courses are MBA 53800, MBA 56000, and MBA 56500, and one course chosen from among the following: MBA 55100, MBA 55200, MBA 55400, MBA 55500, MBA 55600, MBA 55700, and MBA 57400.

### **Finance**

An emphasis in Finance is designed to prepare individuals for staff or line positions in business or with financial advisory firms. Eligible elective courses for the finance emphasis are set forth under the description of finance electives include: MBA 51500, MBA 51800, MBA 53200, MBA 53300, MBA 53400, MBA 53500, MBA 53600, MBA 53700, MBA 53800, MBA 53900, MBA 57700, MBA 58200, MBA 59000, and MBA 59200.

### **Human Resource Management**

An emphasis in human resource management is designed to prepare individuals for Human Resource professional, Human Resource management, Human Resource consultant, Human Resource leadership, and executive positions in business, government, and other organizations. The program has a strong practical base, with leading edge HR techniques and skills so that the students will be able to apply the learning in the workplace. Eligible elective courses for the human resource emphasis include: MBA 54100, MBA 54300, MBA 56100, MBA 56200, MBA 56300, MBA 56400, MBA 56900, MBA 57300, and NPA 56600.

### **International Business**

An emphasis in international business offers advanced training in the nature, theory, and central problems of U.S. businesses and agencies dealing in international trade and global businesses. Eligible elective courses for the international business emphasis include: MBA 57100, MBA 57200, MBA 57300, MBA 57400, MBA 57500, MBA 57600, MBA 57700, MBA 57800, and MBA 57900.

### **Management**

The prime mission of the management emphasis is to provide students with an in-depth graduate education in management to prepare them to competently fill administrative positions in business enterprises and non-business organizations, such as government and not-for-profit institutions. Eligible electives for

the management emphasis include: MBA 50000, MBA 50400, MBA 54100, MBA 54500, MBA 54600, MBA 54700, MBA 548, MBA 56000, MBA 56500, MBA 5800, and MBA 58600.

### **Management Information Systems**

An emphasis in management information systems prepares the student for employment as a staff specialist in management information systems in a wide variety of business enterprises and governmental institutions. The program is designed to present an organized body of knowledge dealing with the design and implementation of computer-based information systems. Emphasis is on common processes of operations and systems techniques and their application in the industrial environment and non-industrial areas such as banks or other organizations that have primary responsibility for the management of and the administration of employees. The program has a strong practical base so that the students will be able to apply the learning in the workplace. Eligible elective courses for the management information systems emphasis include: MBA 52000, MBA 52200, MBA 52300, MBA 52400, MBA 52500, MBA 52600, MBA 52700, MBA 52900, and COM 56600. (COM 56500 is a prerequisite for COM 56600, but does not satisfy requirements for the MIS emphasis.)

### **Marketing**

An emphasis in marketing is intended to prepare individuals for the responsibility of management in marketing. The program is flexible, offering a balance between theoretical analysis and examination of established practices. Areas of marketing offered include advertising, sales management, personal selling, business-to-business marketing, international marketing, public relations, and marketing research. Eligible elective courses for the marketing emphasis include: MBA 54400, MBA 55100, MBA 55200, MBA 55400, MBA 55500, MBA 55700, MBA 56800, MBA 57400, and MBA 57500.

### **Public Management**

An emphasis in public management is designed to educate students in the applications and limitations of applying business administration techniques, ideas, and practices to government operations. Elective courses are selected under the direction of the dean and the department chair for public management.

## **Academic Policies**

### **Transfer Credit**

A student wishing to transfer up to nine credit hours of graduate level coursework from a regionally accredited institution may do so by requesting that his or her official transcripts be sent directly to Lindenwood University's Office of Graduate Admissions by the school(s) previously attended. An evaluation of transfer credit will be made by the student's advisor and the dean of the business school.

A student wishing to transfer international credit into a business program may also transfer up to nine credit hours of coursework with the approval of the school dean. To do so, the student must bring to Lindenwood a translated, certified, and notarized copy of a course syllabus that describes the topics, concepts, and material covered in each class that the student wishes to apply to transfer. Upon arrival to Lindenwood, the student will submit these syllabi to the International Office and to his or her academic advisor. These syllabi will be forward to the dean of the School of Business and Entrepreneurship for approval.

## **Attendance**

Graduate evening programs are designed for motivated learners who take responsibility for their education. In a nine-week program, it is assumed that a student will not miss any classes. However, recognizing that graduate students may be working adults, one absence may be compensated for (at the instructor's discretion) through additional assigned work. Two unexcused absences will result in a grade drop. Three unexcused absences are unacceptable, as three missed classes is equivalent to missing one third of a nine-week term. A student with three or more unexcused absences may, at the discretion of the professor, fail the course and be required to re-take it. (Note that excessive absences will also jeopardize international students' F-1 visa compliance.)

## **Adding & Withdrawing from Courses**

Courses in a 5-term program may be added or dropped any time prior to the first class meeting. Classes may be added after the first class meeting only with the approval of the student's academic advisor and the school dean. No classes may be added after the second class meeting. No student may add a class that has reached maximum capacity without the permission of the SB&E dean. Students must meet with their academic advisor before seeking approval from the dean for an override. The deadline for withdrawing from a course is the two thirds mark of the term, as set forth by the academic calendar. However, students who must maintain full-time student status will not be permitted to withdraw from a class if it would mean falling below the 9 credit hours required to maintain full time student status.

## **Preparation for Graduation**

Students are responsible for tracking their own academic progress and eligibility for graduation. The role of the academic advisor is to give advice to the student; however, the student is ultimately responsible for tracking his or her progress through the degree program and meeting all requirements for application for degree. Prior to graduation, students must apply to graduate. Graduation application deadlines are listed in the academic calendar in this catalog.

### **Requirements for the degree include:**

1. Completion of School of Business & Entrepreneurship requirements for degree.
2. Completion of all coursework.
3. A minimum 3.0 GPA in all work completed as a graduate student at this university.

## **International Student Programming**

### **Orientation to Business Programs**

Graduate programs for international students begin on the first day of international student orientation. During orientation, students will

- Complete an English language assessment
- Receive detailed information regarding the academic program
- Meet with an academic advisor
- Enroll in classes

Based on the English language placement exam scores, students will either: (1) enter directly into their academic program or (2) enroll in English language courses in conjunction with their enrollment in degree program courses. Any student whose English language placement exam indicates a need for

comprehensive English study may be placed into a semester long English program prior to enrolling in the business program. (Note that any international student who is not able to arrive to the university in time to participate in the orientation program may be required to wait to begin his or her business program until the start of the subsequent term.)

### **English Preparedness Courses (6 credit hours)**

The following English language courses are required for international students who, based on the results of the English language placement exam, are determined to need academic language instruction at the start of their academic program:

EPB 05010 Academic Writing and Presentation I  
EPB 05020 Academic Writing and Presentation II

## **Communications**

### **Program Description**

The Master's Program in Communications offers a great deal of flexibility in planning and design. Students, with the help of an advisor, plan a 36-hour Master's program that best suits their individual needs. Options include COM 50000, COM 50400, COM 50500, COM 50700, COM 51100, COM 52000, COM 52100, COM 54000, COM 54200, COM 54300, COM 554400, COM 54600, COM 55100, COM 55400, COM 55700, COM 56500, COM 56600, COM 56900, COM 57000, COM 57100, COM 57400, COM 57900, COM 586XX, COM 59000, COM 59200, COM 59300 and COM 59500. Either COM 60101, COM 60100 or ICM 60100 is required of all majors. Some classes will be dual-enrollment.

## **Education: MA and MAT**

### **Program Description**

The Lindenwood University Teacher Education Programs are accredited by the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools and the Missouri Department of Education. The School of Education is also a member of the Teacher Education Accreditation Council (TEAC). The Lindenwood University graduate degrees in Education are designed to meet the needs of practicing educators. Building upon existing skills, these degree programs offer new approaches for analyzing contemporary problems and acquiring new perspectives, techniques, and knowledge. These approaches include developing a one-to-one relationship with an experienced and highly trained educator; participating in courses which provide strong foundations for professional growth such as in continuous problem-solving opportunities with peers and colleagues; and the opportunity to prescribe an individualized program of studies.

The goal of the program is to produce skilled and motivated educators who will 1) be more effective in their educational setting; 2) show enriched lifetime commitment to the profession; and, 3) view learning as a continuing process of self-assessment, planned improvement, and subsequent evaluation.

Lindenwood University is committed to offering excellent programs in teacher education both at the pre-service and graduate levels of instruction. In response to the need of beginning and veteran educators, Lindenwood has developed several alternatives by which the practicing educator may complete a Master of Arts degree. Program options are designed to meet the needs of first and second year teachers as well as satisfy the advanced certification requirements of veteran educators.

Courses labeled as EDH and EDE are offered through collaboration with the School of Education and other Schools. These courses provide teachers the opportunity to enroll in graduate studies in their subject area teaching field.

### Advanced Program Certification Areas

Library Media  
School Psychological Examiner\*  
Special Reading  
Special Education Administrator  
Special Education  
Gifted Education

The transcript of the completed advanced program degree acknowledges program completion in the “area of emphasis” of the respective program. Application of the specific area of certification must be made to the Department of Elementary and Secondary Education.

*\*Note: For more information about the graduate program in school counseling, consult the Professional and School Counseling section of this catalog.*

#### Criteria for Admission to the Graduate Education Program

1. A baccalaureate degree from an accredited college or university with a minimum grade point average of a 3.0 on a 4.0 scale.
2. Recommendation by an immediate education supervisor. This may be the letter of recommendation required for admission to the graduate program.
3. Approval of the dean of the education division.

#### Application Procedures

1. Complete the application procedures required for admission to the university.
2. Complete a program overview with the assistance of an education division advisor.
3. Obtain approval of the dean of the education division.

#### Requirements for the Program

1. Four options exist for graduate students in education. The Master of Arts degree in Education requires students to complete at least 33 semester hours of graduate courses. Students may choose either the Master of Arts project (EDU 60000) or curriculum design coursework (EDU 52000) to fulfill degree requirements. All graduate students must maintain a GPA of 3.0 or higher. The Master of Arts in Educational Administration is a 36 credit hour program. The Master of Arts in Education with Library Media Certification is a 40 credit hour program. The Master of Arts in Teaching with elementary school certification preparation is a 71 credit hour program. Middle school certification preparation is a 57 credit hour program, and secondary school certification preparation is a 45 credit hour program. All include certification requirements. Content area coursework required by the Department of Elementary and Secondary Education must also be met for middle and secondary education.
2. Graduate degrees are to be completed within five calendar years from the date of matriculation in the program. (Matriculation is the date of the first day of the first term in which the student begins the graduate program). Students requiring longer than five years must file a petition for policy exemption. Students will be expected to meet the

- degree requirements in effect at the time of the petition.
3. Graduate students who have not had a course in Education of the Exceptional Child will be required to take the course.
4. Graduate students in Master of Arts degree programs who register for the thesis/Master of Arts Project in one term must continue to register each subsequent term until the project is completed and accepted. The fee for the Master of Arts thesis extension is \$50.00 per semester. (Students in the Doctor of Education degree program are also required to continually register for EDA 78000 each semester until the dissertation is completed and accepted. The fee for the Doctor of Education dissertation extension is \$500.00 per semester). Summer semester sessions are excluded. Failure to register for continuous registration will result in termination from candidacy for the degree.
5. Graduate students must complete an application for graduation in the Registrar’s Office and pay any required fees in order to be accepted for graduation. The application should be submitted according to the academic calendar.

#### Transfer & Workshop Credit

1. Graduate students may transfer no more than nine (9) graduate semester hours of credit to Lindenwood from other accredited institutions.
2. All transfer graduate credit must be from an accredited graduate institution and must meet the approval of the dean of the School of Education and the registrar.
3. All transfer credits must carry a letter grade of “B” or higher. An official transcript must be provided for verification.
4. No “Pass-Fail” or “Credit” courses will be accepted in transfer.
5. All transfer and workshop graduate credit must be relevant to the student’s proposed program and should have been completed within the last 7 years.
6. Once admitted, the student must obtain prior permission from the education dean and the registrar in order to apply credit from any other college or university toward the degree. Prior Approval forms are available in the Academic Services Office for this purpose.
7. Students may elect to take a maximum of six (6) semester hours of approved workshops to be accepted as part of the credit for the degree. These hours would be included as part of approved transfer credit if taken at other accredited institutions.

#### Core Courses

All students seeking a Master of Arts degree in education are required to complete four core courses.

#### Core Courses

EDU 50500 Analysis of Teaching and Learning Behavior  
EDU 51000 Conceptualization of Education  
EDU 57000 Educational Research  
EDU 52000 Curriculum Analysis and Design or  
EDU 600 Master of Arts Project

## **Master of Arts in Education: Model I**

Model I is an advanced degree program for educators who have had experience in either elementary or secondary schools. A student may complete coursework required to apply for Missouri certification in Reading, an area of Special Education, Early Childhood Education, Early Childhood Special Education, or Gifted Education.

In Model I, elective courses are selected from courses required for specialized certification. The program is designed to enable the educator to extend his/her knowledge, skills, and understanding of the process of teaching and learning. Model I allows the graduate student, in accord with a faculty advisor, to design a portion of the program according to individual needs and career goals.

Students admitted to Model I must hold a valid teaching certificate and be presently involved in an educational setting or have worked within one in the last three years.

The program includes the four core courses required of all graduate students in Education. The remaining credit hours will be selected by the student in consultation with the advisor from existing graduate courses to meet state certification standards for application.

## **Master of Arts in Education: Model II (Specialty Area)**

Model II is an advanced program that allows the student to develop extensive expertise in a specific content area. The student and the faculty advisor will design a comprehensive program in a content area.

The program includes the four core courses required of all graduate students in Education. The remaining credit hours will be selected by the student in consultation with the advisor from existing graduate courses to meet individual needs.

Master of Arts in Education with an  
Emphasis in Character Education

### **Program Description**

Lindenwood University recognizes that area teachers are seeking an academic and hands-on exploration of the topic of character development of students. Lindenwood offers a unique Master of Arts in Education degree with an emphasis in Character Education. This program builds on the existing skills of practicing educators to assist them in integrating character education into their curriculum. Several major perspectives in the field of character education will be explored so teachers may find a match with their grade and subject areas and infuse character education into the teaching and management of the classroom.

Program emphasis is placed upon a practical approach to the study of character education and the completion of academic assignments that are tailored to the individual needs of the graduate student.

Graduate students will complete 33 semester hours of graduate courses. Students may choose between a character education project and a character curriculum design course as the required culminating master's assignment.

### **Core Courses**

- EDU 50500 Analysis of Teaching/Learning Behavior (3)
- EDU 51000 Conceptualization of Education (3)
- EDU 57000 Educational Research (3)
- EDU 52000 Curriculum Design or
- EDU 60000 Master of Arts Project (3)

## **Character Education Emphasis Courses:**

- EDU 53800 Character Education (3)
- EDU 58300 Character Education Instructional Techniques (3)
- EDU 58400 Character Education Curriculum Design (3) (May replace above Curriculum Design requirement, however, 33 credit hours are still needed)
- EDU 59300 Topics in Character Education (3)
- Character Education Electives (9)

## **Graduate Teacher Education Goals**

The graduate student in education at Lindenwood University will have experiences that will enable him/her to

1. read critically in the areas of contemporary education problems, curriculum, and educational research.
2. analyze and discuss educational issues and write about them in accepted academic formats.
3. analyze one's own teaching behavior and plan strategies for improvement using a variety of instructional models.
4. demonstrate knowledge of human growth and development as it relates to the teaching-learning-leading process.
5. study curriculum theory and to design curricula pertinent to the needs of selected student populations.
6. understand, analyze, interpret, design, and apply research relevant to the setting of the elementary or secondary educational professional.
7. demonstrate the ability to do effective library research.
8. effectively prescribe educational experiences for learners with special needs.
9. gain increased understanding of the knowledge, attitudes, and skills needed to teach about global issues and cultural pluralism.
10. design research projects in education or specific areas, that will enable the practicing educator to meet his/her professional goals.
11. explore one or more areas of professional concern in some depth.
12. become an informed decision maker, capable of self and educational program evaluation, who, recognizing the value of continuing education has succeeded in developing within him/herself the art and the science of teaching and leading.

## **Master of Arts in Teaching (MAT)**

### **Program Description**

The Master of Arts in Teaching degree is offered as a parallel to the Master of Arts in Education. The MA in Teaching is designed to serve students who have earned a Bachelor of Arts degree in a subject/content area of certification but have not completed the required course work that leads to a teaching certificate.

The Master of Arts in Teaching with elementary school certification preparation is a 71 credit hour program. Middle school certification preparation is a 57 credit hour program, and secondary school certification preparation is a 45 credit hour program. All include certification requirements. Content area coursework required by the Department of Elementary and Secondary Education must also be met for middle and secondary education.

The education courses required (not including specific content area coursework that may be required by the Department of Elementary and Secondary Education for a subject certification) are as follows:

The Master of Arts in Teaching program for secondary preparation includes 45 hours of graduate course work:

- EDU 50000 Foundations of K-12 Education (3)
- EDU 50200 Psychology of Teaching and Learning (3)
- EDU 50500 Analysis of Teaching Behavior (3)
- EDU 50700 Reading in the Content Area (3)
- EDU 51000 Conceptualization of Education (3)
- EDU 51500 PRAXIS-Foliotek Seminar (0-3)
- EDU 51800 Meas. & Evaluation to Enhance Learning (3)
- EDU 52000 Curriculum Analysis & Design (3)
- EDU 52100 Classroom Teaching/Management (3)
- EDU 53500 Subject Area Teaching Methods (3)
- EDU 54100 Education of the Exceptional Child (3)
- EDU 57000 Education Research (3)
- EDU 59900 Field Experience (Student Teaching) (12)

The Master of Arts in Teaching program for middle school preparation includes the 45 hours of graduate course work listed above, possible content area course work, plus:

- EDU 58500 Middle School Philosophy/ Organization (3)
- EDU 58600 Middle School Curriculum/ Instruction (3)
- EDU 58700 Reading/Writing Across Curriculum (3)
- EDU 58800 Middle School Psychology (3)

The Master of Arts in Teaching program for elementary school preparation includes:

- EDU 50000 Foundations of K-12 Education (3)
- EDU 50200 Psychology of Teaching and Learning (3)
- EDU 50500 Analysis of Teaching Behavior (3)
- EDU 51000 Conceptualization of Education (3)
- EDU 51500 PRAXIS-Foliotek Seminar (0-3)
- EDU 51800 Meas. & Evaluation to Enhance Learning (3)
- EDU 52000 Curriculum Analysis & Design (3)
- EDU 52100 Classroom Teaching/Management (3)
- EDU 54100 Education of the Exceptional Child (3)
- EDU 50300 Elementary Reading Methods (3)
- EDU 50600 Elementary/Middle School Language Arts Methods (3)
- EDU 50900 Analysis and Correction of Reading Disabilities (3)
- EDU 52200 Reading Practicum (2)
- EDU 51200 Elementary/Middle School Mathematics Methods (3)
- EDU 51900 Elementary/Middle School Science Methods (3)
- EDU 53100 Elementary Music Methods (2)
- EDU 53300 Elementary Art Methods (2)
- EDU 54500 Health, Safety, and Nutrition (3)
- EDU 55300 Elementary/Middle School Social Studies Methods (3)
- EDU 58200 Integrated Literature (3)
- EDU 27400 P.E. in the Elementary School (2)
- EDU 57000 Education Research (3)
- EDU 59900 Field Experience (Student Teaching) (12)

## **Master of Arts in Education Interpretation Emphasis**

Master's Degree in Education with an emphasis in Interpretation provides students with advanced study in the field of Interpretation. This highly specialized communication process is used in museums, historic sites, nature centers, art galleries, zoos, aquaria, tourism, and eco-tourism. The Education foundation of this degree prepares graduates for positions in

program development, management, planning, and curriculum design for interpretive sites. This is a highly competitive field and this program is designed to prepare qualified candidates with a foundation in theory and hands-on application.

### **The Curriculum**

Masters of Education in Interpretation are required to take a minimum of 36 credits. AST 58200, EDU 50500 or EDU 50200, EDU 51000, EDU 57000, and EDU 52000 are required. Recommended courses NPA 50300, NPA 55000, NPA 57100. Students are required to conduct produce a viable research paper or project approved by Dean of American Studies, (3 hrs.). Electives are selected from a variety of disciplines to support the student's focus.

Students will have the opportunity to apply for professional certification through the National Association of Interpreters, (NAI), as a Certified Interpretive Planner, (CIP), Certified Heritage Interpreter, (CHI), Certified Interpretive Manager, (CIM), or Certified Interpretive Trainer, (CIT). Students who have received certification from NAI through previous training may apply for up to 9 transfer credit hours upon completion of a proficiency evaluation and documentation.

## **Master of Arts in Education with Library Media Certification**

### **Program Description**

Offered at the graduate level, the program to certify school library media specialists will include all of the courses required by the Missouri Department of Elementary and Secondary Education for certification, and at the same time, incorporate those skills and competencies considered essential by the American Association of School Librarians (AASL) as set forth in the 1998 Standards. Courses in the Lindenwood University Master of Arts in Education program (which will include all courses required for certification) will define more clearly the librarian's instructional role by moving the focus from library instruction to whole school curriculum. The program emphasizes collaboration involving teachers and the role of the librarian as instructional consultant, working with teachers and administrators to integrate the information curriculum throughout the instructional program of the school.

The Master of Arts in Education with certification for Library Media Specialist (who possesses a teaching certificate) requires the completion of 40 credits:

### **Core Courses**

- EDU 50500 Analysis of Teaching and Learning (3)
- EDU 51000 Conceptualization of Education (3)
- EDU 52000 Curriculum Analysis and Design (3)

### **Library Media Courses**

- EDL 50000 Libraries and Librarianship (2)
- EDL 50500 Administration of the Media Center (3)
- EDL 51000 Cataloging and Classification (3)
- EDL 51500 Information Technologies for the Media Center (3)
- EDL 52000 Selection and Acquisition of Materials (3)
- EDL 52500 Introduction to Reference Sources (3)
- EDL 53000 Integration and Utilization (3)
- EDL 53500 Library Materials for Children and Youth (3)
- EDL 54000 Material Production (3)
- EDL 54500 Seminar and Media Center Practicum (2)
- EDU 57000 Educational Research (3)\*

\*Action Research focus in Library Media required for Library Media Certification.

Additional DESE Requirement for those who currently only hold elementary certification:

EDU 50700 Reading in the Content Areas (3)

## **Master of Arts in Educational Administration**

### **Program Description**

The Master of Arts degree in Educational School Administration program meets the needs of those students seeking initial certification as a school principal. The program stresses reflective leadership to foster effective schools. Skills taught prepare students to assume leadership roles in instruction, management, supervision, and problem solving in a creative and effective manner.

To be admitted into the Master of Arts in Educational Administration program all students must:

1. possess a baccalaureate degree from an accredited college or university with a minimum GPA of 3.0 on a 4.0 scale.
2. hold a valid teaching certificate.
3. complete 36 hours of the required graduate administrative coursework.
4. maintain a GPA of 3.0 or higher.
5. have passing credit for Education of the Exceptional Child.
6. complete the degree within five years from the first day of which the program commenced.

The Master of Arts in Administration requires four core courses.

### **Core Courses:**

EDU 50500 Analysis of Teaching/Learning Behavior (3)  
EDU 51000 Conceptualization of Education (3) EDU 57000 Educational Research (3)  
EDU 52000 Curriculum Design

In addition to the four core courses required of all graduate students in Education, the following courses are required:

EDA 50500 Foundations of Educational Administration (3)  
EDA 51000 Elementary or EDA 51200 Secondary School Administration and Organization (3)  
EDA 51500 School Supervision (3)  
EDA 52000 School Business Management (3)  
EDA 52500 School Law (3)  
EDA 53000 Public and Community Relations (3)  
EDA 53500 School Facilities (3)  
EDA 59900 Field Experience (3)

Those seeking middle school administration certification must hold a current elementary or secondary teaching certificate. Those seeking an elementary certificate must hold a current elementary teaching certification and those seeking secondary certification must hold a current secondary certificate.

### **Special Education Administration Certification**

Lindenwood University also offers the necessary coursework for those pursuing the initial special education administrator's certificate. This coursework is embodied in the Master of Arts degree in Educational Administration. In addition to this degree, the candidate must meet the following criteria: A valid special education teaching certificate and two years of teaching experience in an approved program and the following

courses: EDA 51400 Foundations and Administration of Special Education, EDA 54500 Special Education Law (3 credit hours) and EDA 59800 Special Education Field Experience (3 credit hours).

### **Graduate Administrator Education Goals**

The graduate student in Educational Administration at Lindenwood University will have experiences that will enable him/her to:

1. develop an understanding and appreciation for the history, traditions and importance of administration in the educational system.
2. consider a personal philosophy of educational administration according to current research in theory and practice.
3. develop a mastery of skills within the fields of supervision, administration and management.
4. show proficiency in the organization and administration of school programs including programs for students of differing backgrounds and cultures.
5. develop proficiency in communication skills and community relations.
6. be able to analyze students, faculties, and interest groups for the purpose of planning school development and curriculum development.
7. develop an understanding and appreciation for curriculum design and varied instructional methods.
8. develop an appreciation and understanding for current research in education.
9. develop an understanding of the legal, political, and ethical aspects of administration in the educational system.
10. develop an understanding and appreciation for effective techniques and professional development.
11. develop an understanding and appreciation for children with special needs in all aspects of school life.
12. develop and apply research relevant to administration of the school, recognizing the value that applied research has in developing the art and the science of teaching and leading.

## **Educational Specialist Degree in Educational Administration, Instructional Leadership, or School Administration**

### **Program Description**

The Educational Specialist (Ed.S.) degree represents a program of organized and approved graduate work, consisting of a minimum of 30 semester hours beyond the requirements for the Master of Arts in Education Administration or Master of Arts in Education Degree.

Evidence of proficiency in educational statistics and research methodology must be provided before the candidate's enrollment in the research project. This evidence will normally be the satisfactory completion of Statistics in Educational Administration (EDA 64500). If not completed as a part of the Master of Arts degree, the program must include a graduate course in the behavioral, social, philosophical, or historical foundations of education. The program may consist entirely of courses in education or, in part, of courses selected from other disciplines. However, a minimum of 24 semester hours of coursework is required at the 60000 level for the Educational Specialist in Educational Administration degree. Twenty-one (21) semester hours of course work at the 60000 level is required for the Educational Specialist in Instructional Leadership degree and 22 semester hours at the 60000 level for the Educational Specialist in School Administration degree. Six (6) semester



hours of coursework taken at Lindenwood University while in the MA program may be used in the Educational Administration program. Nine (9) semester hours may be used for the Instructional Leadership and School Administration programs. A Specialist Project is required.

### Program Requirements

1. A minimum of 30 graduate education hours earned after completion of the Master of Arts degree
2. Satisfactory completion of an Educational research course.
3. A minimum of 24 hours of coursework taken at Lindenwood University
4. A minimum residency requirement of two consecutive terms approved by the student's advisor
5. Successful completion of a comprehensive written examination at the conclusion of the student's coursework
6. Successful completion of an oral examination based on requirements contained in the professional portfolio
7. Successful completion of a Specialist project that researches a significant problem related to the field of education

### Course requirements

Educational Administration: 24 hours at the 60000 level\*

EDA 60000 Instructional Program Leadership & Assessment (3)

EDA 60500 Advanced School Law (3)

EDA 61000 Human Resources Administration (3)

EDA 61500 Advanced School Finance (3)

EDA 62000 School District Administration (3)

EDA/MBA Electives from EDA or MBA coursework (6 hours)

\*Up to 6 hours of selected coursework completed in Lindenwood University MA Education Administration program may be applied toward the Specialist Program

Internship 3 hours:

EDA 64100 Superintendent Internship (3)

Research Project 6 hours:

EDA 64500 Statistics in Educational Administration (3)

EDA 65000 Specialist Project (3)

EDA 68000 Specialist Experience (0) Required if the

Specialist Project is not completed during the semester enrolled\*

Instructional Leadership: 21 hours at the 60000 level

EDA 52500 School Law (3)

EDA 53000 Public and Community Relations (3)

EDA 52000 School Business Management (3)

EDA 60000 Instructional Program Leadership and Assessment (3)

EDA 61000 Human Resources Administration (3)

EDA 64500 Statistics in Education (3)

EDA 65000 Specialist Project (3)

EDA 62500 Student Achievement Enhancement Techniques (3)

EDA 63000 Instructional Program Improvement Strategies (3)

EDA 64200 Instructional Leadership Internship (3)

EDA 68000 Specialist Experience (0) Required if the

Specialist Project is not completed during the semester enrolled\*

**School Administration:** 22 hours at the 60000 level

The following courses are required if not completed as part of the student's MA:

EDU 52000 Curriculum Analysis & Design (3)

EDU 57000 Educational Research (3)

EDA 60800 Foundation of Elementary School Administration (4)

or

EDA 60900 Foundation Secondary School Administration (4)

EDA 61600 School Supervision (3)

EDA 61800 School Business Management (3)

EDA 62600 School Law (3)

EDA 53000 Public and Community Relations (3)

EDA 53500 School Facilities (3)

EDA 65300 Field Experience (3)

EDA 64500 Stats in Educational Administration (3)

EDA 65000 Specialist Project (3)

EDA 68000 Specialist Experience (0) Required if the Specialist Project is not completed during the semester enrolled\*

\* Students who have not completed their Educational Specialist Project during the semester enrolled must enroll in EDA 68000 each semester until the project is completed. The fee for the Educational Specialist Project Experience EDA 68000 is \$500.00 per semester.

\*May be taken at any point in the program

The Educational Specialist in Educational Administration coursework is intended to lead to certification at the Superintendent levels. The proposed coursework will be designed to meet the competencies and specific course requirements established by the Department of Elementary and Secondary Education for certification for those positions.

The major focus of the Educational Specialist in Instructional Leadership coursework is intended for those seeking to fill curriculum and instruction leadership roles in school districts or for individuals who wish to advance beyond the Master of Arts level in an organized and structured degree program. This is a not a certificate program.

The School of Education also offers the Educational Specialist in School Administration. The EdS degree in school administration is designed for those with a MA in some field other than educational administration. This EdS is a licensure program leading to the initial principal's certificate.

## **Doctor of Education Degree (EdD )**

### Program Description

The purpose of the Doctor of Education (EdD) degree program is to improve professional practice. This program is designed to develop applied research competencies in obtaining and synthesizing information for the solution of educational problems.

Entering doctoral students who already possess a Master of Arts in Educational Administration or a related field complete a minimum of 48 semester hours of graduate credit beyond the Master of Arts degree. The nature of doctoral studies implies a high degree of individualized program development to reflect the personal, professional, and academic goals of each student. Consequently, each doctoral student admitted to the program works with a committee chair and a program planning committee to develop a research plan. There are two distinct paths toward an EdD at Lindenwood University.

The Doctor of Education in Educational Administration coursework is intended to lead to certification at the Superintendent levels. The proposed coursework will be designed to meet the competencies and specific course requirements established by the Department of Elementary and Secondary Education for certification for those positions.

The major focus of the Instructional Leadership program

is intended for those seeking to fill curriculum and instruction leadership roles in school districts or for individuals who wish to advance beyond the Master of Arts level in an organized and structured degree program. This is not a certificate program.

The Doctor of Education degree is designed to deepen the content competencies and applied leadership skills of candidates following the completion of a Master of Arts or educational specialist degree. Applicants who have completed a Master of Arts, an educational specialist or equivalent in the field of Educational Administration or Instructional Leadership will begin course work which has been planned to provide support by peers and faculty. During this program students will be engaged in course work which will strengthen their understanding and practice of educational administration. Students will also be developing skills in leadership and policy development and review. The doctorate in education is designed to apply theory and coursework to current issues arising from practice; research will reflect application skills in the candidate's chosen field of study.

In addition to passing doctorate level coursework and a comprehensive exam, the final requirement is completion and approval of the doctoral dissertation. The final dissertation must be approved by Committee Chair and Supervisor of Graduate Research then submitted to the Butler Library for publication prior to participating in the graduation ceremony in May. Final approval needs to take place at least 3 months prior to the graduation ceremony.

#### Criteria for Admission to Doctoral Program

1. Application to Graduate School Admissions
2. Application to EdD Program
3. Resume
4. GPA in previous graduate studies
5. Interview and on-site writing sample
6. Four letters of recommendation
7. Graduate Record Examination

#### **Doctor of Education Course of Study in Educational Administration (48 hours)**

EDA 70000 Instructional Program Leadership & Assessment (3)  
EDA 70500 Advanced School Law (3)  
EDA 71000 Human Resources Administration (3)  
EDA 71500 Advanced School Finance (3)  
EDA 72000 School District Administration (3)  
EDA/MBA Elective from EDA or MBA coursework (6 hours)  
\*Up to 6 hours of selected coursework completed in Lindenwood University MA in Education Administration program may be applied toward the Doctorate Program  
EDA 74100 Superintendent Internship (3)  
EDA 74500 Statistics in Educational Administration (3)  
(Pre-requisite – Educational research)  
EDA 75000 Capstone I (3)  
EDA 75500 Seminar in 21st Century Issues in Education: Perspectives on Policy and Practice (3)  
EDA 76000 Seminar in Educational Leadership (3)  
EDA 76500 Administrative Decision Making in Education (3)  
EDA 77000 Capstone II (3)  
EDA 77500 Capstone III (6)  
EDA 78000 Capstone Experience (0) Students who have not completed their dissertation by the end of Capstone III must enroll in EDA 78000 each semester beyond the additional time that is allowed to complete the dissertation. EDA 78000 is not required in the summer term.

#### **Doctor of Education Course of Study in Instructional Leadership (48 hours)**

EDA 70000 Instructional Program Leadership & Assessment (3)  
EDA 71000 Human Resources Administration (3)  
  
EDA 72500 Student Achievement Enhancement Tech (3)  
EDA 73000 Instructional Program Improvement Strat (3)  
\*EDA 52500 School Law  
\*EDA 53000 Public and Community Relations (3)  
\*EDA 52000 School Business Management (3)  
EDA 74800 Instructional Leadership Internship (3)  
EDA 74500 Statistics in Educational Administration (3)  
(Pre-requisite – Educational research)  
EDA 75000 Capstone I (3)  
EDA 75500 Seminar in 21st Century Issues in Education: Perspectives on Policy and Practice (3)  
EDA 76000 Seminar in Educational Leadership (3)  
EDA 76500 Administrative Decision Making in Education (3)  
EDA 77000 Capstone II (3)  
EDA 77500 Capstone III (6)  
EDA 78000 Capstone Experience (0) \*Students who have not completed their Capstone during the semester enrolled must enroll in EDA 78000 each semester until the project is completed. EDA 78000 is not required in the summer term.

The fee for the Doctor of Education dissertation extension is \$500.00 per semester.

#### **Master of Arts in Counseling**

##### **Program Description**

The programs leading to a Master of Arts in Counseling are designed to prepare master's level counseling practitioners. The Professional and School Counseling Programs provide students with a broad base of psychological knowledge and theory integrated with extensive training and practice in the use of counseling skills. Graduates of Professional and School Counseling Programs are qualified to work in a variety of school and/or mental health settings with individuals, groups, and families.

The Professional and School Counseling Programs are intensive and comprehensive, requiring a minimum of 48 semester hours of coursework and applied experience. Admission to the Professional and School Counseling Programs is selective, yet flexible. All students are periodically reviewed to assess their academic progress. Only those students who meet program standards will be allowed to continue.

Students completing the Professional Counseling Program must obtain a minimum of 600 hours of supervised internship experience. Internship placements may be arranged with a variety of mental health agencies that provide counseling services to clients. Internship students receive individual supervision from qualified professionals at their field sites and will also participate in a group supervision course conducted by a faculty member of the Professional Counseling Program. The Professional Counseling Handbook specifies the details for the Internship experience.

Students completing the School Counseling Program must obtain a minimum of 450 hours of Field Placement experience in a school setting (additional hours are required for Illinois certification). Students completing their Field Placement experiences receive individual supervision from a certified school counselor at their site and will also participate in a group supervision course conducted by a faculty member of the School Counseling Program. The School Counseling Handbook specifies the details for both Field Placement experiences.

Exit requirements vary by program. Brief descriptions of the exit requirements are provided below. Further information regarding exit requirements is provided in the Professional Counseling Handbook and the School Counseling Handbook.

## **Professional Counseling Program Missouri Practitioners**

### **Program Description**

The 48 hour program listed below is designed to meet the academic requirements toward licensure as a Professional Counselor set forth by the State of Missouri. Additional requirements for licensure can be found at <http://pr.mo.gov>.

### **Core Curriculum**

IPC 51100 Foundations of Professional Counseling  
IPC 51200 Ethics and Professional Issues  
IPC 52100 Human Growth and Development  
IPC 52200 Personality Theories and Psychopathology  
IPC 52400 Adult Diagnosis and Treatment Planning  
IPC 54100 Research Methods and Program Evaluation  
IPC 55100 Counseling Theory and Practice  
IPC 55200 Counseling Skills Lab  
IPC 56100 Group Dynamics, Process and Counseling  
IPC 56200 Social and Cultural Foundations of Counseling  
IPC 58100 Appraisal of the Individual  
IPC 58200 Lifestyle and Career Development  
IPC 59000 Counseling Internship (two semesters)

### **Electives**

Students are to choose two of the following course offerings to fulfill degree requirements:

IPC 53100 Family Counseling  
IPC 53200 Marital Counseling  
IPC 55300 Theories of Counseling Children and Adolescents  
IPC 56400 Crisis Intervention  
IPC 56500 Introduction to Substance Abuse Counseling  
IPC 58300 Analysis of the Individual  
IPC 59800 Special Topics in Counseling  
IPC 59801 College Admission Counseling  
IPC 59802 Peer Helping Programs  
IPC 59803 Spirituality and Counseling  
IPC 59804 Adult Survivors of Trauma  
IPC 59805 Clinical Hypnotherapy

### **Internship Requirement**

Students in the Professional Counseling Program are required to complete a minimum of 600 hours of supervised internship experience over two semesters. Prior to internship, students must have a GPA of 3.0 or higher. Students are expected to earn a grade of A or B in their Counseling Internship (IPC 59000) in order to graduate. Students will be required to repeat the course if they earn less than a B.

### **Exit Requirements**

In order to fulfill degree requirements, each student completes one of the following:

IPC 60600 Scholarly Paper

or

IPC 60500 Comprehensive Examination.

The student must obtain a passing score on the Counselor Preparation Comprehensive Examination (CPCE).

Further information regarding exit requirements is provided in the Professional Counseling Handbook.

## **Professional Counseling Program Illinois Practitioners**

### **Program Description**

The 48 hour program listed below is designed to meet the academic requirements toward licensure as a Professional Counselor set forth by the State of Illinois. Additional requirements for licensure can be found at [www.idfpr.com](http://www.idfpr.com).

### **Core Curriculum**

IPC 51100 Foundations of Professional Counseling  
IPC 51200 Ethics and Professional Issues  
IPC 52100 Human Growth and Development  
IPC 52200 Personality Theories and Psychopathology  
IPC 52400 Adult Diagnosis and Treatment Planning  
IPC 53100 Family Counseling  
IPC 54100 Research Methods and Program Evaluation  
IPC 55100 Counseling Theory and Practice  
IPC 55200 Counseling Skills Lab  
IPC 56100 Group Dynamics, Process and Counseling  
IPC 56200 Social and Cultural Foundations of Counseling  
IPC 56500 Introduction to Substance Abuse Counseling  
IPC 58100 Appraisal of the Individual  
IPC 58200 Lifestyle and Career Development  
IPC 59000 Counseling Internship (two semesters)

### **Internship Requirement**

Students in the Professional Counseling Program are required to complete a minimum of 600 hours of supervised Internship experience over two semesters. Prior to internship, students must have a GPA of 3.0 or higher. Students are expected to earn a grade of A or B in their Counseling Internship (IPC 59000) in order to graduate. Students will be required to repeat the course if they earn less than a B.

### **Exit Requirements**

In order to fulfill degree requirements, each student completes one of the following:

IPC 60600 Scholarly Paper

or

IPC 60500 Comprehensive Examination.

The student must obtain a passing score on the Counselor Preparation Comprehensive Examination (CPCE).

Further information regarding exit requirements is provided in the Professional Counseling Handbook.

## **School Counseling Program Missouri Practitioners**

### **Program Description**

The program of study at Lindenwood University required for recommendation for certification as a School Counselor in Missouri is as follows:

### **Core Curriculum**

IPC 51000 Foundations of School Counseling  
IPC 51200 Ethics and Professional Issues  
IPC 51300 Principles of School Counseling  
IPC 52100 Human Growth and Development  
IPC 52300 Adjustment and Learning Issues in Children and Adolescents  
IPC 54100 Research Methods and Program Evaluation  
IPC 55300 Theories of Counseling Children and Adolescents  
IPC 56100 Group Dynamics, Process and Counseling  
IPC 56200 Social and Cultural Foundations of Counseling  
IPC 57500 Family and School Consulting  
IPC 58100 Appraisal of the Individual

IPC 58200 Lifestyle and Career Development  
IPC 58300 Analysis of the Individual  
IPC 59100 Field Placement 1  
IPC 59200 Field Placement 2 K-8  
or  
IPC 59300 Field Placement 2 7-12  
or  
IPC 59400 Field Placement 2 K-12

### **Electives**

Students are to choose one of the following course offerings to fulfill degree requirements:

IPC 53100 Family Counseling  
IPC 53200 Marital Counseling  
IPC 54200 Statistical Analysis  
IPC 56400 Crisis Intervention  
IPC 56500 Introduction to Substance Abuse Counseling  
IPC 58400 Individual Intelligence Testing  
IPC 58500 Individual Diagnostic Assessment  
IPC 59800 Special Topics in Counseling  
IPC 59801 College Admission Counseling  
IPC 59802 Peer Helping Programs  
IPC 59803 Spirituality and Counseling  
IPC 59804 Adult Survivors of Trauma  
IPC 59805 Clinical Hypnotherapy

### **Education Courses**

Students seeking certification under this degree program must hold a valid Missouri teaching certificate as required to teach in public schools in Missouri or complete the following education classes to be eligible for certification:

EDU 52100 Classroom Teaching/Management  
EDU 53500 Methods of Teaching for School Counselors  
EDU 54100 Education of the Exceptional Child

### **Field Placement Requirement**

Students in the School Counseling Program are required to complete a minimum 450 hours of supervised Field Placement. Field Placement I requires a minimum of 150 clock hours (350 in Illinois). Field Placement 2 requires a minimum of 300 clock hours (350 in Illinois). All Field Placements must be in K-12 settings under the supervision of a certified School Counselor. Students must have at least a 3.0 GPA in order to begin Field Placement 1 or 2. Students are expected to earn a grade of A or B in their Field Placements (IPC 59100 and 59200/59300/59400) in order to graduate. Students will be required to repeat the course if they earn less than a B.

### **Exit Requirements**

In order to fulfill degree requirements, each student completes IPC 60500 Comprehensive Examination by passing the Praxis II for School Counselors (test 0420). In addition, each student completes an electronic portfolio demonstrating competencies as delineated by the MoSTEP standards.

Further information regarding exit requirements is provided in the School Counseling Handbook.

### **Illinois Practitioners**

Students who wish to practice as school counselors in Illinois may obtain Illinois Certification under certain conditions. Illinois candidates must fulfill all Missouri requirements. In addition, the Illinois State Board of Education requires students who complete an out of state program to obtain additional Field Placement hours (as indicated above) and pass the Illinois Basic Skills Test. Students seeking certification in other states will need to check requirements with their state.

## **School Psychological Examiner Certification Missouri Practitioners**

### **Program Description**

Students seeking certification as a School Psychological Examiner must hold a master's degree from a college or university meeting approval of the Missouri Department of Elementary and Secondary Education in one of the following areas: Psychology, Educational Psychology, Counseling, or Education.

The program of study at Lindenwood University required for recommendation for certification as a School Psychological Examiner is as follows:

### **Core Curriculum**

EDU 54100 Education of the Exceptional Child  
EDU 50200 Psychology of Teaching and Learning  
IPC 52100 Human Growth and Development  
IPC 52300 Adjustment and Learning Issues in Children and Adolescents  
IPC 54200 Statistical Analysis  
IPC 58100 Appraisal of the Individual  
IPC 58400 Individual Intelligence Testing  
IPC 58500 Individual Diagnostic Assessment  
IPC 58600 Internship in Diagnostic Assessment

### **Internship Requirement**

The Internship in Diagnostic Assessment consists of 150 hours of supervised field experience. All Internships must be in K-12 settings under the supervision of a certified School Psychological Examiner. Students must have at least a 3.0 GPA in order to begin Internship. Students are expected to earn a grade of A or B in their Internship course (IPC 58600). Students will be required to repeat the course if they earn less than a B.

### **Residency Requirement**

Students who earned their Master of Arts degree in Psychology, Educational Psychology, Counseling, or Education at an approved college or university other than Lindenwood University and who desire the Lindenwood Certification Officer to recommend them for certification as a School Psychological Examiner must complete a minimum of 15 semester hours of graduate coursework at Lindenwood University. This coursework must include the following:

IPC 58400 Individual Intelligence Testing  
IPC 58500 Individual Diagnostic Assessment  
IPC 58600 Internship in Diagnostic Assessment

## **International Studies: M.A.**

### **Program Description**

Lindenwood University's School of Humanities offers a Master of Arts in International Studies. The Masters of Arts is a 39 credit program that is based on theory, research, and practice. It requires ten core courses and the completion of three electives, all from one of four tracks, and a six credit thesis. In order to graduate, students will need to demonstrate a basic level of foreign language skills.

### **Program Goals**

The purpose of this degree program is to provide a variety of internationally and globally oriented courses that will lead to an overall knowledge within the field and the development of a content or regional specialty. This program is designed to prepare students for careers in the international arena: government work,

work in public and private international organizations, consulting, business, teaching, and international journalism. The curriculum, which is multidisciplinary, embraces material from political science, history, geography, economics, anthropology, sociology, communications, law, and management. Students will draw from multiple fields in order to address many of the historical and pressing issues of our global world.

### **Core Courses**

MAIS 50000 Research Methods in International Studies (3)  
MAIS 51000 Politics of Religion, Ethnicity, and Nationalism (3)  
MAIS 52000 Approaches to International Politics (3)  
MAIS 53000 Governance Beyond the State (3)  
MAIS 54000 Global and Economic Governance (3)  
MAIS 55000 Security Studies (3)  
MAIS 56000 Peace and Conflict Resolution (3)  
MBA 57000 International Business Operations (3)  
MAIS 57000 Thesis Course I (3)  
MAIS 57100 Thesis Course II (3)

### **Elective Tracks**

#### **Track 1 International Business**

MBA 57100 International Risk and Politics (3)  
MBA 57200 International Management (3)  
MBA 57500 International Business Communication (3)  
MBA 57600 International Bus. & CC Communication (3)

#### **Track 2 Religion & Culture**

MAIS 58100 The Middle East (3)  
MAIS 58200 Asia (3)  
MAIS 58300 Europe (3)  
MAIS 58400 Latin America (3)  
MAIS 58500 World Religion (3)

#### **Track 3 Non-Profit Administration**

NPA 50300 Human Resource Management (3)  
NPA 55000 Management of Nonprofit Organizations (3)  
NPA 58000 Nonprofit Budgeting and Financial Management (3)

#### **Track 4 Public Management**

MBA 59400 Governmental Budgeting (3)  
MBA 59400 Public Management (3)  
MBA 59600 Program Implementation & Evaluation (3)  
MBA 59800 Business-Government Environment (3)

- 1) If an international student is proficient in their home language and English, this would satisfy their language requirement.
- 2) If a student has enrolled in six credits of undergraduate foreign language, then the student will have fulfilled the foreign language requirement.
- 3) If a student has no foreign language experience, then the student will need to enroll in six credits of an undergraduate foreign language or study on their own and be examined by the foreign language staff to determine if equivalent knowledge has been obtained.

## **Nonprofit Administration: M.A.**

### **Program Description**

The graduate degree in Nonprofit Administration is designed to prepare students for leadership positions in youth and community service and nonprofit management fields. In recent years the demands on nonprofit organizations have created a need for managers and leaders with very specialized training and education. Nonprofit agencies, whether in the public, tax-supported domain or in the private volunteer sector, require skilled and knowledgeable managers at all levels.

The graduate program in Nonprofit Administration provides education in those areas of competency deemed necessary for effective agency leadership and fosters the career advancement of those already in the field. In addition to the core curriculum requirements, students will have the opportunity to develop an area of concentration by supervised selection of elective course work, a directed internship, and capstone project. The program requires 37 hours offered in a semester calendars.

### **Core Curriculum**

The following courses are required for all students completing the Nonprofit Administration degree:

NPA 50000 Fundraising and Planning (3)  
NPA 50300 Human Resource Management for Nonprofit Organizations (3)  
NPA 55000 Management of Nonprofit Organizations (3)  
NPA 57000 Organizational Behavior for Nonprofit Organizations (3)  
NPA 57100 Grantwriting (3)

NPA 56000 Leadership in Nonprofit Organizations (3)  
NPA 58000 Nonprofit Budgeting and Financial Management (3)  
NPA 59000 Marketing for Nonprofit Organizations (3)  
NPA 59900 Capstone Project (1) \*\*must be taken in last semester of program

### **Elective Courses:**

NPA 50100 American Humanics Student Association (1)  
NPA 58100 Strategic and Program Planning for Nonprofit Organizations (3)  
NPA 59300 Special Topics in Nonprofit Administration (3) includes Program Evaluation, Marketing for Nonprofits, Major Gifts, Corporate and Entrepreneurial, Annual Giving and Special Events, Capital, Endowment and Planned Giving Campaigns, Volunteer Management, Governance, How to Start a Nonprofit, and Problem Solving Case Analysis.  
NPA 59500 Research Project  
NPA 59800 Nonprofit Administration Internship (3)

With department chair approval, students may transfer in up to nine credit hours.

### **Emphasis Courses**

All students must select twelve credits of elective coursework to complete the degree. This coursework will be selected with the direction of an NPA program advisor and may come from any of the other degree programs available at Lindenwood University.

### **Internship**

Students who do not have a portfolio of experience with nonprofit organizations -should do an internship in an assigned agency under the supervision of the faculty of the NPA program. This elective requires an agreed upon number of hours (not less than 100 hours) at a nonprofit agency and a written research paper analyzing the experience in the context of offered course work.

### **Capstone Project**

The capstone to the degree program will be the successful completion of an individualized graduate project. This may be an analytical or demonstration or case study project. Topics will be selected and explored in collaboration with the advisor. In some cases the project will be directly related to the activities of the internship. Students should obtain a copy of the capstone project guidelines from the department chair.

## **COURSE DESCRIPTIONS**

(NOTE: Courses are listed alphabetically by course ID)

### **American Studies, M.A.**

**AST 50100 Introduction to American Studies (3)** This course introduces the interdisciplinary study of the American Experience. It will incorporate American beliefs, history, literature, art, architecture, character, values, diversity, self-reliance, responsibility, self-determination, assimilation, nationalism, and patriotism as they apply to the American national character and belief system. Students will learn the history and the mode of study of the American Studies degree.

**AST 58000 Culminating Project (3)** Under the direction of the advisor, students will combine an original scholarly master's paper or a creative project and prepare for a specialized oral examination.

**AST 58200 Certified Interpretive Guide (CIG) (3 hrs)** Upon successful completion of the course, students will understand the history, definition, and principals of interpretation. Making programs purposeful, enjoyable, relevant, organized and thematic. Incorporating tangible things and intangibles ideas into your programs. Presentation and communication skills.

**AST 58300 Interpretive Planning (CIP) (3 hrs)** This course provides the professional training needed for those who will be preparing master plans, exhibit plans, or other comprehensive planning efforts. Covers key components of interpretive planning model in lecture/discussion

**AST 58400 Heritage Interpretation (CHI) (3 hrs)** This course is designed to prepare one to take a position on the "front line" and be prepared to professionally equipped to give programs and develop non-personal media. Covers overview of interpretation; personal interpretation; non-personal media (publications, interpretive writing, exhibits, signs, and self-guided trails).

**AST 58501 Interpretive Management (CIM) (3 hrs)** This course is designed to prepare one to manage an interpretive facility, supervise staff, prepare budgets, or be otherwise responsible for the daily operations of an interpretive site. Covers overview of interpretation; planning strategies with heavy emphasis on business planning, marketing, and budgeting; personnel and time management; and contract management.

**AST 58601 Interpretive Trainer (CIT) (3 hrs.)** This course provides the student with the professional training needed to train others interpretation related activities. Designed for those who want to teach the CIG curriculum; includes entire CIG curriculum (see below); evaluation of CIG students; setting up and teaching the CIG course. This course is required for those wanting to teach the CIG course and certify Interpretive Guides.

**AST 58700 Interpretive Internship (3-6 hrs)** Students participate in a recognized interpretive site serving in functions to enhance their hands on experience with in Interpretation. Under the supervision of faculty and professional site managers, students will observe and practice skills necessary for success in the field. The Daniel Boone Home and Boonesfield Village serves as the primary field lab for such experiences. Should the student elect to participate

elsewhere, the selection of the site and internship duties will be approved by the faculty advisor and the student.

**AST 59600 Special Topics** (May be repeated with different topics) This course consists of directed studies related to Interpretation with approval of advisor. Special topics courses may include such topics as Architectural Forensics, First Person Interpretation Techniques and Methodology, Historic Sites Visits and Operations Analysis and so on.

### **Art: M.A., M.F.A.**

**ART 50000 Research Methods in Art (3)** This course is an introduction to the research methods employed in art which include procedures for research/field work. The course will also address portfolios, resumes, job opportunities, networking, exhibitions, legal issues and other resources available to the artist and art historian.

**ART 50100 Gallery Management and Promotional Techniques (3)** This course examines the techniques of art gallery management, curation, exhibits, and preparation of promotional materials for the artist and portfolio and photographs of art works. The course will stress hands-on experience with the securing, transportation, insurance, installation, announcement, publicizing and the minutia of exhibiting works of art. It will further emphasize needs of the artist-student in the preparation of vitae, presentation of work, and recording of works of art by color photography.

**ART 50300 Beginning Costume and Fashion (3)** This course focuses on the basic components of clothing and costume construction techniques. The studio feature of the class will provide students in theatre and fashion design opportunities to work together within their specific areas of study on various projects. Studio fee may apply. Co-requisite ART 50700.

**ART 50500 Painting (3)** This course is an advanced painting class in acrylic, oil, watercolor, or mixed media plus assigned problems in composition and color. Research problems are directed to the needs and interests of the students. Repeatable for credit. Studio fee may apply

**ART 50700 Patternmaking I (3)** This course examines the development of the basic sloper for patternmaking and its manipulation to create original designs by the flat pattern method. Co-requisite: ART 50300. Studio fee may apply.

**ART 50800 Patternmaking II (3)** This course is a continuation of sloper manipulation for flat pattern design. Prerequisite: ART 50700. Studio fee may apply.

**ART 50900 Intermediate Costume and Fashion Design Studio (3)** This studio course introduces the student to the process of creating original designs. Prerequisites: ART 50300 and 50700.

**ART 51000 Printmaking (3)** This course offers advanced work in intaglio and relief processes. Designing for the graphic media and the technology of printmaking are emphasized. Research problems directed to the needs and interests of students. Repeatable for credit. Studio fee.

**ART 51200 Computer-Aided Design–Patternmaking (3)** This course examines patternmaking, grading, and maker-marking in CAD. This course will also focus on pattern designing, grading, detailing, and on-pattern layouts. Students will use the operative

tools actually employed by professionals in the fashion industry. Prerequisites: ART 50700 and 50800. Studio fee may apply.

**ART 51300 Computer-Aided Design—Flats, Illustrations (3)** This course examines the use of the computer to produce fashion-related materials, designs, etc. Prerequisite: ART 51500. Studio fee may apply.

**ART 51500 Studies in Graphic Design and Computer Art (3)** This hands-on computer lab course covers the fundamentals and theory of graphic design. Students will become familiar with several design applications that are used in the visual communications industry. Students will manipulate photographs, create custom art work and illustrations, lay out pages, and use the computer as a tool to create fine art pieces. Studio fee will apply.

**ART 51600 Computer-Aided Design—Textile Design (3)** This course focuses on textile design to create prints, patterns, and woven textile fabric, and other fashion-related design materials using U4ia software. Students will be required to build a mini-portfolio. Prerequisite: ART 51300. Studio fee may apply.

**ART 52000 Sculpture (3)** This advanced sculpture course examines various media with instruction and criticism appropriate to the need and level of the individual student. Sketch book required. Studio fee. Repeatable for credit.

**ART 53000 Drawing (3)** This advanced drawing course examines a variety of media. Problems with figurative imagery are emphasized. Research problems directed to the needs and interests of students. Repeatable for credit.

**ART 53100 Figure Drawing (3)** This course is an advanced study of drawing techniques and their application to the human form. Varied media and concepts will be explored while studying the human figure. Sketchbook required. Repeatable for credit. Studio fee.

**ART 53200 Fashion Drawing (3)** This course will introduce students to basic steps of drawing fashion figures. Other facets of this course include rendering fabrics, flat sketches, and fashion accessories. Students will be required to build a mini-portfolio. Prerequisite: ART 53000 (or equivalent undergraduate or graduate coursework), ART 53100, and permission of the instructor.

**ART 53400 Fibers (3)** In this course, form, color and surface design will be explored by means of basic fiber techniques as well as new innovative approaches to fiber. Graduate students will be expected to complete research projects in conjunction with studio work. Sketchbook required. Studio fee.

**ART 53900 Fashion Draping (3)** This course focuses on different methods and principles involved in draping fabric on the dress form to create original designs. Projects begin with a draping plan and fashion sketches to identify the creative elements and determine the draping techniques required. Prerequisites: ART 50700 and 50800. Studio fee may apply.

**ART 54000 Ceramics (3)** This course covers the advanced study of ceramics. Problems in clay design using varied methods of forming. The study of different clays and their properties, glaze calculations, and varying firing procedures are included. This course results in the production of sculptural as well as functional

works. Research problems are directed to the needs and interests of students. Repeatable for credit. Studio fee.

**ART 54600 Digital Imaging (3)** This course explores the use of digital imaging applications. Topics such as scanning, image correction and manipulation, resolution and color space requirements, and production practices will be covered. Students will become familiar with the tools, palettes, menus, and creative capabilities of the software. This class will utilize lecture, demonstration, discussion, and hands-on experiences. Prerequisite: ART 51500 or permission. Studio fee will apply.

**ART 54800 Vector Graphics (3)** This course explores the use of vector-based illustration applications. Students will become familiar with the tools, palettes, menus, and creative capabilities of the software. This class will utilize lecture, demonstration, discussion, and hands-on experience. Prerequisite: ART 51500 or permission. Studio fee will apply.

**ART 54900 Advanced Page Layout (3)** This advanced course focuses on the design and production aspects of page layout software. This lab-based class will include the study of typography, page design, and page architecture. The use of CMYK, spot colors, and paper selection will be reviewed. At the conclusion of this class, the student will be able to conceptualize, design, and produce projects for a wide variety of pre-press demands. Additional topics may include preparing projects for web- and paper-based distribution, building self-contained high and low resolution files. Prerequisite: ART 51500 or permission. Studio fee will apply.

**ART 55200 Advanced Costume and Fashion Design (3)** This course focuses on designing and merchandising a coordinated line. Prerequisites: ART 50700, 50800, and 50900. Studio fee may apply.

**ART 55400 Nineteenth Century Art (3)** This course is the study of Neoclassicism, Romanticism, Realism, Impressionism, and Post-Impressionism in Europe during the 19th century.

**ART 55600 Baroque Art (3)** This course is a survey of the development of painting, sculpture and architecture in 17th and 18th century Europe. Emphasis will be on the work of Bernini, Caravaggio, Rubens, Rembrandt, and Velazquez.

**ART 55700 Ancient Art (3)** This course is the study of the art and architecture of the ancient Near East, Egypt, the Aegean, Greece, and Rome.

**ART 55900 American Art (3)** This course is the study of American painting, sculpture and architecture from the Colonial period to 1900.

**ART 56100 Twentieth Century Art/Modern (3)** This course examines the development of European and American Art from prior to the start of the twentieth century through the second world war. Stylistic movements such as Fauvism, Symbolism, Expressionism, Realism, Dada, and Surrealism though Abstract Expressionism are examined.

**ART 56200 Twentieth Century Art/Contemporary (3)** This course is the study of modern European and American Art from the second world war through the Post-Modern era. The development of contemporary art and the contributions made since Abstract Expressionism in the visual arts and architecture are examined.

**ART 56300 Women Artists (3)** This course is a survey of women artists and images of women in art from the prehistoric era to the present.

**ART 56400 Non-Western Art (3)** This course is the survey of the major artistic developments in world cultures other than the Greco-Roman-European tradition. Course material may focus on a specific culture, i.e. China, Japan, when identified as a subtitle. Repeatable for credit as focus changes.

**ART 56500 Internship (3-6)** This course requires graduate-level supervised work experience which requires the application of principles, skills and strategies within the discipline. A project and/or written work are generally required. Prerequisite: permission of the instructor. May be repeated with permission.

**ART 56600 Fashion Internship (3-6)** This course requires supervised work experience for the graduate student. Individuals will be required to complete 200 hours of supervised work for every 3 hours of credit earned. A detailed evaluation of the student's performance in the work place is required and will be provided by the on-site supervisor. Prerequisite: permission of the instructor. May be repeated with departmental permission.

**ART 56700 Fashion Show Production (3)** In this course, graduate students will work closely with the course instructor to provide leadership, guidance, and supervision for all the component parts of planning and implementing the professional and high school fashion shows in the Spring. Prerequisite: permission of the instructor. Repeatable for credit.

**ART 57000 Graduate Projects in Art (3)** This course is designed for rigorous analyses of the student's art work accomplished in weekly individual and group critique sessions. Topics for discussion are both aesthetic and technical and relate the student's personal direction to historical and contemporary trends. Repeatable for credit.

**ART 57100 History of Costume and Fashion Design (3)** This course is structured as an overview of the history of Western dress.

**ART 576 Fashion Accessories (3)** This course is designed to introduce students to the study of fashion accessories. It will include an overview of the historic and contemporary components of accessories to enable students to better predict fashion trends. The specific accessories selected for study in this class may vary from semester to semester. Prerequisite: ART 50300. Studio fee may apply.

**ART 57700 Computer Art I (3)** This course is designed to stress the mastery of software systems presented in the graphic and computer art sequence of coursework. Professional design practices will be stressed. Coursework covers the advanced use of design applications to create professional portfolios. Prerequisites: ART 54600, ART 54800, ART 54900. Studio fee will apply.

**ART 57800 Computer Art II (3)** This course is a continuation of ART 57700. Assignments will focus on traditional and digital portfolio development. Students will also learn how to prepare their work for exhibition. Coursework will emphasize aesthetic elements with instruction and criticism appropriate to the need and level of the individual student. Prerequisite: ART 57700. Studio fee will apply.

**ART 58100 Photography (3)** This course is the study of photography or photographically derived imagery. The methodology, the creative direction, and the criteria for evaluation are determined in conjunction with the instructor. Research study directed to meet the needs and interests of the students. Repeatable for credit. Studio fee.

**ART 58300 Renaissance Art (3)** This course is the study of painting, sculpture and architecture of the Renaissance in Italy and Northern Europe from 1300 to 1600.

**ART 58400 Graduate Production Design Practicum (3)** This course involves practical experience designing for an existing company. The company's past sales history and current fashion trends will be researched in depth and a sample line for the upcoming season will be designed and constructed. Students will merchandise the line, and the finished product line will be critiqued. Prerequisites: ART 50800 and 50900.

**ART 58600 Special Topics (3)** This course consists of a focused examination of a specific subject in the field of art. May be repeated as topics vary. Lab fees may apply to some topics.

**ART 58800 Fashion Portfolio Design (3)** This course is designed to help the student to create a professional portfolio. The emphasis of this course will be on further development of illustration skills as well as the use of various media and presentation techniques employed to present the portfolio. Prerequisites: ART 53200 and permission of the instructor.

**ART 59100, 59200, 59300 Independent Study (1-6)** This course offers an independent study in Studio Art and Art History. A program of study is formulated with an advisor outlining the research tools and procedures to be followed and stipulating the methods of evaluation. Presentation of the final project in terms of a research paper and/or preparation of works for exhibition are required.

**ART 59900 Directed Thesis (3)** The directed thesis consists of an exhibit of selected works completed during graduate studies and a supporting thesis. The exhibit process includes the selection of works, the mounting and framing of works in keeping with professional standards, the design of exhibition space, and the preparation of publicity related to the exhibit. The supporting thesis should include aesthetic considerations related to the body of works and a critical evaluation of the works. The exhibit and thesis must be approved by a committee of three, of whom two are members of the Art Faculty.

## **Communications**

**COM 50000 Writing for Converged Media (3)** Reporting, writing and editing for the Internet will be practiced in this course including instruction in the latest formats for converged media, with practical application through the production of electronic publication of the student newspaper. Special focus on blogs, podcasts, reader forums and content management.

**COM 50400 Broadcast Newswriting (3)** This lab course examines the preparation and presentation of newscasts and special news programs. Consideration of reporting, interviewing, documentaries, and special events. Lab fee.

**COM 50500 Desktop Publishing (3)** Using desktop publishing tools, students design projects that meet personal and professional goals. Page maker and page layout program are explored.



**COM 50700 Writing for the Electronic Media (3)** This course is a laboratory experience in techniques and forms of script writing for all types of electronic media. (Experience in audio or video production will be beneficial).

**COM 51100 Creative Writing (3)** This course examines the development of creative writing techniques through writing exercises and projects. Students select an emphasis in poetry, fiction, or feature writing. A workshop format with a process approach will be used.

**COM 52000 Digital Imaging (3)** This course explores the use of digital imaging applications. Topics such as scanning, image correction and manipulation, resolution and color space requirements, and production practices will be covered. Students will become familiar with the tools, palettes, menus, and creative capabilities of the software. This class will utilize lecture, demonstration, discussion, and hands-on experiences. Lab fee.

**COM 52100 Vector Graphics (3)** This course explores the use of vector based illustration applications. Students will become familiar with the tools, palettes, menus and creative capabilities of the software. This class will utilize lecture, demonstration, discussion, and hands-on experiences. Lab fee.

**COM 54000 Television Sports Production (3)** An experiential study in the basic skills of sports television production and broadcasting from planning to post-production this course is offered in conjunction with LUTV-26's coverage of Lindenwood Athletics, and the scheduled assigned work will be determined by the Lindenwood Athletic calendar.

**COM 54200 Interactive Web Development (3)** This course is lab based and focuses on the development of web environments and components that provide enhanced methods of interaction to the user. Emphasis on animation, programming, and manipulation of both vector and bitmap images should be expected. Lab Fee.

**COM 54300 Television News Production (3)** An experiential study in the basic skills of television news production, this course combines theory and practice as students learn the essentials in writing, producing, directing, and performing. Course work includes both in-studio and field production.

**COM 54400 Advanced Interactive Scripting (3)** Advanced Interactive Scripting provides students with a continuation of Interactive Web Development, allowing focus on the use of scripting to facilitate interaction in a variety of venues. Through a hands-on approach, students will gain exposure and experience in the creation of games for entertainment, education, and advertising; as well as Computer Based Training methodologies used in a variety of industries. Lab Fee.

**COM 54600 Television Fine Arts Production (3)** This course is an experiential study in the basic skills of television fine arts production. Students are introduced to the unique issues involved in recording and televising artistic presentations from varied venues. Course work will include producing television broadcasts of Lindenwood theatre and musical presentations.

**COM 55100 Radio Production (3)** This course discusses radio station operations, including an analysis of programs and audiences in American broadcasting. Students will have directed experiences in organization, writing, production, direction, and performance of basic radio programs. Lab fee.

**COM 55400 Video Production (3)** This course offers hands-on television experience in directing, writing, camera work and various studio and production techniques. The student develops one or more projects from brainstorming through the writing and production stages. Lab fee.

**COM 55700 Non-linear Video Editing (3)** This hands-on computer course is designed to advance the student's editing skills using non-linear editing systems. Instruction will also include the integration of video, graphics, and audio imported from other multimedia production programs. Students will be instructed in the use of editing software and will be given class assignments that require practical application of theories and software. Lab fee.

**COM 56500 Electronic Resources (3)** This lab-based course is designed to familiarize communications students with advanced methods of information retrieval via the Internet or corporate intranets. Special attention will be given to net-based methods of reaching a mass media audience, as well as the design of World Wide Web-based resources for both individual and corporate entities are included.

**COM 56600 Advanced Web Page Design (3)** This lab-based course is designed to familiarize students with advanced forms of web page design and implementation, with a focus on developing skills useful in the contemporary, internet-capable work environment. Prerequisite: COM 565 or web page design experience.

**COM 56900 Broadcast Operations (3)** This course consists of an examination of the structural organization of radio and television stations in the United States. Various divisions and departments of broadcast operations will be studied. Special attention will be paid to programming, promotions, audience research and broadcast management techniques.

**COM 57000 History of Film (3) (CC)** This course is a study of the historical perspective of film from the efforts of early American and European filmmakers through the works of contemporary artists around the world. Emphasis will be placed on the art of film making, and its reflection of culture. Films would include works from Griffith, Eisenstein, Truffaut, Bergman, Kurosawa, and others.

**COM 57100 Advanced Audio Production (3)** Students carry out advanced assignments in audio production in this course. Preparation, production and evaluation of various audio projects will require students to refine skills in analog and digital video production. Lab fee.

**COM 57400 Advanced Video (3)** This course trains students as producers and directors of visual media. Students will learn the maximize production value when shooting on location. Planning, scripting, budgeting, shooting, and editing skills will be developed and applied to the production of a professional-quality video project. Lab fee.

**COM 57900 Production for Television (3)** A laboratory environment will be used to develop planning, scripting, shooting, directing, editing, budgeting and studio skills needed to produce a program for television or cable broadcast. Lab fee.

**COM 58600 Special Topics (3)** A range of topics will be available through this course which is repeatable for credit, as subjects vary.

**COM 59000 TV News Reporting (3)** Students will develop mastery of the television news package as the preeminent format of broadcast journalism. Students learn to plan, shoot, report and edit news stories as reporter packages for use in traditional television newscasts.

**COM 59200 Communications Workshop (3)** This class focuses on an examination of the specialized skills required in a communication field. Lab fees will vary. The course is repeatable as topics vary.

**COM 59300 Media/Communication Internship (3)** This course consists of supervised work experience which requires the application of communication principles, skills and strategies in business or professional communications organizations.

**COM 59500 Special Projects (3)** This course consists of individually designed studies in communication.

**COM 60100 Communications Policies and Strategies (3)** This course explores communication theories and current techniques, trends, and issues. (Available in evenings only—on quarter schedule).

**COM 60101 Communications Project (3)** This course is an examination of the relationship between communication theory and the evolution of the communication industry. Students will develop a written project and presentation in their area of concentration.

## **Educational Administration**

**EDA 50500 Foundations of Education Administration (3)** This course will enable the student to develop an understanding for the role of the administrator in education. Topics include federal, state, and local governance in education, models of administrative practices, planning and problem solving techniques and communication skills.

**EDA 51000 Elementary School Administration and Organization (3)** This course provides the student with understanding, knowledge and skills related to the function and role of the effective elementary school principal. Topics include policy development, organizational structure, faculty and staff development, communications, instructional leadership, planning strategies and school climate.

**EDA 51200 Secondary School Administration and Organization (3)** This course provides the student with the understanding, knowledge and skills related to the function and role of the effective secondary school principal. Topics include policy development, organizational structure, faculty and staff development, communications, instructional leadership, scheduling, vocational education planning strategies, school climate, and administration of school activities.

**EDA 51400 Foundations and Administration of Special Education (3)** This course provides practicing special educators, special education administrators, and regular school administrators with experience in dealing with common problems that arise in public school special education programs. Major topics to be covered include supervision of special education programs, IDEA, policy development, reporting procedures and staff deployment.

**EDA 51500 School Supervision (3)** This course introduces the student to the conceptual tools, theoretical formulations and research findings concerning supervision in the school. Topics include the nature of supervision, an historical perspective of supervision, selection of personnel, evaluation of personnel, and organizational theory.

**EDA 52000 School Business Management (3)** The student will be acquainted with aspects of business management within the context of education. Topics include the role of business management in education, the role of the principal as a business manager, governmental regulations and procedures, budget practices, scheduling and reporting techniques, negotiation techniques, the role of auxiliary services and the current state formula for funding the LEA.

**EDA 52500 School Law (3)** This course provides the student with knowledge and understanding of the effects of the legal system on education. Areas included include the constitutional framework of public education and individual rights, a survey of federal and state laws and regulations, case law, as well as tort, contract and district liability.

**EDA 53000 Public and Community Relations (3)** This course equips the student with knowledge and techniques necessary to maintain an effective public relations program for a school. Topics include public relations policy, recognition of community structure and communications channels, a survey of internal and external public, the use of various forms of presentations and maintenance of a positive relationship with the press and media.

**EDA 53500 School Facilities (3)** This course will equip the student with the strategies and skills necessary to plan and maintain educational facilities effectively and economically. Topics include space evaluation, effective use of space for the instructional program, modernization of facilities, planning strategies to meet the educational and community needs and supervision of building personnel.

**EDA 54500 Special Education Law (3)** This course begins with an introduction to the statutory framework and major decisions affecting special education. It then turns to the topic of individual education plans and placement issues. The second half of the class focuses on dispute resolution in special education cases, including due process hearings and mediation. Emphasis is placed on procedural and substantive rights of children with disabling conditions are stressed.

**EDA 59800 Special Education Field Experience for Administrators** Through participation, observation, and reflective practice, students will develop the fundamental skills needed to become competent, conscientious, and compassionate special education administrators. Students will continue to build skills in the areas of observation, data collection, and assessment; adaptation of curriculum and materials; instructional planning and delivery; classroom management and supervision; and collaboration, consultation, and communication with parents, teachers, and other professionals. While delivering services in the role of a special educator administrator, students respond to the various ethical, legal, cultural, and interpersonal concerns presented and adhere to the CEC Code of Ethics and Standards for Professional Practice.

**EDA 59900 Field Experience (3)** This course will provide an opportunity for the student to closely study the area of

administration through participation with a school administrator. Each student will spend at least 3 hours each week participating in the activities of a building administrator, under the guidance of the professor and an active principal. The student will also survey research in educational administration. This is the culminating course for the program.

## **Educational Specialist**

### **EDA 60000 Instructional Program Leadership & Assessment**

**(3)** This course is designed as an advanced level course for the study of educational program development, administration and supervision in accordance with the goals and outcomes of the Educational Administration Program. The course provides a broad overview of the essential elements of education programs including curriculum, instruction, materials and program evaluation recommended by the various learned societies for education administration. The major focus of this course is the enhancement of the student's understanding of the leadership roles and responsibilities of the school administrator in these critical areas.

**EDA 60500 Advanced School Law (3)** Constitutional, statutory, and case law that relates to all staff personnel, students, school district and other allied governmental units is investigated, analyzed and discussed. Special emphasis is given to the study of contracts, dismissals, tenure, retirement, pupil injuries, liability of school personnel, school district and board members' legal rights and responsibilities.

### **EDA 60800 Foundations of Elementary School Administration and Organization (4)**

This course will enable the student to develop an understanding of the role of the administrator in education. Topics include federal, state, and local governance in education, models of administrative practices, planning and problem solving techniques and communication skills. The student will apply the learned understanding, knowledge and skills to the function and role of the effective elementary school principal. This application will include policy development, organizational structure, faculty and staff development, communications, instructional leadership, planning strategies and school climate.

### **EDA 60900 Foundations of Secondary School Administration and Organization (4)**

This course will enable the student to develop an understanding of the role of the administrator in education. Topics include federal, state, and local governance in education, models of administrative practices, planning and problem solving techniques and communication skills. The student will apply the learned understanding, knowledge and skills to the function and role of the effective secondary school principal. This application will include policy development, organizational structure, faculty and staff development, communications, instructional leadership, planning strategies and school climate.

**EDA 61000 Human Resources Administration (3)** This course studies the planning processes and procedures required in implementing policies and practices of school human resources administration. This include both instructional, administrative and support personnel.

**EDA 61500 Advanced School Business Management (3)** This course is the study of school budgeting procedures, expenditure and revenue accounting, and problems related to local, state, and federal financing of public school operations. The Missouri Uniform Accounting System for Public Schools is utilized in the development of a school finance project.

**EDA 61600 School Supervision (3)** This course introduces the student to the conceptual tools, theoretical formulations and research findings concerning supervision in the school. Topics include the nature of supervision, an historical perspective of supervision, selection of personnel, evaluation of personnel, and organizational theory.

**EDA 61800 School Business Management (3)** The student will become acquainted with aspects of business management within the context of education. Topics include the role of business management in education, the role of the principal as a business manager, governmental regulations and procedures, budget practices, scheduling and reporting techniques, negotiation techniques, the role of auxiliary services and the current state formula for funding the Local Education Agent.

**EDA 62000 School District Administration (3)** This course includes an analysis and discussion relating to current problems of school management involving decision making, data collection and operations. Special attention will be given to administrator-board relationships, management team development, and public/community relations.

### **EDA 62500 Student Achievement Enhancement Techniques (3)**

This course assists the instructional leader in understanding how students learn. Attention is given to learning styles, assessment techniques, student motivation, and remediation strategies.

**EDA 62600 School Law (3)** This course provides the student with knowledge and understanding of the effect of the legal system on education. Areas included are the constitutional framework of public education and individual rights, a survey of federal and state laws and regulations, case law, as well as tort, contract and district liability.

### **EDA 63000 Instructional Program Improvement Strategies (3)**

This course focuses on school improvement efforts underway throughout the nation. Students will study successful models of district and building efforts to enhance academic performance.

**EDA 64000 Educational Administration Internship (3)** (Advanced Principal) This course provides an opportunity for the student to closely study the area of Principals through participation with veteran building principals. Each student will spend at least 120 hours participating in the activities of at least two building principals, under the guidance of a professor. This is the culminating course for the program.

### **EDA 64100 Educational Administration Internship (3)**

(Superintendency) This course provides an opportunity for the student to closely study the area of Superintendency through participation with veteran district superintendents. Each student will spend at least 120 hours participating in the activities of at least two district superintendents, under the guidance of a professor. This is the culminating course for the program.

**EDA 64200 Instructional Leadership Internship (3)** This course provides an opportunity for the student to closely study the area of instructional leadership through participation with recognized instructional leaders. Each student will spend at least 120 hours participating in the activities of at least two district leaders, under the guidance of a professor. This is the culminating course in the program.

**EDA 64500 Statistics in Educational Administration (3)** This course examines statistical techniques used in the analysis of data and helps students in the development of a Specialist Project proposal. Class sessions will help students develop research ideas and move from ideas to written drafts of a proposal

**EDA 65000 Specialist Project (3)** This course requires the student to identify, analyze, and report on an issue of significant concern to practitioners of educational administration.

**EDA 65300 Field Experience (3)** This course provides an opportunity for the student to closely study the area of administration through participation with a school administrator. Each student will spend at least 3 hours each week participating in the activities of a building administrator, under the guidance of the professor and an active principal. The student will also survey research in educational administration.

**EDA 68000 Specialist Experience (0)** This is a non-credit course designed to keep enrollment open in the EdS program while students complete the EdS requirements.

Students in the Educational Specialist degree program are required to continually register for EDA 68000 each semester until the project is completed and accepted. The fee for the Educational Specialist extension is \$500.00 per semester.

## **Doctor of Education**

**EDA 70000 Instructional Program Leadership and Assessment (3)** This course is designed as an advanced level course for the study of educational program development, administration and supervision in accordance with the goals and outcomes of the Educational Administration Program. The course provides a broad overview of the essential elements of educational programs, including curriculum, instruction, materials and program evaluation recommended by the various learned societies for educational administration. The major focus of this course is the enhancement of the students' understanding of the leadership roles and responsibilities of the school administrator in these critical areas.

**EDA 70500 Advanced School Law (3)** Constitutional, statutory, and case law that relates to all staff personnel, students, school districts and other allied governmental units is investigated, analyzed and discussed. Special emphasis is given to the study of contracts, dismissals, tenure, retirement, pupil injuries, liability of school personnel, and school district and board members' legal rights and responsibilities.

**EDA 71000 Human Resources Administration (3)** This course studies the planning processes and procedures required in implementing policies and practices of school human resources administration. This include both instructional, administrative and support personnel.

**EDA 71500 Advanced School Business Management (3)** This course is a study of school budgeting procedures, expenditure and revenue accounting, and problems related to local, state, and federal financing of public school operations. The Missouri Uniform Accounting System for Public Schools is utilized in the development of a school system project.

**EDA 72000 School District Administration (3)** Analysis and discussion relating to current problems of school management

involving decision making, data collection and operations are all a part of this course. Special attention will be given to administrator-board relationships, management team development, and public/community relations.

**EDA 72500 Student Achievement Enhancement Techniques (3)** This course assists the instructional leader in understanding how students learn. Attention is given to learning styles, assessment techniques, student motivation, and remediation strategies.

**EDA 73000 Instructional Program Improvement Strategies (3)** This course focuses on school improvement efforts underway throughout the nation. Students will study successful models of district and building efforts to enhance academic performance.

**EDA 73500 Qualitative Methods in Educational Research** This course focuses on learning about and practicing qualitative research methods used in educational research. This includes considerations of research question, project design, approaches to data collection, forms of analysis, representing participants in the write-up, and issues of trustworthiness and transferability. Qualitative methods for data collection include (a) interviewing, (b) observation, (c) focus groups, (d) surveys, and (e) forms of analysis of texts and historical documents. Qualitative approaches, which frequently incorporate 2 or more of these methods, include (i) case studies, (ii) program evaluation, (iii) micro-ethnographies, and (iv) forms of action research.

Note: Students planning to use qualitative methods in their doctoral research are encouraged to take this course to learn the necessary techniques for conducting and analyzing these kinds of research.

**EDA 74100 Educational Administration Internship (3)** Field experiences encompassing the superintendency and other specialized administrative or supervisory positions are explored. Students spend specified periods of time working with experienced administrative or supervisory personnel

**EDA 74500 Statistics in Educational Administration (3)** This course examines statistical techniques used in the analysis of data and helps students in the development of a Specialist Project proposal. Class sessions will help students develop research ideas and move from ideas to written drafts of a proposal.

**EDA 74800 Instructional Leadership Internship (3)** Students will have meaningful and practical experiences in an actual relevant setting during the course. The internship is designed to place candidates in the cooperating setting during critical times of instructional planning. Students will demonstrate their ability to apply knowledge and skills learned in core courses under the collaborative partnership of the University and the assigned placement leadership. Experiences will include studying key concepts and skill used by effective leaders, observing good models, and by experiencing decision making in an institutional setting.

**EDA 75000 Capstone I (3)** This course will require the student to identify, analyze, and report on an issue of significant concern to practitioners of educational administration.

**EDA 75500 Seminar in 21st Century Issues in Education: Perspectives on Policy and Practice (3)** The purpose of this course is to introduce students to foundational approaches to contemporary issues in local, state, national, and international

education contexts. The course introduces approaches associated with the history, sociology, and philosophy of education to help students understand and critically assess policy and practice. This course is designed to evaluate contemporary issues in administration at both the elementary and secondary levels. This course provides an opportunity for students to reevaluate their conceptualizations and beliefs regarding those contemporary issues identified for discussion.

**EDA 76000 Seminar in Educational Leadership (3)** This course introduces students to concepts and skills related to leadership. Theory-related content, combined with experiential teaching methods, provides students with an opportunity to increase their understanding of leadership theory, examine how attitudes about themselves and others influence leadership behavior, and stimulate the development of new skills through demonstration and practice.

**EDA 76500 Administrative Decision-Making in Schools (3)** This course is designed to improve the quality of educators' decisions by presenting a practical framework used to make better decisions. The course begins with a discussion of diversity, ethics, and personal and professional beliefs and their impact on decision making. The discussion then turns to administrator decision making in six areas, each of which contributes to improving student achievement. Next, the discussion focuses on categories of principal behavior that positively affect students and teachers. The last topic for the course looks at leadership responsibilities, the decisions necessary to fulfill those responsibilities, and their correlation with the student academic achievement.

**EDA 77000 Capstone II (3)** This course helps prospective administrators understand administrative problems, propose feasible solutions, and evaluate courses of action and develop skills in decision making. This course involves reading and analyzing case studies in educational administration and writing one professionally meaningful case using a developmental research process. A classroom community will be created as the primary resource for supporting each student's interests in school administration and development as an educational leader, researcher, and team player. Technology will be used to connect us electronically and to facilitate Internet literature searches and the display of information.

**EDA 77500 Capstone III (6)** The Doctor of Education program requires completion of a dissertation. This culminating assignment is an independent research and analytic activity designed to integrate theories and tools learned throughout the program and should demonstrate mastery of concepts and methods. The focus of this program is the refinement of students' understandings of leadership and policy development and analysis, ultimately culminating in the capstone experience. The capstone experience is meant to contribute knowledge of a critical issue in educational leadership.

**EDA 78000 Capstone Experience (0)** This is a required non-credit course for students who have completed all coursework, but have not yet completed the dissertation. This course is designed to keep enrollment open in the EdD program while students complete the EdD requirements.

Students in the Doctor of Education degree program are required to continually register for EDA 78000 each semester until the dissertation is completed and accepted. The fee for the Doctor of Education dissertation extension is \$500.00 per semester.

## **Education-Boone Campus**

**EDB 51000; Topics in Interpretation (1-6hrs.)** This course is designed to meet the individual needs of interpretation students who desire or are required to explore advanced areas of study or investigate a specific issue, problem, current topic or topic offered as a limited opportunity and/or a unique educational experience appropriate to the field. Permission to register and approval for the topic of this course must be obtained for the student's advisor and Dean.

**EDB 55000 Interpretation Practicum (1-6hrs.)** Students are placed in approved interpretive settings to serve in management and administrative functions. Under the supervision of the host organization, students observe and practice skills necessary for successful interpretation and/or interpretive site management. The work to be done will be based on the number of credit hours selected. Permission to register and approval for the topic of this course must be obtained for the student's advisor and Dean.

**EDB 56000 Interpretation Research (3 hrs.)** This course is designed to demonstrate the student's scholarly research abilities and techniques. Topics may require substantial reading with appropriate inference, assessment, and conclusions. Permission to register and approval for the topic of this course must be obtained for the student's advisor and Dean.

**EDB 60000 Masters Project (3 hrs.)** The topic of the Master's Project may focus on a particular issue related to interpretative activities, techniques, facilities and other related resources applications. The student is responsible for the preparation of the project under the direction of the student's advisor. The proposal must be submitted to the Dean of School of American Studies for approval. A committee of graduate faculty with the option to include working interpretive professionals will supervise and assist the student with the project.

## **Library Media Specialist Certificate**

**EDL 50000 Libraries and Librarianship (2)** This course introduces the student to the development of the library as an institution and to the role of the library and the librarian in today's society.

**EDL 50500 Administration of the Media Center (3)** This course investigates principles of organization and administration of the library and media center and its relationship to its many publics.

**EDL 51000 Cataloging and Classification (3)** This course examines principles and practices of organizing information and creating bibliographic records.

**EDL 51500 Information Technologies for the Media Center (3)** This course consists of investigation, manipulation and evaluation of current technologies that affect the production, storage dissemination, revival and use of information.

**EDL 52000 Selection and Acquisition of Materials (3)** This course consists of an analysis of selection tools in developing a comprehensive media collection with emphasis on small to medium-sized libraries and media centers.

**EDL 52500 Introduction to Reference Sources (3)** This course examines the selection, evaluation, and use of traditional and electronic reference sources for school library media centers.

**EDL 53000 Integration and Utilization (3)** This course examines the integration of information literacy skills and current technologies into PK-12 instructional strategies.

**EDL 53500 Library Materials for Children and Youth (3)** This course is an examination and evaluation of books and non-book materials with an emphasis on informational materials.

**EDL 54000 Material Production (3)** This course is an overview of processes involved in the development, evaluation and use of general information and subject discipline area resources.

**EDL 54500 Seminar & Media Center Practicum (2)** This course involves practical experience in processes of library media centers.

**EDL 55500 Directed Studies in Library Science (1-3)** This course is independently designed to meet specific learning goals of library/media specialists. A media center based project is required.

## **Special Education**

**EDS 50200 Behavior Management (3)** This course is designed to increase the student's knowledge and repertoire of ethical, effective and efficient behavioral management techniques and programs that can be used with children and youth in general and special education, home and community settings. Conceptual models have made and continue to make significant contributions to our knowledge of learning and behavior are reviewed and analyzed through an integrative framework. Observation and application of behavior management strategies are part of this course. Prerequisite: EDU 34100/54100.

**EDS 51800 Introduction to Teaching Children with Disabilities in Cross-Categorical Settings (3)** This course allows the student to examine theories, classification systems, characteristics, historical data, and related resources affecting students from the elementary through the secondary levels with learning disabilities, behavior disorders, mental retardation, and physical impairments who are placed in cross-categorical settings. Leading to teaching certification for mild and moderate disabilities K-12, service delivery models of collaborative teaching, consultative services, itinerant teaching and resource support services will be emphasized. This course is required for certification and is designed for pre-service MAT students who have limited classroom experience. Prerequisite: EDU 34100/54100.

**EDS 52600 Methods of Teaching Children with Disabilities in Cross-Categorical Settings (3)** This course includes a 30-hour practicum experience. Methods and materials needed in teaching students from the elementary through secondary levels in cross-categorical settings will be studied. Both commercial and teacher-developed materials are examined. Introduction to basic research in the field of mild and moderate disabilities, as well as methodology of the development of academic related areas, perceptual, cognitive, prevocational and social skills are emphasized. This class will lead to delivery models of collaborative teaching, consultative services, itinerant teaching and resource support services will be emphasized. This course is required for certification.

**EDS 52800 Intro and Methods of Teaching Children with Disabilities in Cross-Categorical Settings (4)** This course is designed for practicing teachers who already have certification in elementary, secondary, or a special education area and want

to add on cross-categorical certification. This course allows the student to examine the theories, classification system, characteristics, historical data, current research and related resources affecting students placed in cross-categorical settings. Methods and materials needed in teaching learners with special needs in general and special education programs are studied. Both commercial and teacher developed materials are examined. This course does not include instruction in IEP writing. Prerequisites: certification in elementary, secondary, or learning disabilities, behavior disorders, mental retardation.

**EDS 53000 Introduction and Methods of Teaching Children with Disabilities in Cross-Categorical Settings (4)** This course is designed for special education teachers who already have certification in either behavior disorders, mental retardation, or learning disabilities and want to add on cross-categorical certification or regular education teachers who are considering adding special education certification. This course allows the student to examine the theories, classification system, characteristics, historical data, and related resources affecting students placed in cross-categorical settings. Methods and materials needed in teaching learners with special needs in general and special education programs are studied. Both commercial and teacher developed materials are examined. Prerequisites: Certification in behavior disorders, or mental retardation, or learning disabilities.

**EDS 53300 Speech and Language Development for the Exceptional Learner (3)** This course is designed to increase the student's knowledge of the characteristics of human language and how such knowledge facilitates a clearer understanding of the young special education learner. Theoretical schemes of language acquisition, the child's stages in acquisition of morphology and syntax, sound, and semantics are an integral part of the course.

**EDS 53700 Special Education Counseling (3)** This course combines the traditional psychology of counseling in all its variety with special consideration of the problems experienced by exceptional children, their families, and their teachers.

**EDS 54000 Career Development (3)** This course emphasizes current theories and vocational development. Interest testing and aptitude testing significantly related to vocational development and their application to occupational training are included. Graduate students are required to do in depth research and/or project development in vocational training.

**EDS 55000 Practicum for Teaching Children with Disabilities in Cross-Categorical Settings (1-3)** Working with a special education teacher in a cross categorical setting, students will apply the principles, techniques, strategies and methods taught in EDS 52600. Practicum students will be responsible for observing and working with special education students throughout the semester. Development of an Individual Education Program (IEP), lesson plans, and progress reports will be required. This class will lead to teaching certification for mild and moderate disabilities K-12. Service delivery models of collaborative teaching, consultative services, itinerant teaching and resource support services will be emphasized. This course is required concurrently for students enrolled in EDS 52600 or the semester following. In addition, those students taking EDU 53000 and who are required to have a practicum for cross-categorical certification should enroll in this course.

**EDS 55700 Remediation in Elementary Math (3)** This course focuses on 1) the teacher's knowledge of mathematical principles and remedial techniques fundamental to arithmetic and the psychological aspects of arithmetic learning; 2) the teacher's competency in the use of concrete materials embodying mathematical principles and structure; and 3) the teacher's sensitivity and willingness to adapt instruction to experiential needs of students. Graduate students are expected to examine research literature. Prerequisites: Two college level mathematics courses.

## **Education: M.A., M.A.T.**

**EDU 50000 Foundations of K-12 Education (3)** This course consists of a general introduction to the area of elementary and secondary education for the graduate student without teacher certification. All students planning to teach are required to take this course before or in conjunction with their first education course(s). A practicum is required.

**EDU 50200 Psychology of Teaching and Learning (3)** This course encourages students to examine current areas of interest in the study of learning theories and application of those theories to education. Concepts, methods, and issues of research in developmental and educational psychology are also investigated.

**EDU 50300 Elementary Reading Methods (3)** In this course, the student will participate in a comprehensive study of the skills required for reading development, such as word attack, perception, vocabulary, and comprehension. A variety of reading methodologies, materials, and evaluation items are presented and used with readers in the school system. This course includes a ten-hour practicum. Prerequisites: EDU 50200 and EDU 52100.

**EDU 50500 Analysis of Teaching and Learning Behavior (3)** This course is designed to enable the educator to analyze/diagnose, prescribe, and evaluate ways to improve teacher and learner behavior. Various methods of analyzing teacher behavior are studied and applied. Emphasis is also given to developing the ability to analyze and prescribe programs for individual learners.

**EDU 50600 Elementary/Middle School Language Arts Methods (3)** This course involves a comprehensive study of listening, speaking, reading, writing, thinking, viewing and visually representing communication arts skills as these skills are integrated into the contemporary language and reading program. Various methods and materials are explored. Prerequisites: EDU 50200 and EDU 52100.

**EDU 50700 Teaching Reading in the Content Areas (3)** This course is designed to provide teachers of grades 8-12 with techniques for assessing and improving reading/study skills in content areas (e.g. English, Math). Students learn to apply reading concepts, theories, and techniques to content area material by developing model lessons and materials. This course satisfies state requirements for a basic reading course for middle school and secondary certification.

**EDU 50800 Organization and Administration of the Preschool (3)** This course is designed to provide students with various organizational patterns for establishing educational programs for young children. Issues and concerns of administrating these programs are emphasized. Observations are required in several local area programs.

**EDU 50900 Analysis and Correction of Reading Disabilities (3)** This course is designed to teach the diagnostic/prescriptive process necessary to deal with readers at various levels in the classroom. Students learn to use and analyze a variety of informal and standardized diagnostic reading tests appropriate for individual and group diagnosis. Students also learn to use commercial and teacher-made materials in conjunction with basal readers to provide appropriate instruction. Students are expected to work with a problem reader during the course.

**EDU 51000 Conceptualization of Education (3)** This course allows the student to learn how to examine contemporary educational problems by studying them from the perspectives of history, philosophy, sociology, and psychology.

**EDU 51200 Elementary/Middle School Mathematics Methods (3)** This course provides a survey of approaches in the teaching of mathematics for the student preparing to teach in elementary schools. Prerequisites: EDU 52100 and two university level mathematics courses.

**EDU 51300 Survey of Gifted and Talented Education (3)** This course includes entry-level concepts and is a prerequisite for future study in the field. The course introduces students to basic terminology, theories, and general approaches and encompasses the following broad aspects of the field: history; major research; philosophy; definitions; cognitive, social and emotional characteristics and needs of the gifted; types and levels of giftedness; broad-based identification procedures; general program issues, approaches; special populations; teacher characteristics and competencies.

**EDU 51400 Utilizing Family and Community Resources (3)** This course is an exploration of the resources of the community and methods of incorporating them into the early childhood program. Family resources and family-school relationships are studied, and materials and methods for developing such relationships contribute a focus of efforts. Practicum experience is a major part of course.

**EDU 51500 PRAXIS – Foliotek Seminar for Teacher Education (0-3)** Provides the student an opportunity to review and synthesize the skills and content knowledge of selected subject areas of teacher certification. This course will assist in developing test taking techniques in preparation for the PRAXIS. Students are also oriented to the requirements of the culminating assessment portfolio. Prerequisite: Admitted to the teacher certification program. Scheduled each semester and summer session. P/F grading.

**EDU 51501, EDU 51502, EDU 51503 PRAXIS – Foliotek Seminar for Teacher Education** can be taken for credit.

**EDU 51600 Language Acquisition and Development for Young Children (3)** This course involves a study of the nature of language, the normal sequence of language development, and an introduction to the theories of language acquisition. The course includes a concern for understanding the influence of the environment and culture in language development, development of techniques and materials for stimulating language growth, identification of speech and articulation problems and appropriate referral methods, familiarity with instruments and techniques for assessing language development.

**EDU 51700 Introduction to Early Childhood/Special Education**

**(3)** This course includes a study of principles basic to the early childhood environment designed to meet the needs of the developing child. Cognitive, physical, social, emotional, and creative development are investigated and observed in the early childhood setting. Curriculum and materials appropriate for early education will be emphasized, as will the planning and executing activities for the young child. The growth, development and special needs of preschool children with disabilities are discussed. Students will discuss developmentally appropriate practices, assessment, and material and curriculum adaptation that may be necessary when working with this population. Course includes a 30-hour practicum.

**EDU 51800 Measurement and Evaluation to Enhance Learning**

**(3)** This course is designed so that students experience practical approaches to ensure that classroom assessment is fair and effective. Students will explore curriculum mapping and alignment to standards as well as assumptions about educational assessment. More specifically, students will learn about the basic mathematics of measurement, the meaning of test scores, item analysis, steps in developing appropriate classroom tests and assessments, performance assessments, portfolios, assigning grades on the basis of classroom assessments, standardized testing, assessing to meet the diverse populations of students in classrooms, biases in educational assessment, and students in self assessment. Students will gain an appreciation for personal assessment and reflection to improve classroom practices.

**EDU 51900 Elementary/Middle School Science Methods (3)**

This course is designed to explore various methods, materials, strategies, and processes used in early childhood, elementary, and middle school science programs. Students are expected to plan, develop, and teach several science lessons using a variety of science instruction formats. Prerequisite: EDU 52100.

**EDU 52000 Curriculum Analysis and Design (3)** This course has a dual emphasis. First, it includes substantive study of past and current curricula with attention to their bases in research and theory. Second, this knowledge is utilized by participants in preparing curricular programs which will enable them to function more effectively in their particular educational settings.

**EDU 52100 Classroom Teaching/Management (3)** This course covers techniques and procedures applicable to effective teaching, planning for instruction, practicing specific micro-teaching skills, techniques of classroom management and discipline. A 30-hour practicum is required.

**EDU 52200 (2): Practicum: Diagnosis of Reading Difficulties**

**(2)** This course provides the student with clinical experiences in the use of various diagnostic instruments and procedure for identifying types of reading difficulties. The student is required to either have previously taken or enroll in the same semester with EDU 50900 (3) Analysis and Correction of Reading Difficulties. The student will be expected to administer, score, and interpret basic tests and to write case study reports.

**EDU 52300 (3): Practicum: Diagnosis of Reading Difficulties**

**(3)** This course provides the graduate student who is seeking certification in K-12 Special Reading with clinical experiences in the use of various diagnostic instruments and procedures of identifying types of reading difficulties. The student will be expected to administer, score and interpret basic tests and to write a diagnostic summary with recommendations for developing

early literacy skills for young children. A diagnostic summary utilizing a case study approach of pre- and post-assessment information should be included, along with lesson plans and recommendations for parents, classroom teachers, and the school reading specialist. This course includes a 30 hours practicum. Pre-requisite course: EDU 50900 Analysis and Correction of Reading Disabilities.

**EDU 52400 Assessment of Intellectual Skills (3)** This course teaches students about the use of non-projective, educationally relevant tests, including theories of measurement, test construction, test administration, and ethical use. Students will attain competence in administration of one of the more commonly used methods of assessment, either Binet or Wechsler.

**EDU 52500 Perceptual Motor Development (2)** This course examines the complex relationship between sensory perception and the development of gross and fine motor skills. The student will analyze and evaluate research in this field, the methods and tools of assessment, materials and activities used to enhance and/or remediate the development of perceptual motor skills.

**EDU 52600 Practicum: Remediation of Reading Difficulties**

**(3)** This course allows students to apply appropriate remedial techniques through clinical experiences using commercial and teacher-made materials in teaching students previously diagnosed with reading disabilities. Lesson plans, preliminary remediation reports, progress reports, and a final evaluation of the remediation program are required, with recommendations for correcting literacy skills for secondary students.

**EDU 52700 Early Childhood Cognitive Curriculum Concepts (3)**

This course will provide the student with techniques, methods and materials used in the curriculum areas of science and social studies for the young child (ages 3-8). Students will review relevant child development issues, learn the rationale for teaching these curriculum areas, and the importance of integrating them into the entire curriculum. Development and implementation of lesson plans are a part of this course.

**EDU 52800 Integrating Thinking Skills in Instruction (3)** This course teaches approaches to integrating deliberate thinking—critical, creative, whole-brained thinking and problem solving—through the disciplines K-12. An in-depth examination of major thinking models will be undertaken.

**EDU 52900 Creative Curriculum Materials for Early Childhood/Early Childhood Special Education Programs (4)**

This course is designed to familiarize students with innovative curricula and materials which support art, music and movement in developmentally appropriate early childhood and early childhood special education programs. Students will construct and evaluate their own curriculum and materials. Techniques for integrating best practices throughout the curriculum and implementing adaptations for children with special needs will be emphasized.

**EDU 53000 A Survey of Learning Styles (3)** This course includes an in-depth examination of theories of learning styles with emphasis on Brain Dominance, Learning Styles, and Multiple Intelligences. Applications of the models as they can be adapted to basic teaching styles will be stressed.

**EDU 53100 Elementary Music Methods (2)** This course provides a general preparation for the teacher in the elementary classroom. A study of the principles, procedures, and objectives of school music is included. Prerequisite: EDU 52100.



**EDU 53200 Practicum: Advanced Reading Instruction (1-3)** This course is approved for one of four required Methods courses for the Special Reading Certificate. Personal goals and objectives for a reading inquiry will be determined by the student and professor. Prerequisite: Elementary Reading Methods and Analysis & Correction of Reading Difficulties.

**EDU 53300 Elementary Art Methods (2)** This course is designed for either the elementary classroom teacher or for the art teacher in the elementary school. Studio work and lecture on creative expression and techniques is included. Prerequisite: EDU 52100.

**EDU 53500 Subject Area Teaching Methods (3)** This course addresses issues of teaching the specialty subject in middle and high schools. New materials and methods are examined, implemented and evaluated.

**EDU 53800 Character Education (3)** This course will provide educators with a theoretical and knowledge base regarding character education in educational settings. Specific attention will be given to methods and procedure for educators to use in the implementation and expansion of character education programs at the building level.

**EDU 53900 Classroom Use of Computers (3)** This course provides students involved in teaching with an introduction to the effective use of computers within the classroom.

**EDU 54000 Integration of Technology in Instruction (3)** This course provides elementary and secondary teachers with an overview of the fundamentals of teaching with audio-visual technology and computers.

**EDU 54100 Education of the Exceptional Child (3)** This course allows the student to develop an understanding of the unique characteristics, strengths and challenges of children classified as exceptional. An historical and legal overview of the field of special education will be presented as well as current trends, issues and best practices for educating children with exceptionalities in the 1990's. Students will understand the competencies necessary to effectively teach, communicate and live with individuals with exceptionalities in educational and natural environments. The course focuses on the social and emotional implications of the "exceptional" label to individuals, their families, and society as a whole.

**EDU 54200 Administration and Supervision of Gifted Programs (3)** This course provides the fundamental principles of program development for the gifted. Topics addressed include student identification procedures with particular focus on special populations of the gifted; needs assessment; philosophy of curriculum development; staff selection and development; budgeting; resource identification and utilization; strategies for communicating the rationale for gifted education to the education community and the community at large; parent and community role clarification; program monitoring and evaluation, and strategies for producing change. Role functions and referent groups are studied as well as general educational procedures; steps in basic program development, including a manual of guidelines and procedures; provision for appropriate resources; and refinement of effective parent and community involvement.

**EDU 54300 Teaching the Child with Special Needs in the Regular Class (3)** This course reviews the special education system including specific disabilities and their criteria for eligibility as

well as the procedures for placing children in special education. Additional topics that will be presented are Alternative Intervention Strategies, assessment procedures, and teacher role in the IEP process. Specific techniques and materials that regular education teachers may use in their classes will be discussed and developed. Record keeping suggestions and ideas for working with families will also be discussed.

**EDU 54400 Meeting the Affective Needs of Gifted Children (3)** This course focuses on the differential affective characteristics and needs of students who are gifted. General counseling techniques will be studied as they apply to working with the gifted. This area includes such topics as communicating with the gifted, their teachers and parents; assessing special interests, needs and expectations (e.g., underachievement, perfectionism, self-esteem, leadership peer pressure, depression/ suicide, motivation, personal and social dynamics, and parenting skills); the role of the school in psycho-social development; and the potential of the gifted to achieve.

**EDU 54500 Pre K-8 Health, Nutrition & Safety (3)** This course focuses upon health, nutritional requirements, safety precautions, and first aid techniques and emergency procedures of the young child.

**EDU 54700 Adolescent Literature (3)** This course discusses the history and development of literature suitable for the secondary school (junior and senior high). Evaluation of current materials is included.

**EDU 54900 Practicum: Gifted Education (3)** This course involves the application of knowledge, skills, and competencies delineated in the five basic areas of study: survey; program planning and development; screening, assessing, and evaluating; instruction; meeting the affective needs of the gifted and talented. A practicum will be individualized to address the needs, abilities; and prior educational and professional experiences of the students and focus on designing and evaluating curriculum and instruction methods that enhance the specific learning styles of students who are gifted. Individual conferences and group meetings will provide opportunities to share and discuss problems and solutions encountered during the practicum.

**EDU 55000 Graduate Practicum (2-6)** This course is an elective graduate course with credit from two to six hours. The work to be done will be based on the number of credit hours selected. In all cases, the study will involve work in an educational setting, generally a school system where the student is employed or where full cooperation will be extended to the student.

**EDU 55100 Early Childhood Screening, Diagnosing and Prescribing Instruction (3)** This course focuses on methods and materials utilized in screening and diagnosing learning problems in early childhood education. Methods and materials for prescribing instruction are utilized. Field experiences are part of the course.

**EDU 55300 Elementary/Middle School Social Studies Methods (3)** This course includes the theoretical and practical aspects of the early childhood, elementary, and middle school social studies curriculum. Methodology, techniques, strategies, and materials appropriate to the area are investigated. Students are expected to plan and develop a variety of social studies instruction formats. Prerequisite: EDU 52100.

**EDU 55900 Multicultural Education (3)** This course is designed to promote an understanding of the importance of multicultural education in a pluralistic society. Students develop awareness of their own cultural heritage and attitudes, obtain information about various parallel cultures, and analyze the school as a product of the cultural community and as an instrument for promoting cultural understanding.

**EDU 56100-56300 Graduate Seminar on Teaching Strategies (1-3)** This course is designed to update practicing teachers in educational research, theory, strategies and techniques that will provide added expertise to the schools. This course may be taken more than once for credit.

**EDU 56500 Coordination of Marketing (3)** This course is designed to prepare the student to plan, organize, deliver, supervise, and evaluate a variety of community-based experiences.

**EDU 56600 Methods of Teaching Marketing Education (3)** This course investigates the teaching of marketing education in high school. New materials and methods are examined, implemented and evaluated.

**EDU 56700 Curriculum for Marketing Education (3)** This course develops an understanding within the student of the methods of teaching and assessing student learning in a cooperative education setting.

**EDU 57000 Educational Research (3)** This course is designed in such a way that practitioners will be able to evaluate the results of educational research for use in a variety of educational practices. The student will investigate the basic nature of educational research, along with pertinent methods of data collection and analysis. Emphasis will be placed on research problems, designs, and findings in the student's selected area of concentration. Prerequisite: EDU 50500 and 51000.

**EDU 57300 Implementing Vocational Business Education Programs (3)** This course fulfills the necessary requirements for DESE to become vocationally certified for Business High School teachers. After successful completion of this class, the student will be qualified for Business Vocational Education Certification. This class covers the procedure to begin, expand, and continue Vocational Business classes within the school. The process of conducting a Vocational Business Education Class within the high school setting will be addressed.

**EDU 58200 The Integrated Literature Curriculum (3)** This course will examine the research on the effectiveness of the literature based integrated curriculum and the materials and methods used in developing and implementing such a curriculum. A variety of literature elements and genres will be explored as well as a variety of approaches to a literature-based program including program components, creating literature-based lessons, literature and the basal reading program, organizing materials and instruction, thematic approaches and assessment.

**EDU 58300 Character Education Instructional Techniques** This course is designed to provide educators with opportunities to learn about and share instructional techniques regarding character education in educational settings. Students will develop, implement, and participate in a variety of K-12 learning activities that can be used in schools and classrooms to promote and enhance student character education. Activities and teaching strategies in this course could be used in the implementation and

expansion of character education programs at the building level.

**EDU 58400 Character Education Curriculum Design** This course focuses on the writing and development of character education curriculum. Students will research the field of character education and develop a unique curriculum with a character education emphasis for their particular educational setting. Students who have successfully completed EDU 57000 may take this course in place of EDU 52000: Curriculum Analysis and Design. This course may be taken in addition to EDU 52000 for students wishing to take an additional elective curriculum course. This course is not recommended for Educational Administration students.

**EDU 58500 Middle School Philosophy/ Organization (3)** This course examines the unique philosophy and structure associated with the middle school organization. Special characteristics of program content and design are included.

**EDU 58600 Middle School Curriculum/ Instruction (3)** This course investigates current trends in instructional programs found in typical middle schools. Attention is given to the unique learning needs of adolescents, and how schools can address those needs.

**EDU 58700 Reading/Writing Across Curriculum (3)** This course addresses the process of making grades 4-8 reading and writing educational activities relevant to adolescents by crossing subject matter lines. Emphasis is placed on integrating basic skills in all subject area instruction.

**EDU 58800 Middle School Psychology (3)** This course will provide an understanding and appreciation for the characteristics of the middle school adolescent. The growth of adolescents; physically, emotional, social, and intellectual will be studied as they relate to the middle school child's education.

**EDU 59000 Adolescent Psychology (3)** This on-line course investigates principles of human learning that specifically address adolescents and reading development. This course is required for those seeking K-12 certification who have previously taken child psychology and is designed for those who already have been teaching and are seeking remedial reading certification. This course does not satisfy DESE requirements for an initial teaching certificate. Participation requires the technological tools and expertise to conduct, analyze, and synthesize on-line research, problem solve case studies and cooperative learning activities in a chat room format, and contribute critical analysis of findings through a threaded discussion format Course readings are from current on-line journal publications.

**EDU 59100-59300 Self-Prescribed Course (1-3)** This course is designed to allow the educator to have the opportunity to devise learning experiences for oneself. The design of such experiences should not be entirely limited to a choice between already formalized learning experiences but should allow the educator the choice of either selecting courses already offered or proposing experiences to meet individual needs as a practicing educator. These learning experiences can become a Self-Prescribed Course whenever the student and the faculty advisor have identified personal goals and objectives and have determined the direction for meeting these objectives.

**EDU 59400 Marketing Field Experience I (3)** This will provide an opportunity for the student to closely study the area of marketing through participation with a coordinator in the world of work.

Each student will spend 50000 hours under the supervision of an instructor. The student will also survey research in marketing and related fields. This will be one of four courses to fulfill the required occupational work experience for vocational certification.

**EDU 59500 Marketing Field Experience II (3)** This course is a continuation of EDU 59400. The student will continue to accumulate hours toward fulfilling the state requirements for certification. Requirements for this course include a 500-hour internship.

**EDU 59600 Marketing Field Experience III (3)** This course is a continuation of EDU 59500. The student will continue to accumulate hours toward the state requirement for certification. Internships at various locations will be a part of the course requirement. Requirements for this course include a 500-hour internship.

**EDU 59700 Marketing Field Experience IV (3)** This course is a continuation of EDU 59600. The student will continue to accumulate hours toward the state requirement for certification. Requirements for this course include a 500-hour internship.

**EDU 59900 Field Experience (Student Teaching) (12)** This course consists of observation, individual conferences, supervised teaching in an appropriate school setting and a weekly student-teaching seminar and is designed to be the culminating experience in one's teacher preparation program. Students should have completed all courses necessary for the degree and certification prior to this course.

**EDU 60000 Master's Project (3)** This course requires the student to be responsible for the preparation of a final project as required for the course and graduation. The project must be a specific application of gathering, analysis, evaluation, and reconceptualization of ideas which have been stressed throughout the program. The topic of the project may focus on a particular problem which the participant faces in his/her individual situation as an educator. The Master's Project may take the form of curriculum development, whereby the candidate will design, test, and evaluate a curriculum plan within an educational environment. Other paths include analysis of a teaching project for the candidate to observe, record, and analyze various patterns of teaching behavior, or a research project in which a particular research technique is applied to an educational problem. Prerequisite: EDU 57000.

#### **EDU 79100 - 79106 Self-Prescribed Course (1-6 credit hours)**

This course allows the educator the opportunity to devise individualized learning experiences. The design can allow the educator the choice of selecting from courses already offered or proposing experiences to meet individual needs as a practicing educator. These learning experiences can become a Self-Prescribed Course whenever the student and the faculty advisor have identified personal goals and objectives and have agreed upon the direction for meeting these objectives. Courses are subject to Dean approval.

### **Master of Arts in Counseling**

**IPC 51000 Foundations of School Counseling (3)** This course is an introduction to the field of school counseling, services, tools and challenges of the professional school counselor. Another focus is the theoretical and applied study of the helping relationship, the

facilitative conditions, techniques of interviewing, counselor self-awareness and use of self and client self-awareness.

**IPC 51100 Foundations of Professional Counseling (3)** This course is an introduction to the field of counseling, services, tools and challenges of the professional counselor. Another focus is the theoretical and applied study of the helping relationship, the facilitative conditions, techniques of interviewing, and counselor self-awareness and use of self and client self-awareness.

**IPC 51200 Ethics and Professional Issues (3)** This course is the study of professional programs/organizations and codes of ethics. Students examine professional identity issues in the mental health field and current political, legal, and ethical issues affecting the practice of counseling and review the current status of professional training standards and licensing. Prerequisite: IPC 51000 OR IPC 51100; may take concurrently.

**IPC 51300 Principles of School Counseling (3)** This course is an introduction to functions and components of a comprehensive school guidance program, with practical strategies for planning, organization and implementation of such programs. The course includes program evaluation, collaboration with school personnel and legal and ethical issues related to school counseling. Prerequisite: IPC 51000 OR IPC 51100; may take concurrently.

**IPC 52100 Human Growth and Development (3)** This course is a study of human growth and development from infancy through old age and covers psychological, sociological, and physiological aspects of development as students examine development theories and research and their implications for counseling interventions. Prerequisite: IPC 51000 OR IPC 51100; may take concurrently.

**IPC 52200 Personality Theories and Psychopathology (3)** This course is a review of current personality theories and the use of these theories in the practice of counseling. Psychopathology and maladaptive behaviors will be included. Prerequisite: IPC 51000 OR IPC 51100; may take concurrently.

**IPC 52300 Adjustment and Learning Issues in Children and Adolescents (3)** Students will develop an understanding of the factors that affect developmental crisis, disability, psychopathology and learning difficulties in children and adolescents. The course also focuses on counseling strategies in working with students who display such adjustment problems and learning difficulties. Prerequisite: IPC 51000 OR IPC 51100; may take concurrently.

**IPC 52400 Adult Diagnosis and Treatment Planning (3)** Diagnostic methods will be explored with emphasis on the Diagnostic and Statistical Manual of Mental Disorders. A select overview of psychopathology, assessment, and interventions appropriate to the study of mental disorders will be included. Prerequisites: IPC 52100 AND 52200; may take concurrently.

**IPC 53100 Family Counseling (3)** This course is an intensive study of theories of family counseling. The applied focus emphasizes counseling skills with parents with whole families in a variety of family forms, i.e., traditional, single-parent, and re-marriage families. Communication, systemic and strategic therapies are a focus. Prerequisites: IPC 55100 OR IPC 55300 AND 18 hours of counseling credits.

**IPC 53200 Marital Counseling (3)** This course is a study of theories, research, and skill development in premarital, marital,

divorce, and remarriage counseling. Prerequisite: IPC 55100 or IPC 55300 and 18 hrs. of counseling credits.

**IPC 54100 Research Methods and Program Evaluation (3)** This course prepares students to understand, interpret and critically analyze research based counseling literature and focuses on principles and methods of designing counseling outcomes research and evaluation studies as well as methods of data collection and data analysis. Students will be provided with a basic understanding of statistical analysis and interpretation in research literature. Prerequisite: IPC 58100; may be taken concurrently.

**IPC 54200 Statistical Analysis (3)** This course is the introduction to statistics with emphasis on various statistical concepts and data analytic tools, including normal distributions, sampling distributions, hypothesis testing, t-tests, analysis of variance, correlation and regression and chi-square. Students will receive hands-on experience with data management using computer software. This course is required for students opting to do a scholarly paper. Prerequisites: IPC 54100 AND 18 hours of counseling credits.

**IPC 55100 Counseling Theory and Practice (3)** This course is an intensive study of the basic theories, principles, and methods of counseling. Prerequisites: IPC 52100 AND 52200; must be taken concurrently with IPC 55200.

**IPC 55200 Counseling Skills Lab (3)** This course consists of experiential integration of theoretical material and counseling skills to enable the counselor to understand the client's problems more fully and accurately and to intervene effectively. Prerequisites: IPC 52100 AND 52200; must be taken concurrently with IPC 55100.

**IPC 55300 Theories of Counseling Children and Adolescents (3)** This course focuses on theories of counseling as they apply to children and adolescents and examines effective counseling strategies for working with the population. Prerequisites: IPC 52100 AND 52300; may take concurrently.

**IPC 56100 Group Dynamics, Process and Counseling (3)** This course is the study of the principles of group dynamics with an exploration of the processes of group interactions. Students will examine types of groups and theories and techniques of group counseling. Outside group participation will be required. Prerequisite: IPC 55100 OR IPC 55300.

**IPC 56200 Social and Cultural Foundations of Counseling (3)** This course is the study of the social bases of behavior with an emphasis on the influence of culture and cultural differences on the counseling process. Students will examine the impact of prejudice and discrimination on specific populations and the adoption of culturally sensitive strategies in working with these populations. Prerequisite: IPC 52100.

**IPC 56300 Consultation and Outreach (3)** This course is the study of social organizations and the impact of these organizations on individuals and vice versa. The applied focus involves organization evaluation and consultation skills as a complement to working with clients. Social organizations studied include educational, medical, religious, business, and mental health service agencies. Prerequisite: IPC 55100 or IPC 55300 AND 18 hours of counseling credits.

**IPC 56400 Crisis Intervention (3)** This course covers the fundamental concepts, theories, strategies and skills needed to implement effective counseling intervention related to crisis situations. Prerequisites: IPC 55100 OR IPC 55300 AND 18 hours of counseling credits.

**IPC 56500 Introduction to Substance Abuse Counseling (3)** This course is designed to provide an overview of the major theories of etiology, dynamics, assessment, treatment and research issues of substance abuse. Consideration for how these aspects are applied to diverse populations is addressed. Prerequisites: IPC 55100 OR IPC 55300 AND 18 hours of counseling credits.

**IPC 57500 Family and School Consulting (3)** This course examines the development and implementation of solution-focused strategies and skills when working with students, school personnel, and families in a school setting. The course requires intensive case studies. Prerequisite: IPC 55100 or IPC 55300.

**IPC 58100 Appraisal of the Individual (3)** This course is an introduction to psychometrics and methods of appraisal. Students will examine several data collection approaches including interviewing and testing and consider factors affecting data interpretation such as age, sex, and ethnic and cultural background. Students will learn how to use and interpret a variety of tests including personality, vocational interest, achievement, group intelligence, and aptitude tests. Lab fee. Prerequisite: IPC 52100.

**IPC 58200 Lifestyle and Career Development (3)** This course is the study of major theories of career development including career choice theories and models of career decision making. Students will examine the relationship between career choice and lifestyle. The course serves as an introduction to career counseling techniques and sources of occupational and educational information. Lab fee. Prerequisite: IPC 52100.

**IPC 58300 Analysis of the Individual (3)** This course offers intensive study and practice in the administration, scoring and interpretation of several psychological tests used with children and adolescents and the preparation of comprehensive case reports. Lab fee. Prerequisite: IPC 58100.

**IPC 58400 Individual Intelligence Testing (3)** This course is a review of the historical and theoretical bases of intelligence testing in addition to instruction and supervised practice in scoring, interpreting, and reporting results for Wechsler and Binet intelligence tests. Lab fee. Prerequisites: IPC 58100 AND 18 hours of counseling credits.

**IPC 58500 Individual Diagnostic Assessment (3)** This course is the study of assessment instruments other than measures of intelligence used in diagnosing children and adolescents. Lab fee. Prerequisites: IPC 58100 AND 18 hours of counseling credits.

**IPC 58600 Internship in Diagnostic Assessment (3)** Students work in a school or clinical setting assessing children and adolescents, participating in diagnostic teams, and determining educational needs. They are supervised by a certified School Psychological Examiner as well as a faculty member. Prerequisites: IPC 58400 AND 58500 AND permission.

**IPC 59000 Counseling Internship (3-6)** Students complete 600 hours of clinical practice in agency settings. Internship students receive one-to-one supervision from qualified professionals at their field sites and they also participate in a group supervision

seminar conducted by a faculty member. Advance approval from a Faculty Advisor is required for registration. Prerequisites: IPC 52400 AND 56100 AND 56200 AND 3.0 GPA AND permission; is repeatable. Lab fee.

**IPC 59100 Field Placement 1 (3)** Students complete 150 hours of clinical practice in a mental health or school setting under the supervision of a certified school counselor as well as a faculty member. Advance approval from a Faculty Advisor is required for registration. Lab fee. Prerequisites: IPC 55300 AND 56100 AND 56200 AND 57500 AND 58200 AND 3.0 GPA. Lab fee.

**IPC 59200 Field Placement 2 K-8 (3)** Students complete 300 clock hours in an elementary school setting under the supervision of a certified school counselor as well as a faculty member. Advance approval from a Faculty Advisor is required for registration. Lab fee. Prerequisites: IPC 59000 OR IPC 59100 AND 3.0 GPA AND permission. Lab fee.

**IPC 59300 Field Placement 2 Secondary 7-12 (3)** Students complete 300 clock hours in a secondary school setting under the supervision of a certified school counselor as well as a faculty member. Advance approval from a Faculty Advisor is required for registration. Lab fee. Prerequisites: IPC 59000 OR IPC 59100 AND 3.0 GPA AND permission. Lab fee.

**IPC 59400 Field Placement 2 K-12 (3)** Students complete 150 clock hours in an elementary setting and 150 hours in a secondary setting under the supervision of a certified school counselor as well as a faculty member. Advance approval from a Faculty Advisor is required for registration. Lab fee. Prerequisites: IPC 59000 OR IPC 59100 AND 3.0 GPA AND permission. Lab fee.

**IPC 59800 Special Topics in Counseling (1-6)** This course examines topical issues in counseling theory, research, and practice. Prerequisites: IPC 55100 OR IPC 55300 AND 18 hours of counseling credits.

**IPC 59801 College Admission Counseling (3)** This course offers a comprehensive introduction to the college counseling role of the high school counselor. Students explore the college admission process, with emphasis on current issues confronting school counselors. Topics will include organizing a college counseling office, application and admissions criteria for various types of colleges, an outline of financial aid and scholarship programs and college counseling for special student populations. Through a series of guest speakers, in class discussion, and hands-on projects, students gain an understanding of the resources available to counselors in the college admission process including print material, software, web sites and professional organizations. Prerequisite: 18 hours of counseling coursework.

**IPC 59802 Peer Helping Programs (3)** This interactive class is for anyone who is interested in learning more about peer helping programs. Peer helping programs, found primarily but not only in school settings, train non-professionals (typically students) to provide a variety of supportive services to other peers. These services can include (but are not limited to) one-on-one support, tutoring, character education lessons, health education, leading small group discussions, working with classroom groups, conflict resolution and peer mediation, drug and alcohol prevention, assisting new students, mentoring disabled and non-English speaking students, service learning, community outreach and leadership training. This class will cover the historical perspective of the peer helping movement worldwide, research regarding the effectiveness of peer helping programs, program start-up,

implementation and maintenance. Students will also experience modules for training peer helpers. Upon successful completion of this class, students will have met the training requirement component toward CPPE (certified peer program educator) certification through the National Peer Program Association. Prerequisite: 18 hours of counseling coursework.

**IPC 59803 Spirituality and Counseling (3)** The integration of specific reading assignments along with practice exercises and class discussions will form the basis for this course. Students will acquire current knowledge about counseling and spirituality including theories of spiritual development, assessment of spirituality and best practice interventions. How to assist clients in the development of spiritual skills will be discussed. Students will be introduced to several perspectives of spiritual practice that can serve to support and augment the counseling process. Prerequisites: IPC 55100 or IPC 55300 AND 18 hours of counseling coursework.

**IPC 59804 Adult Survivors of Trauma (3)** This course builds on the students' counseling skills and teaches direct therapy work with individuals at an advanced level, with primary emphasis on assessment, diagnosis, treatment, and evaluation of adults who have survived childhood trauma. The theories used in this course provide different models for understanding human behavior, as well as how to create and evaluate planned change. The theoretical models include psychodynamic/developmental, humanistic and cognitive-behavioral approaches. Each model offers knowledge and skills in assessment, diagnosis, and treatment of the individual. All areas of knowledge and skills are taught with attention to issues of cultural diversity and the legal-ethical issues encountered in clinical counseling practice. Particular focus is placed on applying principles of evidence-based practice in selecting interventions that have been shown in prior research to be efficacious and effective, and evaluating the effectiveness of these interventions in achieving planned treatment goals and objectives for individual clients. Prerequisites: IPC 55100 or IPC 55300 AND 18 hours of counseling coursework.

**IPC 59805 Clinical Hypnotherapy (6)** This course will provide an introduction to the practice of hypnotherapy and other deep-relaxation techniques. It will concentrate on the contributions and techniques of Milton Erickson and explore therapeutic disciplines that have developed around his theories and practices. Students will gain skills in practicing Ericksonian techniques through demonstration and role-playing. This 6-hour course qualifies as sufficient training for certification in the practice of clinical hypnotherapy only when the student has completed the master's degree in professional counseling and completes other requirements set out by the National Board for Certified Clinical Hypnotherapists. Prerequisites: IPC 55100 AND 18 hours of counseling coursework.

**IPC 60500 Comprehensive Examination (0)** This includes the standardized Counselor Preparation Comprehensive Examination (CPCE) (professional) or the Praxis II (school) examination. There will be a fee for the examination. Prerequisite: IPC 59000 OR IPC 59100.

**IPC 60600 Scholarly Paper (0)** Students complete a scholarly paper. Students register for the culminating project after completion of IPC 54100 Research Methods and Program Evaluation. Students will receive an incomplete grade for this project until the scholarly paper is finished and approved by a review committee. Prerequisite: IPC 59000.

## **Business: MBA and MS**

### **MBA 50000 Communications in the Corporate Environment**

**(3)** This course consists of the study and practice of effective business communication, with emphasis on writing, speaking, and group communication. Topics include principles of verbal and nonverbal communication in the work place; writing memoranda, letters, reports and proposals; interviewing; and giving oral presentations. Focus will be on persuasive communication for both internal and external business audiences.

**MBA 50400 Business and Management Ethical Issues (3)** This course deals with ethical issues confronting managers in business decision making. Students will analyze ethical decision making through the use and analysis of case studies.

**MBA 50600 Business and Marketing Fundamentals (3)** This course includes basic studies of business and marketing environments and trends along with their and business implications. Emphasis is given to managing, marketing, finance, business strategies, decision-making, and business terms and concepts. This course includes the use of case studies to apply theory through practice.

**MBA 50900 Management Policies and Practices (3)** In this course, students will study classical and modern management theories of organization; the functions of management; external and/or environmental aspects bearing on managerial responsibility; development of practical management policy as guides to managerial decision-making; and human aspects of management including motivation, workplace equity and demographic diversity. This course includes the use of case studies to apply theory through practice. Prerequisite: MBA 50600 or equivalent – may be taken concurrently.

**MBA 51000 Financial Accounting Concepts (3)** This course is the examination of generally accepted accounting concepts and their influences upon the preparation, analysis, and use of financial statements and reports. It is designed for individuals entering the program without any academic background in accounting.

**MBA 51100 Managerial Accounting (3)** Concepts and techniques for producing and using accounting information for management decisions will be examined in this course. Topics include cost behavior, break-even analysis, cost management systems, marketing/production decision models, capital, and operational budgeting. Prerequisite: MBA 51000 or equivalent.

**MBA 51200 Cost Accounting (3)** Concepts of cost determination, reporting, and control, with emphasis on manufacturing operations, will be examined in this course. Job order systems, process cost systems, and standard cost systems are discussed in context with just-in-time and flexible manufacturing systems. Prerequisite: MBA 51100.

**MBA 51300 Advanced Accounting (3)** This course examines specialized topics in advanced financial accounting; partnership accounting; and corporate consolidations and mergers, estates and trusts. Prerequisite: MBA 51500.

**MBA 51400 Auditing (3)** This course investigates concepts of auditing with emphasis on techniques and issues as applied by Certified Public Accountants. Professional standards, Generally Accepted Auditing principles, legal liabilities of auditors, and specific auditing techniques are emphasized. Prerequisite: MBA 51500 and 59000.

**MBA 51500 Intermediate Accounting I (3)** This course examines financial accounting concepts and theory with emphasis on development and usage of Generally Accepted Accounting Principles and the Financial Accounting Standards Board's Conceptual Framework of Accounting. Prerequisite: MBA 51000.

**MBA 51600 Individual Tax Planning (3)** This course examines the concepts of federal and state income taxes as applicable to the individual. Particular emphasis will be given to planning and compliance reporting.

**MBA 51700 Governmental & Nonprofit Accounting (3)** This course examines concepts of accounting and financial reporting for federal, state, and local government and nonprofit organizations. Prerequisite: MBA 51000.

**MBA 51800 Business Tax Planning (3)** This course examines concepts of federal and state income taxes as applicable to businesses, including regular corporations, S-corporations, partnerships, limited liability companies, and sole proprietors. Topics also include trusts and estates. Prerequisite: MBA 51600.

**MBA 51900 Special Topics in Accounting (3-6)** This course is designed to meet the individual needs of the MBA student who desires, or is required to explore, advanced areas of study or undertake special problem analysis within an emphasis. Subject areas examined will normally cover a specific issue, problem, or current topic and will demonstrate the student's scholarly research abilities and techniques. Topic may require substantial reading with appropriate inference, assessment and conclusions. Permission to register and approval of topic must be obtained from appropriate faculty advisor and the dean prior to registration.

**MBA 52000 Java Programming (3)** This course is designed to give the student a working knowledge of the Java programming language. Emphasis will be on the fundamental syntax and semantics of Java for applications and Web applets. Topics covered will include variables, data types and expressions, control structures, programmer-defined classes, arrays, Graphical User Interfaces, and databases access. Prerequisite: MBA 52200.

**MBA 52100 Management Information Systems (3)** This course examines concepts of computer and communications technology for user-managers. The focus is on IT resources (computers, networks, software, data, and people) and alternative approaches to managing them; the opportunities and pitfalls associated with these technologies; and what user-managers need to know. This course will include the examination of these topics through case studies.

**MBA 52200 Information Systems Programming (3)** This course examines the development of business applications using Visual Basic. Essentials of the Visual Basic environment are presented, including objects, properties, methods, and code structures. Prerequisite: MBA 52100 or equivalent.

**MBA 52300 Quantitative Methods (3)** This course consists of extensive examination of quantitative techniques used in managerial decision making. Emphasis is placed on recognition of management problems that can be cast in the form of optimization models. The course covers linear programming, transportation problems, inventory models, project management, decision analysis, simulation, and forecasting. Prerequisite: MBA 52100.

**MBA 52400 Information Systems Analysis and Design (3)** Tools and methods of systems analysis and design as well as issues relating to systems implementation are presented. Topics to be covered include a review of the traditional life cycle methodology-along with an introduction to newer methods used in the field. This course will expose students to computer aided system development tools. Prerequisite: MBA 52100.

**MBA 52500 Information Systems Project (3)** The areas of computer technology and systems analysis and design are integrated to aid the student, usually working in a group, in designing large-scale application or decision support systems. Prerequisite: MBA 52400.

**MBA 52600 Database Management Systems (3)** This course provides a management-oriented introduction to database systems. Various approaches to database design are presented, with emphasis on normalization and data modeling. Course concepts are reinforced by the use of cases and projects. The basics of SQL are covered, and technical aspects of database administration are examined. Prerequisite: MBA 52100.

**MBA 52700 Advanced Visual Basic (3)** This course is a continuation of program development using the latest version of Visual Basic. Particular emphasis will be given to writing database programs using ActiveX data objects (ADO) and creation of class modules. Prerequisite: MBA 52200.

**MBA 52800 Business Law and Ethics (3)** This course is the study of terminology, principles of contract law, and ethical issues applicable to the contractive problems in the operations of a business, including relevant provisions of the uniform commercial code. Particular emphasis will be given to application of the principles of law by the entrepreneur/manager in operating the business, legal liability, and the legal aspects of a business in difficulty. Prerequisite: MBA 50600.

**MBA 52900 Special Topics in MIS (3-6)** Various subject areas of current interest to information systems professionals are explored and may include coverage of open source software, such as Linux, Web-based development, and new emerging technologies. Prerequisite: Permission of instructor, MBA 52200.

**MBA 53100 Financial Policy (3)** This course introduces the student to the major techniques of financial management. Topics will include financial markets and sources of financing, financial analysis, forecasting and planning, security valuation, financial options, cost of capital, capital budgeting, and capital structure. Prerequisite: MBA 51000.

**MBA 53200 Managerial Finance (3)** The focus of this class is on studies in finance. Particular emphasis will be given to decision problems in short-term financing; managing short-term assets and liabilities; long-term financing and cost of capital; investments; and mergers and acquisitions. Prerequisite: MBA 53100.

**MBA 53300 Investments (3)** This course examines basic concepts of investing, from the fundamentals of securities valuation to the theories of portfolio construction and efficient markets. The course covers financial assets including stock, fixed income securities, and derivatives. The approach to these topic includes case studies. Prerequisite: MBA 53100.

**MBA 534 Real Estate Finance (3)** This course consists of the study of techniques and conventions of real estate finance and examines

the financing of land purchase, new construction, and real estate from the viewpoint of management, real estate investors, and financial institutions. The course will address market analysis and legal issues that impact real estate finance decisions. Prerequisite: MBA 53100.

**MBA 53500 Mergers & Acquisitions (3)** This course examines corporate mergers, acquisitions, and divestitures from a strategic and financial perspective as well as theoretical and institutional aspects of corporate transactions. Particular emphasis will be given to corporate evaluation and the roles of company management, investment bankers, and merger and acquisition professionals. Prerequisite: MBA 53100.

**MBA 53600 Money and Banking (3)** This course is the study of macroeconomic policy analysis as it is related to financial markets, institutions, and monetary authority. Money, interest rates, monetary policy, and financial market structure will be examined. Prerequisite: MBA 53100.

**MBA 53700 Consumer Finance (3)**  
This course examines decisional problems in personal finance, including credit, major expenditures, family financial management, employment, insurance, taxes, investments, retirement, and estate planning. Particular emphasis will be given to practical knowledge for personal financial management and for serving customers of the banking brokerage, insurance, and other consumer finance industries.

**MBA 53800 Entrepreneurial Finance (3)** This course consists of an in-depth examination of issues and techniques in the financial management of a new or emerging business. Topics include capital raising, cash flow management, business planning, and value realization. Prerequisite: MBA 53100.

**MBA 53900 Special Topics in Finance (3-6)** This course is designed to meet the individual needs of the MBA student who desires or is required to explore advanced areas of study or undertake special problem analysis within a major. The subject area will cover a specific issue, problem, or current topic, and will demonstrate the student's scholarly research abilities and techniques. Topics may require substantial reading with appropriate inference, assessment and conclusions. Permission to register and approval of topic must be obtained from the appropriate faculty advisor and the dean prior to registration.

**MBA 54100 Organizational Behavior (3)** This course is an analysis of primary factors affecting individual and group behavior in organizations and examines the structure and behavior within organizations that impact performance, morale, and profitability.

**MBA 54200 Principles of Management in Sport Administration (3)**  
This course is the study of the management and decision making processes of sport organizations. The class reviews the skills required to successfully run a sport company or organization at the youth, amateur, professional and international levels. The functions of management, marketing, decision making, and leadership styles are examined.

**MBA 54300 Human Resource Management (3)** This course is an overview of human resources, covering the basic principles of Human Resources planning, organizational integration, recruiting, selection, legal issues, labor relations, compensation and benefits, training and development, safety, workplace diversity, and current trends and issues facing the HR profession.

The strategic role of HR in the global environment will be examined in great detail.

**MBA 54400 Sport Marketing and Promotion (3)** This course examines the unique applications of marketing principles and processes to the sport industry, both amateur and professional. It includes the comprehensive coverage of the functions of sports marketing, including designing an integrated marketing strategy, understanding sport consumers as spectators and participants; and planning, executing and evaluating the sport marketing mix: product, price, place, and promotion.

**MBA 54500 Management and Business Law (3)** This course is a study of terminology, definitions, and principles of contract law applicable to the contractive problems in the operation of a business, including relevant provisions of the uniform commercial code. The application of the principles of agency law by the entrepreneur/manager in operating the firm, legal liability to his agency and third party with whom he/she deals, and the legal aspects of a business in difficulty are investigated. Prerequisite: MBA 54100.

**MBA 54600 Managerial Problem Solving (3)** This course is the exploration of problem solving by focusing on problem descriptions, sorting out casual factors, developing and evaluating alternatives, assessing associated risks, and determining viable choices. Students will examine a spectrum of problem solving strategies and techniques. Students will use basic statistical tools, cause and effect diagramming, creative problem solving through synectics, and formal process skills of contemporary approaches. The practicum nature of the course results in skills which are immediately transferable to the workplace. Prerequisite: MBA 50900.

**MBA 54700 Negotiations (3)** This course is designed to teach the art and technique of negotiation. Topics covered include the nature of negotiation, strategizing, framing, planning, communications, social context, and ethics. This is not a labor/management course.

**MBA 54800 Leadership in Structured Situations (3)** This course is designed to develop an understanding of the function and context of the leadership role in formal organizations through the examination of leadership research and theories of leadership effectiveness. The basis for exercising influence and the situational factors affecting leadership are examined. Emphasis will be on understanding the leadership function as well as developing thinking and action capabilities for improving leadership effectiveness.

**MBA 54900 Special Topics in Management (3-6)** This course is designed to meet the individual needs of the MBA student who desires or is required to explore advanced areas of study or undertake special problem analysis, within a concentration. Subject area will normally cover a specific issue, problem, or current topic and will demonstrate the student's scholarly research abilities and techniques. Topic may require substantial reading with appropriate inference, assessment and conclusions. Permission to register and approval of topic must be obtained from appropriate faculty advisor and the dean prior to registration. Prerequisite: MBA 50900.

**MBA 55000 Marketing Principles and Issues (3)** This course introduces students to the principles of marketing, the role of marketing in society and in organizations (for-profit and non-

profit), and the factors that influence marketing decision-making. Activities include the study of planning, pricing, promotion, and distribution of products and services to consumer and business markets. The course will increase the student's overall understanding of marketing as a business discipline; utilize systematic approaches to diagnosing and solving marketing problems and issues; and analyze and develop organization-wide marketing strategies as well as strategies for individual programs, services, or products.

**MBA 55100 Marketing Strategy and Management (3)** This course examines the application of marketing concepts with an emphasis on strategic marketing planning and marketing decision making. Dynamics of developing a marketing plan with a focus on matching opportunities with a company's resources are reviewed. Prerequisite: MBA 55000.

**MBA 55200 Marketing Information and Research (3)** This course examines issues in conducting marketing research and the variety of research techniques available to the researcher. Students will also analyze the sources of information that guide decision-making in business settings. Although some topics will be explored through lecture, particular emphasis will be given to case analyses, situational vignettes, and discussion of current events. A team project at the end of the course will tie together course concepts and allow students to present a comprehensive marketing research plan. Prerequisite: MBA 55000.

**MBA 55400 Advertising and Promotional Strategy (3)** This course is the study of the marketing communications through mass media (TV, radio, magazines, newspapers and the web) that stimulate the consumer's response to, interest in, and ultimately, the purchase behavior of goods and services. Techniques for creating the correct advertising message and developing an effective media mix based on an understanding of the behavior of the target market are stressed, as well as ethical, social, and regulatory factors impacting the mass selling of products and services in today's competitive global business environment. A course project will enable students to apply the concepts discussed in the course to a real world problem. Prerequisite: MBA 55000.

**MBA 55500 Product Management (3)** This course consists of the review and study of the product management system, the role of the product manager in the firm, and the processes required to interact successfully with the other functional business areas when applying strategy models to product management, monitoring, tracking, updating, etc. Specific areas in new product development that will be studied include methods of evaluation, venture teams, the pre-entry planning phase, budgeting and decision trains. A culminating project will require students to develop a new product concept. Prerequisite: MBA 55000.

**MBA 55600 Business-to-Business Marketing (3)** This course is the study of the unique aspects of developing, implementing, and monitoring marketing programs in the industrial or business-to-business marketplace. This course includes the use of case histories and case studies for the analysis of industrial markets. The industrial marketing department, its functions, and its relations with other functions and areas of the firm such as sales, manufacturing, product development, distribution, finance, and accounting will be explored. Prerequisite: MBA 55000.

**MBA 55700 Personal Selling and Sales Management (3)** This course is the in-depth analysis of both personal selling as a



marketing component and the organization and management of the selling function within a firm. The course will explore sales force interaction with customers and prospective consumers for the purpose of making sales and building relationships. Topics to be covered include staffing, training, evaluation, budgeting, goal-setting, motivation, and compensation of the sales force. Prerequisite: MBA 55000.

**MBA 55900 Special Topics in Marketing (3-6)** This course is designed to meet the individual needs of the MBA student who desires or is required to explore advanced areas of study or undertake special problem analysis within an emphasis. The subject area will normally cover a specific issue, problem, or current topic and will demonstrate the student's scholarly research abilities and techniques. The topic may require substantial reading with appropriate inference, assessment, and conclusions. Permission to register and approval of topic must be obtained from appropriate faculty advisor and the dean prior to registration.

**MBA 56000 Small Business Management (3)** This course is an examination of principles and methods in the operation of a small business. Particular emphasis will be given will be on the small business in planning, controlling, financing, and managing operations. The problem of starting up new enterprise is considered as well as preparing the management for multiple responsibilities in operating the business. Prerequisite: MBA 53100 and MBA 55000.

**MBA 56100 Labor Relations (3)** This is an introductory course in labor relations, covering labor history, legal foundations, growth of unions, certification, governmental roles, legal issues, collective bargaining, contracts, work stoppages, desertification, protected activity, worker-employer rights, grievance administration, arbitration, NLRB role, and major labor acts. Prerequisite: MBA 54300.

**MBA 56200 Employee Training and Development (3)** This course introduces students to methods of employee training and to the role that employee training plays in organizational planning. Particular emphasis will be given to needs analysis, program design and delivery, training methods, learning theory, learning styles, and evaluation and testing.

**MBA 56300 Personnel Law (3)** This course examines basic law as applied to personnel issues. Topics include equal employment, affirmative action, employment-at-will, constructive and unlawful discharge, wage and hours issues, mandatory benefits, workers compensation, protected classes, disability issues, workplace accommodation and record keeping requirements. Prerequisite: MBA 54300.

**MBA 56400 Compensation and Benefits (3)** This course is an overview of compensation and benefits covering pay structures, pay systems, comparable worth, relationship between pay and performance, performance evaluation, internal and external equity, and legal issues. Prerequisite: MBA 54300.

**MBA 56500 Entrepreneurship & Growth (3)** This course covers the steps involved in selecting, launching, financing, and managing a new business. Preparation of a business plan is a central focus. Prerequisite: MBA 50900, MBA 51100, and 55000. Recommended: MBA 53100.

**MBA 56600 / NPA 56600 Human Resource Management for Nonprofit Organizations (3)** This course is an exploration of human resource management in non-profit organizations from the beginning of job analysis and design, recruitment, and selection of personnel to performance evaluation, compensation and benefit issues, and training and development for both staff and volunteers. Particular emphasis will be given to the handling of grievances, diversity, discrimination, harassment, board of directors, and paid staff.

**MBA 56700 Sport Law (3)** This course is the study of the law as it pertains to the three main divisions in sports: amateur, professional, and international. Particular emphasis will be given to contracts, agents, torts, governing bodies, governmental regulations, and social responsibility.

**MBA 56800 Public Relations (3)** This course examines the theory and practice of public relations as a part of the marketing function within an organization. It introduces the concept of public relations as a values-driven management of relationships with groups of people that can influence an organization's success. This course will examine how and why organizations build ethically and systematically productive and mutually beneficial relationships with such groups. This course includes strategic and tactical public relations program planning and management in both for-profit and nonprofit organizations. Prerequisite: MBA 55000.

**MBA 56900 Human Resource Issues (3)** This class is the culminating Human Resources course, covering current trends and issues of importance to the human resource profession. Students will conduct guided research in a chosen area of specialty and present oral and written research summaries. Prerequisites: MBA 54100 and MBA 54300.

**MBA 57000 International Business Operations (3)** This course provides students with an overview of global business and trade within the framework of today's dynamic business environment. The course also looks at how historical perspectives influence and shape current events. Topics to be covered include globalization, trade theories, governmental influence on trade, cross national trade agreements, and an introduction to capital markets and foreign exchange. The course also examines how businesses interact with the cultural, political, ethical, legal, and economic environments of multiple nations. An overview of international business strategies is also provided. Students will be expected to demonstrate understanding of these concepts and issues through various applications.

**MBA 57100 International Risk and Politics (3)** This course consists of an assessment of factors of risk in international business ventures, including analysis of domestic and foreign constraints imposed by the political and economic environment of multinational business operations. Special emphasis will be on identifying, evaluating, and neutralizing risks related to international laws, hyper-inflationary economics, nationalization of assets, revolution, war and inconvertibility of currency. The roles of governments in heightening and reducing risks are examined.

**MBA 57200 International Management (3)** This course focuses on management issues on an international scale. These issues include: strategy formulation and implementation; organizational structure; managerial decision-making and control; and human resource related topics such as leadership, motivation, employee selection and development. Students will be expected to

demonstrate understanding of these concepts and issues through various applications.

**MBA 57300 Employee Health & Wellness (3)** This course is the examination of the design, implementation and evaluation of health promotion programs. Interfacing of the major current health issues and health promotions/wellness programs will be examined.

**MBA 57400 International Marketing (3)** This course examines the marketing mix and how it may or may not be standardized for international markets. Techniques for identifying potential markets for broad categories of products or services and implementation of marketing policies within the international arena are discussed. Prerequisite: MBA 55000.

**MBA 57500 International Business Communications (3)** This course is an in-depth examination of communication issues related to marketing, advertising, promotion, and public relations. The problems of designing promotional campaigns and materials for use in global markets will be explored, along with strategies to address these issues. There will be some discussion of cross-cultural issues and theories.

**MBA 57600 International Business and Cross-Cultural Communications (3)** This course focuses on factors which can influence communication between individuals from different cultures. Emphasis will be placed on the theories which help to explain how various cultures think, communicate, and behave. The goal of the course is for students to develop an appreciation for the complexity of cross-cultural communication, to become more aware of their own culturally-based perceptions and patterns of thinking and behaving, and to develop skills for communicating in intercultural business situations.

**MBA 57700 International Finance (3)** This course investigates the international financial environment, including the study of exchange rates and international capital markets. Students will examine the unique problems of the financial manager operating internationally, including foreign taxation, working capital management, sources of funds, international and regional financial institutions, commercial documents, and international trade organizations. Prerequisite: MBA 53100.

**MBA 57800 International Business Law (3)** This course examines the process of adjudication across national boundaries relating to transactional business activities. The legal interrelationships among countries, individuals, and business organizations are discussed. Topics to be covered include taxation, antitrust and restrictions, and trade practices legislation as well as tariffs, quotas, and other trade obstacles, expropriation and confiscation, and product liability and civil and criminal penalties, along with U.S. laws, Foreign Corrupt Practices Act (F.C.P.A.), and state and local laws. Special attention is paid to patents, trademarks, trade names, copyrights, and trade secrets in the international market and the agencies enforcing these areas.

**MBA 57900 Special Topics in International Business (3-6)** This course is designed to meet the individual needs of the MBA student who desires or is required to explore advanced areas of study or undertake special problem analysis within an emphasis. The subject area will normally cover a specific issue, problem, or current topic, and will demonstrate the student's scholarly research abilities and techniques. Topic may require primarily substantial reading with appropriate inference, assessment and

conclusions. Permission to register and approval of topic must be obtained from appropriate faculty advisor and the dean prior to registration.

**MBA 58000 Operations Management (3)** This course examines a blend of concepts relating to operations management systems in both the manufacturing and service sectors. Operations management topics include e-business, forecasting, global operations, just-in-time inventory, logistics, outsourcing, project management, supply chain management, system design, and TQM (total quality management).

**MBA 58100 Managerial Economics (3)** This course examines a number of economic concepts and theories, with a focus on the microeconomic concepts used in business and other microeconomic factors, although various macroeconomic factors are also addressed. Emphasis is placed on practical application of course material. Topics to be covered include supply and demand applications, elasticity, consumer choice theory, firm production and costs (short-run and long-run), profit maximization, market structures, basic oligopoly models, pricing strategies, market failures, government's role in the economy, and macroeconomic factors affecting business managers. Through readings, lectures and course assignments, students will learn to use various economics tools and concepts to inform and improve business decision-making.

**MBA 58200 Analysis of Business Conditions (3)** This course consists of interpretation of economic trends and analysis of business conditions. It emphasizes macroeconomic and monetary policy and the institutional environment of the U.S. economy.

**MBA 58300 International Economics (3)** In this course, the basic principles of economics are used to analyze and interpret exchanges between nations. Categories include trade in goods and services, movements of labor and capital, and a variety of financial transactions in bonds, stocks, notes, deposits and other financial assets. Mechanics of international payments, the balance of payments accounting systems, foreign exchange rates, including arbitrage, flexible rate exchange, and elasticity of supply and demand are examined. International Monetary Systems is covered including a history of the Gold Standard, Bretton Woods System, I.M.F., Euro-dollars and the Import-Export bank. Special attention will be devoted to tariff analysis, the economies of lesser developed countries, and multinational companies. Prerequisite: MBA 58100.

**MBA 58400 Statistics and Quantitative Analysis (3)** This course consists of an examination of the application of statistical analysis in business and the use of quantitative techniques in managerial decision making. Topics include measures of central tendency, probability and distribution, sampling and statistical inference, techniques of statistical analysis, and modeling techniques.

**MBA 58600 Supply Chain Management (3)** This course analyzes the interactions and the relationships within supply chain management (SCM). SCM is an advanced course designed to examine the theoretical principles of the integration of key business processes from product or service inception to final disposal. Particular emphasis will be given to use of case studies and analysis. Lectures and case studies focus on global logistics issues, including risk management, information technology, and business processes. Topics to be covered include inventory management and risk pooling, network planning, supply

contracts, information management, supply chain integration, distribution strategies, strategic alliances, procurement, and outsourcing. A course project will enable students to apply the concepts discussed in the course to solve a global supply chain problem.

**MBA 59000 Intermediate Accounting II (3)** This course examines the development, application, and importance of accounting standards, principles, and conventions, including current FASB opinions. Issues covered relate to debt classification, contributed capital, retained earnings, statement of cash flows, leases, and pensions. Prerequisite: MBA 51000. Recommended MBA 51500.

**MBA 59200 Financial Statement Analysis (3)** This course examines profitability and risk analysis based on economic characteristics of a firm's business, the strategy a firm uses to compete in its industry, and an understanding of financial statements. Case studies are included. Prerequisite: MBA 51100 and MBA 53100.

**MBA 59300 Governmental Budgeting (3)** This course is the study of budget preparations, particularly at the state and local government levels, as well as an examination of end-of-the-fiscal year financial reports. Budgeting issues such as property, income, sales, and other state and local taxes, state constitutional restrictions, tax anticipation notes, bonds, and the impact of exemptions and exactions such as impact fees are examined.

**MBA 59400 Public Management: Principles, Applications, and Ethics (3)** This course is the exploration of past and current writers and their theories that have focused on ways to bridge the study of the private sector with government programs. Ethical issues address the applications and limitations of applying business thinking to government programs.

**MBA 59500 Economic Issues for Contemporary Business (3)** This course is the application of microeconomic and macroeconomic theory to major social and market phenomena. Applications include supply and demand movements in the microeconomic area, market failure analysis, and government stabilization tools in the macroeconomic area. Students learn how their own economic aspirations and behaviors as consumers, workers, and voters impact a host of policy concerns and shape the world in which they live.

**MBA 59600 Program Implementation and Evaluation (3)** This course explores how new government programs are implemented and how existing programs are evaluated. In addition, conflict and cooperation among different local governments or between the state government and local governments will be a focal point used to examine specific case studies. The St. Louis metropolitan area, (including St. Charles, Warren, Lincoln, and Jefferson counties), provides an excellent example of multiple governments functioning simultaneously and will be addressed.

**MBA 59800 The Business-Government Environment (3)** This course closely examines the cooperative nature between government and business, particularly with respect to economic development. In addition, the course explores the potential conflict that comes from government regulating business. Also reviewed will be the nature of programs that are not easily categorized as governmental or business programs.

**MBA 59900 Special Topic in Public Management (3)** The purpose of this course is to offer specific topics not addressed by the four

required course in Public Management (MBA 59300, 59400, 59600, 59800).

**MBA 60100 Business Policies and Strategies (3)** This course is the capstone MBA offering, utilizing a top management perspective. Students explore the practices and problems that confront the modern business organization through business simulation studies or case study analysis. This course is to be taken during the MBA student's last term.

**MS 60000 Thesis (6)** This class consists of a comprehensive examination of a problem in the student's emphasis discipline. The course is a requirement for the Master of Science in business degree.

**SMA 59800 Practicum in Sport Administration (3-6)** Students are placed in sport management organizations to serve in functions normally assigned to managers and administrators. Under the supervision of the host organization, students observe and practice skills necessary for success in the field, including event planning, marketing, accounting, and controlling. The setting for the practicum will be decided by the organization, the advisor, and the student.

## **International Studies: M.A.**

**MAIS 50000 Research Methods in International Studies (3)** This course begins with a close examination of Thucydides and his work, *The History of the Peloponnesian War*. More modern topics covered include a critique of realist writers, neo-realism, levels of analysis, transnational organizations, and globalization.

**MAIS 51000 Politics of Religion, Ethnicity, and Nationalism (3)** This seminar explores how religion, ethnicity, and nationalism become major factors that influence globalization and international politics. The course will focus on how identities which are formed through religion, ethnicity, and nationality are often the source of fierce conflict and violence in different regions of the world. The course will also provide insight into how religious identity, ethnicity, and nationality are often used in stereotypical and simplistic ways that tend to foster political conflict and violence.

**MAIS 52000 Approaches to International Political Theory (3)** This course introduces students to the major theoretical approaches of the International Relations and illustrates how they shape selected contemporary issues in global politics. It translates some of the methodological issues encountered in *Research Methods in International Studies* through the specific literature of International Relations. Under scrutiny is the relationship between theory and practice – how theoretical approaches shape research outcomes, and how certain global issues problematise simple theoretical categorization.

**MAIS 53000 Governance Beyond the State (3)** This course introduces the notion of constitutionalization as a relatively recent aspect in the process that has been labeled governance beyond the state. It focuses on key elements of governance such as formal ("hard") and informal ("soft") institutions, modes of cooperation among international and transnational actors in world politics, changing practices and contexts of rights in national and transnational organization, and addressing stylistic responses of policy issues. The patterns emerge as processes of institutionalization, legalization, civilization, regulation, socialization, and constitutionalization in which the political weight of policy issues and their political assessment changes and

new political arenas are created, all of which lay the foundation for an understanding of Global Governance.

**MAIS 54000 Global and Economic Governance (3)** This course is based on the interdisciplinary field commonly known as International Political Economy (IPE) in which the relationship between political authority (most commonly represented by the state but increasingly also by a range of international institutions) and the distribution of wealth and resources evident in the market economy are examined. Further, this course will enhance students' understanding of "globalization", - what it entails, its significance and the challenges it poses. "Globalization" is examined as an historical transformatory process that has resulted from the decisions of states, but which also forces states to adjust their national policies and institutions and to build new supranational, intergovernmental and transnational institutions.

**MAIS 55000 Security Studies (3)** This course focuses on the use of force, its application, limitations, and adaptability to changing circumstances. In addition, threat perception is examined in relationship to the willingness and possible use of force. Diplomacy and its relationship to the use of force are also explored. The work of Karl von Clausewitz is critiqued.

**MAIS 56000 Peace and Conflict Resolution (3)** This course encourages critical reflection on global structural injustices and strategies for action to transform the world in the interests of equity and the pursuit of peace. Focusing on the realities and impact of global economic deprivation, inequality and the intractable conflicts that lead to environmental degradation, poverty and displacement, this course will review relevant theories in law, philosophy, economics, anthropology, and the sociology of justice. Further, this course will examine particular themes in relation to case studies in different regions of the world where long standing structural violence and inequality have led to oppression and injustice.

**MAIS 57000 Thesis Course (3)** This course is designed to build upon and delve deeper into program related material that sparked a student's interest in doing further research.

**MAIS 57100 Thesis Course (3)** This course is designed to complete the research initiated the previous term by the student. During this course, a student will submit their thesis and do an oral defense of their thesis.

**MAIS 58100 Cultures of the Middle East (3)** This seminar explores the cultural diversity of the Middle East and North Africa that focuses on the demography, technology, family structures, political dynamics, and religious beliefs. The course will focus on the recent impact of Western colonialism and recent globalization that have transformed social, political, and religious cultures in the Middle East and North Africa. Attention will be given to the social and cultural context of contemporary issues, such as Islamic fundamentalism, gender roles, and recent ethnic and religious conflicts. Case studies of different cultural areas of the Middle East and North Africa drawn from ethnographic research will be presented.

**MAIS 58200 Cultures of Asia (3)** This seminar explores the cultural diversity of Asia that focuses on the demography, technology, family structures, political dynamics, and varying religious beliefs. The course will focus on the recent impact of Western colonialism and recent globalization that have transformed social, political, and religious cultures in Asia. Attention will be given

to contemporary issues such as religious fundamentalism, the decline of socialist culture, gender roles, and recent ethnic and religious conflicts. Case studies of different cultural areas of Asia drawn from ethnographic research will be presented.

**MAIS 58300 Cultures of Europe (3)** This course explores the current political economy of Western, Central, and Eastern Europe that focuses on both domestic and international affairs. Attention will be given to how historical trends and more recent globalization have influenced the development of the European Union and contemporary ethnic conflict and nationalism.

**MAIS 58400 Cultures of Latin America (3)** This seminar explores the cultural and ethnic diversity in Latin America that focuses on the demography, technology, economic and religious trends, and political dynamics. The course will focus on the impact of European colonialism and more recent globalization tendencies that have transformed the region of Latin America.

**MAIS 58500 World Religion (3)** This seminar introduces the basic doctrines and practices of the varying World religions including Judaism, Christianity, Islam, Hinduism, Buddhism and their influence on political institutions and ethnic movements in different regions of the world.

## **Nonprofit Administration: M.A.**

**NPA 50000 Fundraising and Planning (3)** This course is the study of techniques necessary for effective and targeted fundraising campaigns with a focus on specific donors. Emphasis is on financial planning, major gift giving, and planned giving.

**NPA 50100 American Humanics Student Association (1)** This course consists of participation on the American Humanics Student Association and its projects.

**NPA 50300 Human Resource Management for Nonprofit Organizations (3)** This course is an exploration of human resource management from the beginning of job analysis and design, to recruitment and selection of personnel, performance evaluation, compensation and benefit issues, and training and development for both staff and volunteers. Any differences in the handling of grievances, diversity, discrimination, harassment, and placement issues as they pertain to volunteers, including the board of directors, and paid staff will be discussed and examined.

**NPA 55000 Management of Nonprofit Organizations (3)** This course is an investigation of the structure and process of, and behavior within, nonprofit organizations as a function of the management process and includes an overview of the financial, personnel, legal, and planning aspects of the nonprofit organization.

**NPA 56000 Leadership (3)** Students will gain an understanding of the theory and practice of leadership and the leadership skills necessary to successfully operate a nonprofit organization or to lead one of a nonprofit's divisions. Emphasis will be on character and ethics. Models relevant to leadership including examination of leadership styles of national and internationally recognized leaders across history will be discussed.

**NPA 57000 Organizational Behavior for Nonprofit Organizations (3)** Effective and responsible management of organizational behavior requires that managers understand and develop a capacity to manage their own behavior, influence the behavior of others at the interpersonal and group levels, and act as

individual public leaders in their interactions with the public and its representatives. As a result, this course will be organized around three central themes: 1) the importance of understanding the behavior, motivations and actions of individuals in the public service; 2) a focus on the distinctiveness of management and leadership in nonprofit organizations; and 3) an emphasis on students learning not only from required reading but also from experience.

**NPA 57100 Grantwriting (3)** This course is a study of the realities of the grant seeking process and the methods of preparing a high-quality grant proposal and focuses on developing and refining nonprofit management skills that contribute to more effective grant writing: allocating time and resources, collaborating with colleagues and with others outside the organization, conducting research, planning, and budgeting.

**NPA 58000 Nonprofit Budgeting and Financial Management (3)** This course is a discussion of the theory and practice of putting together a realistic budget for a nonprofit organization. Students will examine and discuss a budget as a policy making tool. The functions of good financial management procedures and styles are examined, preparing executive directors and supervisors of nonprofits to understand financial and accounting statements.

**NPA 58100 Strategic and Program Planning for Nonprofit Organizations (3)** This course is a review of the steps necessary to do a strategic plan for nonprofit organizations. Students will put together a strategic plan for a local nonprofit organization including an environmental assessment, mission review, discussion of key issues and the strategies for addressing those issues, and develop an implementation action plan. In addition, the class will discuss the process of evaluating programs and planning changes for existing program or development of new programs for a nonprofit organization

**NPA 59000 Marketing for Nonprofit Organizations (3)** This course shall discuss the need to market all aspects of a nonprofit organization's operation and mission with specific emphasis to on the "four P's" of marketing. The class will be required to develop and create a marketing plan for an actual nonprofit organization or program.

**NPA 59300 Special Topics in Nonprofit Administration (3)** This course consists of directed studies in the management and leadership of nonprofit organizations or a special course offering of a nonprofit topic. May be repeated with different topics.

**NPA 59500 Research Project (3)** This course is designed for those students desiring to enhance their research skills and do independent research. The research topic will be chosen in agreement with the student and the faculty supervisor. The research will include the use of research methodology that is appropriate for the chosen topic. The final paper shall include sections on theory, methodology and applied or theoretical findings.

**NPA 59800 Nonprofit Administration Internship (3)** Students are placed in nonprofit organizations to serve in functions normally assigned to managers and administrators. Under the supervision of agency personnel, students will observe and practice skills necessary for success in the field. The setting of the internship will be decided by the nonprofit supervisor, faculty advisor, and student.

**NPA 59900 Capstone Project (1)** This course is an individualized graduate project that may be analytical, a demonstration, or case study project. Topics will be selected and explored with the student's advisor. In some cases, the project will directly relate to the internship experience. A committee of graduate faculty will supervise and assist the student in the successful completion of the capstone project.

### **Theatre: M.A., M.F.A.**

**TA 50000 Graduate Practicum (1-3)** This course consists of practical work on stage productions in performance, directing, technical theatre or design. Students may also enroll in this course for participation in the graduate seminars. Repeatable for credit.

**TA 50100, 50200, 50300, 50400 Graduate Acting Studio I, II, III, IV (3) (3) (3) (3)** Acting theories are explored and investigated through various methods including scene study, improvisation, movement exercises, etc. Repeatable for credit.

**TA 50700 Stage Voice and Movement (3)** This course offers an advanced study of voice and body as they relate to physical and psychological development of character. Graduate students may be responsible for presenting and demonstrating various vocal relaxation and movement techniques.

**TA 50800 Theory and Composition of Dance I (3)** In a performance setting, students study dance theory and develop skills in choreography. This class combines actual dance techniques with analysis and performance theory. Prerequisite: permission of the instructor.

**TA 50900 Theory and Composition of Dance II (3)** This course offers further study of dance theory and composition through analysis and performance. Prerequisite: TA 50800 or permission of the instructor.

**TA 51000 Graduate Script Analysis (3)** This course explores the analytical and research processes necessary for the consideration of any play prior to production.

**TA 51100, 51200, 51300, 51400 Graduate Directing Studio I, II, III, IV (3) (3) (3) (3)** This course consists of application of theories and styles of directing which culminate in a public performance. Evaluation will include an assessment of the student's skill and mastery of directorial components and individual growth as the student moves through the sequence of studios. Lab fee may apply. Repeatable for credit. Prerequisite: TA 51000. TA 51100 should be taken in conjunction with TA 51500.

**TA 51500 Graduate Scenography (3)** This course offers in-depth exploration of the total visual environment and the relationship between director and designer. Includes study of lighting, scenic, and costume design. May include lab fee. Should be taken in conjunction with TA 51100.

**TA 51700 Graduate History of Costume and Fashion (3)** This course is structured as an overview of the history of Western dress.

**TA 52500 Research Methods in Theatre (3)** Research methods in theatre are explored. Students will be required to make presentations and submit a series of short papers all of which require application of methodologies presented in class.

**TA 53000 Seminar in Theatre History (3)** This course conducts a survey of theatre and performing arts history. Among the topics included for study are playwrights, form and style, design, architecture, theatrical innovations, social conditions, and trends.

**TA 53500 Modern Drama (3)** This course is the study of genres and directions in modern and contemporary drama from Ibsen to the present.

**TA 53600 Survey of Dramatic Literature (3)** This course is designed to establish a firm foundation in dramatic literature. Dramatic texts from Ancient Greece to modernity are explored.

**TA 54000 Topics in Dramatic Literature (3)** This course examines specific genre in dramatic literature.

**TA 54600 Introduction to Arts Management (3)** Budgets, contracts, box office procedures, public relations, personnel and executive policies of educational, community and professional theatre are investigated.

**TA 54800 Graduate Stage Management (3)** This advanced course investigates the principles and processes of the stage manager. In addition to review of the fundamental principles and processes of stage management, the course will also explore crew management, communication and organizational skills. Some mentoring of undergraduate students interested in stage management may also be a part of the graduate student's responsibilities.

**TA 55100, 55200, 55300, 55400 Graduate Design Studio I, II, III, IV (3) (3) (3) (3)** This course consists of the application of theories and styles of costuming, lighting and/or scenic design for various kinds of plays. Portfolio materials will be developed. Following is a list of the topics for each studio. Each studio is repeatable for credit. Prerequisite for all studios in this sequence is TA 51500 or TA 51700. Each course in this sequence requires permission of the instructor.

TA 55100 Scenographic Techniques.

TA 55200 Lighting Design.

TA 55300 Costume Design.

TA 55400 Technical Direction

**TA 55600, 55700, 55800, 55900 Graduate Technique Studio I, II, III, IV (3) (3) (3) (3)** This course offers practical applications of advanced technique in the areas of costuming, lighting, and stage construction. Repeatable for credit.

**TA 56500 Professional Internship (3-9)** Students participate in a professional theatre in any of the following areas: acting, directing, stage management, technical theatre, design, theatre management and dramaturgy. Prerequisite: permission of the instructor. Repeatable for credit.

**TA 57100 Dance in the 20th Century (3)** This course is a survey of the history of Western concert dance from 1900 to the present day. Emphasis is placed on multicultural influences in Western concert dance. No previous dance experience necessary.

**TA 57200 Graduate Dance Teaching Methods (3)** This course is a survey of principles and practices of teaching dance in the schools and private studio settings. Significant performing, reading, and written assignments required. Must be taken with a dance technique course. Prerequisite: permission of the instructor.

**TA 57400 Graduate Dance Theory and Composition (3)** This course

is an exploration of the basic compositional theories of dance through the mastery of improvisational movement techniques and the creation of dance compositions. Significant performing is required as are moderate reading and written assignments. Repeatable for credit. Prerequisite: two semesters of dance technique or permission of the instructor. It is recommended that the course be taken with a dance technique course.

**TA 57500 Graduate Seminar in Dance (1-3)** This course offers studies on the graduate level for students with specialized interests. Topics may include jazz or modern dance techniques, performance, education, and off campus studies or supervised internships with professional performing companies. May be repeated for credit. Prerequisite: permission of the instructor.

**TA 57900 Graduate Seminar in Voice (1-3)** This course offers studies on the graduate level for students with specialized interests. May include a 1- or 2- credit hour weekly private voice lesson; participation in one of the university's vocal ensembles, and/or studies related to singing and the use of the voice. Private music lesson fee may apply. Repeatable for credit.

**TA 58000 Graduate Workshop in Musical Theatre (3)** This course is an advanced studio art class focusing on various aspects of musical theatre. Prerequisites: A minimum of 8 credit hours or the equivalent of formal training in vocal music, a minimum of 6 credit hours or the equivalent in jazz dance, and a minimum of 3 credit hours or the equivalent in tap dance. Repeatable for credit. Prerequisite: 8 credit hours or the equivalent of formal training in vocal music, a minimum of 6 credit hours or the equivalent in jazz dance, and a minimum of 3 credit hours or the equivalent in tap dance.

**TA 58600 Special Topics (3)** A course designed to offer a variety of advanced topics in performing arts. May be repeated as topics vary.

**TA 59300 Independent Study (1-6)** Topics of study in this course may include the investigation of specific theories, artists, techniques, or literary periods in theatre as related to the student's special area of interest. In addition, students may also choose performance-based areas of intensive study such as private instrumental or vocal music (private music lesson fees apply), stage combat, dialects, design, etc. Topics are developed in conjunction with the student and his/her specific instructor. The course may be repeated for a maximum of 12 hours.

**TA 60000 Master's Project and Thesis (6)** The student will present a final project which represents his or her level of accomplishment in the selected area of emphasis. Projects are presented to the theatre faculty for approval a minimum of six months prior to enrollment in the course.

# Faculty

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**Abbott, Marilyn S. (1997)**

Professor of Biology and Dean of Sciences  
B.A., Indiana University, Ph.D., Purdue University; Postdoctoral Fellow, Harvard University Biological Laboratories

**Adams, Charles (2008)**

Assistant Professor of Communications  
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**Canale, Ann (1981)**

Professor of English  
B.A., Rosary College; M.A., John Carroll University; M.A., Ph.D., University of Massachusetts at Amherst

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**Carlos, Peter (2004)**

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**Castro, Michael (1980)**

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**Johnston, Gail (2003)**

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**Kaminski, Virginia (1996)**

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**Mason, Michael M. (1991)**

Professor of Religion and Chair, Department of Religion  
B.S., Iowa State University; M.A., Loras College; M.Div., University of Dubuque Theological Seminary; D. Min., San Francisco Theological Seminary

**Mead, Mary Elizabeth (2004)**

Assistant Professor of Communications and Chair, LCIE MFA in Writing Degree Program  
B.A., M.F.A., University of Missouri-St. Louis

**Menninga, Nadine L. (2007)**

Assistant Professor of Mathematics  
B.A., North Central College; Ph.D., University of Illinois

**Mettler-Cherry, Paige (2004)**

Assistant Professor of Biology and Chair, Department of Biology  
B.A., M.S., Ph.D., Southern Illinois University-Carbondale

**Meyers, Alan G. (1989)**

Professor of Religion  
A.B., Princeton University; M. Div., Princeton Theological Seminary; Ph.D., Union Theological Seminary in Virginia

**Morris, Edward L. (2002)**

Professor of Finance and Dean, School of Business and Entrepreneurship  
B.A., Washington University; M.B.A., University of Pennsylvania; Ph.D., Saint Louis University

**Mueller, Carla (1998)**

Associate Professor of Social Work and Dean of Human Services  
B.S., Southern Illinois University-Carbondale; M.S.W., University of Illinois-Champaign-Urbana; Post-graduate studies, University of Illinois-Chicago

**Munro, Janice (2006)**

Assistant Professor of Counseling and Assistant Dean of Counseling  
B.A., M.Ed., Ed.D., University of Missouri-St. Louis

**Nack, Donna (2004)**

Assistant Professor of Education  
B.A., Harris-Stowe; M.A., Truman State University; Ed.S., Truman State University; Ed.D., Lindenwood University

**Nagel, Shawn (2004)**

Assistant Professor of Physical Education and Assistant Football Coach  
B.S., Fort Hays State University; M.S. Ed., University of Kansas

**Najjar, Annette Juliana (2001)**

Associate Professor of Economics  
B.S., University of West Indies; B.Ed., University of Toronto; M.B.A., Millsaps College; Ph.D., Kennedy-Western University

**Nicolai, Deborah (1993)**

Assistant Professor of Communications  
B.A., M.A., Lindenwood University

**Nohara-Leclair, Michiko (2002)**

Associate Professor of Psychology  
B.S., University of Toronto; M.S., University of Waterloo; Ph.D., University of Connecticut, Postdoctoral Fellow, Concordia University (Montreal) & University of Kansas

**Northcott, Donna (2007)**

Assistant Professor of Theatre  
B.A., Saint Louis University, M.A., Northwestern University

**Nunez-Betelu, Maite (2008)**

Assistant Professor of Humanities  
B.A., University of Basque Country, Spain; M.A., West Virginia University; Ph.D., University of Missouri-Columbia

**Oldani, John (2007)**

Associate Professor of Education and Vice President for Student Development  
B.A., M.S.Ed., Southern Illinois University-Carbondale; M.Ed., Ed.D., University of Missouri-St. Louis

**Otto, Donald C. (1998)**

Associate Professor of Management  
B.A., Westminster College; Woodrow Wilson Fellow, Washington University, M.A., Webster University

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Assistant Professor of Criminal Justice  
B.A., Arkansas State University; M.A., Webster University; J.D., Saint Louis University

**Panagos, Rebecca Jean (1996)**

Professor of Education  
B.A., M.A., Louisiana Tech University; Ph.D., University of Missouri-Columbia

**Parker, Marsha Hollander (1987)**

Professor of Fine and Performing Arts  
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**Patterson, Marilyn Miller (1992)**

Professor of Psychology  
B.A., Florida State University; M.S., Ed.D., Memphis State University

**Patzius, Billi J. (2007)**

Assistant Professor of Criminal Justice and Chair, LCIE Fire Science and Hospitality Services Degree Programs  
B.A., University of Missouri-St. Louis; M.A., University of Missouri-St. Louis

**Pavelec, Tammi Gahimer (2000)**

Associate Professor of Chemistry  
B.S., Ohio State University; M.S., Ph.D., University of Missouri-St. Louis

**Perantoni, Edward (1994)**

Associate Professor of Earth Sciences  
B.S., University of Nebraska; B.S., Maryville College; M.A., California State University; Graduate Certificate in Meteorology, University of Oklahoma

**Pettit, Thomas (2006)**

Assistant Professor of Communications  
B.A., M.A., University of Kansas

**Plate, Daniel (2004)**

Assistant Professor of English  
B.A., Taylor University; M.F.A. University of Arkansas; M.A., Washington University; Ph.D., Washington University

**Poertner, Tim (2008)**

Associate Professor of Theatre  
B.A. University of Missouri-Columbia, M.F.A., University of Texas-Austin

**Porter, Renee (2007)**

Assistant Professor of Management  
B.S., University of Southern Mississippi; M.B.A. Southern Illinois University-Edwardsville; Ph.D., Saint Louis University

**Powers, P. Joseph (2007)**

Assistant Professor of Education  
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**Qualls, Melissa (2002)**

Assistant Professor of English and Director of English Preparedness Program  
B.A., M.A., Truman State University

**Quiggins, Larry (2002)**

Associate Professor and Associate Dean of Fine and Performing Arts and Chair, Department of Theatre  
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**Rankins, Michael (2008)**

Assistant Professor of Counseling  
B.Psy., M.Ed., Ph.D., University of Missouri-St. Louis

**Reighard, Richard (1987)**

Associate Professor of Communications and KCLC Operations  
Director  
B.A., M.A., Lindenwood University

**Rincon Gallardo, Toni J. (1984)**

Assistant Professor of Psychology  
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**Russell II, Keith A. (2007)**

Assistant Professor of Humanities  
B.A., Truman State University; M.A., Southeast Missouri State University; Ph.D., Southern Illinois University-Carbondale

**Sakahara, Suzanne A. (1978)**

Associate Professor of Art  
B.S., Fontbonne College; M.A., Saint Louis University; M.A., Washington University

**Schneider, Nancy (1999)**

Associate Professor of Education  
B.S., M.S., Ed.S., Southwest Missouri State University; Ed.D., University of Missouri-Columbia

**Scholle, Benjamin A. (2002)**

Associate Professor of Communications and Chair, Department of Video  
B.A., Washington University; M.F.A., American University

**Schnellmann, Ana (1995)**

Professor of English and Dean, School of Humanities  
B.A., The College of St. Benedict; Graduate Certificate, M.A., Ohio University; Ph.D., Saint Louis University

**Schuler, Craig (2004)**

Assistant Professor of Education, Assistant Football Coach, and Fitness Center Supervisor  
B.A., Benedictine College; M.Ed., University of Kansas

**Scribner, Christopher (2000)**

Professor of Psychology and Chair, Department of Psychology  
B.A., Earlham College; Ph.D., University of Tennessee

**Scupin, Ray (1981)**

Professor of Sociology and Anthropology and Director of the Center for International and Global Studies  
B.A., University of California-Los Angeles; M.A., Ph.D., University of California-Santa Barbara

**Sharp, Chryssa (2008)**

Assistant Professor of International Business and Chair, International Business Department  
B.S., University of Illinois-Champaign-Urbana; M.B.A., Thunderbird School of Global Management; Ph.D., University of Calgary, Calgary, Alberta, Canada

**Sherblom, Stephen (2008)**

Assistant Professor of Education  
B.A., University of Massachusetts; Ed.M., Ed.D., Harvard University; Postdoctoral Fellow, Washington University

**Singer, Robert A. (2009)**

Assistant Professor of Education  
B.S., M.B.A., Ph.D., Saint Louis University

**Smith, Jeffrey (1996)**

Professor of History  
B.A., Mount Union College; M.F.A., Syracuse University; Ph.D., University of Akron

**Smith, Kris Runberg (2002)**

Assistant Professor of History  
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**Soda, Dominic (1969)**

Professor Emeritus of Mathematics and Computer Science  
B.S., Queen's University; M.Sc., University of Missouri-Rolla; Ph.D. Yale University

**St. Clair, Terry L. (2004)**

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**Stein, Michael Carl (1992)**

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**Stephens, Robert J. (2007)**

Associate Professor of Humanities  
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**Stewart, Terrance A. (2007)**

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**Streb, Arthur (2009)**

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**Strzelec, Janet (2005)**

Assistant Professor of Dance and Chair, Department of Dance  
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**Talbott, F. Robert (2007)**

Assistant Professor of Management Information Systems and Chair, Management Information Systems Department  
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**Thomason, Andrew (2004)**

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**Thouvenot, Frank (2005)**

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**Tillinger, Elaine C. (1991)**

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**Towers, Donna (2001)**

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**Townsend, Maryann (1995)**

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**Tretter, Sue Ann (1994)**

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B.A. Maryville University; M.A.T., Webster University  
M.A., Ph.D., Saint Louis University

**Troy, John (2002)**

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B.F.A., Washington University; M.F.A., Temple University

**Trujillo, Lorenzo (2009)**

Assistant Professor of Music  
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**Turner, Julie (2007)**

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B.A., Hope College; M.A., Michigan State University; Ph.D. University of Missouri-St. Louis

**Vahle, William B. (2004)**

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**Van Dyke, C. Renee (2001)**

Associate Professor of Mathematics and Computer Science and Chair, Department of Computer Science  
B.S., Towson State University; M.S., Midwestern State University

**Vazis, Dean (2006)**

Assistant Professor of Education  
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**Wall, Mike (2001)**

Associate Professor of Communications, Program Manager of Mass Communications, Dean of Communications, and KCLC Radio General Manager  
B.A., M.A., Lindenwood University

**Walsh, Donnell (1991)**

Professor of Theatre and Dean of Fine and Performing Arts  
B.A., University of San Francisco; M.F.A., Stanford University

**Weitzel, Jann Rudd (1995)**

Professor of Education and Vice President for Academic Affairs and Provost  
B.A., M.A., University of Northern Iowa; Ph.D., University of Iowa

**Weir, Graham (2009)**

Assistant Professor of Education  
B.A., Principia College, M.A. Truman State University, Ed.S., St. Louis University, Ph.D. St. Louis University

**Whaley, Michael J. (2002)**

Associate Professor of History  
B.A., The University of Missouri; M.A., University of Missouri-St. Louis; Ph.D., Southern Illinois University

**Wiggington, Robert (2008)**

Assistant Professor of Journalism  
A.B., M.A., Washington University

**Wiedner, Ralph C. (2002)**

Assistant Professor of Marketing  
B.S., Washington University; M.A., Lindenwood University

**Williams, Wm. Shane (2005)**

Assistant Professor of Music  
B.S., Austin Peay State University; M.M., University of Missouri-Columbia

**Williamson, Shane Y. (2007)**

Associate Professor of Education and Director of First-Year Programs  
B.S.B.A, M.S., Shippensburg University; Ed.D., Rutgers University

**Wisdom, Sherrie (2009)**

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**Witherspoon, Pernell (2005)**

Assistant Professor of Criminal Justice  
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**Wright, Paul (2007)**

Associate Professor of Education, Track and Field Coach  
B.S. M.A., Clemson University; Ph.D., University of Utah

**Young, Delaine C. (2001)**

Associate Professor of Education and Athletic Trainer  
B.A., Lakeland College; M.Ed., Southern Illinois University-Edwardsville

## Staff with Faculty Rank

---

**Ahne, Kelly (1993)**

Instructor of Management and Accounting Assistant  
B.A., University of Missouri-Columbia; M.B.A., Lindenwood University

**Barger, Brett (2005)**

Instructor of Management, and Dean of Evening Admissions and Extension Campuses  
B.A., M.B.A., Lindenwood University

**Bezemes, Peter (2008)**

Executive Director of the Center for Fine and Performing Arts  
B.A., Lindenwood University; M.S., Boston University

**Brown, Linda (2006)**

Assistant Professor of Education and Southwest Missouri Student Advisor  
B.A., Southwest Baptist University; M.Ed., Drury University

**Creer, John (1991)**

Assistant Professor of Physical Education, Dean of Intercollegiate Athletics and Recreational Sports  
B.A., Western Michigan University; M.S.Ed., Troy State University

**Cribbin, Jack (2007)**

Instructor of Education, Admissions and Financial Aid Counselor, and Women's Lacrosse and Field Hockey Coach  
B.A., M.A., Lindenwood University

**Diamond, Hope C. (2008)**

Instructor of Biology and Sciences Laboratory Coordinator  
B.S., M.S., Southeast Missouri State University

**Dickherber, David (1998)**

Instructor of Management and Spirit Shoppe Manager  
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**Dorlac, Michael Anthony (2006)**

Instructor of Education and Librarian  
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**Duggan, Christopher (2006)**

Instructor of Communications and Public Relations Coordinator  
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**Edele, Susan (2007)**

Assistant Professor of Humanities and Writing Center Coordinator  
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**Edwards, George (2006)**

Assistant Professor of Education and North County Coordinator  
B.S., University of Arkansas-Pine Bluff; M.A., Truman State University

**Feely, John (1996)**

Assistant Professor of Humanities and Associate Dean of Graduate Education Initiatives  
B.A., Lindenwood University; M.Ed., University of Missouri-St. Louis

**Finnegan, Barry (2002)**

Instructor of Management and Dean of Academic Services  
B.A., M.B.A., Lindenwood University

**Gleason, Suzanne (2006)**

Instructor of Education and Librarian  
B.A., University of Nebraska-Lincoln; M.A., University of Missouri-Columbia

**Guffey, Ryan (2003)**

Assistant Professor of International Studies and Assistant Vice President for Student Development  
B.S., M.B.A., Lindenwood University; M.A., International Politics, Queen's University, Northern Ireland; Ph.D. Candidate, Saint Louis University

**Hannar, Christine (2007)**

Instructor of Management and Registrar  
B.A., M.B.A., Lindenwood University  
Harris, Edward (2003)  
Assistant Professor of Education and Assistant Track and Field Coach  
B.S., Central Missouri State University; M.S., Ed.S., Southern Illinois University-Edwardsville

**Hart, Cathy (2003)**

Instructor of Management and Director of Student Success Center  
B.S., University of Missouri-Columbia; M.S., Lindenwood University

**Hess, Amy (2006)**

Instructor of Management and Accountant  
B.A., M.B.A., Lindenwood University

**Hubenschmidt, Carl (2000)**

Instructor of Education and Reference Librarian  
B.S., University of Missouri-Rolla; M.A., University of Missouri-St. Louis

**Huss, Francis C. (1996)**

Associate Professor of Education and Graduate Education Consultant  
A.B., M.Ed., University of Missouri; Ph.D., Saint Louis University

**Hutter, Carl (1993)**

Instructor of Management, Assistant Athletic Director, Admissions and Financial Aid Counselor, and Men's Soccer Coach  
B.A., Missouri Valley College; M.S., Lindenwood University

**Ingram, Daniel (2005)**

Instructor of Mathematics and Director of Enhanced Learning Center  
B.S., M.B.A., Lindenwood University

**Jackson, Chanda (1995)**

Assistant Professor of Management and Assistant Athletic Director  
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**Johnson, Sheri Beth (2005)**

Instructor of Management and Controller  
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**Jump, James (2003)**

Instructor of Management and Site Director NorthCounty  
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**Kaminski, Laurie (2004)**

Instructor of Management, Women's Soccer Coach, and Assistant Softball Coach  
B.A., Saint Louis University; M.A., Lindenwood University

**Kapeller, Terry (1993)**

Instructor of Management and Chief Business Officer  
B.A., Tarkio College; M.B.A., Lindenwood University

**Little, George (2007)**

Instructor of Management, Women's Basketball Coach, and Event Supervisor  
B.A., Columbia College; M.A., Lindenwood University

**Mahan, Dale (2002)**

Assistant Professor of Information Services and LCIE Faculty Advisor  
B.S., Webster University; M.B.A., Lindenwood University

**Marler-Rayfield, Sara (2007)**

Assistant Professor of Humanities and English Proficiency Coordinator  
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**Morros, Boyd Richard (2008)**

Professor of Education and Interim Dean of the Belleville Campus  
B.A., M.A., Ph.D., Washington University

**Morros, Lucy S. (2007)**

Professor of Humanities and Vice President for Institutional Advancement  
B.A., M.A., Ph.D., Washington University

**MacDonald, Elizabeth B. (2003)**

Assistant Professor of History and Director of Library Services  
B.S., M.A., Southern Illinois University-Edwardsville; M.A., University of Missouri-Columbia

**Miller, Abby (2007)**

Assistant Professor of Education and Athletic Trainer  
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**Mueller, Julie M. (2000)**

Assistant Professor of Management, Vice President for Operations and Finance, and Chief Operating Officer  
R.N., Deaconess College of Nursing; B.A., Tarkio College; M.B.A., Lindenwood University

**Parisi, Joseph A. (1998)**

Assistant Professor of Human Services, Dean of Undergraduate Admissions, and Wrestling Coach  
A.A., St. Louis Community College at Meramec; B.S., Missouri Valley College; M.S., Lindenwood University

**Penrose, Craig (2001)**

Assistant Professor of Education and Swimming and Diving Coach  
B.S., Southeast Missouri State University; M.A., M.B.A., Lindenwood University

**Queen, Scott W. (1996)**

Instructor of Communications and Director of Public Relations and Marketing  
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**Radcliff, Mary (2004)**

Instructor of Education and Director of Community Development—Belleville Campus  
B.A., M.A., Lindenwood University

**Raisbeck, Rene (2006)**

Instructor of Management and Student Athletic Eligibility Officer  
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**Reid, Terry (2002)**

Assistant Professor of Education and Southwest Missouri Coordinator  
B.S., M.S., Ed.S., Southwest Missouri State University; Ed.D., University of Missouri-Columbia

**Ross, Patrick (2004)**

Instructor of Management and Football Coach  
B.A., University of Puget Sound; M.B.A., Kansas Wesleyan University

**Rodgers, Christie (2009)**

Dean of Student Services  
B.A., M.A., Lindenwood University

**Russell, Terry (2000)**

Instructor of Human Service Agency Management and Dean of Students  
B.A., M.A., Lindenwood University

**Simmons, Kathy (2008)**

Instructor of Education and Grants Manager  
B.S., University of Missouri-St. Louis, M.S., Southern Illinois University-Carbondale

**Stuhler, Eric (2006)**

Assistant Professor of Management, Director of Planned Giving, and Internal Legal Counsel  
B.A., Lindenwood University; J.D. University of Missouri-Kansas City

**Ulrich, Adam (1995)**

Instructor of Management and Director of Comprehensive Academic Management System (CAMS)  
B.A., M.B.A., M.A., Lindenwood University



**Virgil, Candance (2003)**

Assistant Professor of Management and Librarian  
B.S., Washington University; M.A., University of Missouri-  
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**Vines, Shannon (2006)**

Instructor of Education and Director of Cooperative Credit  
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**Voss, Edward (2006)**

Assistant Professor of Communications and LUTV Operations  
Manager  
B.A., University of Missouri; M.A., Webster University

**Wallace, Tom (2008)**

Instructor of Management and Director of Corporate and  
Foundation Giving  
B.A., University of Missouri-St. Louis; M.B.A., Saint Louis  
University

**Weber, Abigail E. (2008)**

Instructor of Management and Women's Golf Coach  
B.A., M.B.A., Lindenwood University

**Weinrich, Jeff (2007)**

Instructor of Management and Registrar for Informatics  
B.A., M.B.A., Lindenwood University

**Wolfe, Terry (2005)**

Assistant Professor of Education and Central Missouri  
Coordinator  
B.S., M.S., Ed.S., Central Missouri State University; Ed.D.,  
University of Missouri

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