



Graduate Catalog 2008-2009

Metropolitan State offers a variety of high-quality graduate programs. Fields of study include a wide range of professional and technical programs, as well as programs in the liberal arts. Metropolitan State offers degree programs at the master's and applied doctorate levels.

All programs share a commitment to quality and accessibility, and most degrees may be earned through evening and weekend classes. See the links below for information on specific programs, including program and admission requirements.

The Graduate Catalog is available in alternative formats for people with disabilities. For more information, call Disabilities Services at 651-793-1520 (voice); 651-772-7687 (TTY).

Introduction to the University

Vision Statement

Metropolitan State University, a member of the Minnesota State College and University System, will be the premier urban, public, comprehensive System university in the Twin Cities metropolitan area and will provide high-quality, affordable educational programs and services in a student-centered environment. The faculty, staff, and students of Metropolitan State will reflect the area's rich diversity, build an anti-racist learning community, and demonstrate an unwavering commitment to civic engagement.

Mission Statement

Metropolitan State University is a comprehensive urban university committed to meeting the higher education needs of the Twin Cities and greater metropolitan population. The university will provide accessible, high-quality liberal arts, professional, and graduate education to the citizens and communities of the metropolitan area, with continued emphasis on underserved groups, including adults and communities of color. Within the context of lifelong learning, the university will build on its national reputation for innovative student-centered programs that enable students from diverse backgrounds to achieve their educational goals. The university is committed to academic excellence and community partnerships through curriculum, teaching, scholarship and services designed to support an urban mission.

Goals

Curriculum

Metropolitan State University will provide undergraduate programs and student services that:

- reflect a commitment to career and life success based on a strong liberal arts foundation;
- educate individuals to be informed and effective citizens;
- integrate theoretical and practical learning as well as technical competence;
- foster collaborations with programs offered by other colleges and universities in the metropolitan area; and
- represent the university's commitment to diversity.

The university will also provide master's level professional and applied doctoral programs designed to meet local, national and global needs into the twenty-first century. The university is committed to supporting creative and innovative curricula that enhance the learning process.

Teaching

Metropolitan State University is dedicated to excellence in teaching and advising. The pedagogical base for Metropolitan State faculty includes commitment to:

- providing a variety of learning modes; offering an individualized, student-centered approach to teaching and learning;
- teaching and advising that foster student learning and development in preparation for careers and service to their communities; encouraging active lifelong inquiry and learning; and incorporating multicultural perspectives in teaching and advising; and bridging theory and practice.

Minnesota Manifesto

Metropolitan State University was a leader in organizing Minnesota public and private colleges to adopt the following manifesto.

Minnesota's colleges and universities have accepted special roles and responsibilities in fostering diversity in our society. We are dedicated to the search for knowledge and the rights of every individual in our learning communities to pursue that search with freedom, dignity and security, regardless of religious affiliation, race, ethnic heritage, gender, age, sexual orientation or physical ability.

Representing all sectors of higher education in Minnesota, we publicly declare our intentions:

- to continue the development of multicultural learning communities that will not tolerate acts of harassment and intolerance;
- to establish, communicate and enforce standards of behavior for students, staff and faculty that uphold our academic values and our legal obligations; and
- to promote the acceptance and respect for individuals in an atmosphere of caring for others.

Learning Outcomes

Metropolitan State University faculty identify specific learning outcomes for their instruction. These outcomes provide the basis for assessing student academic achievement required by The Higher Learning Commission. In particular, the university emphasizes outcomes related to:

- higher order thinking,
- global understanding,
- scientific and quantitative literacy,
- readiness for work and career,
- responsible citizenship in a democracy,
- oral and written communication, and
- in-depth knowledge of a specific discipline or subject area, or interdisciplinary knowledge.

Educational Tenets

Education at Metropolitan State University embodies a unique educational philosophy based on the following five tenets:

Tenet I: The university grants individual students responsibility for and authority over their education within the context of the five tenets. The university charges its faculty and officers for responsibility and authority over teaching, for maintaining a pluralistic environment in which students are central, and for determining whether students have given evidence they have achieved their educational objectives.

Tenet II: The university expects its graduates will demonstrate the attributes of an educated person in the context of multiculturalism and these five areas of competence: communication; community and cultures; arts and sciences; vocation; and avocation. The university will review the development of students' degree plans in light of these competence areas and other requirements. The university urges students to develop degree programs that reflect a thorough analysis and expanded understanding of the question: What is an educated person? Students may address these five areas by meeting general education/liberal studies requirements.

Tenet III: The university recognizes a student's educational progress toward a degree in terms of competence achieved and encourages the use of a variety of learning strategies.

Tenet IV: The university and its students will use community resources to achieve educational goals and, in turn, will serve as resources to diverse communities.

Tenet V: The university ensures that its students will be engaged in self-directed learning and thereby expects that its graduates will be lifelong learners.

University Information

Accredited by The Higher Learning Commission and a member of the North Central Association (30 North LaSalle Street, Suite 2400, Chicago, IL 60602-2504, 312-263-0456); and accredited by the Commission on College Nursing Education and the Council on Social Work Education.

Graduate Policies & Procedures

Academic Progress

To remain in good standing and to be qualified for graduation, you must maintain a cumulative grade point average of at least 3.0. Grades below C do not apply to program requirements, but are calculated in the cumulative grade point average. Policies relating to academic probation, dismissal and reapplication are determined by the school or college in which you are enrolled.

Academic Appeal Procedure

The university has written procedures for appealing decisions concerning admissions, instructors' evaluations, and approval of degree plans or qualifications for graduation.

Program Requirements

Program requirements supported by published policies, which are effective at the time a student is admitted to a graduate program, cannot be appealed. Students must meet the requirements for a degree as listed in the Metropolitan State University *Graduate Catalog* or other official program materials in place at the time of admission to Metropolitan State. If a student is not enrolled over three consecutive years, the program requirements will be those in place when the student is readmitted to the graduate program.

Grades

Decisions supported by published policies or clearly stated expectations of instructors cannot be appealed under the policy. An instructor's evaluation is not changed during the appeals process unless there is clear and convincing proof the evaluation was arbitrary and/or capricious and was unfair to the student. Changes in grades must be authorized by a dean or the academic affairs vice president.

Graduation Requirements

Decisions supported by published policies regarding satisfactory completion of graduation requirements or changes in requirements due to nonenrollment over three continuous years are not appealable. Designated program graduation requirements cannot be appealed beyond the level of the college dean.

Appeal Process

A student should work informally with appropriate persons, such as the instructor, appropriate department chair or dean, before filing a formal appeal. Formal appeals must be addressed in writing to the appropriate person. Supporting documents, if any, must be attached. A specific request for the desired redress (action) must be indicated.

To begin the formal appeal process, students must submit an appeal form with the required signatures within a specified time. Forms are available from the Student Affairs Office.

Advisor

Once you are admitted to a graduate program, you are assigned an academic advisor. In matters where the permission of your school or college is needed, your academic advisor is the person to consult. Prior to admission, you may consult with your school or college concerning policies and requirements. The

school and college listings in this catalog direct you to appropriate personnel. If you wish to change your advisor, contact your school or college for appropriate procedures.

Grading Policy

The chart below indicates the letter grades and the quality points used to calculate grade point averages for graduate students.

Grade		Quality Point/Credit Hour
A	Excellent	4.0
A-		3.67
B+	Good	3.33
B		3.0
B-		2.67
C+	Marginal Pass	2.33
C		2.0
F		0.0
NC	No Competence	0.0
W	Withdrawal	
I	Incomplete	

If you withdraw from a course after the first week of classes, the withdrawal is recorded. Earlier withdrawals are not recorded as a W. In each term, there is a date after which you are not allowed to withdraw from a course. Consult the *Class Schedule* for this date.

If you are passing a course but cannot complete the requirements due to unavoidable circumstances, you may request an incomplete (I). You must request the incomplete from your instructor no later than the final week of the course. If you simply fail to hand in material or take a final examination, you will not be automatically given an incomplete. An incomplete converts to an F or no competence (N) if not completed by the end of the following semester. In granting your request for an incomplete, your instructor may stipulate a shorter completion time. If so, the conversion to F or N will occur at the end of that completion time.

Graduation

You will be eligible to graduate when you have completed all of the requirements for your graduate degree or will have completed all of these requirements at the end of the current semester. There are two steps in the graduation process: you must notify the Graduation Desk of your intent to graduate; and you must also notify your school or college. Specific graduation dates and deadlines are published regularly in the *Catalyst* and *Class Schedule*. You are encouraged to participate in the commencement ceremony most closely following the completion of your degree.

Registration

The registration schedule and instructions are printed in each *Class Schedule* and on the Web. Once admitted, you may register by Touch-tone telephone, through the university's Web site, by mail, or in person at the Saint Paul or Minneapolis campuses.

Registration by Undergraduate Students

With permission of the college or school, advanced undergraduates may register for certain graduate courses. Policies on undergraduate registration are determined by individual schools and colleges.

Course Prerequisites

Students are responsible to both be aware of and abide by prerequisites for the courses for which they enroll.

Refund Policy

Refunds can be requested through the Registration Office. Refunds are mailed within approximately four weeks. The time limits for refunds do not include extensions given for learning opportunities. Application, graduation and transcript fees are nonrefundable. Refund rates differ depending upon whether or not you are withdrawing completely from the university, whether you are receiving financial aid, and whether or not you enrolled at Metropolitan State University for the first time. These refund policies are subject to change with change in Minnesota State Colleges and Universities and federal policies. All changes or exceptions are in the *Class Schedule*. Contact the Accounts Receivable Office if you have questions.

Institutional Refunds for Drops (dropping some, but not all registrations)

Courses: You will receive a full refund if you drop a course after registration, but before the seventh calendar day of the term or one class day after the first class session, whichever is later. No refunds will be awarded after that time. For classes less than three weeks long, you will receive a full refund before the first class.

Theory Seminars: You will receive a full refund up to one day after the first session. No refunds will be awarded after that time.

Faculty-designed Independent Studies: You will receive a full refund up to four weeks subsequent to registration, if no work has begun and the instructor's permission is obtained. No refunds will be awarded after that time.

Other: There are no refunds for student-designed independent studies, internships or assessments of prior learning.

Withdrawal from the University (dropping all registrations)

Official withdrawal is defined as terminating enrollment in all registered courses for an academic semester. A student must request that an official withdrawal from Metropolitan State University be

processed. Dropping courses on the Web, Touch-tone telephone or in-person registration does not initiate an official withdrawal.

Withdrawal requests and questions are handled by the registrar. Mail to Metropolitan State University, Registrar, 700 East Seventh Street, Saint Paul, MN 55106-5000; or telephone 651-793-1227 or fax 651-793-1235. The following information is needed for withdrawal processing: full name, mailing address (where the refund, if any, will be sent), daytime telephone number, social security number and the academic term of withdrawal.

Please note that refunds for Title IV financial aid recipients are determined by federal guidelines, which supersede these guidelines. Federal regulations require Metropolitan State University to give first priority to repaying financial aid programs in the event of a refund of tuition and fees resulting from withdrawal from the university.

Student Conduct Code

Each student at Metropolitan State University has the right to an education, and it is the university's responsibility to provide an environment that promotes learning and protects the safety and well-being of the university community. Any action by a student that interferes with the education of any other student or interferes with the operations of the university in carrying out its responsibility to provide an education are considered a violation of the Student Conduct Code. Disciplinary actions are handled in an expeditious manner and reflect due process.

Proscribed Conduct: Allegations of discrimination, harassment, violence or academic dishonesty shall be adjudicated under separate procedures in accordance with Metropolitan State University's policies on those issues.

University Jurisdiction: The university reserves the right to take necessary and appropriate action to provide an environment that promotes learning and protects the safety and well-being of the university community.

University jurisdiction is asserted when violations of the Student Conduct Code occur on university premises. In addition, university jurisdiction shall extend to violations of the code committed off campus when:

- the violation is committed while participating in a university-sanctioned or sponsored activity;
- the violation constitutes a felony under state or federal law; or
- the violation adversely affects the education, research or service functions of the university.

Violations: The provisions of this policy do not affect the rights of persons in authority to take any immediate and temporary actions necessary to retain the classroom or program atmosphere, and to uphold established policies, regulations and laws. Any student engaged in the following behaviors is subject to the disciplinary sanctions outlined in this policy.

Violation of Law and University Discipline: If a student is charged only with an off-campus felony violation of federal, state or local laws, but not with any other violation of the code, disciplinary action may be taken and sanctions imposed for grave misconduct which demonstrates flagrant disregard for the university community. In such cases, no sanctions may be imposed unless the student has been

found guilty in a court of law or has declined to contest such charges, although not actually admitting guilt (such as, "no contest" or "nolo contendere").

University disciplinary proceedings may be instituted against a student charged with violation of a law which is also a violation of this Student Conduct Code.

Judicial Process

Charges and Informal Process: Any member of the university community may file charges against any student for violations of the Student Conduct Code. Charges should be in writing for the record, but can proceed on verbal notification to the conduct code officer. Any charge should be submitted as soon as possible after the event takes place, preferably within three working days. A formal process is also available if a mutually acceptable resolution cannot be reached during the informal process. Complete information about the procedures and possible sanctions is included in the Student Handbook.

Timely Completion Policy

All work for learning activities must be completed according to the following schedule:

- All Courses: You must meet deadlines set by course instructors. You must complete incompletes by the end of the next academic semester or at an earlier date, if specified by the instructor at the time the incomplete was granted.
- Faculty Designed Independent Study Courses: You must complete all course work by the end of the semester. If you choose to register after the start of the semester for an independent study, you will have shorter amount of time to complete.
- Student Designed Independent Study Courses: You must complete all course work within 140 days (20 weeks) from the start of the semester or the date of registration for the course, whichever is later.
- Internships: Students must complete work within 180 days from the date of registration of the internship.
- Other learning: You must complete work for theory seminars and assessment of prior and other institutional learning and submit evaluations within 90 days of registration.

Time Limit

You must meet all graduation requirements within the time limit specified by your school or college. If you exceed the time limit, you may petition your school or college to revalidate courses taken at Metropolitan State University prior to the date of your graduation. A course in which you received a grade below B- cannot be revalidated. Alternatively, you may petition your school or college to extend the specified time limit. Specific policies relating to the revalidation of courses or the extension of the time limit are determined by individual schools and colleges.

Transfer Policy

With the approval of your school or college, you may apply certain credits earned in other accredited graduate programs toward your Metropolitan State degree. Transfer policies are determined by individual schools or colleges.

Tuition and Fees

When you register for a class, you are reserving university (public) resources for yourself, and we assume you will attend that class. The university invests resources in your enrollment, even if you do not attend the entire course. Tuition and fees are subject to change by action of the Minnesota State Colleges and Universities Board of Trustees. Current tuition and fees are listed in the *Class Schedule*. For information about activity, graduation, transcript and extension fees, contact the Registrar's Office. The university accepts Visa and MasterCard, money orders, employer purchase orders, agency authorization or financial aid (award letter) for tuition and fee payment. Payment plans are available through the Accounts Receivable Office. Call the Registration Office regarding reciprocity.

Withdrawals

You may formally withdraw from a course up through the end of the eleventh week of the semester and from a faculty-designed independent study within 11 weeks of registration. This is recorded on a transcript as a W. If you do not formally withdraw before the deadline, you will receive an appropriate grade. The deadline for course withdrawal is published in the *Class Schedule*. You receive an F or a no competence for any course in which you register but fail to attend. You are responsible for tuition and fees for all classes. You are not allowed to withdraw from a theory seminar after the formal drop/add period. There is no withdrawal from internships or student-designed independent studies.

To formally withdraw, students must submit a written request or call the Registration Office at 651-793-1234; you may not withdraw on the Web or by Touch-tone telephone. If you withdraw from a course prior to the end of the first week of classes, this is considered a drop and not a withdrawal and no record of the course appears on your transcript.

MAJORS/MINORS

B	
Programs	
<ul style="list-style-type: none"> <u>Business Administration (M.B.A.)</u> 	
C	
Programs	
<ul style="list-style-type: none"> <u>Computer Science (M.S.)</u> 	
L	
Programs	
<ul style="list-style-type: none"> <u>Liberal Studies (M.A.)</u> 	
M	
Programs	
<ul style="list-style-type: none"> <u>Management Information Systems (M.M.I.S.)</u> 	
<ul style="list-style-type: none"> <u>Management Information Systems Certificate (GCert)</u> <ul style="list-style-type: none"> <u>Analysis and Design</u> <u>Generalist</u> 	
N	
Programs	
<ul style="list-style-type: none"> <u>Nursing (M.S.N.)</u> <ul style="list-style-type: none"> <input type="checkbox"/> <u>Nursing Practice (D.N.P.)</u> <u>Adult/Geriatric Nurse Practitioner</u> <u>Family Nurse Practitioner</u> <u>Leadership and Management</u> <u>Public Health Nursing Leadership</u> <u>Registered Nurse to M.S.N. Program (R.N.-M.S.N.)</u> <u>Women's Health Care Nurse Practitioner (WHCNP)</u> <u>Nursing Post-Master's Graduate Certificate (GCert)</u> <ul style="list-style-type: none"> <u>Adult/Geriatric Nurse Practitioner</u> <u>Family Nurse Practitioner</u> <u>Leadership and Management</u> <u>Public Health Nursing Leadership</u> 	
P	
Programs	
<ul style="list-style-type: none"> <u>Project Management Graduate Certificate (GCert)</u> <u>Psychology (M.A.)</u> <u>Public and Nonprofit Administration (M.P.N.A.)</u> 	
T	
Programs	
<ul style="list-style-type: none"> <u>Technical Communication (M.S.)</u> 	

U

Programs

- [Urban Secondary Education Teacher Preparation Graduate Certificate \(GCert\)](#)

Master of Business Administration (M.B.A.)

[\[College of Management Degree Programs\]](#) [\[Admission Requirements\]](#)
[\[Application Deadlines\]](#) [\[College of Management Graduate Policies\]](#) [\[Accreditation\]](#)
[\[Contact Information\]](#) [\[Faculty\]](#)

The objective of the M.B.A. program is to provide quality graduate educational opportunities that enable you to compete successfully and ethically as a manager and/or a leader in complex and changing organizations.

The M.B.A. program is available in three formats: in regular classroom-based courses, Web-enhanced courses where students meet every other week in the classroom with online work in between classes, and fully online courses. You can choose the format you prefer or a mix of these formats, depending on your individual preferences or circumstances.

The M.B.A. program is divided into three phases.

Phase I focuses on the functional disciplines of business and organizations and provides a solid grounding in the core theories, processes and skills needed by managers in today's rapidly-changing environment. There are four common courses with the Master of Management Information Systems (M.M.I.S.) and Master of Public and Nonprofit Administration (M.P.N.A.) programs. The remaining courses are unique to the M.B.A.

Phase II consists of electives which you may choose to best meet your own career needs and interests. Electives may focus on one of several disciplines or include courses from different disciplines. The general M.B.A. consists of 8 elective credits (40 program credits). Alternatively you may elect an M.B.A. with a concentration by selecting 12 course credits in a selected discipline concentration (44 program credits). Concentrations are currently available in finance, management information systems, marketing and project management.

Phase III of the M.B.A. program is the synthesis and capstone phase. The course, MGMT 699 Management Strategy and Policy, calls for you to integrate what you have learned in previous courses and life experiences to form a coherent picture of management and organizations. You must have completed all Phase I courses in order to register for the capstone course.

Outcomes of the M.B.A. include the ability to:

- apply business theory at the level of a competent general manager;
- communicate effectively and appropriately;
- demonstrate skilled critical thinking;
- find and use information to solve problems and make decisions;

- use technology effectively;
- function effectively in a global economy;
- make managerial decisions in an efficient, effective and ethical manner; and
- take responsibility for continuing professional development.

M.B.A. Programs

General M.B.A.

M.B.A. with Concentration

- ☐ Project Management Concentration
- ☐ Management Information Systems (MIS) Concentration
- ☐ Marketing Concentration
- ☐ Finance Concentration

General M.B.A. (40 credits)

Prerequisites

Prerequisite courses for admission to the M.B.A. program are Microeconomics, Macroeconomics, Financial Accounting and Statistics. Applicants who completed prerequisite courses more than five years prior to admission may need to retake the courses or pass a waiver exam to demonstrate competence. A letter grade of "C" or above must be received in prerequisite courses. If you have not completed some or all of these prerequisites, you may do so by taking one or more of the following:

- ECON 611 Foundations of Economic Analysis (2 credits) **OR**

This course meets the prerequisite requirements for undergraduate courses in microeconomics and macroeconomics. It does not count toward your master's degree, but permits you to take one course instead of two undergraduate courses. The course covers the major concepts in basic economics including demand analysis, determinants of supply, price system operations and government's roles. Attention is also directed to business cycles, national income accounting, employment and fiscal policy. The course enhances your understanding of economic conditions, economic changes, and organizations' roles in the private, nonprofit and government sectors in the allocation and use of economic resources.

Prerequisite(s): None

- ECON 201 Macroeconomics and ECON 202 Microeconomics

This course focuses on the economy as a whole and studies how government can affect the economy. After starting with principles of markets, the price system and supply and demand, the course covers national income accounting, business cycles, inflation, unemployment, fiscal policy, monetary policy and the Federal Reserve System, different approaches to economic growth, and the foundations of international trade.

Prerequisite(s): MATH 115 College Algebra or College Algebra competence.

- DSCI 651 Managerial Statistics (4 credits) **OR**

This course is designed to give students a conceptual understanding of statistics with an emphasis on the use of applied statistics in managerial decision-making process. Topics covered include methods of summarizing data, including collection, analysis, interpretation, and presentation of numerical data. Microsoft Excel will be used to perform statistical analyses.

Prerequisite(s): None

- STAT 201 Statistics

This course covers the basic principles and methods of statistics. It emphasizes techniques and applications in business and human services problem solving and decision making. Topics include frequency distributions, measures of location and variation, index numbers, probability, sampling and sampling distributions, interval estimation, hypothesis testing, correlation and regression.

Prerequisite(s): MATH 101 Exploring Functions or Stat 201 placement on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires a TI-83 or TI-83 plus or TI-84 graphing calculator. Free graphing calculator workshops are available the week before this course begins. Contact the math center for details.

- ACCT 210 Financial Accounting (4 credits)

This course in financial accounting acquaints students with the "language of business" and the concepts and practices of accounting in order to understand, interpret, and analyze the financial accounting reports of economic entities. Topics include: economic context of accounting; introduction to basic financial statements with emphasis on the statement of cash flows; measurement fundamentals; analysis of financial statements; cash; receivables; inventories; investments in equity and debt securities including Consolidations; long-lived assets; current and long-term liabilities; stockholders' equity; and time value of money concepts and computations for decision making; international accounting practices are incorporated into every topic. This is not a bookkeeping course.

Prerequisite(s): MATH 115 College Algebra and 40 semester credits of college course work.

Other Information: Note: Read chapters one, two and complete Problems P2-1; P2-2 before first class meeting.

Phase I (28 credits) All M.B.A. students complete the following:

- MGMT 600 Practical Research Methods for Managers (2 credits)
(NOTE: This is the required first course, to be taken the first semester of graduate work.)

This course provides students with practical knowledge needed to conduct research in business and non-profit areas. Major topics covered include research design, data collection and

analyses, research proposal and research report. Students will gain practical experience by applying the procedures and techniques learned in this class to the area of their interest including marketing, finance, management, and operations in business and non-profit organizations. This course must be taken during the first semester of MBA studies.

Prerequisite(s): None

- ACCT 620 Management Accounting (4 credits)

This course focuses on accounting for managerial planning and control. The role of financial and nonfinancial information in a strategically focused decision environment is discussed. Emphasis is on strategic cost management and cost analysis.

Prerequisite(s): ACCT 210 Financial Accounting or equivalent with instructor's consent.

- ECON 696 Managerial Economics and Strategy (2 credits)

This course focuses on the application of economic analysis to enterprise decision making. The basic topics include analysis of demand, costs, capitalization and strategy. The purpose is to apply economics to achieve long-run profit maximization. Students apply principles of modern strategy to real case studies.

Prerequisite(s): None

- FIN 601 Financial Management (4 credits)

This course focuses on the optimal management of the firm's assets and financing requirements. Topics covered include: financial decision making, financial markets, risk, valuation, long and short-term financing and investing. International and ethical implications are included, and extensive use of cases and spreadsheets is required.

Prerequisite(s): ACCT 210 Financial Accounting AND
ECON 202 Microeconomics AND
MATH 115 College Algebra AND
STAT 201 Statistics I

- MKTG 600 Marketing Management (4 credits)

This course examines activities through which private, nonprofit and government organizations provide goods, services or ideas to serve a selected market segments' defined needs. Some of the topics included are demand analysis/needs assessment, analysis of competition for markets and/or resources; setting systems of marketing objectives; designing marketing strategies relating to the offer, communications, distribution methods and pricing; organization for marketing; and budgeting and evaluation.

Prerequisite(s): None

- MGMT 620 Organizational Behavior (4 credits)

This course focuses on behavior in organizations as influenced by individual differences, group processes and interactions, and organizational processes. Skills and abilities essential for

effective management in changing organizational contexts are emphasized. Topics examined include motivation, diversity, group development team building, power and politics, leadership, job design and organizational culture.

Prerequisite(s): None

- MIS 600 Management Information Systems (4 credits)

Management Information Systems (MIS) evolved from essentially an organization's support operation to a strategic element of an organization's life and survival. This course explores information systems' new and expanding roles. Models are developed showing how new technologies are assimilated into the organization, how to plan for systems within the overall strategic management process, assess the risk in system development projects, and become a "sophisticated user" of information systems. Traditional and new technologies are utilized. The course also includes a solid review of microcomputers and office automation's roles. This course broadens understanding of the design and implementation of various computerized information systems to support management decision making and evaluation, and prepares the student to integrate new technologies and configurations into the management process.

Prerequisite(s): None

Other Information: Note: MIS 600 is a prerequisite for all MIS graduate classes, unless it is waived by permission of the coordinator or the course instructor.
Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- DSCI 681 Operations Management for Services and Manufacturing (4 credits)

The growing interdependence of business functions such as marketing, accounting, finance, information systems, and engineering requires effective and efficient operations management strategies and practices. The main objective of this course is to develop basic skills and knowledge necessary for managing the operations function in both manufacturing and service delivery firms. Special emphasis will be placed on contemporary issues facing operations managers such as supply chain structure and strategy, enterprise resource planning issues, product and process design, process management, value chain, and lean systems. Another objective of this course is to develop analytical skills necessary to identify and solve problems in the operations management arena.

Prerequisite(s): None

Phase II Electives (8 credits)

Eight elective credits from College of Management graduate course offerings. Students electing to pursue a concentration will select electives that fulfill the concentration requirements. Students choosing to write a master's paper will take MKTG 695 Master's Paper Development as a four-credit elective course.

Phase III Capstone course (4 credits)

- MGMT 699 Management: Strategy and Policy

As the capstone course for the M.B.A. program, students integrate analytical tools and knowledge from the various functional areas of management, previous graduate courses, work experience and strategic management theories. Case studies and readings provide students the opportunity to analyze past and current strategies and to formulate and implement new strategies for various types of organizations. Prerequisite: Completion of all Phase I courses.

Prerequisite(s): None

Other Information: Prerequisite: Completion of all Phase I courses.

M.B.A. with Concentration

A 44-credit M.B.A. with a concentration is available. In addition to completing Phase I and Phase III courses described above, students can elect to complete 12 credits of elective courses in Phase II to obtain a concentration. Current concentration areas include Project Management, Management Information Systems, Marketing, and Finance. A concentration can be declared at the time of application to the M.B.A. program or after full admission. If you declare after admission, a written statement requesting a concentration must be submitted to the College of Management Graduate Program Office. You can declare up to two concentrations with advisor approval.

Project Management Concentration

Project management is now one of the fastest growing career fields in business. Organizations are increasingly using projects as a means of achieving their strategic objectives. The required courses prepare students for the challenging field of project management by providing them with tools, skills and knowledge necessary to initiate, plan and implement projects successfully.

Some of the major skills areas covered include:

- project planning, implementation and control using Microsoft Project;
- RFP formulation;
- Earned Value Analysis;
- computer-aided problem solving and decision-making methodologies;
- systematic approaches to risk identification, risk modeling, risk impact assessment, response planning and documentation;
- simulations using Microsoft Project, Crystal Ball and Excel;
- techniques in data mining and visual display of quantitative data;
- team building, negotiation and conflict resolution in projects; and
- project management organizational options.

Project Management Concentration Courses (12 credits)

- DSCI 620 Project Management (4 credits)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

- DSCI 630 Project Risk Management (4 credits)

This course provides a comprehensive study of project risk management, including concepts, methodologies, and applications. It includes systematic approaches to risk identification, risk modeling, risk impact assessment, respond planning, and documentation. Decision science methods such as System Dynamics, Monte Carlo Simulation, Decision Analysis, Probability Analysis, Analytic Hierarchy Process, and Scenario Analysis will be utilized in risk assessment. Use of computer software in risk analysis will also be emphasized.

Prerequisite(s): DSCI 620 Project Management

Other Information: Prerequisite: Working knowledge of Microsoft Excel, basic statistics, College Algebra or their equivalents.

- DSCI 691 Models for Problem Solving (4 credits) **OR**
- MIS 671 Problem

Formulation, Data Presentation and Research Methods (4 credits)

This course provides students with techniques and strategies to work on complex business problems while exercising strong critical thinking skills. It also helps them develop potential solutions. This course then focuses on how to take the results of students' professional work and present complex material in a manner that helps them clearly explain and market their information.

Prerequisite(s): None

Management Information Systems (MIS) Concentration

Information technology (IT) has been at the forefront of productivity improvements in most organizations for the past 25 years, and will likely continue for the foreseeable future. Adding the MIS Concentration will better prepare you to manage in any organization in which IT is a major force in the delivery of its goods and services. Metropolitan State is well known for the strength of its offerings in MIS. The approach of the MIS Concentration allows you to meet the dual goals of a strong business degree with recognized special expertise in IT.

Some of the major skill areas covered in the MIS Concentration are:

- IT strategy and Internet strategy;
- electronic commerce;

- Enterprise Resource Planning (ERP);
- knowledge management;
- Customer Relationship Management (CRM);
- managing the IT function;
- project management;
- process analysis and design;
- technology management; and
- telecommunications.

MIS Concentration Courses (12 credits)

- MIS 600 Management Information Systems is required in the core M.B.A. program and is a prerequisite for the MIS Concentration courses. Courses in the MIS Concentration include:
- MIS 671 Problem Formulation, Data Presentation and Research Methods (4 credits)

This course provides students with techniques and strategies to work on complex business problems while exercising strong critical thinking skills. It also helps them develop potential solutions. This course then focuses on how to take the results of students' professional work and present complex material in a manner that helps them clearly explain and market their information.

Prerequisite(s): None

- MIS 683 Process Analysis (2 credits)

This course was created to give students a thorough look at the discipline of process analysis and design, workflow analysis and process reengineering. It uses a highly visual approach to both designing and communications process analysis. Students will learn to properly analyze, design and build the main visualizations for process analysis including flowcharts, data flow diagrams, entity relationship diagrams and others as tools for communicating management designs.

Prerequisite(s): None

- DSCI 620 Project Management (4 credits)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

- MIS Electives (2 credits): MIS 673 Knowledge Engineering is recommended

This course is designed to define the role of Knowledge Management (KM) in organizations, various components needed to manage knowledge in an organization, leadership skills required to lead a KM initiative, evaluation of existing KM tools and systems, the difference between KM and data management, content management, and information retrieval. It gives special attention to management information systems theories in the organizational setting including: transaction processing, operational reporting, decision support systems and executive information systems. It also includes all phases of the systems development life cycle (SDLC) as well as system maintenance strategies and planning. It emphasizes the human aspects of change management, training and implementation. The course includes case analysis from texts and real world examples.

Prerequisite(s): None

Marketing Concentration

Marketing is viewed as integral to a firm's overall business activity. Marketing is dynamic as organizations continuously improve the products and services they offer, research the constantly changing needs of their customers, and monitor the ongoing threat of their competitors. Marketing also is strategic, and planning is critical for the acquisition and retention of customers and the vitality of stockholders, employees, suppliers, and channel intermediaries.

Specific knowledge and skills to be developed include:

- skill development in conducting environmental scanning, analyzing competition, and developing alternative strategies and organizational activities to maximize company resources and the marketing and business plans;
- advanced applications of the use of current research in order to make business decisions;
- analysis of consumer behavior to satisfy both the needs of customers and the firm's marketing objectives;
- current study and analysis of supply chain issues, including a concentration on maximizing the use of the supply and value chains; and
- analysis of logistical issues and processes involving the management of supply chains and information systems.

Marketing Concentration Courses (12 credits)

The Marketing Concentration consists of 12 credits beyond MKTG 600 Marketing Management:

- MKTG 642 Design and Management of Advertising Programs (4 credits)

Management of advertising programs requires that good use be made of electronic and print media, direct mail, public relations, promotions and personal sales power in achieving organizational goals. Topics include audience analysis, creative strategies, advertisement

production, computer graphics, trade shows, advertising laws and the ethics of advertising communications. Special attention is given to multicultural factors in designing advertising campaigns.

Prerequisite(s): None

- MKTG 690 Strategic Marketing Planning (4 credits)

This course covers marketing planning from mission statement to budgets. It extends and builds upon the planning methods introduced in Marketing Management. Particular emphasis is placed upon environmental scanning, competitive analysis, comparisons of alternative strategies and the organizational activities required to implement the plan. The planning methods and procedures discussed are equally applicable for organizations operating in the economy's private, not-for-profit and government sectors.

Prerequisite(s): MKTG 600 Marketing Management

- MKTG 652 Supply Chain Management (2 credits)

This course examines those activities involved in planning, implementing and controlling the flow of raw materials, in-process inventories, and finished goods from the point of origin to the points of consumption at the lowest total costs. Topics covered include strategic planning; forecasting; inventory management; transportation modes, services, and rates; warehousing; information systems; performance measurement; quality; materials handling; customer services; identification of all components of the supply chain and the overall management of logistical functions. This course leads into MIS 653 Supply Chain Information Systems.

Prerequisite(s): None

- MIS 653 Supply Chain Management Information Systems (2 credits)

Beginning where MIS 653/Mktg 653 Supply Chain Management/ Logistics Management leaves off, this course examines the use of information technology to improve efficiency and effectiveness in the corporate supply chain. Topics covered include the strategic role of key information technologies in business-to-business e-commerce; efficient customer response; enterprise resource planning; the virtual value chain. Prerequisite: MIS 653 Supply Chain Management/Logistics Management.

Prerequisite(s): None

Finance Concentration

All major decisions in corporations are influenced by financial analysis. The required Phase I finance course (Finance 601) presents models which are used for such decisions, but it does not go into the depth required for people who work professionally in finance. The Finance Concentration coursework is designed to prepare you for professional work in the fields of corporate finance, investments, insurance and commercial banking.

Some of the major skill areas covered include:

- financial modeling;
- valuation of investment projects, instruments and firms;
- understanding financial markets;
- risk assessment and risk management; and
- cost of capital.

Finance Concentration Courses (12 credits)

The Finance Concentration in the M.B.A. degree consists of three, 4-credit courses beyond FIN 601 Financial Management. Choose three of the following four courses:

- FIN 550G International Finance

This graduate course meets jointly with FIN 550. The course examines the same topics as FIN 550, but with greater breadth, in greater depth, and with additional assignments.

Prerequisite(s): ECON 202 Microeconomics AND
FIN 601 Financial Management AND
MATH 115 College Algebra

- FIN 511G Investments and Portfolio Analysis

This graduate course meets jointly with FIN 511. The course examines the same topics as FIN 511, but with greater breadth, in greater depth, and with additional assignments.

Prerequisite(s): ECON 202 Microeconomics AND
FIN 601 Financial Management AND
MATH 115 College Algebra

- FIN 595G Strategic Finance

This graduate course meets jointly with FIN 595. The course examines the same topics as FIN 595, but with greater breadth, in greater depth, and with additional assignments.

Prerequisite(s): ACCT 310 Financial Reporting AND
ECON 202 Microeconomics AND
FIN 601 Financial Management AND
MATH 115 College Algebra

- ACCT 515G Financial Statement Analysis

This course provides an in-depth study of the concepts and applications of financial statement analysis including the supply of and demand for accounting information in financial markets and the uses of accounting information in performance evaluation, investment and credit decisions.

Prerequisite(s): ACCT 310 Financial Reporting AND
ECON 202 Microeconomics

Master's Paper Option

The master's paper option enables you to synthesize and apply the knowledge and skills from the entire graduate program and your own professional experiences to a project or research question of your choice. Refinement of the idea and the detailed master's paper proposal are developed in the course MKTG 695 Master's Paper Development (Phase II elective credit). If the paper is not completed within one year of completing coursework, an additional independent study may be required. The M.B.A. Master's Paper Handbook, available from the College of Management Graduate Program Office or the College of Management Web site more fully describes the master's paper process. You must have completed all Phase I courses and have an approved initial proposal before enrolling in Master's Paper Development.

The master's paper must be presented successfully to a graduate faculty committee. Both the written paper and the oral presentation must be approved by the committee as a graduation requirement. A master's paper oral presentation is scheduled only after your paper advisor has approved the paper. In general, your final draft paper is due to your academic advisor eight weeks prior to the end of the semester in which you wish to graduate.

College of Management Graduate Degree Programs

The College of Management offers three graduate degrees: the Master of Business Administration (M.B.A.), the Master of Public and Nonprofit Administration (M.P.N.A.), and the Master of Management Information Systems (M.M.I.S.). The M.B.A. is designed to prepare you for a professional career in business or for-profit organizations. The M.P.N.A. prepares you for a career in government and not-for-profit organizations. The M.M.I.S. prepares you for leadership of your organization's information systems and technology-related areas. In addition, graduate certificate programs are offered in project management and MIS.

The College of Management graduate programs are offered in three formats: regular classroom-based courses, Web-enhanced courses that meet every other week in the classroom with online work in between classes, and fully online courses.

Together, the graduate programs in the College of Management have more than 1,400 alumni, most of who continue to live and work in the Twin Cities metropolitan area.

Desired College of Management Graduate Program Outcomes

Graduate programs in the College of Management are designed to enhance the management skills and knowledge of experienced adults. Mastery of management skills is a process that engages you throughout your professional life. For this reason, the desired outcomes of the three graduate programs focus on an ongoing process of learning and mastery. At the heart of the college's graduate programs is the expectation that accomplished managers:

- know themselves, especially their values, well enough to develop an appropriate management style, philosophy and set of ethical guidelines;
- have developed a universe of management concepts, paradigms and "maps," and are dedicated to exploring and creating ever-better ways to manage;

- know when to take initiative and responsibility and when to empower others, and anticipate the consequences of their actions;
- work effectively and sensitively with people of other races, gender, ethnic and age groups;
- communicate effectively in writing, speaking and listening in a variety of settings;
- know content, process and applications in key organizational areas;
- understand how to motivate people, design work, evaluate the performance of others and provide an environment for personal growth;
- obtain, understand, analyze and evaluate quantitative and qualitative information, manage modern information-handling technologies, and synthesize information from a variety of sources for decision making;
- think strategically when identifying issues, problems and opportunities, evaluating alternatives, and implementing appropriate actions;
- identify an organization's philosophy and goals, and derive objectives from them;
- analyze internal resources and the external economic, political, legal and cultural environment in order to make strategic choices;
- develop and implement a plan of action integrating activities of the various parts of an organization;
- provide visionary direction for an organization and contribute to the process of innovation and creative development; and
- envision, understand and facilitate change and anticipate the possible impacts on the organization.

Student Information

Admission Requirements for College of Management Graduate Programs

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned. Applicants should allow 7-10 business days for review once all required application materials are received and sent to the College of Management Graduate Admissions Committee.

To be considered for admission to the M.B.A., M.M.I.S, M.P.N.A., or certificate programs, you must submit:

- **Application** - complete the Metropolitan State University Graduate Programs Application, including a \$20 nonrefundable application fee (waived for baccalaureate graduates of Metropolitan State);
- **Official Transcripts** - showing a baccalaureate degree or equivalent earned from an accredited institution with grade-point average or narrative description describing courses completed from all schools attended after high school and transcripts from any graduate or professional programs;
- **Test Scores**
 *M.B.A. applicants should submit official Graduate Management Admission Test (GMAT) scores - examinee copies are not acceptable. Note: If you already possess an earned Ph.D., D.D.S., M.D., or J.D. degree from an accredited U.S. institution or are participants in a College of Management special program,

the requirement for the GMAT or assessments may be waived.

*M.M.I.S., M.P.N.A. and certificate program applicants should submit recent assessment scores;

*No test scores required for certificate program

- **Current resume** - two years of professional work experience is required for M.B.A. and recommended for M.P.N.A; one year is required for the M.M.I.S.
- **Goals Essay** - a word-processed paper (double-spaced and approximately two pages) explaining "Why the Master's Degree Would Help Me Achieve My Professional Goals," with specific reference to the M.B.A., M.M.I.S., M.P.N.A. or certificate program; significant achievements; planned career and community or personal activities, including what you can contribute to the program;
- **Two References** - ([using the required reference form](#)) from employers or others who can attest to the importance of the master's degree in enhancing your professional development and commenting on your ability to pursue and successfully complete a graduate program. Faxed or electronic references are not accepted. **(Not required for certificate programs).**

In addition to the above admission documents required of all College of Management graduate students, international students should note the requirements described under Admission Information earlier in this catalog and are required to submit the following documents:

- Official TOEFL score if you received your undergraduate degree outside the United States. Permanent residents, political refugees, resident aliens and international students on a nonstudent visa who received an undergraduate degree outside the U.S. must also submit official TOEFL scores. Official TOEFL scores must be sent directly to the College of Management Graduate Program Office at Metropolitan State University. Examinee copies are not accepted.
- Official copy of a course-by-course transcript evaluation if your undergraduate degree was received outside the United States. The international course-by-course transcript evaluation conducted by an independent agency, such as Educational Credential Evaluators (ECE) or World Evaluation Services (WES), must be sent directly to the Graduate Program Office. Examinee copies are not accepted.
- Financial support documents, verifying funds for two years of study.
- Photocopy of the information page in your passport.

Additional documents required for F-1 international students currently in the United States on an I-20 from another college or university who wish to transfer to Metropolitan State include the following items:

- Official transcripts from all U.S. colleges attended
- Transfer verification form
- Photocopy of current I-20, visa and entry stamp, I-94

Note: International students may apply for classroom based degree programs only. Applications from international students for the MIS or Project Management Certificate programs will not be accepted. These students will be referred to existing degree programs.

Application Deadlines

- Fall Semester, August 1
- Spring Semester, December 1
- Summer Term, April 1

Application Deadlines - International Student Applicants

- Fall Semester, May 1
- Spring Semester, September 1
- Summer Term, No summer admissions

Application deadlines will not be waived. Applications for admission are not considered until all requirements are met and fees received. International student applications are not processed until specified program prerequisite courses are successfully completed and official course-by-course transcript evaluations, TOEFL, GMAT or assessment scores are submitted. If you are unable to complete the assessments prior to admission, a GMAT or GRE score can be substituted. Admission is not granted, nor is an I-20 issued, without fulfilling all of the requirements for international student admission. NOTE: I-20s are not issued for certificate programs.

Admission Decisions/Categories

The College of Management Graduate Admissions Committee evaluates your application for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate business study. If you meet all application requirements, you are given **full admission** to the program for which you applied. If you have one or more prerequisite courses to complete and your application otherwise supports the conclusion that you can successfully undertake graduate study, you may be granted **conditional admission** to a program. As a conditionally-admitted student, you must complete these prerequisites prior to completing any graduate course work. Applicants **denied admission** may not take graduate level courses in the College of Management graduate programs.

Reapplication for Denied Applicants

If your application for admission to a College of Management graduate program is denied, you may reapply for admission to that same program only after a minimum of six months has passed after the denial. You will need to demonstrate a substantive difference in the reapplication to be considered for admission.

If your application to one College of Management graduate program is denied, you may apply for another College of Management graduate program. A new application form must be accompanied by a \$20 application fee, a new goals essay, updated resume, two new references and GMAT scores and/or assessment test scores appropriate to the degree for which you are applying.

English and Quantitative Competence Assessment

All College of Management students, except those in special international cohort programs, are expected to demonstrate English and quantitative competence at a level to ensure success in graduate studies. If your abilities are assessed to be inadequate for graduate study, you may be required to enroll in appropriate undergraduate courses until your skills have been brought to a satisfactory level. These undergraduate courses must be successfully completed prior to taking any graduate level courses.

Orientation

Once you are fully admitted to a College of Management graduate program you will be required to attend a graduate student orientation session before or during your first semester of course work. If you do not attend an orientation session, a hold will be placed on your records preventing you from registering for further graduate classes until you attend orientation.

Satisfactory Academic Progress

- You must maintain satisfactory academic progress to remain in a College of Management graduate or certificate program.
- Only courses for which you receive a letter grade of C (2.0) or better count toward degree requirements; and a cumulative grade point average of 3.0 is required for graduation.
- If you receive a letter grade of C+ or below in any graduate course, you will be placed on academic probation. If you receive a letter grade of C+ or below in two courses, or if your cumulative GPA is below 3.0 for two consecutive semesters, you will be dismissed from the graduate program.
- If you have been dismissed from a College of Management graduate or certificate program for unsatisfactory academic progress, you may apply for readmission after one calendar year has passed. To reapply, submit an updated resume and a letter to the College of Management Graduate Admissions Committee indicating what circumstances have changed and how you plan to successfully complete the program. The admissions committee reviews your request and responds in writing.
- Only courses in which you receive a letter grade are applied toward your degree. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. Only internships are graded using pass/fail criteria.

Appeal of Unsatisfactory Academic Progress Removals from the Program

If you are removed from a graduate or certificate program for unsatisfactory academic progress, you may appeal the removal to the College of Management dean. The appeal must be in writing, and it must provide specific grounds for the appeal. The appeal is due to the dean within 30 days of the date of the letter notifying you of the decision to remove you from the program. The dean has 30 days to respond, in writing, to the appeal. Appeals received after 30 days will not be considered.

Reactivating into the M.B.A., M.M.I.S., M.P.N.A., or Certificate Programs

If you are a student in good academic standing who has not registered for courses for three or more consecutive semesters, you must apply to reactivate into the degree program. To reactivate, submit an updated resume and a letter to the College of Management Graduate Admissions Committee expressing a desire to reactivate into the M.B.A., M.M.I.S., M.P.N.A., or certificate degree program. The admissions committee reviews your request and responds in writing, specifying degree completion requirements and deadline for completion. You may be required to satisfy degree requirements in force at the time of reactivation, even if those requirements differ from those in force at the time of original admission to the degree program.

Extensions

You have five years from your first semester of graduate study to complete your degree program requirements and two years to complete your certificate requirements. You may request an extension of the time limit by writing to the College of Management Graduate Programs Office. Such requests must be received prior to the expiration of the time limit. Requests for extensions should include your reason(s) for requesting the extension, a summary of your plan to finish graduation requirements, and a specific date for the extension to expire. Extension decisions are made by the College of Management Graduate Admissions Committee and are not automatic.

Registration by Undergraduate Students

With permission of the college, you may register for graduate level prerequisite courses during your last semester of undergraduate studies.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into your graduate program. A course is accepted in transfer only if it has been completed within the last five years from an accredited institution, no degree was granted, and a letter grade of B or better was earned in the course. Courses are accepted in transfer upon the approval of the graduate programs director in consultation with discipline coordinators.

College of Management Outstanding Student Award

During your final semester of course work, you may be nominated by the faculty for the College of Management Outstanding Student Award. Nominees are evaluated on the basis of their academic performance in their graduate degree program, as well as achievements in their community and professional contributions. All finalists are recognized in the commencement program, and the outstanding student receives special recognition during commencement.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Affiliation

The College of Management is a member of the Association to Advance Collegiate Schools of Business (AACSB) and ascribes to its curriculum standards.

College of Management

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Phone: 612-659-7290

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Faculty

David Bahn, Allen Bellas, David Bouchard, Kathleen Chalekian, Grover Cleveland, Steven Creason, Dennis Daly, Timothy Delmont, Jennifer Dosch, James Fatzinger, Janet Henquinet, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Francis Schweigert, Michael Sher, Adrienne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Master of Science in Computer Science (M.S.)

[\[Admissions Requirements\]](#) [\[Application Process\]](#)

The Master of Science in Computer Science (M.S.C.S) is an innovative 34-credit program that provides advanced training in the theory and practice of computer science. It focuses on two of the key areas in modern computing: distributed systems and computer security. The program has been designed to:

- strike a healthy balance between theory and practice;
- teach you to read and assimilate highly technical material;
- deepen your technical knowledge;
- enable you to solve complex problems;
- help you effectively respond to rapid technological changes;
- develop well organized presentations and written materials; and
- enhance your career in computing.

The M.S. in Computer Science program consists of 28 credits of coursework which includes 12 credits focused on distributed computing and security and an additional 16 credits of electives. All M.S.C.S. students will learn about research methodologies, scholarly research, and professional writing in a 2-credit ICS 698 Research Seminar. An applied project or original thesis in computer science must also be completed.

In keeping with Metropolitan State's commitment to working adults, the master's program in computer science offers evening and online classes, with flexible program choices to suit individual professional goals.

Admissions Requirements

Admission is based on your undergraduate academic record, recommendation letters, work experience, and any other evidence that may suggest potential for success in the graduate program. The following criteria will be used to determine admission:

- B.A./B.S. from an accredited institution with course work relevant to computer science;
- cumulative undergraduate grade point average in math and computer science of at least 3.0 (on a 4.0 scale); and
- two letters of recommendation.

In addition, you must have good problem solving skills using high level programming languages and a good knowledge of fundamental computer science concepts including data structures, algorithms, and systems architecture. In some cases, professional experience may take the place of relevant undergraduate course work.

For those who do not meet the admission requirements outlined above, an appeal can be made by:

- obtaining an interview with the director of the graduate program;

- documenting your work experience by submitting a resume;
- earning high scores on the GRE; and
- performing satisfactorily in graduate level computer science classes taken before admission.

Prerequisites

Students lacking both relevant undergraduate course work and professional experience may be asked to complete a recommended course of study as a prerequisite to graduate work. A maximum of two courses or eight credits of such undergraduate work may be used toward the graduate degree with advisor approval. The following Metropolitan State University courses (or transfer equivalents) are recommended before admission to the program:

- ICS 441 Foundations of Computing Theory

This course establishes the mathematical and logical foundations of the discipline of computer science, as applied to models of computation, grammars and parsing, solvable and unsolvable problems, and P and NP complexity classes.

Prerequisite(s): ICS 340 Data Structures AND
MATH 210 Calculus I

- ICS 460 Computer Networks

This course focuses on the principles and practices of the OSI and TCP/IP models of computer networks. The students study the protocols and mechanisms utilized by each of the layers for routing, flow control, error checking and congestion control. The network design, security and administration are discussed in detail.

Prerequisite(s): ICS 340 Data Structures

- ICS 462 Operating Systems

This course presents the theories of operating systems. Topics include internal architectures, processes, scheduling, deadlock, memory management and file systems. Distributed and parallel computing are discussed. Existing operating systems are used for illustration.

Prerequisite(s): ICS 240 Programming with Elementary Data Structures AND
ICS 362 Computer Organization and Architecture AND
MATH 215 Discrete Mathematics and knowledge of C or C++ language.

Major Requirements

To complete the program, you must complete 34 credits of approved work, which include:

- one course in computer security (4 credits)
- one course in distributed systems (4 credits)
- a second course in either computer security or distributed systems (4 credits)

- the research seminar course (2 credits)
- a set of elective courses covering advanced material in computer science. (Electives may include additional work in distributed systems or security or may be taken from other advanced topics.) (16 credits)
- completion of a theoretical problem (thesis option) or practical research project under the guidance of a full-time faculty member of the department. You must submit a written report of your work to your graduate committee and later make an oral presentation of the work. (4 credits)

Distributed Systems

- ICS 611 Distributed Database Systems (4 credits)
- ICS 625 Web Services and Service-Oriented Architectures (4 credits)

This course introduces XML, web services and service-oriented architectures. Current approaches to web service design and implementation will be discussed as well as service models and data integration. Security considerations will be emphasized. Students will implement web services.

Prerequisite(s): None

Other Information: Prerequisites: Java programming experience and experience with web application development and programmatically accessing databases or instructor permission. The equivalent undergraduate courses at Metropolitan State would be ICS 240 Programming with Elementary Data Structures (in Java), ICS 325 Web Application Development and ICS 311 Database Management Systems.

- ICS 640 Distributed Algorithms (4 credits)

This course is a study of distributed algorithms, which are designed to run on networked processors and useful in a variety of applications., such as telecommunications, information processing, and real-time process control. Specific algorithms are studied as well, such as leader election, distributed consensus, mutual exclusion, resource allocation, and stable property detection. Both asynchronous and synchronous systems will be covered and fault tolerance will be the major theme. Algorithms will be analyzed for complexity and proofs of correctness will be studied.

Prerequisite(s): ICS 340 Data Structures AND
ICS 440 Sequential and Parallel Algorithms

Other Information: Note: Graduate standing.

- ICS 661 Wireless Technologies (4 credits)
- ICS 662 Distributed and Network Operating Systems (4 credits)

Security

- ICS 682 Cryptography and Computer Security (4 credits)

This course will discuss a broad range of computer security issues related to cryptography and networks. Students will study the design and use of cryptographic systems and analyze cryptanalytic attacks. A history of cryptographic systems and the mathematics behind them will be covered as well. Techniques of network security, including cryptographic techniques, will be covered.

Prerequisite(s): None

Other Information: Note: Graduate standing.

- ICS 684 Cyberspace Security Engineering (4 credits)

This course includes the following topics: principles of secure network communications, security system design, techniques of authentication and identification, cryptographic key distribution and management, assurances of data integrity, access control, security policy; performance of implementation to policy. Particular system structures, protocols, utilities, and various commercial standards are also introduced in class.

Prerequisite(s): ICS 460 Computer Networks

- ICS 686 Design of Information Assurance Systems (4 credits)

This course is an integrated course emphasizing the design, analysis, and implementation of software information assurance system solutions by analyzing the current information infrastructures, software design, and applying software development, programming, testing, and engineering concepts.

Prerequisite(s): ICS 682 Cryptography and Computer Security or with instructor's consent. Graduate standing.

Electives

- ICS 631 Computer Human Interface (4 credits)

This course studies the psychological, social, and technical aspects of interaction between humans and computers. The topics include: usability considerations, cognitive and perceptual issues, human information processing, and software development techniques for producing appropriate system.

Prerequisite(s): ICS 470 Software Engineering or equivalent or instructor's consent.

- ICS 650 Simulation, Modeling and Queuing Theory (4 credits)
- ICS 664 Real-Time Operating Systems (4 credits)

This course is the study of fundamentals of design and implementation of real-time operating systems. Most embedded computer systems have dedicated microprocessors as their computational and controlling elements and run real-time operating systems. This course covers concepts, programming languages, tools, hardware, and methodologies used in the construction of real-time operating systems and their peripheral components. Topics include: applications of real-time operating systems; communications between PC computers and embedded systems; fundamental concepts of scheduling (multitasking and interruptions); introduction of basic hardware components used in most real-time operating systems; Hardware description language[VHDL]; and the writing of a real-time operating system [RTOS] using industrial standard C language, debugging, and loading the code to the target hardware.

Prerequisite(s): None

- ICS 670 Topics in Software Engineering (4 credits)

This course presents Software Engineering topics of interest to students in the graduate Computer Science program. Topics vary with each offering of this course, but will be related to Software Engineering concepts such as verification, validation, secure systems, quality control, or formal methods. Check the class schedule for details about topics and course prerequisites.

Prerequisite(s): ICS 470 Software Engineering or equivalent.

Other Information: Prerequisites: Graduate standing in the MSCS program or permission of the instructor.

- ICS 672 Pattern-Oriented Software Construction (4 credits)

Motivation for design using patterns and components. Study of creational, structural, and behavioral patterns. Problem solving using these patterns. Case studies of pattern implementations in modern programming language libraries. Fundamental principles of assembling components to build software systems. Discovering and modifying component properties and behaviors. Use of design patterns to discover events supported by a component. Customization. Projects using component technologies such as COM and Java Beans are included.

Prerequisite(s): ICS 370 Software Design Models and Graduate standing.

- ICS 690 Special Topics in Computer Science (4 credits)

This course is an in-depth study of some aspect of computer science that is not part of a regular course. Special topics courses of current interest will be offered on an occasional basis. Students may repeat ICS 690 for additional credit with advisor approval. Some topics may have prerequisites.

Prerequisite(s): ICS 462 Operating Systems

Research Seminar and Project or Thesis

- ICS 698 Research Seminar (2 credits)

In this course, the student will perform the following activities: search the literature on specific areas, read papers in a selected area, study the methodologies used in the applied computer research, write and submit a survey paper based on the reading, and make an oral presentation of the results. It should be taken no later than the second semester.

Prerequisite(s): None

Other Information: Note: Graduate standing.

- ICS 697 Graduate Project (4 credits) or

Project in Computer Science: study in a specific area in the field, identification, analysis, and solution of a problem with practical significance; preparation of a report and defense of the work; supervised by a resident faculty member of the department. Offered on the Pass/Fail basis only.

Prerequisite(s): None

Other Information: Completion of 16 credits of graduate computer science coursework and consent of the project supervisor.

- ICS 699 Graduate Thesis (4 credits)

Original and creative research in Computer Science; preparation of a thesis and defense of the work; supervised by a resident faculty member of the department. Offered on the Pass/Fail basis only.

Prerequisite(s): None

Other Information: Prerequisite(s): Completion of 16 credits of graduate computer science coursework and consent of graduate advisor. Note: This course is offered to Master students in Computer Science only.

ICS 698 Research Seminar should be completed before the research project or thesis is undertaken. CS 698 Research Seminar is designed to help you learn more about current research topics in the major areas of computer science and to become more familiar with the research process.

All M.S.C.S. students must complete either ICS 697 Graduate Research Project or ICS 699 Graduate Thesis for 4 credits. In a typical project, you will do some conceptual development followed by an implementation. The thesis option requires you to do original research. A thesis option is more appropriate if you wish to pursue doctoral studies.

You may register for variable number of credits (1-4) per semester for ICS 697 or ICS 699. But the total credits earned from thesis or project must be no less than four.

Transfer Credits

A maximum of eight (8) undergraduate, transfer or graduate credits from other departments may be used for graduate credit with advisor approval. Courses used for the award of another degree at Metropolitan State or any other university may not be used again for graduate credit in the M.S.C.S. program.

Assistantships

A limited number of graduate assistantships are available in the department.

Good Academic Standing

To remain in good academic standing, you must:

- earn a grade of B- or better in all courses;
- maintain a cumulative GPA of 3.0;
- successfully complete at least one approved course within one academic year of admission; and
- finish the program within six calendar years of admission.

If you earn a grade less than B- in more than two classes (undergraduate or graduate level) you will be dismissed from the program. If your GPA falls below 3.0 you may be given multiple semesters to bring your GPA back to 3.0 or higher. Failure to remain in good academic standing will result in dismissal from the program.

If you are dismissed you must reapply for admission if you wish to continue in the program. If readmitted, you may be asked to repeat some or all of the courses you have previously taken.

Advising

Upon admission, the graduate program director will guide you in selecting your initial courses. During your first semesters, you will start interacting closely with a resident faculty member of the department. The goal is to begin working on a graduate research project by the end of the first year of graduate study. From that time, you will be advised by your graduate thesis/project advisor.

You and your thesis/project advisor must form a committee of at least three faculty members with your thesis/project advisor serving as the chairperson. You must then propose to this committee a plan of study that includes the following:

- a listing of all your course work taken to date;
- a listing of all planned course work to complete the course work requirements; and
- the thesis/project topic.

After your plan of study has been proposed and accepted by your committee, you will complete the remainder of your course work and work on your thesis/project. Any deviation from the plan must be petitioned to the committee for approval. When your thesis/project and course work are completed,

you must submit a written report of the thesis/project to your committee and give an oral defense of the work. Your written report must be submitted to your committee at least 30 days before your oral defense is scheduled. After your defense, a copy of the corrected written report must be given to the graduate program director for archival purposes.

Application Process

Submit the following documents:

- graduate application form;
- a \$20 nonrefundable application fee (graduates of Metropolitan State University are exempt from this fee);
- official transcripts (see also Special Instructions for International Students); and
- two letters of recommendation sent directly by the references to the graduate director via email or post.

Send all application materials to:

Computer Science Graduate Program Director
Department of Information and Computer Sciences
Metropolitan State University
700 East Seventh Street
Saint Paul, MN 55106-5000

International students may be subject to special requirements and deadlines due to federal regulations; see additional information:

- [International Student Requirements](#)
- [International Student Services](#)

Applicants may also call Dr. Brahma Dathan, Director of the Computer Science Graduate Program, at 651-793-1475, or [e-mail](mailto:mscs@metrostate.edu) him with questions at mscs@metrostate.edu.

Application Deadlines

Applications for the M.S. in Computer Science program are evaluated on an ongoing basis as they are received.

Information and Computer Sciences Department: Saint Paul Campus, New Main, Room L110; 651-793-1471

Faculty: Brahma Dathan (graduate program director and department chair), Sue Fitzgerald, Larry Gottschalk, KuoDi Jian, Jigang Liu (on sabbatical for FY09), Milt Luoma and Michael Stein.

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Master of Liberal Studies (M.A.)

[Admissions Requirements]

The Master of Liberal Studies (M.A.) is a student-centered, interdisciplinary graduate program designed for individuals who have successfully completed a bachelor's degree. Admitted students progress from an introductory seminar through a series of team-taught courses to explore advanced liberal arts themes and issues through methodologies drawn from several disciplines. Students create major research projects aligned with their personal educational goals, and support and develop their work on these projects through a series of graduate-level elective courses or independent studies. For each student, the Master of Liberal Studies program culminates in the creation of a self-directed capstone project that draws from and builds upon the program as a whole.

The Master of Liberal Studies Program Design

An admitted Master of Liberal Studies student begins by taking "[MLS 600 Introductory Seminar](#)," which teaches methods of interdisciplinary inquiry through variable topics within which students craft individual projects. Arising from interactions with seminar team teachers, and with other students, one of the seminar's outcomes is analysis and refinement of each student's educational objectives, within the framework of MLS program resources.

Following MLS 600, a student then selects at least three iterations of "[MLS 620 Master of Liberal Studies Exploration](#)." Topics vary, but each MLS 620 encourages interdisciplinary inquiry, with opportunities to pursue individual interests as these relate to the Exploration's theme. For example, a student interested in world politics and economics might take an Exploration on the topic of globalism. Students also select 12 credits of electives at the 500G or higher level, which can include independent studies or internships.

A student may register for "[MLS 690 Master of Liberal Studies Capstone](#)" upon completion of MLS 600 and at least 24 credits in the Master of Liberal Studies program (at least 8 elective credits, and at least 8 credits in MLS 620's); and with an approved Capstone Project Proposal. The MLS 690 Capstone revolves around the facilitation and completion of students' self-directed capstone projects, broadly defined not only to include research papers, but projects, artwork, or performances that would, however, include a reflective written component.

Overview of MLS Program

Required Coursework (32 credits):

- [MLS 600 Introductory Seminar](#)

The seminar will address aspects of theory, method, research, and knowledge formation in selected disciplines within the humanities, social sciences and natural and physical sciences. The course will move from the study of selected disciplines to an interdisciplinary study of the connections among disciplines and its implications for the students' program of study and their final research project.

Prerequisite(s): None

- MLS 620 Master of Liberal Studies Exploration (1)

The MLS Explorations, a requirement within Metropolitan State's MLS degree program, brings students and faculty together to explore topics of consequence that relate to a common theme. The MLS program requires an introductory seminar, MLS 600 that introduces students to graduate study and helps them formulate a focus in the MLS program. Students then complete at least three MLS 620 explorations that, with electives and a capstone, comprise their MLS program.

Prerequisite(s): MLS 600 Introductory Seminar or concurrent registration in MLS 600.

- MLS 620 Master of Liberal Studies Exploration (2)

The MLS Explorations, a requirement within Metropolitan State's MLS degree program, brings students and faculty together to explore topics of consequence that relate to a common theme. The MLS program requires an introductory seminar, MLS 600 that introduces students to graduate study and helps them formulate a focus in the MLS program. Students then complete at least three MLS 620 explorations that, with electives and a capstone, comprise their MLS program.

Prerequisite(s): MLS 600 Introductory Seminar or concurrent registration in MLS 600.

- MLS 620 Master of Liberal Studies Exploration (3)

Electives graduate coursework (12 credits) at the 500G level or higher, in courses, independent studies, or internships as appropriate.

The MLS Explorations, a requirement within Metropolitan State's MLS degree program, brings students and faculty together to explore topics of consequence that relate to a common theme. The MLS program requires an introductory seminar, MLS 600 that introduces students to graduate study and helps them formulate a focus in the MLS program. Students then complete at least three MLS 620 explorations that, with electives and a capstone, comprise their MLS program.

Prerequisite(s): MLS 600 Introductory Seminar or concurrent registration in MLS 600.

- MLS 690 Master of Liberal Studies Capstone Course

The MLS Capstone, a requirement within Metropolitan State University's MLS degree program, revolves around the facilitation and completion of students' self-directed Capstone projects, broadly defined not only to include research papers, but projects, artwork, or performances that would, however, include a reflective written component. Students identify and develop their interdisciplinary capstone projects throughout the MLS program, and must have an approved MLS Capstone Project Proposal before enrolling.

Prerequisite(s): MLS 600 Introductory Seminar and completion of at least 24 credits in the MLS program (at least 8 elective credits at the level of 500G or higher, and at least 8 credits in MLS 620 Explorations), and an approved Capstone Project Proposal.

Sequence: MLS 600 is a student's first MLS course, and MLS 690 is the last. Apart from that there is significant flexibility in the order or pace at which a student takes MLS courses.

Transfer Credits: Up to 8 graduate credits earned at another accredited institution (or at Metropolitan State University before M.L.S. admission) may be applied to the MLS program.

Master of Liberal Studies Academic Advising

Since its founding, Metropolitan State University has emphasized a student-centered educational philosophy, with strong faculty involvement in advising. For MLS students, advising occurs in several ways. One is embedded in "MLS 600 Introductory Seminar," where students articulate their MLS educational objectives.

Each MLS student will also be assigned a graduate faculty advisor, who can advise students towards appropriate course selection, and also help to arrange creative learning strategies, including customized independent studies and internships.

As a student nears completion of the MLS, the advisor also helps with the appointment of a faculty consultant from a discipline related to the student's evolving capstone project. The faculty consultant reviews a student's capstone project, and thus in addition to the team teachers of MLS 690, can advise to reinforce cohesion and quality in the final stages of a student's MLS.

Admissions Requirements

To be considered for admission, a student is expected to have completed a bachelor's degree before beginning MLS coursework. The MLS Admissions Committee will make admissions decisions on the basis of the following:

- Official copies of the student's undergraduate transcripts
- GPA from the degree-granting institution, normally a minimum GPA of 3.00*
- Two letters of recommendation from individuals familiar with the applicant's academic or professional record
- A recent resume or vita (The admissions committee will value occupational and/or community experience in addition to appropriate academic preparation.)
- An essay by the applicant about his/her academic interests and goals
- A writing sample (in addition to the above essay)

(*The admissions committee may grant conditional admission to students with a bachelor's degree and a GPA lower than 3.00. Conditionally admitted students could thereafter progress to full admission upon completion of 8 graduate-level credits with a GPA of at least 3.00.)

For questions, or application materials contact:

Fall of 2008

Professor Lawrence Moe
Director, Master of Liberal Studies Program
Lawrence.Moe@metrostate.edu
phone (651) 793-1429
fax (651) 793-1446

Spring of 2009

Professor Rikki Wagstrom
Interim Director, Master of Liberal Studies Program
Rikki.Wagstrom@metrostate.edu
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US Mail Address

Master of Liberal Studies Program
Metropolitan State University
700 East Seventh Street
Saint Paul, MN 55106-5000

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Master of Management Information Systems (M.M.I.S.)

[\[College of Management Degree Programs\]](#) [\[Admission Requirements\]](#)
[\[Application Deadlines\]](#) [\[College of Management Graduate Policies\]](#) [\[Accreditation\]](#)
[\[Contact Information\]](#) [\[Faculty\]](#)

The Master of Management Information Systems (M.M.I.S.) represents an important state-of-the-art concept of graduate education in the field of management information systems (MIS). Merging management and technology education, it is designed to help both technical information technology (IT) professionals and professionals from other fields gain expertise in the management of information systems in modern organizations. It also encourages students to use the technology that you study as an integral tool in your graduate education itself. The M.M.I.S. promotes Metropolitan State's well-known ability to tie theory to practice, with a cutting-edge MIS education designed to have a "shelf life" that outlasts successive generations of hardware and software. The program core gives a strong background in management and information technology areas. Flexibility in elective courses, plus applications emphasis throughout courses, internships and the final integrative project give you a strong base for the future.

The program is designed to serve two distinct groups:

- Information management professionals who need a strong mix of management theory and practice along with technological competence. This group needs more technical education than an M.B.A. student, but less than a student who will be working in a purely technical capacity.
- Technical professionals who need to upgrade and update their technological skills while also updating their analytical and management abilities. Technical and project managers also need this type of mix, as well as systems analysts and managers who will be progressing in their careers. Any managerial or higher level professional in organizations where IT is important will find the M.M.I.S. of great value.

The M.M.I.S. serves these two target groups by offering a choice of two distinct concentrations: \

Information Management Concentration

The information management concentration has a mixture of general management, IS/IT management and management-level conceptual technical knowledge that enables you to understand the business model and its management while being prepared to oversee or interact with technical staff in meeting information management needs. Professionals in all organizations will find this a valuable management education.

Systems Management Concentration

The systems management concentration takes the more technical route that business leaders on advisory panels of community IT professionals have requested. Upon completion of this program, systems analysts, technical analysts and managers will be updated on the latest techniques and approaches to developing the information systems of their organizations, and will be competent to lead

and manage systems development projects as well as managing less technical functions.

Online M.M.I.S.

There is also an option to take the Information Management Concentration online, called the Online M.M.I.S. This track allows you to complete the M.M.I.S. degree with nearly all online classes, to assist those where travel schedules, location or other factors make online delivery desirable. It also accommodates professionals who need the schedule flexibility provided by online education. In this track, all courses are specified (limited electives) to allow consistency in the application of the curriculum.

The M.M.I.S. is compatible with the M.S.I.S. (Master of Science in Information Systems) 2006 Graduate Curriculum Standards established by the Association for Computing Machinery (ACM) and Association for Information Systems (AIS), which are two key standards-setting bodies in the MIS field.

The M.M.I.S. prepares you in the areas of:

- general IT management;
- IT strategy and Internet strategy;
- supply chain management;
- IT security management;
- electronic commerce;
- enterprise resource planning (ERP);
- globalization;
- human factors;
- knowledge management;
- customer relationship management (CRM);
- managing the IT function;
- project management;
- systems analysis and design;
- technology management; and
- telecommunications.

M.M.I.S. Goal and Objectives

The M.M.I.S. program goal is to prepare you for management, high-level work and potential leadership in management information systems and related fields, and general management in organizations where information technology is important. The program targets working adults who desire high quality applied MIS education along with solid theory.

Program Objectives

- to prepare you for management of IS, IT and related functions;
- to prepare you to be a leader in the integration of IT into the firm to help meet organizational goals;
- to prepare you for management of IT planning processes; and

- to prepare general managers of firms for broader strategic uses of IT.

Admission Requirements

In addition to the general requirements for admission to the College of Management, you must also have one year of full-time relevant management or MIS-related work experience.

The Curriculum

The M.M.I.S. curriculum is divided into a prerequisite phase and three program phases. While in-class versions of the course are listed below, online versions of M.M.I.S. classes may be used to meet requirements for most courses in any of these phases.

The Prerequisite Phase assesses and ensures your readiness to begin graduate work in management information systems. Prerequisite courses include College Algebra, Financial Accounting, Statistics and a programming language, and should be taken as part of this phase, or will have been taken previously. You may not take M.M.I.S. Phase I, II or III program classes until these prerequisite courses have been completed and you are fully admitted to the program.

Note: Because this program does not require a GMAT, GRE or equivalent test, a special assessment process has been developed for evaluating your application. This process may generate requirements for admission that include preparatory work in a required discipline that may not count toward graduation. For example, math and reading are primary areas of assessment. This preparatory work assures that high quality instruction is maintained throughout the program. Students studying on an F-1 student visa may submit GMAT scores in lieu of assessment. Assessments must be completed before an admission decision is made. TOEFL requirements are the same as those for all College of Management Graduate Programs.

Phase I focuses on the functional disciplines of business and organizations as they apply to modern information systems. It provides a solid grounding in the core IT competencies, management, and marketing theories, processes and skills needed by managers in today's rapidly changing environment.

Phase II consists of relevant electives which you choose to best meet your own educational and career needs. Electives may focus on one of several disciplines or be a mix of courses from a number of topical concentrations.

Phase III is the synthesis and capstone phase. The work in this phase calls for you to integrate what you have learned in previous courses and life experiences to form a coherent picture of IT management within organizations. The program makes use of an innovative applied project to "bring it all together." Effective communication is fundamental to good management, and so you are expected to demonstrate writing skills by completing a written report about your work on this project, which is performed with a cohort.

Required Orientation Experiences

You will also be required to take part in an orientation session designed to introduce you to the university, to the M.M.I.S. program, and to required software applications and the use of the Web for class support.

Course Requirements (44 credits)

Information Management Concentration

Prerequisites

The following prerequisite courses must be completed before you can take any graduate-level courses or be admitted to the M.M.I.S. program:

- ACCT 210 Financial Accounting (4 credits) or equivalent

This course in financial accounting acquaints students with the "language of business" and the concepts and practices of accounting in order to understand, interpret, and analyze the financial accounting reports of economic entities. Topics include: economic context of accounting; introduction to basic financial statements with emphasis on the statement of cash flows; measurement fundamentals; analysis of financial statements; cash; receivables; inventories; investments in equity and debt securities including Consolidations; long-lived assets; current and long-term liabilities; stockholders' equity; and time value of money concepts and computations for decision making; international accounting practices are incorporated into every topic. This is not a bookkeeping course.

Prerequisite(s): MATH 115 College Algebra and 40 semester credits of college course work.

Other Information: Note: Read chapters one, two and complete Problems P2-1; P2-2 before first class meeting.

- MATH 115 College Algebra (4 credits) or equivalent

Topics include exploratory data analysis as a natural introduction to functions, rate of change, linear functions, quadratic functions, exponential and logarithmic functions, polynomials, rational functions, equations and inequalities.

Prerequisite(s): MATH 101 Exploring Functions or placement at MATH 115 College Algebra on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires any of the TI-83 or TI-84 series graphing calculators.

- STAT 201 Statistics (4 credits) or equivalent

This course covers the basic principles and methods of statistics. It emphasizes techniques and applications in business and human services problem solving and decision making. Topics

include frequency distributions, measures of location and variation, index numbers, probability, sampling and sampling distributions, interval estimation, hypothesis testing, correlation and regression.

Prerequisite(s): MATH 101 Exploring Functions or Stat 201 placement on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires a TI-83 or TI-83 plus or TI-84 graphing calculator. Free graphing calculator workshops are available the week before this course begins. Contact the math center for details.

- Four (4) credits of a visual programming language or equivalent

Phase I (28 credits)

- MIS 600 Management Information Systems (4 credits)

Management Information Systems (MIS) evolved from essentially an organization's support operation to a strategic element of an organization's life and survival. This course explores information systems' new and expanding roles. Models are developed showing how new technologies are assimilated into the organization, how to plan for systems within the overall strategic management process, assess the risk in system development projects, and become a "sophisticated user" of information systems. Traditional and new technologies are utilized. The course also includes a solid review of microcomputers and office automation's roles. This course broadens understanding of the design and implementation of various computerized information systems to support management decision making and evaluation, and prepares the student to integrate new technologies and configurations into the management process.

Prerequisite(s): None

Other Information: Note: MIS 600 is a prerequisite for all MIS graduate classes, unless it is waived by permission of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- MIS 671 Problem Formulation and Data Presentation (4 credits)

This course provides students with techniques and strategies to work on complex business problems while exercising strong critical thinking skills. It also helps them develop potential solutions. This course then focuses on how to take the results of students' professional work and present complex material in a manner that helps them clearly explain and market their information.

Prerequisite(s): None

- MIS 673 Knowledge Engineering and Management (2 credits)

This course is designed to define the role of Knowledge Management (KM) in organizations, various components needed to manage knowledge in an organization, leadership skills required

to lead a KM initiative, evaluation of existing KM tools and systems, the difference between KM and data management, content management, and information retrieval. It gives special attention to management information systems theories in the organizational setting including: transaction processing, operational reporting, decision support systems and executive information systems. It also includes all phases of the systems development life cycle (SDLC) as well as system maintenance strategies and planning. It emphasizes the human aspects of change management, training and implementation. The course includes case analysis from texts and real world examples.

Prerequisite(s): None

- MIS 685 Data Warehousing and Data Mining (2 credits)

This course introduces how Data Mining tools can be used to solve business problems like Best Next Offer, Customer Retention, Customer Potential Life Time Value estimation, Market Basket analysis, etc. This course gives students an opportunity to exercise advanced Data Exploration and Mining software. Introduction to Data Mining tools/solutions evaluation is also part of this course.

Prerequisite(s): None

- MIS 683 Process Analysis and Design (2 credits)

This course was created to give students a thorough look at the discipline of process analysis and design, workflow analysis and process reengineering. It uses a highly visual approach to both designing and communications process analysis. Students will learn to properly analyze, design and build the main visualizations for process analysis including flowcharts, data flow diagrams, entity relationship diagrams and others as tools for communicating management designs.

Prerequisite(s): None

- MGMT 620 Organizational Behavior (4 credits)

This course focuses on behavior in organizations as influenced by individual differences, group processes and interactions, and organizational processes. Skills and abilities essential for effective management in changing organizational contexts are emphasized. Topics examined include motivation, diversity, group development team building, power and politics, leadership, job design and organizational culture.

Prerequisite(s): None

- DSCI 620 Project Management (4 credits)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

- MKTG 600 Marketing Management (4 credits)

This course examines activities through which private, nonprofit and government organizations provide goods, services or ideas to serve a selected market segments' defined needs. Some of the topics included are demand analysis/needs assessment, analysis of competition for markets and/or resources; setting systems of marketing objectives; designing marketing strategies relating to the offer, communications, distribution methods and pricing; organization for marketing; and budgeting and evaluation.

Prerequisite(s): None

- MKTG 652 Supply Chain Management (2 credits)

This course examines those activities involved in planning, implementing and controlling the flow of raw materials, in-process inventories, and finished goods from the point of origin to the points of consumption at the lowest total costs. Topics covered include strategic planning; forecasting; inventory management; transportation modes, services, and rates; warehousing; information systems; performance measurement; quality; materials handling; customer services; identification of all components of the supply chain and the overall management of logistical functions. This course leads into MIS 653 Supply Chain Information Systems.

Prerequisite(s): None

Phase II (12 credits)

You will choose 12 elective credits to meet your own IT career goals/needs/choices from the M.M.I.S. electives listed in the Schedule. A Two Year Schedule is provided on the M.M.I.S. Web site which details electives.

Phase III (4 credits)

- MIS 699 Integrative Capstone Project (4 credits)

Two cohorts per term will be formed to do systems projects, one of which will be Web-based. Twin Cities organizations will be solicited for systems development or other related projects. Resident faculty will oversee teams. Group project and individual reports will be created. Clients' perceptions will be determined. This experience will give the students many networking opportunities in addition to the critical opportunity to apply what they have learned in a rigorous way. Theory and practice will merge to meet the fast-paced requirements of a real world IS environment. When the cohort successfully completes its project, its members will have valuable experiences to draw on for years to come.

Prerequisite(s): None

Cohorts are formed each spring semester to do applied IT projects. Twin Cities organizations are solicited for IT-related, systems development or other related projects. Experienced senior faculty oversee teams which will determine clients' perceptions and create both team and individual reports.

System Development Concentration

Prerequisites

The following prerequisite courses must be completed before you can complete any graduate classes or be admitted to the M.M.I.S. program:

- ACCT 210 Financial Accounting (4 credits) or equivalent

This course in financial accounting acquaints students with the "language of business" and the concepts and practices of accounting in order to understand, interpret, and analyze the financial accounting reports of economic entities. Topics include: economic context of accounting; introduction to basic financial statements with emphasis on the statement of cash flows; measurement fundamentals; analysis of financial statements; cash; receivables; inventories; investments in equity and debt securities including Consolidations; long-lived assets; current and long-term liabilities; stockholders' equity; and time value of money concepts and computations for decision making; international accounting practices are incorporated into every topic. This is not a bookkeeping course.

Prerequisite(s): MATH 115 College Algebra and 40 semester credits of college course work.

Other Information: Note: Read chapters one, two and complete Problems P2-1; P2-2 before first class meeting.

- MATH 115 College Algebra (4 credits) or equivalent

Topics include exploratory data analysis as a natural introduction to functions, rate of change, linear functions, quadratic functions, exponential and logarithmic functions, polynomials, rational functions, equations and inequalities.

Prerequisite(s): MATH 101 Exploring Functions or placement at MATH 115 College Algebra on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires any of the TI-83 or TI-84 series graphing calculators.

- MATH 215 Discrete Mathematics (4 credits) or equivalent (recommended, not required)

Using applications to motivate the material, stressing problem-solving techniques, and with meaningful connections to computer science, this course covers theories of equations, matrices, combinations, probability, logic and mathematical reasoning.

Prerequisite(s): MATH 115 College Algebra

- STAT 201 Statistics (4 credits) or equivalent 4 credits of a programming language or equivalent

This course covers the basic principles and methods of statistics. It emphasizes techniques and applications in business and human services problem solving and decision making. Topics include frequency distributions, measures of location and variation, index numbers, probability, sampling and sampling distributions, interval estimation, hypothesis testing, correlation and regression.

Prerequisite(s): MATH 101 Exploring Functions or Stat 201 placement on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires a TI-83 or TI-83 plus or TI-84 graphing calculator. Free graphing calculator workshops are available the week before this course begins. Contact the math center for details.

- Four (4) credits of a visual programming language or equivalent

Phase I (30 credits)

- MIS 600 Management Information Systems (4 credits)

Management Information Systems (MIS) evolved from essentially an organization's support operation to a strategic element of an organization's life and survival. This course explores information systems' new and expanding roles. Models are developed showing how new technologies are assimilated into the organization, how to plan for systems within the overall strategic management process, assess the risk in system development projects, and become a "sophisticated user" of information systems. Traditional and new technologies are utilized. The course also includes a solid review of microcomputers and office automation's roles. This course broadens understanding of the design and implementation of various computerized information systems to support management decision making and evaluation, and prepares the student to integrate new technologies and configurations into the management process.

Prerequisite(s): None

Other Information: Note: MIS 600 is a prerequisite for all MIS graduate classes, unless it is waived by permission of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- MIS 657 Database and Client/Server Systems (2 credits)

Databases represent not only data storage, but critical organizational assets. MIS professionals must not only understand the basics of database management and relational design, but must also know how to leverage these assets for competitive advantage. This course covers database design and implementation and creation of information and standards. Client/Server technology represents an important part of modern database applications. It allows the firm to implement database applications as efficiently as possible in networked environments. Competence in the application, development, evaluation, management and use of corporate and external databases, including client/server technologies are skills needed by all business people. More importantly it is critical to MIS professionals given the vast array of options and new tools

available. Topics in distributed database management including transaction management, concurrency control, deadlocks, replicated database management, query processing reliability, and surveys of commercial systems and research prototypes will be reviewed.

Prerequisite(s): None

- MIS 660 Advanced Software System Design (2 credits)

Time to market, rich functionality, organizational readiness, competitive advantage/parity, quality and technology: these are a few of the dynamics that drive application design decisions. Understanding the relationships between these drivers and building organizational awareness of the associated trade-offs is critical to successful application design.

Prerequisite(s): None

- MIS 662 Management of Distributed Computing, Databases and Client/Server Systems (4 credits)

Surveys of the skills desired by potential employers of graduate management students indicate that use and understanding of microcomputers is highly valued. In this course you have the opportunity to build your skills while learning how to incorporate the microcomputer into your management "portfolio." The course reviews state-of-the-art equipment in each of the basic software and hardware families, while emphasizing management models and higher-level analysis using the computer. Practical projects are assigned giving students real-world opportunities to use these tools to enhance their work and build productivity. The class differs from software training in that theory and models are taught with a management perspective as opposed to package-specific training. Participants are asked to complete computer lab assignments, a written needs assessment, a comprehensive and highly practical class project and final exam.

Prerequisite(s): MIS 600 Management Information Systems unless it is waived by permission of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- MIS 665 Systems Analysis, Design and Decision Support (4 credits)

New systems design approaches and techniques are providing extraordinary strategic opportunities to organizations that recognize and implement them. This course shows students state-of-the-art systems design from a managerial perspective rather than a strictly technical approach. Managers who wish to get the most out of new and existing information systems and technical people who wish to see where systems may be going have the opportunity to do so in this class. Beyond current approaches, students are also presented with basic information on new technologies including artificial intelligence and expert systems, which many believe will play a critical role in future systems.

Prerequisite(s): None

- MIS 671 Problem Formulation and Data Presentation (4 credits)

This course provides students with techniques and strategies to work on complex business problems while exercising strong critical thinking skills. It also helps them develop potential solutions. This course then focuses on how to take the results of students' professional work and present complex material in a manner that helps them clearly explain and market their information.

Prerequisite(s): None

- MIS 683 Process Analysis and Design (2 credits)

This course was created to give students a thorough look at the discipline of process analysis and design, workflow analysis and process reengineering. It uses a highly visual approach to both designing and communications process analysis. Students will learn to properly analyze, design and build the main visualizations for process analysis including flowcharts, data flow diagrams, entity relationship diagrams and others as tools for communicating management designs.

Prerequisite(s): None

- DSCI 620 Project Management (4 credits)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

- MKTG 600 Marketing Management (4 credits)

This course examines activities through which private, nonprofit and government organizations provide goods, services or ideas to serve a selected market segments' defined needs. Some of the topics included are demand analysis/needs assessment, analysis of competition for markets and/or resources; setting systems of marketing objectives; designing marketing strategies relating to the offer, communications, distribution methods and pricing; organization for marketing; and budgeting and evaluation.

Prerequisite(s): None

Phase II (10 credits)

You will choose 10 elective credits to meet your own IT career needs/choices from the M.M.I.S. electives listed in the Schedule. A Two Year Schedule is provided on the M.M.I.S. Web site which details electives.

Phase III (4 credits)

- MIS 699 Integrative Capstone Project (4 credits)

Two cohorts per term will be formed to do systems projects, one of which will be Web-based. Twin Cities organizations will be solicited for systems development or other related projects. Resident faculty will oversee teams. Group project and individual reports will be created. Clients' perceptions will be determined. This experience will give the students many networking opportunities in addition to the critical opportunity to apply what they have learned in a rigorous way. Theory and practice will merge to meet the fast-paced requirements of a real world IS environment. When the cohort successfully completes its project, its members will have valuable experiences to draw on for years to come.

Prerequisite(s): None

Cohorts are formed each spring semester to do applied IT projects. Twin Cities organizations are solicited for IT-related, systems development or other related projects. Experienced senior faculty oversee teams which will determine clients' perceptions and create both team and individual reports.

Online M.M.I.S.

The Online M.M.I.S. is a version of the Information Management M.M.I.S. concentration that can be taken online, (with the current exception of the MIS 671 class). Students have indicated a desire to have an online version of the degree, which we have delivered with the Online M.M.I.S. The courses listed represent a strong cross-section of the electives that provide a fully realized program for general IT management and management in technologically active firms.

Prerequisites

The following prerequisite courses must be completed before you can take any graduate-level courses or be admitted to the M.M.I.S. program:

- ACCT 210 Financial Accounting (4 credits) or equivalent

This course in financial accounting acquaints students with the "language of business" and the concepts and practices of accounting in order to understand, interpret, and analyze the financial accounting reports of economic entities. Topics include: economic context of accounting; introduction to basic financial statements with emphasis on the statement of cash flows; measurement fundamentals; analysis of financial statements; cash; receivables; inventories; investments in equity and debt securities including Consolidations; long-lived assets; current and long-term liabilities; stockholders' equity; and time value of money concepts and computations for decision making; international accounting practices are incorporated into every topic. This is not a bookkeeping course.

Prerequisite(s): MATH 115 College Algebra and 40 semester credits of college course work.

Other Information: Note: Read chapters one, two and complete Problems P2-1; P2-2 before first class meeting.

- MATH 115 College Algebra (4 credits) or equivalent

Topics include exploratory data analysis as a natural introduction to functions, rate of change, linear functions, quadratic functions, exponential and logarithmic functions, polynomials, rational functions, equations and inequalities.

Prerequisite(s): MATH 101 Exploring Functions or placement at MATH 115 College Algebra on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires any of the TI-83 or TI-84 series graphing calculators.

- STAT 201 Statistics (4 credits) or equivalent

This course covers the basic principles and methods of statistics. It emphasizes techniques and applications in business and human services problem solving and decision making. Topics include frequency distributions, measures of location and variation, index numbers, probability, sampling and sampling distributions, interval estimation, hypothesis testing, correlation and regression.

Prerequisite(s): MATH 101 Exploring Functions or Stat 201 placement on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires a TI-83 or TI-83 plus or TI-84 graphing calculator. Free graphing calculator workshops are available the week before this course begins. Contact the math center for details.

- Four (4) credits of a visual programming language or equivalent

NOTE: The MIS 6xx-50 designation shows an online class.

Phase I (20 Credits)

- MIS 600 or MIS 600-50 Management Information Systems (4 credits)

Management Information Systems (MIS) evolved from essentially an organization's support operation to a strategic element of an organization's life and survival. This course explores information systems' new and expanding roles. Models are developed showing how new technologies are assimilated into the organization, how to plan for systems within the overall strategic management process, assess the risk in system development projects, and become a "sophisticated user" of information systems. Traditional and new technologies are utilized. The course also includes a solid review of microcomputers and office automation's roles. This course broadens understanding of the design and implementation of various computerized information systems to support management decision making and evaluation, and prepares the student to integrate new technologies and configurations into the management process.

Prerequisite(s): None

Other Information: Note: MIS 600 is a prerequisite for all MIS graduate classes, unless it is waived by permission of the coordinator or the course instructor.

Review course descriptions and prerequisites at the MMIS Web site,
<http://www.metrostate.edu/com/mmis/>

- MIS 671 Problem Formulation and Data Presentation (4 credits) (Currently not available as an online class)

This course provides students with techniques and strategies to work on complex business problems while exercising strong critical thinking skills. It also helps them develop potential solutions. This course then focuses on how to take the results of students' professional work and present complex material in a manner that helps them clearly explain and market their information.

Prerequisite(s): None

- DSCI 620-50 Project Management (4 credits)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

- MGMT 620-50 Organizational Behavior (4 credits)

This course focuses on behavior in organizations as influenced by individual differences, group processes and interactions, and organizational processes. Skills and abilities essential for effective management in changing organizational contexts are emphasized. Topics examined include motivation, diversity, group development team building, power and politics, leadership, job design and organizational culture.

Prerequisite(s): None

- MKTG 600-50 Marketing Management (4 credits)

This course examines activities through which private, nonprofit and government organizations provide goods, services or ideas to serve a selected market segments' defined needs. Some of the topics included are demand analysis/needs assessment, analysis of competition for markets and/or resources; setting systems of marketing objectives; designing marketing strategies relating to the offer, communications, distribution methods and pricing; organization for marketing; and budgeting and evaluation.

Prerequisite(s): None

Phase II (20 credits)

- MIS 683-50 Process Analysis and Design (2 credits)

This course was created to give students a thorough look at the discipline of process analysis and design, workflow analysis and process reengineering. It uses a highly visual approach to both designing and communications process analysis. Students will learn to properly analyze, design and build the main visualizations for process analysis including flowcharts, data flow diagrams, entity relationship diagrams and others as tools for communicating management designs.

Prerequisite(s): None

- MIS 665-50 Systems Design, Decision Support (4credits)

New systems design approaches and techniques are providing extraordinary strategic opportunities to organizations that recognize and implement them. This course shows students state-of-the-art systems design from a managerial perspective rather than a strictly technical approach. Managers who wish to get the most out of new and existing information systems and technical people who wish to see where systems may be going have the opportunity to do so in this class. Beyond current approaches, students are also presented with basic information on new technologies including artificial intelligence and expert systems, which many believe will play a critical role in future systems.

Prerequisite(s): None

- MIS 653-50 Supply Chain Management (2 credits)

Beginning where MIS653/Mktg 653 Supply Chain Management/ Logistics Management leaves off, this course examines the use of information technology to improve efficiency and effectiveness in the corporate supply chain. Topics covered include the strategic role of key information technologies in business-to-business e-commerce; efficient customer response; enterprise resource planning; the virtual value chain. Prerequisite: MIS 653 Supply Chain Management/Logistics Management.

Prerequisite(s): None

- MIS 654-50 ERP and Applications (2 credits)

Introduction to Enterprise Resource Planning systems, the ERP life cycle, the pros and cons of ERP systems, and highlights of ERP's role in an e-commerce system. This course also highlights ERP risk - the factors that go into success or failure for ERP implementations.

Prerequisite(s): None

- MIS 668-50 Strategic Management of Technology and Innovation (2 credits)

The Management of Technology has become an important discipline within the field of MIS. In this first course of a two course sequence, you will learn basic principles of technological change and the mgmt of that change in modern institutions. We will look at life cycle analysis, productivity models, cost and ROI models and many more, using state-of-the-art technologies and real world case examples.

Prerequisite(s): MIS 600 Management Information Systems

- MIS 667-50 Telecommunications and Internet Management (2 credits)

This course explores the range of available telecommunications technologies and how they can be used to facilitate information-access and dissemination at all levels of an organization. Trends in standardization of telecommunications services are analyzed. In addition, students examine how the management information systems or data processing manager can use these services to generate accurate MIS reports in a cost-effective manner. Telecommunications trends in the United States and Europe are addressed in detail. A range of emerging telecommunications services is explored as well as how such services radically alter the ways that organizations gather information for decision making.

Prerequisite(s): None

- MIS 673-50 Knowledge Management (2 credits)

This course is designed to define the role of Knowledge Management (KM) in organizations, various components needed to manage knowledge in an organization, leadership skills required to lead a KM initiative, evaluation of existing KM tools and systems, the difference between KM and data management, content management, and information retrieval. It gives special attention to management information systems theories in the organizational setting including: transaction processing, operational reporting, decision support systems and executive information systems. It also includes all phases of the systems development life cycle (SDLC) as well as system maintenance strategies and planning. It emphasizes the human aspects of change management, training and implementation. The course includes case analysis from texts and real world examples.

Prerequisite(s): None

- MIS 675-50 Risk Management and IT (2 credits)

Any IT development project contains significant risks. However, keeping the status quo is also risky in rapidly changing technological and competitive environments. This course is designed to familiarize the student with risk analysis concepts derived from many sources including actuarial and statistical studies, insurance and risk analysis, software quality assurance methodologies, management and audit trails and many others. Student will learn to assess the risk in an information systems portfolio and develop strategies for managing the many risk types discussed: Prerequisites: MIS 600.

Prerequisite(s): None

- MIS 694-50 Ethics in Information Systems (2 credits)

With Information Technology playing an ever greater role in organizations, and the widespread availability of technology with the ability to collect and create information on everyone, many new ethical issues have been created. This course will frame many current ethic issues in IT and help the student develop methods of analyzing and dealing with these issues in real world situations. Topics may include issues such as privacy, copyright and intellectual property, employee monitoring approaches, multinational information flows, corporate intelligence and

others. Hacking, computer security, viruses and other acts of destruction will be reviewed from an ethical perspective.

Prerequisite(s): None

Phase III (4 Credits)

- MIS 699 Integrative Capstone Project (4 credits)

Two cohorts per term will be formed to do systems projects, one of which will be Web-based. Twin Cities organizations will be solicited for systems development or other related projects. Resident faculty will oversee teams. Group project and individual reports will be created. Clients' perceptions will be determined. This experience will give the students many networking opportunities in addition to the critical opportunity to apply what they have learned in a rigorous way. Theory and practice will merge to meet the fast-paced requirements of a real world IS environment. When the cohort successfully completes its project, its members will have valuable experiences to draw on for years to come.

Prerequisite(s): None

Cohorts are formed to do applied IT projects. Organizations are solicited for IT-related, systems development or other related projects. Experienced senior faculty oversee teams, which will determine clients perceptions and create both team and individual reports. Online advising model is included in the management of projects.

College of Management Graduate Degree Programs

The College of Management offers three graduate degrees: the Master of Business Administration (M.B.A.), the Master of Public and Nonprofit Administration (M.P.N.A.), and the Master of Management Information Systems (M.M.I.S.). The M.B.A. is designed to prepare you for a professional career in business or for-profit organizations. The M.P.N.A. prepares you for a career in government and not-for-profit organizations. The M.M.I.S. prepares you for leadership of your organization's information systems and technology-related areas. In addition, graduate certificate programs are offered in project management and MIS.

The College of Management graduate programs are offered in three formats: regular classroom-based courses, Web-enhanced courses that meet every other week in the classroom with online work in between classes, and fully online courses.

Together, the graduate programs in the College of Management have more than 1,400 alumni, most of who continue to live and work in the Twin Cities metropolitan area.

Desired College of Management Graduate Program Outcomes

Graduate programs in the College of Management are designed to enhance the management skills and knowledge of experienced adults. Mastery of management skills is a process that engages you throughout your professional life. For this reason, the desired outcomes of the three graduate programs

focus on an ongoing process of learning and mastery. At the heart of the college's graduate programs is the expectation that accomplished managers:

- know themselves, especially their values, well enough to develop an appropriate management style, philosophy and set of ethical guidelines;
- have developed a universe of management concepts, paradigms and "maps," and are dedicated to exploring and creating ever-better ways to manage;
- know when to take initiative and responsibility and when to empower others, and anticipate the consequences of their actions;
- work effectively and sensitively with people of other races, gender, ethnic and age groups;
- communicate effectively in writing, speaking and listening in a variety of settings;
- know content, process and applications in key organizational areas;
- understand how to motivate people, design work, evaluate the performance of others and provide an environment for personal growth;
- obtain, understand, analyze and evaluate quantitative and qualitative information, manage modern information-handling technologies, and synthesize information from a variety of sources for decision making;
- think strategically when identifying issues, problems and opportunities, evaluating alternatives, and implementing appropriate actions;
- identify an organization's philosophy and goals, and derive objectives from them;
- analyze internal resources and the external economic, political, legal and cultural environment in order to make strategic choices;
- develop and implement a plan of action integrating activities of the various parts of an organization;
- provide visionary direction for an organization and contribute to the process of innovation and creative development; and
- envision, understand and facilitate change and anticipate the possible impacts on the organization.

Student Information

Admission Requirements for College of Management Graduate Programs

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned. Applicants should allow 7-10 business days for review once all required application materials are received and sent to the College of Management Graduate Admissions Committee.

To be considered for admission to the M.B.A., M.M.I.S, M.P.N.A., or certificate programs, you must submit:

- **Application** - complete the Metropolitan State University Graduate Programs Application, including a \$20 nonrefundable application fee (waived for baccalaureate graduates of Metropolitan State);
- **Official Transcripts** - showing a baccalaureate degree or equivalent earned from an accredited institution with grade-point average or narrative

description describing courses completed from all schools attended after high school and transcripts from any graduate or professional programs;

- **Test Scores**

*M.B.A. applicants should submit official Graduate Management Admission Test (GMAT) scores - examinee copies are not acceptable. Note: If you already possess an earned Ph.D., D.D.S., M.D., or J.D. degree from an accredited U.S. institution or are participants in a College of Management special program, the requirement for the GMAT or assessments may be waived.

*M.M.I.S., M.P.N.A. and certificate program applicants should submit recent assessment scores;

*No test scores required for certificate program

- **Current resume** - two years of professional work experience is required for M.B.A. and recommended for M.P.N.A; one year is required for the M.M.I.S.
- **Goals Essay** - a word-processed paper (double-spaced and approximately two pages) explaining "Why the Master's Degree Would Help Me Achieve My Professional Goals," with specific reference to the M.B.A., M.M.I.S., M.P.N.A. or certificate program; significant achievements; planned career and community or personal activities, including what you can contribute to the program;
- **Two References** - (using the required reference form) from employers or others who can attest to the importance of the master's degree in enhancing your professional development and commenting on your ability to pursue and successfully complete a graduate program. Faxed or electronic references are not accepted. (**Not required for certificate programs**).

In addition to the above admission documents required of all College of Management graduate students, international students should note the requirements described under Admission Information earlier in this catalog and are required to submit the following documents:

- Official TOEFL score if you received your undergraduate degree outside the United States. Permanent residents, political refugees, resident aliens and international students on a nonstudent visa who received an undergraduate degree outside the U.S. must also submit official TOEFL scores. Official TOEFL scores must be sent directly to the College of Management Graduate Program Office at Metropolitan State University. Examinee copies are not accepted.
- Official copy of a course-by-course transcript evaluation if your undergraduate degree was received outside the United States. The international course-by-course transcript evaluation conducted by an independent agency, such as Educational Credential Evaluators (ECE) or World Evaluation Services (WES), must be sent directly to the Graduate Program Office. Examinee copies are not accepted.
- Financial support documents, verifying funds for two years of study.
- Photocopy of the information page in your passport.

Additional documents required for F-1 international students currently in the United States on an I-20 from another college or university who wish to transfer to Metropolitan State include the following items:

- Official transcripts from all U.S. colleges attended
- Transfer verification form
- Photocopy of current I-20, visa and entry stamp, I-94

Note: International students may apply for classroom based degree programs only. Applications from international students for the MIS or Project Management Certificate programs will not be accepted. These students will be referred to existing degree programs.

Application Deadlines

- Fall Semester, August 1
- Spring Semester, December 1
- Summer Term, April 1
-

Application Deadlines - International Student Applicants

- Fall Semester, May 1
- Spring Semester, September 1
- Summer Term, No summer admissions

Application deadlines will not be waived. Applications for admission are not considered until all requirements are met and fees received. International student applications are not processed until specified program prerequisite courses are successfully completed and official course-by-course transcript evaluations, TOEFL, GMAT or assessment scores are submitted. If you are unable to complete the assessments prior to admission, a GMAT or GRE score can be substituted. Admission is not granted, nor is an I-20 issued, without fulfilling all of the requirements for international student admission. NOTE: I-20s are not issued for certificate programs.

Admission Decisions/Categories

The College of Management Graduate Admissions Committee evaluates your application for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate business study. If you meet all application requirements, you are given **full admission** to the program for which you applied. If you have one or more prerequisite courses to complete and your application otherwise supports the conclusion that you can successfully undertake graduate study, you may be granted **conditional admission** to a program. As a conditionally-admitted student, you must complete these prerequisites prior to completing any graduate course work. Applicants **denied admission** may not take graduate level courses in the College of Management graduate programs.

Reapplication for Denied Applicants

If your application for admission to a College of Management graduate program is denied, you may reapply for admission to that same program only after a minimum of six months has passed after the denial. You will need to demonstrate a substantive difference in the reapplication to be considered for admission.

If your application to one College of Management graduate program is denied, you may apply for another College of Management graduate program. A new application form must be accompanied by a \$20 application fee, a new goals essay, updated resume, two new references and GMAT scores and/or assessment test scores appropriate to the degree for which you are applying.

English and Quantitative Competence Assessment

All College of Management students, except those in special international cohort programs, are expected to demonstrate English and quantitative competence at a level to ensure success in graduate studies. If your abilities are assessed to be inadequate for graduate study, you may be required to enroll in appropriate undergraduate courses until your skills have been brought to a satisfactory level. These undergraduate courses must be successfully completed prior to taking any graduate level courses.

Orientation

Once you are fully admitted to a College of Management graduate program you will be required to attend a graduate student orientation session before or during your first semester of course work. If you do not attend an orientation session, a hold will be placed on your records preventing you from registering for further graduate classes until you attend orientation.

Satisfactory Academic Progress

- You must maintain satisfactory academic progress to remain in a College of Management graduate or certificate program.
- Only courses for which you receive a letter grade of C (2.0) or better count toward degree requirements; and a cumulative grade point average of 3.0 is required for graduation.
- If you receive a letter grade of C+ or below in any graduate course, you will be placed on academic probation. If you receive a letter grade of C+ or below in two courses, or if your cumulative GPA is below 3.0 for two consecutive semesters, you will be dismissed from the graduate program.
- If you have been dismissed from a College of Management graduate or certificate program for unsatisfactory academic progress, you may apply for readmission after one calendar year has passed. To reapply, submit an updated resume and a letter to the College of Management Graduate Admissions Committee indicating what circumstances have changed and how you plan to successfully complete the program. The admissions committee reviews your request and responds in writing.
- Only courses in which you receive a letter grade are applied toward your degree. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. Only internships are graded using pass/fail criteria.

Appeal of Unsatisfactory Academic Progress Removals from the Program

If you are removed from a graduate or certificate program for unsatisfactory academic progress, you may appeal the removal to the College of Management dean. The appeal must be in writing, and it must provide specific grounds for the appeal. The appeal is due to the dean within 30 days of the date of the letter notifying you of the decision to remove you from the program. The dean has 30 days to respond, in writing, to the appeal. Appeals received after 30 days will not be considered.

Reactivating into the M.B.A., M.M.I.S., M.P.N.A., or Certificate Programs

If you are a student in good academic standing who has not registered for courses for three or more consecutive semesters, you must apply to reactivate into the degree program. To reactivate, submit an updated resume and a letter to the College of Management Graduate Admissions Committee expressing a desire to reactivate into the M.B.A., M.M.I.S., M.P.N.A., or certificate degree program. The admissions committee reviews your request and responds in writing, specifying degree completion requirements and deadline for completion. You may be required to satisfy degree requirements in force at the time of reactivation, even if those requirements differ from those in force at the time of original admission to the degree program.

Extensions

You have five years from your first semester of graduate study to complete your degree program requirements and two years to complete your certificate requirements. You may request an extension of the time limit by writing to the College of Management Graduate Programs Office. Such requests must be received prior to the expiration of the time limit. Requests for extensions should include your reason(s) for requesting the extension, a summary of your plan to finish graduation requirements, and a specific date for the extension to expire. Extension decisions are made by the College of Management Graduate Admissions Committee and are not automatic.

Registration by Undergraduate Students

With permission of the college, you may register for graduate level prerequisite courses during your last semester of undergraduate studies.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into your graduate program. A course is accepted in transfer only if it has been completed within the last five years from an accredited institution, no degree was granted, and a letter grade of B or better was earned in the course. Courses are accepted in transfer upon the approval of the graduate programs director in consultation with discipline coordinators.

College of Management Outstanding Student Award

During your final semester of course work, you may be nominated by the faculty for the College of Management Outstanding Student Award. Nominees are evaluated on the basis of their academic performance in their graduate degree program, as well as achievements in their community and

professional contributions. All finalists are recognized in the commencement program, and the outstanding student receives special recognition during commencement.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Affiliation

The College of Management is a member of the Association to Advance Collegiate Schools of Business (AACSB) and ascribes to its curriculum standards.

College of Management

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Faculty

David Bahn, Allen Bellas, David Bouchard, Kathleen Chalekian, Grover Cleveland, Steven Creason, Dennis Daly, Timothy Delmont, Jennifer Dosch, James Fatzinger, Janet Henquinet, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Francis Schweigert, Michael Sher, Adrienne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

MIS Graduate Certificate Programs

[\[College of Management Degree Programs\]](#) [\[Admission Requirements\]](#)
[\[Application Deadlines\]](#) [\[College of Management Graduate Policies\]](#) [\[Accreditation\]](#)
[\[Contact Information\]](#) [\[Faculty\]](#)

Metropolitan State University offers graduate certificate programs designed to meet the rapidly-evolving needs of information systems and business professionals in the field of management information systems (MIS).

There are two certificates offered. The generalist certificate is designed to give a thorough overview in current basic areas of MIS. The systems analysis and design certificate is tailored more to the needs of the information systems professional interested in upgrading skills within the field. Each certificate consists of five courses, which may be used as a first step in working towards a Master of Business Administration (M.B.A.) or Master of Management Information Systems (M.M.I.S.).

To be considered for admission to the MIS Graduate Certificate program, you must submit the following materials:

- official undergraduate transcript verifying a bachelor's degree;
- a current resume and at least one year of full-time professional work experience, recommended;
- essay: "Why I wish to earn the MIS Graduate Certificate," two pages in length;
- diagnostic assessment scores, and
- application and \$20 nonrefundable application fee. Because this is not a degree-granting program, applications from international students studying on an F-1 student visa will not be accepted.

If the MIS coordinator determines that you have full prior competence in a certificate course, you may be given credit for the competency and allowed to take sufficient alternate credits, again with coordinator approval, to meet the total credit requirement of the certificate.

MIS Generalist Graduate Certificate

If you are a general business graduate with workplace experience in information systems or an MIS technical professional, the MIS generalist certificate brings you up to speed on important MIS management issues. The program helps you understand new MIS technologies and how to manage them and be aware of important new strategies for managing distributed computing environments, including Internet, intranets, extranets, VPNs and many others. You also learn project management skills that are crucial in the MIS environment and in great demand in the marketplace, and how to integrate many new MIS and management models. The expected outcomes include improved preparation for management in an increasingly information-intensive world, ability to develop organizational strategies based on using MIS as competitive tools, and broadening of your knowledge of MIS management areas, including project management, and of MIS technology and its application.

Requirements (20 credits)

- [MIS 600 Management Information Systems](#) (4 credits) OR

Management Information Systems (MIS) evolved from essentially an organization's support operation to a strategic element of an organization's life and survival. This course explores information systems' new and expanding roles. Models are developed showing how new technologies are assimilated into the organization, how to plan for systems within the overall strategic management process, assess the risk in system development projects, and become a "sophisticated user" of information systems. Traditional and new technologies are utilized. The course also includes a solid review of microcomputers and office automation's roles. This course broadens understanding of the design and implementation of various computerized information systems to support management decision making and evaluation, and prepares the student to integrate new technologies and configurations into the management process.

Prerequisite(s): None

Other Information: Note: MIS 600 is a prerequisite for all MIS graduate classes, unless it is waived by permission of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- DSCI 620 Project Management (4 credits)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

- MIS 662 Management of Distributed Computing (4 credits)

Surveys of the skills desired by potential employers of graduate management students indicate that use and understanding of microcomputers is highly valued. In this course you have the opportunity to build your skills while learning how to incorporate the microcomputer into your management "portfolio." The course reviews state-of-the-art equipment in each of the basic software and hardware families, while emphasizing management models and higher-level analysis using the computer. Practical projects are assigned giving students real-world opportunities to use these tools to enhance their work and build productivity. The class differs from software training in that theory and models are taught with a management perspective as opposed to package-specific training. Participants are asked to complete computer lab assignments, a written needs assessment, a comprehensive and highly practical class project and final exam.

Prerequisite(s): MIS 600 Management Information Systems unless it is waived by permission of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- MIS 663 Strategic Management of Technology and Innovation (4 credits)

Management of technology and the innovative process have only recently been recognized as important managerial functions. In the near future, many more organizations in the marketplace will be technology-driven. Methodologies and models have been developed to help modern managers evaluate the vast array of technologies they face, determine which ones have promise and which should be ignored, and how to profit from them in new product development. The class also explains linking business and technology strategy, new product design, building and fostering an innovative environment within your organization, and the nature of technological entrepreneurship.

Prerequisite(s): None

- MIS 671 Problem Formulation and Data Presentation (4 credits)

This course provides students with techniques and strategies to work on complex business problems while exercising strong critical thinking skills. It also helps them develop potential solutions. This course then focuses on how to take the results of students' professional work and present complex material in a manner that helps them clearly explain and market their information.

Prerequisite(s): None

MIS Systems Analysis and Design Graduate Certificate

This certificate has similar goals and outcomes to the MIS generalist certificate, but is tailored more towards MIS technical and technical management audiences. Emphasis is placed on components of new systems design and decision-support concepts and techniques. By completing this certificate, you are better prepared to use new system design methodologies to improve the systems in your organization and to oversee development projects in traditional systems, client/server systems and distributed systems, including Internet and Web technologies.

Requirements (20 credits)

- MIS 600 Management Information Systems (4 credits)

Management Information Systems (MIS) evolved from essentially an organization's support operation to a strategic element of an organization's life and survival. This course explores information systems' new and expanding roles. Models are developed showing how new technologies are assimilated into the organization, how to plan for systems within the overall strategic management process, assess the risk in system development projects, and become a "sophisticated user" of information systems. Traditional and new technologies are utilized. The course also includes a solid review of microcomputers and office automation's roles. This course broadens understanding of the design and implementation of various computerized information systems to support management decision making and evaluation, and prepares the student to integrate new technologies and configurations into the management process.

Prerequisite(s): None

Other Information:

Note: MIS 600 is a prerequisite for all MIS graduate classes, unless it is waived by permission of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- MIS 662 Management of Distributed Computing (4 credits)

Surveys of the skills desired by potential employers of graduate management students indicate that use and understanding of microcomputers is highly valued. In this course you have the opportunity to build your skills while learning how to incorporate the microcomputer into your management "portfolio." The course reviews state-of-the-art equipment in each of the basic software and hardware families, while emphasizing management models and higher-level analysis using the computer. Practical projects are assigned giving students real-world opportunities to use these tools to enhance their work and build productivity. The class differs from software training in that theory and models are taught with a management perspective as opposed to package-specific training. Participants are asked to complete computer lab assignments, a written needs assessment, a comprehensive and highly practical class project and final exam.

Prerequisite(s): MIS 600 Management Information Systems unless it is waived by permission of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, <http://www.metrostate.edu/com/mmis/>

- MIS 665 Systems Design and Decision Support (4 credits)

New systems design approaches and techniques are providing extraordinary strategic opportunities to organizations that recognize and implement them. This course shows students state-of-the-art systems design from a managerial perspective rather than a strictly technical approach. Managers who wish to get the most out of new and existing information systems and technical people who wish to see where systems may be going have the opportunity to do so in this class. Beyond current approaches, students are also presented with basic information on new technologies including artificial intelligence and expert systems, which many believe will play a critical role in future systems.

Prerequisite(s): None

- MIS 667 Telecommunications and Internet Management (4 credits)

This course explores the range of available telecommunications technologies and how they can be used to facilitate information-access and dissemination at all levels of an organization. Trends in standardization of telecommunications services are analyzed. In addition, students examine how the management information systems or data processing manager can use these services to generate accurate MIS reports in a cost-effective manner. Telecommunications trends in the United States and Europe are addressed in detail. A range of emerging telecommunications services is explored as well as how such services radically alter the ways that organizations gather information for decision making.

Prerequisite(s): None

- DSCI 620 Project Management (4 credits)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

College of Management Graduate Degree Programs

The College of Management offers three graduate degrees: the Master of Business Administration (M.B.A.), the Master of Public and Nonprofit Administration (M.P.N.A.), and the Master of Management Information Systems (M.M.I.S.). The M.B.A. is designed to prepare you for a professional career in business or for-profit organizations. The M.P.N.A. prepares you for a career in government and not-for-profit organizations. The M.M.I.S. prepares you for leadership of your organization's information systems and technology-related areas. In addition, graduate certificate programs are offered in project management and MIS.

The College of Management graduate programs are offered in three formats: regular classroom-based courses, Web-enhanced courses that meet every other week in the classroom with online work in between classes, and fully online courses.

Together, the graduate programs in the College of Management have more than 1,400 alumni, most of who continue to live and work in the Twin Cities metropolitan area.

Desired College of Management Graduate Program Outcomes

Graduate programs in the College of Management are designed to enhance the management skills and knowledge of experienced adults. Mastery of management skills is a process that engages you throughout your professional life. For this reason, the desired outcomes of the three graduate programs focus on an ongoing process of learning and mastery. At the heart of the college's graduate programs is the expectation that accomplished managers:

- know themselves, especially their values, well enough to develop an appropriate management style, philosophy and set of ethical guidelines;
- have developed a universe of management concepts, paradigms and "maps," and are dedicated to exploring and creating ever-better ways to manage;
- know when to take initiative and responsibility and when to empower others, and anticipate the consequences of their actions;
- work effectively and sensitively with people of other races, gender, ethnic and age groups;
- communicate effectively in writing, speaking and listening in a variety of settings;
- know content, process and applications in key organizational areas;

- understand how to motivate people, design work, evaluate the performance of others and provide an environment for personal growth;
- obtain, understand, analyze and evaluate quantitative and qualitative information, manage modern information-handling technologies, and synthesize information from a variety of sources for decision making;
- think strategically when identifying issues, problems and opportunities, evaluating alternatives, and implementing appropriate actions;
- identify an organization's philosophy and goals, and derive objectives from them;
- analyze internal resources and the external economic, political, legal and cultural environment in order to make strategic choices;
- develop and implement a plan of action integrating activities of the various parts of an organization;
- provide visionary direction for an organization and contribute to the process of innovation and creative development; and
- envision, understand and facilitate change and anticipate the possible impacts on the organization.
-

Student Information

Admission Requirements for College of Management Graduate Programs

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned. Applicants should allow 7-10 business days for review once all required application materials are received and sent to the College of Management Graduate Admissions Committee.

To be considered for admission to the M.B.A., M.M.I.S, M.P.N.A., or certificate programs, you must submit:

- **Application** - complete the Metropolitan State University Graduate Programs Application, including a \$20 nonrefundable application fee (waived for baccalaureate graduates of Metropolitan State);
- **Official Transcripts** - showing a baccalaureate degree or equivalent earned from an accredited institution with grade-point average or narrative description describing courses completed from all schools attended after high school and transcripts from any graduate or professional programs;
- **Test Scores**
 - *M.B.A. applicants must submit official Graduate Management Admission Test (GMAT) scores - examinee copies are not acceptable. Note: If you already possess an earned Ph.D., D.D.S., M.D., or J.D. degree from an accredited U.S. institution or are participants in a College of Management special program, the requirement for the GMAT or assessments may be waived.
 - *M.M.I.S., M.P.N.A. and certificate program applicants should submit recent assessment scores;

Current resume - two years of professional work experience is required for M.B.A. and recommended for M.P.N.A; one year is required for the M.M.I.S.

- **Goals Essay** - a word-processed paper (double-spaced and approximately two pages) explaining "Why the Master's Degree Would Help Me Achieve My Professional Goals," with specific reference to the M.B.A., M.M.I.S., M.P.N.A. or certificate program; significant achievements; planned career and community or personal activities, including what you can contribute to the program;
- **Two References** - (using the required reference form) from employers or others who can attest to the importance of the master's degree in enhancing your professional development and commenting on your ability to pursue and successfully complete a graduate program. Faxed or electronic references are not accepted. (**Not required for certificate programs**).

In addition to the above admission documents required of all College of Management graduate students, international students should note the requirements described under Admission Information earlier in this catalog and are required to submit the following documents:

- Official TOEFL score if you received your undergraduate degree outside the United States. Permanent residents, political refugees, resident aliens and international students on a nonstudent visa who received an undergraduate degree outside the U.S. must also submit official TOEFL scores. Official TOEFL scores must be sent directly to the College of Management Graduate Program Office at Metropolitan State University. Examinee copies are not accepted.
- Official copy of a course-by-course transcript evaluation if your undergraduate degree was received outside the United States. The international course-by-course transcript evaluation conducted by an independent agency, such as Educational Credential Evaluators (ECE) or World Evaluation Services (WES), must be sent directly to the Graduate Program Office. Examinee copies are not accepted.
- Financial support documents, verifying funds for two years of study.
- Photocopy of the information page in your passport.

Additional documents required for F-1 international students currently in the United States on an I-20 from another college or university who wish to transfer to Metropolitan State include the following items:

- Official transcripts from all U.S. colleges attended
- Transfer verification form
- Photocopy of current I-20, visa and entry stamp, I-94

Note: International students may apply for classroom based degree programs only. Applications from international students for the MIS or Project Management Certificate programs will not be accepted. These students will be referred to existing degree programs.

Application Deadlines

- Fall Semester, August 1
- Spring Semester, December 1
- Summer Term, April 1

Application Deadlines - International Student Applicants

- Fall Semester, May 1
- Spring Semester, September 1
- Summer Term, No summer admissions

Application deadlines will not be waived. Applications for admission are not considered until all requirements are met and fees received. International student applications are not processed until specified program prerequisite courses are successfully completed and official course-by-course transcript evaluations, TOEFL, GMAT or assessment scores are submitted. If you are unable to complete the assessments prior to admission, a GMAT or GRE score can be substituted. Admission is not granted, nor is an I-20 issued, without fulfilling all of the requirements for international student admission. NOTE: I-20s are not issued for certificate programs.

Admission Decisions/Categories

The College of Management Graduate Admissions Committee evaluates your application for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate business study. If you meet all application requirements, you are given **full admission** to the program for which you applied. If you have one or more prerequisite courses to complete and your application otherwise supports the conclusion that you can successfully undertake graduate study, you may be granted **conditional admission** to a program. As a conditionally-admitted student, you must complete these prerequisites prior to completing any graduate course work. Applicants **denied admission** may not take graduate level courses in the College of Management graduate programs.

Reapplication for Denied Applicants

If your application for admission to a College of Management graduate program is denied, you may reapply for admission to that same program only after a minimum of six months has passed after the denial. You will need to demonstrate a substantive difference in the reapplication to be considered for admission.

If your application to one College of Management graduate program is denied, you may apply for another College of Management graduate program. A new application form must be accompanied by a \$20 application fee, a new goals essay, updated resume, two new references and GMAT scores and/or assessment test scores appropriate to the degree for which you are applying.

English and Quantitative Competence Assessment

All College of Management students, except those in special international cohort programs, are expected to demonstrate English and quantitative competence at a level to ensure success in graduate studies. If your abilities are assessed to be inadequate for graduate study, you may be required to enroll in appropriate undergraduate courses until your skills have been brought to a satisfactory level. These undergraduate courses must be successfully completed prior to taking any graduate level courses.

Orientation

Once you are fully admitted to a College of Management graduate program you will be required to

attend a graduate student orientation session before or during your first semester of course work. If you do not attend an orientation session, a hold will be placed on your records preventing you from registering for further graduate classes until you attend orientation.

Satisfactory Academic Progress

You must maintain satisfactory academic progress to remain in a College of Management graduate or certificate program.

- Only courses for which you receive a letter grade of C (2.0) or better count toward degree requirements; and a cumulative grade point average of 3.0 is required for graduation.
- If you receive a letter grade of C+ or below in any graduate course, you will be placed on academic probation. If you receive a letter grade of C+ or below in two courses, or if your cumulative GPA is below 3.0 for two consecutive semesters, you will be dismissed from the graduate program.
- If you have been dismissed from a College of Management graduate or certificate program for unsatisfactory academic progress, you may apply for readmission after one calendar year has passed. To reapply, submit an updated resume and a letter to the College of Management Graduate Admissions Committee indicating what circumstances have changed and how you plan to successfully complete the program. The admissions committee reviews your request and responds in writing.
- Only courses in which you receive a letter grade are applied toward your degree. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. Only internships are graded using pass/fail criteria.

Appeal of Unsatisfactory Academic Progress Removals from the Program

If you are removed from a graduate or certificate program for unsatisfactory academic progress, you may appeal the removal to the College of Management dean. The appeal must be in writing, and it must provide specific grounds for the appeal. The appeal is due to the dean within 30 days of the date of the letter notifying you of the decision to remove you from the program. The dean has 30 days to respond, in writing, to the appeal. Appeals received after 30 days will not be considered.

Reactivating into the M.B.A., M.M.I.S., M.P.N.A., or Certificate Programs

If you are a student in good academic standing who has not registered for courses for three or more consecutive semesters, you must apply to reactivate into the degree program. To reactivate, submit an updated resume and a letter to the College of Management Graduate Admissions Committee expressing a desire to reactivate into the M.B.A., M.M.I.S., M.P.N.A., or certificate degree program. The admissions committee reviews your request and responds in writing, specifying degree completion requirements and deadline for completion. You may be required to satisfy degree requirements in force at the time of reactivation, even if those requirements differ from those in force at the time of original admission to the degree program.

Extensions

You have five years from your first semester of graduate study to complete your degree program requirements and two years to complete your certificate requirements. You may request an extension of the time limit by writing to the College of Management Graduate Programs Office. Such requests must be received prior to the expiration of the time limit. Requests for extensions should include your reason(s) for requesting the extension, a summary of your plan to finish graduation requirements, and a specific date for the extension to expire. Extension decisions are made by the College of Management Graduate Admissions Committee and are not automatic.

Registration by Undergraduate Students

With permission of the college, you may register for graduate level prerequisite courses during your last semester of undergraduate studies.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into your graduate program. A course is accepted in transfer only if it has been completed within the last five years from an accredited institution, no degree was granted, and a letter grade of B or better was earned in the course. Courses are accepted in transfer upon the approval of the graduate programs director in consultation with discipline coordinators.

College of Management Outstanding Student Award

During your final semester of course work, you may be nominated by the faculty for the College of Management Outstanding Student Award. Nominees are evaluated on the basis of their academic performance in their graduate degree program, as well as achievements in their community and professional contributions. All finalists are recognized in the commencement program, and the outstanding student receives special recognition during commencement.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Affiliation

The College of Management is a member of the Association to Advance Collegiate Schools of Business (AACSB) and ascribes to its curriculum standards.

College of Management

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Phone: 612-659-7290

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Faculty

David Bahn, Allen Bellas, David Bouchard, Kathleen Chalekian, Grover Cleveland, Steven Creason, Dennis Daly, Timothy Delmont, Jennifer Dosch, James Fatzinger, Janet Henquinet, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Francis Schweigert, Michael Sher, Adrienne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Master of Science in Nursing (M.S.N.)

[Admission Requirements]

The Master of Science in Nursing (M.S.N.) prepares registered nurses for advanced nursing practice. Registered nurses that hold a baccalaureate or students studying a baccalaureate in nursing and who will have no more than 10 outstanding credits at the time of application in nursing can choose from the Leadership and Management (LMN) track, the Public Health Nursing Leadership (PHNL) track, the Nurse Educator track (approval pending), the Adult/Geriatric Nurse Practitioner (ANP/GNP) track, and the Family Nurse Practitioner (FNP) track. All M.S.N. tracks are available in a predominantly online format that incorporates on-campus immersion and synthesis seminars or a Web-enhanced format that includes more classroom time. The LMN and PHNL tracks can be completed in a minimum of two years; the ANP/GNP and FNP tracks can be completed in a minimum of three years.

At the time of application, prospective students indicate either the predominantly online format or the Web-enhanced format for the track of their choice. The coursework in the M.S.N program is designed to foster faculty engagement with students from our region. The predominantly online format requires mandatory participation in on-campus seminars and immersion experiences throughout the program.

The M.S.N. is available to Women's Health Care Nurse Practitioners (WHCNP) who were certified through Planned Parenthood of Minnesota/South Dakota. Course work for this Master's Only Option for WHCNP does not include practica requirements.

A Post-Master's Graduate Certificate option is offered on a space available basis for RNs who hold a master's degree in nursing and would like to expand their practice to include ANP/GNP, FNP certification, PHNL, LMN or Nurse Educator (approval pending) preparation. The program of study is individually designed with a faculty advisor based on curricular and certification requirements.

The Wound, Ostomy, Continence (WOC) Program is online course work that prepares the post-baccalaureate RN to take the WOC certification exam. M.S.N. students who choose the ANP/GNP or FNP track may apply a small portion of the WOC credit to their NP practicum experience. Students are directed to www.webwocnurse.com (WebWoc) for complete information about the WOC program.

Students are responsible for knowing and adhering to current Department of Nursing student policies in place at the time of admission.

Purpose and Objectives

The M.S.N. program is designed to:

- provide nursing education that is accessible and flexible;
- prepare nurses to respond to the increasingly complex health care needs of individuals, families and communities;
- contribute to the advancement of nursing practice and the discipline of nursing; and
- collaborate with educational and service partners to foster expanded practice and research opportunities.

Upon completion of the program, you are able to:

- evaluate theories and concepts from nursing and other disciplines for application in advanced nursing practice;
- demonstrate critical thinking in advanced nursing practice;
- demonstrate competence in advanced nursing practice roles;
- apply the principles of ethical decision making and cultural competence in advanced nursing practice;
- demonstrate leadership in improving the delivery of health care;
- collaborate with an interdisciplinary team;
- use a process of scholarly inquiry in advanced nursing practice.

Department of Nursing Mission

The mission of the Department of Nursing is to prepare registered nurses to advance professional nursing and enhance the health of underserved and diverse populations. The entire College of Nursing and Health Sciences is committed to academic excellence, collaborative community involvement and promotion of faculty scholarly activities.

M.S.N. Options

To earn the M.S.N. degree, students must successfully complete the core and supporting course requirements, the specific track requirements, and the culminating experience. Curricular requirements for each track are linked below.

[Adult/Geriatric Nurse Practitioner \(ANP/GNP\)](#)

[Family Nurse Practitioner \(FNP\)](#)

[Leadership and Management \(LMN\)](#)

[Public Health Nursing Leadership \(PHNL\)](#)

[Nurse Educator \(approval pending\)](#)

[Master's Only for Women's Health Care Nurse Practitioner \(Master's Only WHCNP\)](#)

[Post-Master's Graduate Certificate Option](#)

[Wound, Ostomy, Continence Certification \(WOC\)](#)

Program Admission Requirements

The following are requirements for full admission to the Master of Science in Nursing (M.S.N.) program at Metropolitan State University.

- B.S.N. applicants: Official transcripts indicating B.S./B.A. degree in nursing completed at the time of application or a current, official transcript and documentation indicating that the student has no more than 10 outstanding semester credits at the time of the application. Such students must provide evidence of degree completion with a 3.0 GPA by June 15 of the application year. R.N.-M.S.N. applicants refer to the R.N.-M.S.N. Undergraduate Student Policies and Procedures.
- Evidence of current unencumbered RN licensure in at least one state with eligibility for licensure in Minnesota.
- 3.00 GPA used for admission assessment is the cumulative GPA calculated from all course work and evaluation of all transcripts (undergraduate and graduate). Diploma RN applicants seeking admission to the R.N.-M.S.N. program will be evaluated on an individual basis.

- Submission of a completed Metropolitan State University Graduate Programs Application form, including goal essay.
- References from three people: specifically, one from a former faculty member, one from a supervisor/employer, and one from a professional peer or colleague of the applicant's choice.
- Upon admission, student signature acknowledges awareness of computer proficiency expectations established by the Department of Nursing.
- R.N.-M.S.N. applicants must have all requirements toward the B.S.N. successfully completed. Exception: Current enrollment in NURS 458 Leadership and Management in Nursing **OR** NURS 456/456P Community Health Nursing.
- Interview with member(s) of the Graduate M.S.N. Admissions Committee may be required for qualified applicants according to established admissions committee procedures.
- Women's Health Planned Parenthood Certificate and Wound, Ostomy and Continence-only students are governed by articulation agreements and policies/procedures in effect.

Pre-Practicum Requirements

Prior to beginning the practicum experience, the following information must be submitted to the Department of Nursing:

- Acceptance of Compliance with Agency Requirements
- Communicable Disease Immunity
- Verification of 1,000 hours of RN work experience
- Current CPR certification
- Minnesota Department of Human Services Background Study Form
- M.S.N. Authorization for Release of Student Background Study Information
- Nursing Student Release Form
- Evidence of an unencumbered license with current registration to practice in Minnesota and the state(s) in which practicum will be conducted
- Nurse Practitioner student liability coverage (NP tracks)
- RN liability coverage (LMN and PHNL track)
- Evidence of current health insurance
- HIPAA training information

All requirements must be valid for the duration of practicum experiences.

Denial of Admission

Applicants with poor academic records or limited probability of succeeding in graduate work may be denied both admission to the M.S.N. program and permission to take graduate courses. Applicants may also be denied if the Department of Nursing concludes that they do not meet the professional standards commonly required for students earning a graduate degree in nursing and/or have stated professional goals that are incompatible with program offerings.

Special Students

Registered nurses who are not admitted to the M.S.N. program may register for nursing courses with the consent of the Graduate Academic Advisor/Recruiter if there is space available in the class. Refer to

the Department of Nursing procedure governing special students. Approval is based on the judgment that the student has the academic and/or experiential background to successfully complete the course.

Enrollment Status

Full-time versus part-time status varies by program and semester. At Metropolitan State University, full time is considered eight (8) or more graduate credits; part-time status is less than eight (8) graduate credits per semester.

Progression

All requirements for the M.S.N. degree must be completed within six years of the first semester of enrollment in the M.S.N. program. Student requests for a one-time extension of up to one year may be considered if, prior to expiration of the initial six years, the student makes a written request to the Department of Nursing Student/Faculty Affairs Committee. The request should include the rationale for the request, a detailed plan regarding completion of degree requirements, and a target completion date.

Credit Transfer

With the approval of the Department of Nursing, students may apply certain credits earned in other accredited graduate programs toward their Metropolitan State degree. Students may request that up to eight (8) graduate semester credits apply toward the M.S.N. degree completion. This total includes graduate credits taken at Metropolitan State University as a special student or R.N.-M.S.N. student prior to admission to the M.S.N. program. Cross-listed courses taken for graduate credit while enrolled in the Metropolitan State R.N.-B.S.N. program are not included in the eight (8) credit total.

Evaluation of Credentials of Graduates of Foreign Nursing Schools

In accordance with University Policy 2000, graduates of foreign nursing schools who apply to the nursing program are required to have transcripts evaluated by the Credentials Evaluation Service offered by the Commission on Graduates of Foreign Nursing Schools (CGFNS.) The full Education Course by Course report will serve as the basis for the transcript evaluation needed for admission to the university and the nursing program.

Financial Aid

A limited number of scholarships for M.S.N. students are available through employers or organizations such as the American Cancer Society or the Veteran's Administration. For information and application forms, call the Financial Aid Office at 651-793-1414 or contact them via the university Web site.

For more information about the Master of Science in Nursing or Post Master's Graduate Certificate Options, visit Metropolitan State's College of Nursing and Health Sciences Web site at www.metrostate.edu/cnhs (College of Nursing and Health Sciences) or call Metropolitan State University, College of Nursing and Health Sciences at 651-793-1375.

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association. The M.S.N program is accredited by the Commission on Collegiate Nursing Education.

Adult/Geriatric Nurse Practitioner (ANP/GNP)

To earn the M.S.N. degree, the ANP/GNP student must complete 45 semester credits distributed in the following areas. The specific courses that meet these requirements are listed below.

Please note that NURS 604 Advanced Nursing Research and NURS 615 Advanced Health Assessment have course pre-requisites that may be completed either prior to or after admission to the program.

Core Course Requirements (13 credits)

- **NURS 601 Nursing Science (3 credits)**

This course identifies philosophies of science and the processes involved in conceptual and critical thinking. Concepts, theories and models that inform advanced nursing practice are systematically examined and evaluated. Selected nursing theories are analyzed and critiqued using theory formation criteria. Students discuss application of nursing science and conceptual models to their selected clinical areas of focus. Students are expected to critically articulate the use of theory-based practice in advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- **NURS 602 Ethical Dimensions for Nursing Practice (2 credits)**

This course focuses on the theory and skills that prepare nurses to be competent participants of a moral community. Content includes analysis and application of several conceptualizations of ethical behavior, examination of the roots of ethical behavior, clarification of values, ethical decision making, collaboration with others to determine ethical standards, and evaluation of an ethic of care in nursing practice. Students explore caring and justice within health care. Graduate students further examine the ethical dimensions related to advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- **NURS 603 Foundations of Integrative Care (2 credits)**

This course focuses on the exploration of scientific approaches to healing using biochemical and energetic models. Students examine variables that contribute to treatment decisions, client self-care knowledge, evidence regarding efficacy of treatment modalities, and mutual treatment goals. Strategies are explored for utilizing an Integrative Care model in advanced nursing practice.

Prerequisite(s): None

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 604* Advanced Nursing Research (3 credits)

This course focuses on the application of research method to professional nursing practice. Quantitative and qualitative approaches, methodologies and techniques of data analysis are critically addressed. Emphasis is placed on the development of analytic ability and the utilization of research in leadership and advanced practice roles. Students develop an evidence-based paper.

Prerequisite(s): STAT 500 Statistics II Prerequisite: Admitted MSN student or instructor's permission or equivalent upper division inferential or graduate-level inferential statistics (through one-way ANOVA) taken within five years.

- NURS 605 Health Policy and Leadership (3 credits)

This course focuses on the achievement of a contextual understanding of selected health care systems, focusing on social, cultural, economic, and political variables. The U.S. population-based, market-driven system is studied in depth. Federal, state, and local health policy areas of responsibility are explored. Nursing leadership roles including client advocacy and political activism are studied. An experiential component includes lobbying an elected official and exploring nursing roles and issues related to health policy with an advanced practice nurse or nurse leader.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

*NURS 604 pre-requisite: STAT 301, STAT 500, PSYCH 307, or equivalent upper division inferential or graduate-level statistics course (covering content through one-way ANOVA) completed within the previous five years.

Nursing and Supporting Course Requirements (11 credits)

- NURS 607 Family Health Nursing (3 credits)

This course focuses on family nursing. Major theoretical foundations are presented including family systems, development, structure-function, and stress. Issues related to contemporary families are explored including gay and lesbian families, responses to grief and loss, family violence, and socio-cultural influences. The clinical decision making skills of assessment, diagnosis, intervention, and evaluation are applied to families experiencing a transition or a chronic health problem. Students will work with a family whose cultural, racial, or lifestyle background is different from their own. Graduate students will evaluate the effectiveness of family nursing interventions.

Prerequisite(s): None

Other Information:

Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 608 Epidemiology (2 credits)

This course focuses on the principles of epidemiology as a basis for advanced nursing practice with populations at risk. Students gain an understanding of epidemiology as the science of public health and community health nursing by examining the range of health problems and diseases affecting diverse cultures, races and ethnic groups. Upon completion of the course, students can apply the fundamentals of epidemiology to the structuring of health promotion interventions for high-risk groups.

Prerequisite(s): None

Other Information:

Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 609 Pharmacology for Advanced Practice Nursing (3 credits)

This course focuses on foundational principles of pharmacokinetics and pharmacodynamics. Indications, efficacy, therapeutic effects, and adverse effects of selected drugs will be examined, compared and contrasted. Utilizing critical thinking skills, the student will incorporate evidence-based, ethical, and holistic principles into pharmacotherapeutic decision making.

Prerequisite(s): None

Other Information:

Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 610 Pathophysiology for Advanced Practice Nursing (3 credits)

This course focuses on the physiological basis for signs and symptoms of disorders commonly addressed in primary care. Age-related differences in the physiological response to disease symptoms will be addressed. Focus is on the clinical application of pathophysiological concepts.

Prerequisite(s): None

Other Information:

Prerequisite: Admitted M.S.N. student or instructor's consent.

ANP/GNP Theory Requirements (13 credits)

- **NURS 615 Advanced Health Assessment: Adult and Older Adult (1 credit)

This course focuses on the knowledge and skills of history taking, physical examination, and critical thinking related to interpreting normal and abnormal findings in the health of adults and

the elderly. Relevant anatomy and physiology are reviewed for interpreting body system assessments.

Prerequisite(s): None

Corequisite(s): NURS 615L Advanced Health Assessment Lab: Adult and Older Adult

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 615L Advanced Health Assessment Lab: Adult and Older Adult (1 credit)

This laboratory experience focuses on the application of the skills taught in N615. Students will practice interview and physical exam techniques in simulated clinical settings. Demonstration of a complete physical exam is required for course completion.

Prerequisite(s): None

Corequisite(s): NURS 615 Advanced Health Assessment: Adult and Older Adult

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 622 Primary Care Nursing I: Foundations of ANP/GNP Practice (4 credits)

Serving as the foundation for ANP/GNP practice, this course focuses on health promotion and risk factor identification for adults/older adults and management of selected common acute and chronic health concerns of adults/older adults in the context of family-centered and population-based care. Common concerns of the geriatric population and frail elderly are also addressed. Students will utilize critical thinking skills as they study clinical presentations, engage in development of differential diagnoses, determine the implications of clinical data, and plan holistic therapeutic interventions that will optimize client/family health. Evidenced based clinical practice guidelines are utilized to guide ANP/GNP practice. Selected roles of the advanced practice nurse and common issues encountered in practice are addressed.

Prerequisite(s): NURS 601 Nursing Science AND
NURS 602 Ethical Dimensions for Nursing Practice AND
NURS 603 Foundations of Integrative Care AND
NURS 604 Advanced Nursing Research AND
NURS 605 Health Policy and Leadership AND
NURS 607 Family Health Nursing AND
NURS 608 Epidemiology AND
NURS 609 Pharmacology for Advanced Practice Nursing AND
NURS 610 Pathophysiology for Advanced Practice Nursing

- NURS 641 Primary Care Nursing II: Adult and Older Adult Health (4 credits)

This course focuses on the primary care of adults and elderly clients experiencing developmental, acute and chronic health concerns. Students will gain knowledge of the etiology, differential diagnoses, clinical findings, and management of common conditions affecting these age groups. Content includes age-appropriate health promotion activities.

Prerequisite(s): NURS 640 Primary Care Nursing I: Women's Health AND
NURS 640P Women's Health Clinical Practicum

Corequisite(s): NURS 641P Adult and Older Adult Clinical Practicum

- NURS 643 Advanced Practice Nursing: Management of Complex Illness (3 credits)

This course focuses on developing advanced skills in primary care management of adult and older adult clients with complex, multi-symptom illnesses. Etiology, clinical presentation, differential diagnoses, and management issues are addressed. The primary care provider's role as case manager of the person with complex, debilitating illnesses will be addressed. This course is a requirement for students in the ANP program.

Prerequisite(s): NURS 641 Primary Care Nursing II: Adult and Older Adult Health
AND
NURS 641P Adult and Older Adult Clinical Practicum

Corequisite(s): NURS 643P Complex Illness Clinical Practicum

**** NURS 615 pre-requisite:** Undergraduate level health assessment proficiency. This can be demonstrated via successful completion of an undergraduate health assessment course (e.g. NURS 325 Health Assessment or equivalent) or by videotape. Contact the Department of Nursing Graduate Student Advisor/Recruiter at 651-793-1378 for additional information.

ANP Practica Requirements (6 credits; 600 clock hours)

- NURS 622P Foundations for ANP/GNP Practice Clinical Practicum (2 credits)
- NURS 641P Adult and Older Adult Clinical Practicum (2 credits)

This clinical practicum focuses on the continued development of history taking and physical examination skills. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review, and discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in clinical settings. Issues that arise from the clinical setting regarding advanced practice nursing roles will be addressed. This course includes a minimum of 200 clinical hours.

Prerequisite(s): NURS 640 Primary Care Nursing I: Women's Health AND
NURS 640P Women's Health Clinical Practicum

Corequisite(s):

NURS 641 Primary Care Nursing II: Adult and Older Adult Health

- NURS 643P Complex Illness Clinical Practicum (2 credits)

This clinical practicum focuses on the management of complex, multi-system illness of adults and older adults. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review, and seminar discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in clinical settings. Health promotion needs appropriate to the client's complex needs are addressed. Students will consult with the instructor to determine how many credits for which to register. One credit is equivalent to a minimum of 100 clinical hours.

Prerequisite(s):

NURS 641 Primary Care Nursing II: Adult and Older Adult Health
AND
NURS 641P Adult and Older Adult Clinical Practicum

Corequisite(s):

NURS 643 Advanced Practice Nursing: Management of Complex Illness

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)

This seminar provides students with the opportunity to utilize critical thinking skills through application of a scholarly inquiry process to a topic related to their nursing practice. Students conceptualize and refine their topic through discussions with a nursing faculty member and fellow students. The final product is a focused critical review of the literature on a topic that is relevant to advanced nursing practice.

Prerequisite(s):

NURS 601 Nursing Science AND
NURS 602 Ethical Dimensions for Nursing Practice AND
NURS 603 Foundations of Integrative Care AND
NURS 605 Health Policy and Leadership AND
NURS 607 Family Health Nursing Nurs 607 only for FNP students.

End-of-Program Presentation (0 credits)

Total ANP/GNP Track Credits: 45 credits

Family Nurse Practitioner (FNP)

To earn the M.S.N. degree, the FNP student must complete 48 semester credits distributed in the following areas. The specific courses that meet these requirements as listed below.

Please note that NURS 604 Advanced Nursing Research and NURS 615 Advanced Health Assessment have course pre-requisites that may be completed either prior to or after admission to the program.

Core Course Requirements (13 credits)

- NURS 601 Nursing Science (3 credits)

This course identifies philosophies of science and the processes involved in conceptual and critical thinking. Concepts, theories and models that inform advanced nursing practice are systematically examined and evaluated. Selected nursing theories are analyzed and critiqued using theory formation criteria. Students discuss application of nursing science and conceptual models to their selected clinical areas of focus. Students are expected to critically articulate the use of theory-based practice in advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)

This course focuses on the theory and skills that prepare nurses to be competent participants of a moral community. Content includes analysis and application of several conceptualizations of ethical behavior, examination of the roots of ethical behavior, clarification of values, ethical decision making, collaboration with others to determine ethical standards, and evaluation of an ethic of care in nursing practice. Students explore caring and justice within health care. Graduate students further examine the ethical dimensions related to advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 603 Foundations of Integrative Care (2 credits)

This course focuses on the exploration of scientific approaches to healing using biochemical and energetic models. Students examine variables that contribute to treatment decisions, client self-care knowledge, evidence regarding efficacy of treatment modalities, and mutual treatment goals. Strategies are explored for utilizing an Integrative Care model in advanced nursing practice.

Prerequisite(s): None

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- **NURS 604* Advanced Nursing Research (3 credits)**

This course focuses on the application of research method to professional nursing practice. Quantitative and qualitative approaches, methodologies and techniques of data analysis are critically addressed. Emphasis is placed on the development of analytic ability and the utilization of research in leadership and advanced practice roles. Students develop an evidence-based paper.

Prerequisite(s): STAT 500 Statistics II Prerequisite: Admitted MSN student or instructor's permission or equivalent upper division inferential or graduate-level inferential statistics (through one-way ANOVA) taken within five years.

- **NURS 605 Health Policy and Leadership (3 credits)**

This course focuses on the achievement of a contextual understanding of selected health care systems, focusing on social, cultural, economic, and political variables. The U.S. population-based, market-driven system is studied in depth. Federal, state, and local health policy areas of responsibility are explored. Nursing leadership roles including client advocacy and political activism are studied. An experiential component includes lobbying an elected official and exploring nursing roles and issues related to health policy with an advanced practice nurse or nurse leader.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

*NURS 604 pre-requisite: STAT 301, STAT 500, PSYCH 307, or equivalent upper division inferential or graduate-level statistics course (covering content through one-way ANOVA) completed within the previous five years.

Nursing and Supporting Course Requirements (11 credits)

- **NURS 607 Family Health Nursing (3 credits)**

This course focuses on family nursing. Major theoretical foundations are presented including family systems, development, structure-function, and stress. Issues related to contemporary families are explored including gay and lesbian families, responses to grief and loss, family violence, and socio-cultural influences. The clinical decision making skills of assessment, diagnosis, intervention, and evaluation are applied to families experiencing a transition or a chronic health problem. Students will work with a family whose cultural, racial, or lifestyle background is different from their own. Graduate students will evaluate the effectiveness of family nursing interventions.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 608 Epidemiology (2 credits)

This course focuses on the principles of epidemiology as a basis for advanced nursing practice with populations at risk. Students gain an understanding of epidemiology as the science of public health and community health nursing by examining the range of health problems and diseases affecting diverse cultures, races and ethnic groups. Upon completion of the course, students can apply the fundamentals of epidemiology to the structuring of health promotion interventions for high-risk groups.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 609 Pharmacology for Advanced Practice Nursing (3 credits)

This course focuses on foundational principles of pharmacokinetics and pharmacodynamics. Indications, efficacy, therapeutic effects, and adverse effects of selected drugs will be examined, compared and contrasted. Utilizing critical thinking skills, the student will incorporate evidence-based, ethical, and holistic principles into pharmacotherapeutic decision making.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 610 Pathophysiology for Advanced Practice Nursing (3 credits)

This course focuses on the physiological basis for signs and symptoms of disorders commonly addressed in primary care. Age-related differences in the physiological response to disease symptoms will be addressed. Focus is on the clinical application of pathophysiological concepts.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

FNP Theory Requirements (16 credits)

- **NURS 615 Advanced Health Assessment: Adult and Older Adult (1 credit)

This course focuses on the knowledge and skills of history taking, physical examination, and critical thinking related to interpreting normal and abnormal findings in the health of adults and the elderly. Relevant anatomy and physiology are reviewed for interpreting body system assessments.

Prerequisite(s): None

Corequisite(s): NURS 615L Advanced Health Assessment Lab: Adult and Older Adult

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 615L Advanced Health Assessment Lab: Adult and Older Adult (1 credit)

This laboratory experience focuses on the application of the skills taught in N615. Students will practice interview and physical exam techniques in simulated clinical settings. Demonstration of a complete physical exam is required for course completion.

Prerequisite(s): None

Corequisite(s): NURS 615 Advanced Health Assessment: Adult and Older Adult

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 616 Advanced Health Assessment: Infants, Children and Adolescents (1 credit)

This course focuses on the knowledge and skills of history taking, growth and development, physical examination and critical thinking related to interpreting normal and abnormal findings in the health of infants, children and adolescents. Relevant anatomy and physiology are reviewed for interpreting body system assessments.

Prerequisite(s): NURS 615 Advanced Health Assessment: Adult and Older Adult
AND
NURS 615L Advanced Health Assessment Lab: Adult and Older Adult
Admitted MSN student or instructor's consent.

- NURS 616L Advanced Health Assessment Lab: Infants, Children and Adolescents (1 credit)

This laboratory experience focuses on the application of the skills taught in N616. Students will practice interview and physical exam techniques in simulated clinical settings. Demonstration of a complete physical exam is required for course completion.

Prerequisite(s): NURS 615 Advanced Health Assessment: Adult and Older Adult
AND
NURS 615L Advanced Health Assessment Lab: Adult and Older Adult

- NURS 621 Primary Care Nursing I: Foundations of FNP Practice (4 credits)

Serving as the foundation for FNP practice, this course focuses on health promotion and risk factor identification for adults and management of selected common acute and chronic health concerns of adults in the context of family-centered and population-based care. Antepartal and postpartal care are also addressed. Students will utilize critical thinking skills as they study clinical presentations, engage in development of differential diagnoses, determine the implications of clinical data, and plan holistic therapeutic interventions that will optimize client/family health. Evidenced based clinical practice guidelines are utilized to guide FNP practice. Selected roles of the advanced practice nurse and common issues encountered in practice are addressed.

Prerequisite(s): NURS 601 Nursing Science AND
NURS 602 Ethical Dimensions for Nursing Practice AND
NURS 603 Foundations of Integrative Care AND
NURS 604 Advanced Nursing Research AND
NURS 605 Health Policy and Leadership AND
NURS 607 Family Health Nursing AND
NURS 608 Epidemiology AND
NURS 609 Pharmacology for Advanced Practice Nursing AND
NURS 610 Pathophysiology for Advanced Practice Nursing

- NURS 641 Primary Care Nursing II: Adult and Older Adult Health (4 credits)

This course focuses on the primary care of adults and elderly clients experiencing developmental, acute and chronic health concerns. Students will gain knowledge of the etiology, differential diagnoses, clinical findings, and management of common conditions affecting these age groups. Content includes age-appropriate health promotion activities.

Prerequisite(s): NURS 640 Primary Care Nursing I: Women's Health AND
NURS 640P Women's Health Clinical Practicum

Corequisite(s): NURS 641P Adult and Older Adult Clinical Practicum

- NURS 642 Primary Care Nursing III: Children and Family Health (4 credits)

This clinical practicum focuses on adept history taking and physical examination skills for clients across the lifespan with an emphasis on pediatric populations. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review, and discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in clinical settings. Issues that arise from the clinical setting regarding advanced practice nursing roles will be addressed. This course includes a minimum of 200 clinical hours.

Prerequisite(s): NURS 641 Primary Care Nursing II: Adult and Older Adult Health
AND
NURS 641P Adult and Older Adult Clinical Practicum

** NURS 615 pre-requisite: Undergraduate level health assessment proficiency. This can be demonstrated via successful completion of an undergraduate health assessment course (e.g. NURS 325 Health Assessment or equivalent) or by videotape. Contact the Department of Nursing graduate student advisor/recruiter at 651-793-1378 for additional information.

FNP Practica Requirements (6 credits; 600 clock hours)

- NURS 640P Women's Health Clinical Practicum (2 credits)

This clinical practicum focuses on the application of history taking and physical exam skills. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review and discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in simulated and clinical settings. Issues that arise from the clinical setting regarding advanced practice nursing roles will be addressed. This practicum includes a minimum of 150 clinical hours for ANP students and 200 clinical hours for FNP students.

Prerequisite(s): NURS 615 Advanced Health Assessment: Adult and Older Adult
AND
NURS 615L Advanced Health Assessment Lab: Adult and Older Adult

Corequisite(s): NURS 640 Primary Care Nursing I: Women's Health

- NURS 641P Adult and Older Adult Clinical Practicum (2 credits)

This clinical practicum focuses on the continued development of history taking and physical examination skills. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review, and discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in clinical settings. Issues that arise from the clinical setting regarding advanced practice nursing roles will be addressed. This course includes a minimum of 200 clinical hours.

Prerequisite(s): NURS 640 Primary Care Nursing I: Women's Health AND
NURS 640P Women's Health Clinical Practicum

Corequisite(s): NURS 641 Primary Care Nursing II: Adult and Older Adult Health

- NURS 642P Children and Family Health Clinical Practicum (2 credits)

This clinical practicum focuses on adept history taking and physical examination skills for clients across the lifespan with an emphasis on pediatric populations. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review, and discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in clinical settings.

Issues that arise from the clinical setting regarding advanced practice nursing roles will be addressed. This course includes a minimum of 200 clinical hours.

Prerequisite(s): NURS 641 Primary Care Nursing II: Adult and Older Adult Health
AND
NURS 641P Adult and Older Adult Clinical Practicum

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)

This seminar provides students with the opportunity to utilize critical thinking skills through application of a scholarly inquiry process to a topic related to their nursing practice. Students conceptualize and refine their topic through discussions with a nursing faculty member and fellow students. The final product is a focused critical review of the literature on a topic that is relevant to advanced nursing practice.

Prerequisite(s): NURS 601 Nursing Science AND
NURS 602 Ethical Dimensions for Nursing Practice AND
NURS 603 Foundations of Integrative Care AND
NURS 605 Health Policy and Leadership AND
NURS 607 Family Health Nursing Nurs 607 only for FNP
students.

End-of-Program Presentation (0 credits)

Total FNP Track Credits: 48 credits

Leadership and Management (LMN)

To earn the M.S.N. degree, the LMN student must complete 40-41 semester credits distributed in the following areas. The specific courses that meet these requirements are listed below.

Please note that NURS 604 Advanced Nursing Research has a course pre-requisite that may be completed either prior to or after admission to the program.

Core Course Requirements (13 credits)

- NURS 601 Nursing Science (3 credits)

This course identifies philosophies of science and the processes involved in conceptual and critical thinking. Concepts, theories and models that inform advanced nursing practice are systematically examined and evaluated. Selected nursing theories are analyzed and critiqued using theory formation criteria. Students discuss application of nursing science and conceptual models to their selected clinical areas of focus. Students are expected to critically articulate the use of theory-based practice in advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)

This course focuses on the theory and skills that prepare nurses to be competent participants of a moral community. Content includes analysis and application of several conceptualizations of ethical behavior, examination of the roots of ethical behavior, clarification of values, ethical decision making, collaboration with others to determine ethical standards, and evaluation of an ethic of care in nursing practice. Students explore caring and justice within health care. Graduate students further examine the ethical dimensions related to advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 603 Foundations of Integrative Care (2 credits)

This course focuses on the exploration of scientific approaches to healing using biochemical and energetic models. Students examine variables that contribute to treatment decisions, client self-care knowledge, evidence regarding efficacy of treatment modalities, and mutual treatment goals. Strategies are explored for utilizing an Integrative Care model in advanced nursing practice.

Prerequisite(s): None

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 604* Advanced Nursing Research (3 credits)

This course focuses on the application of research method to professional nursing practice. Quantitative and qualitative approaches, methodologies and techniques of data analysis are critically addressed. Emphasis is placed on the development of analytic ability and the utilization of research in leadership and advanced practice roles. Students develop an evidence-based paper.

Prerequisite(s): STAT 500 Statistics II Prerequisite: Admitted MSN student or instructor's permission or equivalent upper division inferential or graduate-level inferential statistics (through one-way ANOVA) taken within five years.

- NURS 605 Health Policy and Leadership (3 credits)

This course focuses on the achievement of a contextual understanding of selected health care systems, focusing on social, cultural, economic, and political variables. The U.S. population-based, market-driven system is studied in depth. Federal, state, and local health policy areas of responsibility are explored. Nursing leadership roles including client advocacy and political activism are studied. An experiential component includes lobbying an elected official and exploring nursing roles and issues related to health policy with an advanced practice nurse or nurse leader.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

* NURS 604 pre-requisite: STAT 301, STAT 500, PSYCH 307, or equivalent upper division inferential or graduate-level statistics course (covering content through one-way ANOVA) completed within the previous five years.

Management Core Requirements (23-24 credits)

- NURS 608 Epidemiology (2 credits)

This course focuses on the principles of epidemiology as a basis for advanced nursing practice with populations at risk. Students gain an understanding of epidemiology as the science of public health and community health nursing by examining the range of health problems and diseases affecting diverse cultures, races and ethnic groups. Upon completion of the course, students can apply the fundamentals of epidemiology to the structuring of health promotion interventions for high-risk groups.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 646 Nursing Informatics (2 credits)

This course focuses on the development and use of informatics for nursing practice and administration. Discussions will explore the use of patient information systems in the management of nursing and health care services, challenges and opportunities related to nursing informatics, strategies for facilitating effective and appropriate application of information and computer science in nursing.

Prerequisite(s): None

Other Information: Prerequisites: Admitted MSN student or instructor's consent.

- NURS 647 Leadership in Health Care Systems (4 credits)

This course focuses on the theoretical foundation needed to provide leadership in the management of health care systems and personnel in various settings including in-patient facilities, clinics, long-term care facilities and community health settings. Contemporary and emerging approaches to leadership and management are critiqued. Selected leadership approaches are applied to organizational development and design, planning and marketing, changing roles of workers in organizations, and population health improvement.

Prerequisite(s): None

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- MGMT 620 Organizational Behavior (4 credits)

This course focuses on behavior in organizations as influenced by individual differences, group processes and interactions, and organizational processes. Skills and abilities essential for effective management in changing organizational contexts are emphasized. Topics examined include motivation, diversity, group development team building, power and politics, leadership, job design and organizational culture.

Prerequisite(s): None

- MGMT 660 Managing a Diverse Workforce (4 credits)

This course focuses on policies and practices for effectively managing a diverse workforce in private, public and nonprofit organizations. The current context and historical development of equal employment opportunity, affirmative action, and diversity management are addressed. Students gain theoretical and practical knowledge to understand beliefs, attitudes, biases and prejudices to more effectively manage differences in order to enhance organization productivity.

Prerequisite(s): MGMT 600 Practical Research Methods for Managers

- NPM 671 Financial Decision Making in Non-Profit Organizations (4 credits)

This course provides a comprehensive approach to successfully managing the finances of nonprofit organizations, with particular attention to the principles of budgeting (capital and operating), financial statements, cash management, basic accounting and auditing principles, and investment practices. Emphasis will be placed on the unique position of nonprofit organizations and their complex interrelationships with both the public and private sectors.

Prerequisite(s): None

Elective (3-4 credits)

Suggested Electives:

- PSYC 618 Program Evaluation (4 credits) (NURS 604 must be completed in advance)

Learn how to utilize research skills in the applied area of program evaluation, including conceptualization, roles as evaluators, planning and implementing an evaluation, as well as analyzing and reporting results to stakeholders and participants. The strengths and weaknesses of various quantitative and qualitative methods of program evaluation are discussed, emphasizing an awareness of and sensitivity to potential cultural, class, and gender differences in the evaluation process. Students engage in a community-based program evaluation hands-on project.

Prerequisite(s): PSYC 615 Qualitative Methods and Analysis in Community-Based Research or the equivalent.

- PSYC 620 Grants in Community Based Practice (3 credits)

This course will provide an in-depth study and practice of effective grant writing principles. Students will gain an understanding of how to evaluate grant funding opportunities, how to partner with communities and collaborating agencies in the grant proposal process, how to assemble the grant proposal team and garner necessary resources, and how to prepare an effective proposal. This course will offer an opportunity for students to evaluate grant-funding opportunities and develop an actual grant proposal.

Prerequisite(s): None

- NPM 672 Nonprofits and Social Change (4 credits)

Multiple perspectives of the role of nonprofit organizations in social change are presented in this course. It includes planning models and tools, strategy design, constituency building, training, proposal writing, program management and evaluation. Ethics and value in nonprofit operations are also covered.

Prerequisite(s): None

- DCSI 691 Models for Problem Solving (4 credits)
- MTKG 690 Strategic Marketing Planning (4 credits)

This course covers marketing planning from mission statement to budgets. It extends and builds upon the planning methods introduced in Marketing Management. Particular emphasis is placed upon environmental scanning, competitive analysis, comparisons of alternative strategies and the organizational activities required to implement the plan. The planning methods and procedures discussed are equally applicable for organizations operating in the economy's private, not-for-profit and government sectors.

Prerequisite(s): MKTG 600 Marketing Management

LMN Practicum Requirements (2 credits; 200 clock hours)

- NURS 670P Practicum in Leadership and Management (2 credits)

This practicum focuses on the development of the nurse leader/manager through the application of nursing and leadership/management theory and research in the delivery of health care. Population health improvement is addressed. Learning needs are identified and personal objectives are negotiated with a mentor, emphasizing preparation for advanced leadership and management responsibilities. Practicum seminars focus on current nursing leadership/management issues in a variety of health care environments. This practicum experience includes a minimum of 200 hours.

Prerequisite(s): None

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)

This seminar provides students with the opportunity to utilize critical thinking skills through application of a scholarly inquiry process to a topic related to their nursing practice. Students conceptualize and refine their topic through discussions with a nursing faculty member and fellow students. The final product is a focused critical review of the literature on a topic that is relevant to advanced nursing practice.

Prerequisite(s): NURS 601 Nursing Science AND
NURS 602 Ethical Dimensions for Nursing Practice AND
NURS 603 Foundations of Integrative Care AND
NURS 605 Health Policy and Leadership AND
NURS 607 Family Health Nursing NURS 607 only for FNP students.

End-of-Program Presentation (0 credits)

Total LMN Track Credits: 40-41 credits

Public Health Nursing Leadership (PHNL)

PHNL Prerequisite to Admission

Successful completion of the University of Minnesota's Regent's Certificate in Public Health Practice Core Concepts.

To earn the M.S.N. degree, the PHNL student will first successfully complete the University of Minnesota's Regent's Certificate in Public Health Core Concepts. Fifteen credits from the Regent's Certificate will transfer to the M.S.N. at Metropolitan State University. The student will then complete the requirements as listed.

Please note that NURS 604 Advanced Nursing Research has a course pre-requisite that may be completed either prior to or after admission to the program.

Core Course Requirements (11 credits)

- NURS 601 Nursing Science (3 credits)

This course identifies philosophies of science and the processes involved in conceptual and critical thinking. Concepts, theories and models that inform advanced nursing practice are systematically examined and evaluated. Selected nursing theories are analyzed and critiqued using theory formation criteria. Students discuss application of nursing science and conceptual models to their selected clinical areas of focus. Students are expected to critically articulate the use of theory-based practice in advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)

This course focuses on the theory and skills that prepare nurses to be competent participants of a moral community. Content includes analysis and application of several conceptualizations of ethical behavior, examination of the roots of ethical behavior, clarification of values, ethical decision making, collaboration with others to determine ethical standards, and evaluation of an ethic of care in nursing practice. Students explore caring and justice within health care. Graduate students further examine the ethical dimensions related to advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 603 Foundations of Integrative Care (2 credits)

This course focuses on the exploration of scientific approaches to healing using biochemical and energetic models. Students examine variables that contribute to treatment decisions, client self-care knowledge, evidence regarding efficacy of treatment modalities, and mutual treatment goals. Strategies are explored for utilizing an Integrative Care model in advanced nursing practice.

Prerequisite(s): None

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 604* Advanced Nursing Research (3 credits)

This course focuses on the application of research method to professional nursing practice. Quantitative and qualitative approaches, methodologies and techniques of data analysis are critically addressed. Emphasis is placed on the development of analytic ability and the utilization of research in leadership and advanced practice roles. Students develop an evidence-based paper.

Prerequisite(s): STAT 500 Statistics II Prerequisite: Admitted MSN student or instructor's permission or equivalent upper division inferential or graduate-level inferential statistics (through one-way ANOVA) taken within five years.

- NURS 605 Health Policy and Leadership (3 credits)

This course focuses on the achievement of a contextual understanding of selected health care systems, focusing on social, cultural, economic, and political variables. The U.S. population-based, market-driven system is studied in depth. Federal, state, and local health policy areas of responsibility are explored. Nursing leadership roles including client advocacy and political activism are studied. An experiential component includes lobbying an elected official and exploring nursing roles and issues related to health policy with an advanced practice nurse or nurse leader.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

* NURS 604 pre-requisite: STAT 301, STAT 500, PSYCH 307, or equivalent upper division inferential or graduate-level statistics course (covering content through one-way ANOVA) completed within the previous five years.

Management Core Requirements (14 credits)

- NURS 646 Nursing Informatics (2 credits)

This course focuses on the development and use of informatics for nursing practice and administration. Discussions will explore the use of patient information systems in the

management of nursing and health care services, challenges and opportunities related to nursing informatics, strategies for facilitating effective and appropriate application of information and computer science in nursing.

Prerequisite(s): None

Other Information: Prerequisites: Admitted MSN student or instructor's consent.

- NURS 647 Leadership in Health Care Systems (4 credits)

This course focuses on the theoretical foundation needed to provide leadership in the management of health care systems and personnel in various settings including in-patient facilities, clinics, long-term care facilities and community health settings. Contemporary and emerging approaches to leadership and management are critiqued. Selected leadership approaches are applied to organizational development and design, planning and marketing, changing roles of workers in organizations, and population health improvement.

Prerequisite(s): None

- MGMT 660 Managing a Diverse Workforce (4 credits)

This course provides a comprehensive approach to successfully managing the finances of nonprofit organizations, with particular attention to the principles of budgeting (capital and operating), financial statements, cash management, basic accounting and auditing principles, and investment practices. Emphasis will be placed on the unique position of nonprofit organizations and their complex interrelationships with both the public and private sectors.

Prerequisite(s): None

- NPM 671 Financial Decision Making in Non-Profit Organizations (4 credits)

This course provides a comprehensive approach to successfully managing the finances of nonprofit organizations, with particular attention to the principles of budgeting (capital and operating), financial statements, cash management, basic accounting and auditing principles, and investment practices. Emphasis will be placed on the unique position of nonprofit organizations and their complex interrelationships with both the public and private sectors.

Prerequisite(s): None

PHNL PRACTICUM REQUIREMENTS (2 credits; 200 clock hours)

- NURS 670P Practicum in Leadership and Management (2 credits)

This practicum focuses on the development of the nurse leader/manager through the application of nursing and leadership/management theory and research in the delivery of health care. Population health improvement is addressed. Learning needs are identified and personal objectives are negotiated with a mentor, emphasizing preparation for advanced leadership and management responsibilities. Practicum seminars focus on current nursing

leadership/management issues in a variety of health care environments. This practicum experience includes a minimum of 200 hours.

Prerequisite(s): None

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)

This seminar provides students with the opportunity to utilize critical thinking skills through application of a scholarly inquiry process to a topic related to their nursing practice. Students conceptualize and refine their topic through discussions with a nursing faculty member and fellow students. The final product is a focused critical review of the literature on a topic that is relevant to advanced nursing practice.

Prerequisite(s): NURS 601 Nursing Science AND
NURS 602 Ethical Dimensions for Nursing Practice AND
NURS 603 Foundations of Integrative Care AND
NURS 605 Health Policy and Leadership AND
NURS 607 Family Health Nursing Nurs 607 only for FNP students.

End-of-Program Presentation (0 credits)

Total PHNL Track Credits: 29 credits plus the Regent's Certificate

Registered Nurse to Master of Science Nursing (R.N.-M.S.N.)

Applications closed on Nov. 15, 2007, for the R.N.-M.S.N. program. Only students who are currently admitted to the undergraduate part of this program may apply to the M.S.N. part of their program, as described below.

The R.N.-M.S.N. program is designed for academically proficient registered nurses who have earned an associate degree, a diploma in nursing, or a baccalaureate in another field and are interested in preparing themselves for advanced nursing practice at the master's level. This program combines essential elements of the baccalaureate completion course work and the master's course work to provide a seamless and accelerated path to the M.S.N. degree. Upon successful completion of the program, the student earns both the Bachelor of Science in Nursing and the Master of Science in Nursing.

R.N.-M.S.N. Program Application Process

Admission to the R.N.-M.S.N. program is a two-step application process. The initial application is to the Pre-M.S.N. (undergraduate) portion of the program. The second application is to the M.S.N. (graduate) program.

Admission to the Pre-M.S.N. (undergraduate) portion of the program is based solely upon the qualifications of the applicant and is not competitive in nature; admission to the M.S.N. (graduate) program is a highly competitive process. Therefore, successful completion of the Pre-M.S.N. (undergraduate) portion of the R.N.-M.S.N. program does not guarantee admission to the M.S.N. (graduate) program. R.N.-M.S.N. students who are not admitted to the M.S.N. (graduate) program and have maintained a 2.50 GPA have the option of applying to the R.N.-B.S.N. program.

Students are responsible for knowing and adhering to current Department of Nursing program policies in place at the time of admission.

Step 1: Complete the R.N.-M.S.N. initial application.

Following full admission to the university, the applicant must meet the requirements for admission to the R.N.-M.S.N. program at Metropolitan State University.

- A 3.00 GPA (4.00 scale) in the AD nursing program and a cumulative GPA of 3.00 in all coursework is required.

Requirements for graduates of nursing programs not covered by existing articulation agreements are as follows:

- associate degree in nursing or diploma in nursing;
- cumulative 3.00 GPA (4.00 scale) in AD nursing program and cumulative 3.00 in other course work.

Required Courses:

- Human Anatomy and Physiology: 4 semester credits
- Natural Sciences: 11 semester credits from a combination of Chemistry, Nutrition, Microbiology, Mathematics, and other Natural Sciences coursework
- Psychology: 3 semester credits (Life-span recommended)
- Social Science: 3 semester credits (In addition to Psychology)
- English Composition: 3 semester credits
- For diploma graduates, up to 30 semester credits may be granted through credit transfer or portfolio review

Conditional Admission to the R.N.-M.S.N. Program

Applicants with a cumulative GPA of 3.00 (4.00 scale) in all nursing courses leading to the ADN or diploma and a cumulative GPA of less than 3.00 in all supporting courses may petition for admission. These applicants will be evaluated on a case-by-case basis. Conditions for admission will also be determined on a case-by-case basis. Applicants with less than 3.00 cumulative GPA in all nursing courses leading to the ADN or diploma are not able to petition for conditional admission.

Matriculation into R.N.-M.S.N.

Students must complete all nursing program prerequisite courses and university baccalaureate degree requirements prior to matriculation into the R.N.-M.S.N. nursing courses.

Prior to enrollment in NURS 301 Theoretical Foundations of Nursing, students who are graduates of diploma programs and non-Minnesota non-NLN accredited associate degree programs are required to validate their lower-division nursing through completion of the NLN Comprehensive Nursing Achievement Test (CNAT). Upon successful completion of the CNAT, the student will be awarded up to 30 semester credits in lower-division nursing.

A current, unencumbered nursing license and Minnesota registration are required prior to taking NURS 301. Department of Nursing personnel will use the online process through the Minnesota Board of Nursing to verify student compliance. Students are responsible for maintaining current registration according to R.N.-M.S.N. Policy 4.2.

NURS 301 Theoretical Foundations of Nursing is a prerequisite for the R.N.-M.S.N. program. Since this program is for academically-proficient nurses, the R.N.-M.S.N. student in this course must receive a grade of at least a B. Students who do not receive a B grade are not eligible to continue in the R.N.-M.S.N. program.

Upon admission, student signature acknowledges awareness of computer proficiency expectations established by the Department of Nursing.

Pre-M.S.N. (Undergraduate) Program of Study Requirements**Prerequisites***

- [STAT 201 Statistics I](#) (or equivalent)

This course covers the basic principles and methods of statistics. It emphasizes techniques and applications in business and human services problem solving and decision making. Topics include frequency distributions, measures of location and variation, index numbers, probability, sampling and sampling distributions, interval estimation, hypothesis testing, correlation and regression.

Prerequisite(s): MATH 101 Exploring Functions or Stat 201 placement on the mathematics assessment test offered by Diagnostic Services.

Other Information: Note: This course requires a TI-83 or TI-83 plus or TI-84 graphing calculator. Free graphing calculator workshops are available the week before this course begins. Contact the math center for details.

- [NURS 301 Theoretical Foundations of Nursing I](#)

This course examines the theoretical foundation for the practice of professional nursing with emphasis on the values and theoretical perspectives that support practice. A holistic framework, Healing through Caring, consisting of multiple theoretical perspectives is introduced with emphasis on the application on Modeling and Role-Modeling theory. The concepts of caring, healing, and transformational self care are emphasized in relationship to the metaparadigm of person, health, environment, and nursing. The specific interventions of therapeutic communication, relaxation, imagery, and therapeutic touch are practiced.

Prerequisite(s): None

- Humanities (upper or lower division course)
- Ethical Inquiry OR Medical Ethics (or equivalent)

*Students with a previous baccalaureate need STAT 201 and NURS 305

Undergraduate Nursing Courses:

- [NURS 335 Nursing Research](#) (3 credits)

This course focuses on research as a basis for developing nursing as a discipline and for improving the practice of professional nursing. The historical development of nursing research and theory are reviewed. The usefulness of theory as a guide for practice and research is emphasized. Ethical issues surrounding the use of human subjects in research are explored. Emphasis is placed on assisting students to become effective consumers of research, the process for utilization of research in practice, and the development of evidence-based nursing practice.

Prerequisite(s): STAT 201 Statistics I and Admitted B.S.N./M.S.N. student or instructor's consent.

- **NURS 456 Community Health Nursing and Practicum (4 credits)**

This course focuses on the origins and trends in community and public health nursing, conceptual models for practice, and contemporary health problems and issues. Case studies of clients/aggregates in multicultural settings in the community are the basis for discussion of systems theory, public health nursing, and population-based practice. Unconditional acceptance of culturally, ethnically and socio-economically diverse clients enhances the development of students' nursing care. Students work collaboratively in small groups to assess and diagnose the health needs of an actual community. Students must register concurrently for a practicum session.

Prerequisite(s): NURS 315 Theoretical Foundations of Nursing II AND
NURS 335 Nursing Research for B.S.N. students or admitted RN-M.S.N. student.

Corequisite(s): NURS 456P Community Health Nursing Practicum

- **NURS 456P Community Health Nursing and Practicum (2 credits)**

The clinical experience in this course focuses on application of concepts of community health nursing in diverse community settings, emphasizing primary prevention, health promotion and cultural competence within the holistic framework. Students must register concurrently for NURS 456 Community Health Nursing.

Prerequisite(s): NURS 315 Theoretical Foundations of Nursing II AND
NURS 335 Nursing Research

Corequisite(s): NURS 456 Community Health Nursing

- **NURS 458 Leadership and Management in Nursing (6 credits)**

This course focuses on leadership and management theory and skills needed to prepare nurses to promote collaborative, effective client-centered care in dynamic health care environments. Concepts related to change, communication, conflict, organizational effectiveness, decision making, and nursing informatics are discussed. Students have the opportunity to reflect on their leadership style and to discuss issues and trends of professional relevance in a seminar format. Written and oral communication are summatively evaluated in this course.

Prerequisite(s): None

Other Information: Requirement: Admitted B.S.N. student or instructor's consent.

Transfer of Undergraduate Nursing Coursework into the R.N.-M.S.N. Program

Undergraduate nursing coursework may be accepted in transfer by petition in accordance with R.N.-M.S.N. Policy Section I, part 7.0.

Additional University Requirements for the Baccalaureate Degree

Students must meet all university degree requirements, including general education, liberal studies, and goal areas. Requirements may be met through articulation agreements, transfer credit, or credits completed at Metropolitan State University. Evaluation of transfer credits as they apply to degree and program requirements is completed upon admission to Metropolitan State University.

Progression

R.N.-M.S.N. students in the Pre-M.S.N. (undergraduate) portion of the program must maintain a term and cumulative GPA of 3.00. Completion of undergraduate coursework does not guarantee admission to the graduate (M.S.N.) program. Students who are not admitted to the graduate program and have maintained a 2.50 GPA have the option of applying to the R.N.-M.S.N. program.

Testing for R.N.-M.S.N.

Students take a critical thinking test at the beginning and end of their R.N.-M.S.N. program.

Registration for Graduate Courses Prior to Admission to the M.S.N. Program

Admitted R.N.-M.S.N. students who are in the Pre-M.S.N. (undergraduate) portion of the R.N.-M.S.N. program may register for graduate nursing courses with the consent of the graduate academic advisor/recruiter on a space-available basis in accordance with M.S.N. policy 1.6 Special Students and 4.0 Credit Transfer.

Step 2: Complete the M.S.N. application (January 15 deadline) while taking undergraduate nursing courses.

M.S.N. Admission Requirements

- R.N.-M.S.N. students must meet the requirements for full admission to the Master of Science in Nursing (M.S.N.) program at Metropolitan State University once they have completed the pre-graduate course work as identified previously. Completion of Pre-M.S.N. coursework does not guarantee admission to the graduate (M.S.N.) program.
- Students must successfully complete all requirements toward the B.S.N. by the M.S.N. application deadline. Exception: Current enrollment in NURS 458 Leadership and Management in Nursing OR NURS 456/456P Community Health Nursing.

Back to [Master of Science in Nursing](#)

Granting of Degrees

The Bachelor of Science in Nursing and the Master of Science in Nursing are conferred upon completion of all undergraduate and graduate requirements.

Program Admission Requirements

The following are requirements for full admission to the Master of Science in Nursing (M.S.N.) program at Metropolitan State University.

- B.S.N. applicants: Official transcripts indicating B.S./B.A. degree in nursing completed at the time of application or a current, official transcript and documentation indicating that the student has no more than 10 outstanding semester credits at the time of the application. Such students must provide evidence of degree completion with a 3.0 GPA by June 15 of the application year. R.N.-M.S.N. applicants refer to the R.N.-M.S.N. Undergraduate Student Policies and Procedures.
- Evidence of current unencumbered RN licensure in at least one state with eligibility for licensure in Minnesota.
- 3.00 GPA used for admission assessment is the cumulative GPA calculated from all course work and evaluation of all transcripts (undergraduate and graduate). Diploma RN applicants seeking admission to the R.N.-M.S.N. program will be evaluated on an individual basis.
- Submission of a completed Metropolitan State University Graduate Programs Application form, including goal essay.
- References from three people: specifically, one from a former faculty member, one from a supervisor/employer, and one from a professional peer or colleague of the applicant's choice.
- Upon admission, student signature acknowledges awareness of computer proficiency expectations established by the Department of Nursing.
- R.N.-M.S.N. applicants must have all requirements toward the B.S.N. successfully completed. Exception: Current enrollment in NURS 458 Leadership and Management in Nursing **OR** NURS 456/456P Community Health Nursing.
- Interview with member(s) of the Graduate M.S.N. Admissions Committee may be required for qualified applicants according to established admissions committee procedures.
- Women's Health Planned Parenthood Certificate and Wound, Ostomy and Continence-only students are governed by articulation agreements and policies/procedures in effect.

Pre-Practicum Requirements

Prior to beginning the practicum experience, the following information must be submitted to the Department of Nursing:

- Acceptance of Compliance with Agency Requirements
- Communicable Disease Immunity
- Verification of 1,000 hours of RN work experience
- Current CPR certification
- Minnesota Department of Human Services Background Study Form
- M.S.N. Authorization for Release of Student Background Study Information
- Nursing Student Release Form
- Evidence of an unencumbered license with current registration to practice in Minnesota and the state(s) in which practicum will be conducted

- Nurse Practitioner student liability coverage (NP tracks)
- RN liability coverage (LMN and PHNL track)
- Evidence of current health insurance
- HIPAA training information

All requirements must be valid for the duration of practicum experiences.

Denial of Admission

Applicants with poor academic records or limited probability of succeeding in graduate work may be denied both admission to the M.S.N. program and permission to take graduate courses. Applicants may also be denied if the Department of Nursing concludes that they do not meet the professional standards commonly required for students earning a graduate degree in nursing and/or have stated professional goals that are incompatible with program offerings.

Special Students

Registered nurses who are not admitted to the M.S.N. program may register for nursing courses with the consent of the Graduate Academic Advisor/Recruiter if there is space available in the class. Refer to the Department of Nursing procedure governing special students. Approval is based on the judgment that the student has the academic and/or experiential background to successfully complete the course.

Enrollment Status

Full-time versus part-time status varies by program and semester. At Metropolitan State University, full time is considered eight (8) or more graduate credits; part-time status is less than eight (8) graduate credits per semester.

Progression

All requirements for the M.S.N. degree must be completed within six years of the first semester of enrollment in the M.S.N. program. Student requests for a one-time extension of up to one year may be considered if, prior to expiration of the initial six years, the student makes a written request to the Department of Nursing Student/Faculty Affairs Committee. The request should include the rationale for the request, a detailed plan regarding completion of degree requirements, and a target completion date.

Credit Transfer

With the approval of the Department of Nursing, students may apply certain credits earned in other accredited graduate programs toward their Metropolitan State degree. Students may request that up to eight (8) graduate semester credits apply toward the M.S.N. degree completion. This total includes graduate credits taken at Metropolitan State University as a special student or R.N.-M.S.N. student prior to admission to the M.S.N. program. Cross-listed courses taken for graduate credit while enrolled in the Metropolitan State R.N.-B.S.N. program are not included in the eight (8) credit total.

Evaluation of Credentials of Graduates of Foreign Nursing Schools

In accordance with University Policy 2000, graduates of foreign nursing schools who apply to the nursing program are required to have transcripts evaluated by the Credentials Evaluation Service offered by the Commission on Graduates of Foreign Nursing Schools (CGFNS.) The full Education Course by Course report will serve as the basis for the transcript evaluation needed for admission to the university and the nursing program.

Financial Aid

A limited number of scholarships for M.S.N. students are available through employers or organizations such as the American Cancer Society or the Veteran's Administration. For information and application forms, call the Financial Aid Office at 651-793-1414 or contact them via the university Web site.

For more information about the Master of Science in Nursing or Post Master's Graduate Certificate Options, visit Metropolitan State's College of Nursing and Health Sciences Web site at www.metrostate.edu/cnhs ([College of Nursing and Health Sciences](http://www.metrostate.edu/cnhs)) or call Metropolitan State University, College of Nursing and Health Sciences at 651-793-1375.

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association. The M.S.N program is accredited by the Commission on Collegiate Nursing Education.

Master's Only Option for Women's Health Care Nurse Practitioner (Master's Only WHCNP)

[Admissions Requirements]

The Department of Nursing, through a cooperative agreement with Planned Parenthood of Minnesota/South Dakota (PPM/SD), offers a master's degree-completion opportunity to Women's Health Care Nurse Practitioners (WHCNP) who are certified through PPM/SD since 1993 or later (without selecting a new role option).

To earn the M.S.N. degree, the Master's Only WHCNP student must complete 26 semester credits distributed in the areas below. No clinical practica hours are required. The specific courses that meet these requirements are listed below.

Please note that NURS 604 Advanced Nursing Research has a course pre-requisite that may be completed either prior to or after admission to the program.

Core Course Requirements (13 credits)

- NURS 601 Nursing Science (3 credits)

This course identifies philosophies of science and the processes involved in conceptual and critical thinking. Concepts, theories and models that inform advanced nursing practice are systematically examined and evaluated. Selected nursing theories are analyzed and critiqued using theory formation criteria. Students discuss application of nursing science and conceptual models to their selected clinical areas of focus. Students are expected to critically articulate the use of theory-based practice in advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)

This course focuses on the theory and skills that prepare nurses to be competent participants of a moral community. Content includes analysis and application of several conceptualizations of ethical behavior, examination of the roots of ethical behavior, clarification of values, ethical decision making, collaboration with others to determine ethical standards, and evaluation of an ethic of care in nursing practice. Students explore caring and justice within health care. Graduate students further examine the ethical dimensions related to advanced nursing roles.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 603 Foundations of Integrative Care (2 credits)

This course focuses on the exploration of scientific approaches to healing using biochemical and energetic models. Students examine variables that contribute to treatment decisions, client self-care knowledge, evidence regarding efficacy of treatment modalities, and mutual treatment goals. Strategies are explored for utilizing an Integrative Care model in advanced nursing practice.

Prerequisite(s): None

Other Information: Prerequisite: Admitted MSN student or instructor's consent.

- NURS 604* Advanced Nursing Research (3 credits)

This course focuses on the application of research method to professional nursing practice. Quantitative and qualitative approaches, methodologies and techniques of data analysis are critically addressed. Emphasis is placed on the development of analytic ability and the utilization of research in leadership and advanced practice roles. Students develop an evidence-based paper.

Prerequisite(s): STAT 500 Statistics II Prerequisite: Admitted MSN student or instructor's permission or equivalent upper division inferential or graduate-level inferential statistics (through one-way ANOVA) taken within five years.

- NURS 605 Health Policy and Leadership (3 credits)

This course focuses on the achievement of a contextual understanding of selected health care systems, focusing on social, cultural, economic, and political variables. The U.S. population-based, market-driven system is studied in depth. Federal, state, and local health policy areas of responsibility are explored. Nursing leadership roles including client advocacy and political activism are studied. An experiential component includes lobbying an elected official and exploring nursing roles and issues related to health policy with an advanced practice nurse or nurse leader.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

*NURS 604 pre-requisite: STAT 301, STAT 500, PSYCH 307, or equivalent upper division inferential or graduate-level statistics course (covering content through one-way ANOVA) completed within the previous five years.

Nursing and Supporting Course Requirements (11 credits)

- NURS 607 Family Health Nursing (3 credits)

This course focuses on family nursing. Major theoretical foundations are presented including family systems, development, structure-function, and stress. Issues related to contemporary families are explored including gay and lesbian families, responses to grief and loss, family violence, and socio-cultural influences. The clinical decision making skills of assessment, diagnosis, intervention, and evaluation are applied to families experiencing a transition or a chronic health problem. Students will work with a family whose cultural, racial, or lifestyle background is different from their own. Graduate students will evaluate the effectiveness of family nursing interventions.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 608 Epidemiology (2 credits)

This course focuses on the principles of epidemiology as a basis for advanced nursing practice with populations at risk. Students gain an understanding of epidemiology as the science of public health and community health nursing by examining the range of health problems and diseases affecting diverse cultures, races and ethnic groups. Upon completion of the course, students can apply the fundamentals of epidemiology to the structuring of health promotion interventions for high-risk groups.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 609 Pharmacology for Advanced Practice Nursing (3 credits)

This course focuses on foundational principles of pharmacokinetics and pharmacodynamics. Indications, efficacy, therapeutic effects, and adverse effects of selected drugs will be examined, compared and contrasted. Utilizing critical thinking skills, the student will incorporate evidence-based, ethical, and holistic principles into pharmacotherapeutic decision making.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

- NURS 610 Pathophysiology for Advanced Practice Nursing (3 credits)

This course focuses on the physiological basis for signs and symptoms of disorders commonly addressed in primary care. Age-related differences in the physiological response to disease symptoms will be addressed. Focus is on the clinical application of pathophysiological concepts.

Prerequisite(s): None

Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)

This seminar provides students with the opportunity to utilize critical thinking skills through application of a scholarly inquiry process to a topic related to their nursing practice. Students conceptualize and refine their topic through discussions with a nursing faculty member and fellow students. The final product is a focused critical review of the literature on a topic that is relevant to advanced nursing practice.

Prerequisite(s): NURS 601 Nursing Science AND
NURS 602 Ethical Dimensions for Nursing Practice AND
NURS 603 Foundations of Integrative Care AND
NURS 605 Health Policy and Leadership AND
NURS 607 Family Health Nursing Nurs 607 only for FNP students.

End-of-Program Presentation (0 credits)

Total Master's Only WHCNP Track Credits: 26 credits

Program Admission Requirements

The following are requirements for full admission to the Master of Science in Nursing (M.S.N.) program at Metropolitan State University.

- B.S.N. applicants: Official transcripts indicating B.S./B.A. degree in Nursing completed at the time of application or a current, official transcript and documentation indicating that the student has no more than 10 outstanding semester credits at the time of the application. Such students must provide evidence of degree completion with a 3.0 GPA by June 15 of the application year. R.N.-M.S.N. applicants refer to the R.N.-M.S.N. Undergraduate Student Policies and Procedures.
- Evidence of current unencumbered RN licensure in at least one state with eligibility for licensure in Minnesota.
- 3.00 GPA used for admission assessment is the cumulative GPA calculated from all course work and evaluation of all transcripts (undergraduate and graduate). Diploma RN applicants seeking admission to the R.N.-M.S.N. program will be evaluated on an individual basis.
- Submission of a completed Metropolitan State University Graduate Programs Application form, including goal essay.
- References from three people: specifically, one from a former faculty member, one from a supervisor/employer, and one from a professional peer or colleague of the applicant's choice.
- Upon admission, student signature acknowledges awareness of computer proficiency expectations established by the Department of Nursing.
- R.N.-M.S.N. applicants must have all requirements toward the B.S.N. successfully completed. Exception: Current enrollment in Nurs 458 Leadership and Management in Nursing OR Nurs 456/456P Community Health Nursing.
- Interview with member(s) of the Graduate M.S.N. Admissions Committee may be required for qualified applicants according to established admissions committee procedures.
- Women's Health Planned Parenthood Certificate and Wound, Ostomy and Continence-only students are governed by articulation agreements and policies/procedures in effect.

Denial of Admission

Applicants with poor academic records or limited probability of succeeding in graduate work may be denied both admission to the M.S.N. program and permission to take graduate courses. Applicants may also be denied if the Department of Nursing concludes that they do not meet the professional standards commonly required for students earning a graduate degree in nursing and/or have stated professional goals that are incompatible with program offerings.

Special Students

Registered nurses who are not admitted to the M.S.N. program may register for nursing courses with the consent of the Graduate Academic Advisor/Recruiter if there is space available in the class. Refer to the Department of Nursing procedure governing special students. Approval is based on the judgment that the student has the academic and/or experiential background to successfully complete the course.

Enrollment Status

Full-time versus part-time status varies by program and semester. At Metropolitan State University, full time is considered eight (8) or more graduate credits; part-time status is less than eight (8) graduate credits per semester.

Progression

All requirements for the M.S.N. degree must be completed within six years of the first semester of enrollment in the M.S.N. program. Student requests for a one-time extension of up to one year may be considered if, prior to expiration of the initial six years, the student makes a written request to the Department of Nursing Student/Faculty Affairs Committee. The request should include the rationale for the request, a detailed plan regarding completion of degree requirements, and a target completion date.

Credit Transfer

With the approval of the Department of Nursing, students may apply certain credits earned in other accredited graduate programs toward their Metropolitan State degree. Students may request that up to eight (8) graduate semester credits apply toward the M.S.N. degree completion. This total includes graduate credits taken at Metropolitan State University as a special student or R.N.-M.S.N. student prior to admission to the M.S.N. program. Cross-listed courses taken for graduate credit while enrolled in the Metropolitan State R.N.-B.S.N. program are not included in the eight (8) credit total.

Evaluation of Credentials of Graduates of Foreign Nursing Schools

In accordance with University Policy 2000, graduates of foreign nursing schools who apply to the nursing program are required to have transcripts evaluated by the Credentials Evaluation Service offered by the Commission on Graduates of Foreign Nursing Schools (CGFNS.) The full Education Course by Course report will serve as the basis for the transcript evaluation needed for admission to the university and the nursing program.

Financial Aid

A limited number of scholarships for M.S.N. students are available through employers or organizations such as the American Cancer Society or the Veteran's Administration. For information and application forms, call the Financial Aid Office at 651-793-1414 or contact them via the university Web site.

For more information about the Master of Science in Nursing or Post Master's Graduate Certificate Options, visit Metropolitan State's College of Nursing and Health Sciences Web site at www.metrostate.edu/cnhs (College of Nursing and Health Sciences) or call Metropolitan State University, College of Nursing and Health Sciences at 651-793-1375.

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association. The M.S.N program is accredited by the Commission on Collegiate Nursing Education.

Post-Master's Graduate Certificate

[\[Admission Requirements\]](#) [\[Pre-Practicum Requirements\]](#)

A Post-Master's Graduate Certificate option is offered on a space available basis for the RN who holds a master's degree in nursing and would like to add or expand nurse practitioner certification or enhance leadership skills. The program of study is individually designed with a faculty advisor based on curricular and certification requirements. Consistent with MnSCU policy, a minimum of ten (10) graduate credits are required for the certificate program.

The Post-Master's Graduate Certificate option is available for the master's prepared nurse who seeks further preparation in the following areas:

Adult/Geriatric Nurse Practitioner (ANP/GNP)

Family Nurse Practitioner (FNP)

Leadership and Management (LMN)

Public Health Nursing Leadership (PHNL)

Nurse Educator (pending approval)

Admission Requirements

The following are requirements for admission to the Post-Master's Graduate Certificate program at Metropolitan State University.

- Official transcript showing a master's degree in nursing (M.S.N. in anesthesia is not acceptable).
- 3.0 GPA in the master's degree in nursing.
- Current unencumbered RN licensure in at least one state with eligibility for licensure in Minnesota.
- Copy of current nurse practitioner certification, if applicable.
- Submission of a completed Metropolitan State University graduate program application form, including a goal essay and application fee.
- Letters of reference (2) from supervisor/employer and professional peer/colleague.

Pre-Practicum Requirements

Prior to beginning the practicum experience, the following information must be submitted to the Department of Nursing:

- Acceptance of Compliance with Agency Requirements
- Communicable Disease Immunity
- Verification of 1000 hours of RN work experience
- Current CPR certification
- Minnesota Department of Human Services Background Study Form
- M.S.N. Authorization for Release of Student Background Study Information
- Nursing Student Release Form

- Evidence of an unencumbered license with current registration to practice in Minnesota and the state(s) in which practicum will be conducted
- Nurse Practitioner student liability coverage (NP tracks)
- RN liability coverage (LMN and PHNL track)
- Evidence of current health insurance
- HIPAA training information

All requirements must be valid for the duration of practicum experiences.

Financial Aid

A limited number of scholarships for M.S.N. students are available through employers or organizations such as the American Cancer Society or the Veteran's Administration. For information and application forms, call the Financial Aid Office at 651-793-1414 or contact them via the university Web site.

For more information about the Master of Science in Nursing or Post Master's Graduate Certificate Options, visit Metropolitan State's College of Nursing and Health Sciences Web site at www.metrostate.edu/cnhs ([College of Nursing and Health Sciences](http://www.metrostate.edu/cnhs)) or call Metropolitan State University, College of Nursing and Health Sciences at 651-793-1375.

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association. The M.S.N program is accredited by the Commission on Collegiate Nursing Education.

Doctor of Nursing Practice (D.N.P)

[Admissions Requirements]

The Doctor of Nursing Practice (D.N.P) is offered as a collaborative program through a consortium of four universities: Metropolitan State University; Minnesota State University, Mankato; Minnesota State University, Moorhead; and Winona State University. This degree prepares nurses with a master's degree in nursing who wish to gain the advanced clinical, organizational, economic, and leadership competencies necessary in an increasingly complex healthcare environment.

Program Objectives

Graduates of the D.N.P. program will be able to:

- evaluate scientific underpinnings that contribute to translation of nursing research to improve practice;
- evaluate nursing actions that influence health care outcomes for individuals, families, and populations;
- use knowledge gained through evaluation of nursing actions that influence health outcomes to improve care delivery, patient outcomes, and systems management;
- evaluate evidence pertaining to direct care of patients and management of care for individuals, families, systems, and populations; and
- translate evidence gained through evaluation of direct care of patients and management of care for individuals, families, systems, and populations to improve practice and implement health policy.

Admissions Requirements

- Graduation with a minimum cumulative grade point average of 3.0 on a 4.0 scale, from a CCNE or NLNAC accredited master's program in nursing.
- Registered nurse licensure in the state where the student expects to conduct her or his clinical practicum.
- Eligibility for licensure in Minnesota.
- Certification: Nurse practitioner, clinical nurse specialist, nurse anesthetist, and nurse midwife applicants must have the respective national certification needed for practice. Applicants may be in advanced nursing positions including nurse executive, nurse informatician, nurse educator, clinical nurse specialist, nurse midwife, nurse anesthetist, or nurse practitioner.
- Professional references from two persons who can comment competently on the applicant's background and suitability for doctoral study. One reference should be from a supervisor and one from a peer in an advanced nursing role (e.g., nurse practitioner, nurse administrator, clinical nurse specialist, or nursing educator). (See reference form on Web page).
- Goal Statement
- Resume
- Students eligible for admission may be invited to interview with the D.N.P program faculty.

Interviews will be conducted as soon as possible after the review of the applications.

Students will be assigned to one of the four consortium universities which will act as the student's home university. This assignment is based on a match between the student's phenomenon of interest and

faculty expertise.

Curriculum

The D.N.P. program curriculum is a post-nursing master's program structured around the American Association of Colleges of Nursing (AACN) Essentials of Doctoral Education. Course content builds upon the master's degree and consists of a minimum of 36 credits. Five semesters of doctoral didactic and clinical coursework culminates in completion of an evidence-based clinical capstone project. Throughout the course sequence, students will work with clinical experts and graduate faculty with expertise in applied research. A variety of teaching and learning approaches, primarily distance learning, will be used.

Course Requirements

- NURS 693 Scholarly Paper Seminar (2 credits)
- NURS 700 Theoretical Foundations for Nursing Practice (4 credits)
- NURS 701 Applied Biostatistics (4 credits)
- NURS 702 Clinical Scholarship and Analytical Methods for Advanced Nursing Practice (4 credits)

This course focuses on the conduct of clinical scholarship. Content includes transformational research approaches and evidence-based practice processes, including epidemiological methods. Evaluation methods of clinical practice change outcomes on individuals, groups, populations, and systems are addressed.

Prerequisite(s): None

- NURS 704 Clinical Prevention and Population Health (4 credits)
- NURS 706 Organizational and Systems Leadership (4 credits)
- NURS 740 Clinical Scholarship I (2 credits)
- NURS 750 Clinical Scholarship II (2 credits)
- NURS 760 Clinical Scholarship III (2 credits)

This course focuses on development of consultative and leadership strategies for use in implementing a clinical practice approach to a clinical nursing practice problem. The inter-professional context along with various information technologies and information systems will be considered.

Prerequisite(s): None

- NURS 770 Clinical Scholarship IV (2 credits)

This seminar and practicum focuses on accountability for advancing the nursing profession and contributing to the developing body of nursing practice knowledge. Addresses advocacy at all levels of policy implementation. Culminates in a successful oral defense of the capstone project.

Prerequisite(s):

None

Each Clinical Scholarship course includes 100 hours of clinical practice.

Required Elective

The D.N.P program requires that students complete a four semester credit elective course that will enhance their expertise within their specialty area or the content area of their D.N.P. Capstone Project. The elective course must be a doctoral level course and can be taken at any of the consortium home institutions or at any other nationally accredited academic institution.

Enrollment Status

Students enroll in approximately seven credits per semester. Five semesters of full time study are required for degree completion.

Progression

All degree requirements including D.N.P. program credits, transfer credits, and all other program requirements must be completed within five years of the start of D.N.P. coursework. Under exceptional extenuating circumstances, a student may submit a petition through their advisor and to the Program Management Council requesting an extension of the time limitation.

Credit Transfer

Transfer of doctoral level courses into the student's program of study can include coursework that substitutes for required courses or meets the requirements of elective coursework. Consistent with institutional and system policy, all coursework to be considered for transfer into the D.N.P. program must be at the doctoral level from nationally accredited academic institutions and must be completed after the student is enrolled in the D.N.P. program. A maximum of 4 credits can be transferred into the student's plan of study. All transferred credits must be at the doctoral level and must be completed after the student is enrolled in the D.N.P. program.

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Project Management Certificate

[\[College of Management Degree Programs\]](#) [\[Admission Requirements\]](#)
[\[Application Deadlines\]](#) [\[College of Management Graduate Policies\]](#) [\[Accreditation\]](#)
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Project management is now one of the fastest growing career fields in business. Organizations are increasingly using projects as a means of achieving their strategic objectives.

In response to this need, College of Management is offering a Graduate Certificate and Concentration in Project Management. The required courses prepare students for the challenging field of Project Management by providing them with tools, skills, and knowledge necessary to initiate, plan, and implement projects successfully.

Some of the major skills areas covered include:

- Project planning, implementation, and control using Microsoft Project
- RFP formulation
- Earned Value Analysis
- Computer-aided problem solving and decision making methodologies
- Systematic approaches to risk identification, risk modeling, risk impact assessment, respond planning, and documentation.
- Simulations using Microsoft Project, Crystal Ball, and Excel
- Techniques in data mining and visual display of quantitative data
- Team building, negotiation, and conflict resolution in projects
- Project management organizational options

Certificate Admission Requirements

- Bachelor's degree from an accredited institution.
- Demonstrated knowledge of principles of management, basic statistics, and basic knowledge of Microsoft Office.
- A one-page essay describing reasons for pursuing a Project Management Certificate.
- A current resume
- Diagnostic assessment test scores
- A completed application form and \$20 nonrefundable application fee.
- If your abilities are assessed to be inadequate for graduate study, you may be required to enroll in appropriate undergraduate courses until your skills have been brought to a satisfactory level. These undergraduate courses must be successfully completed prior to taking any graduate level courses.

The Curriculum

- [DSCI 620 Project Management](#)

This course provides a systematic and comprehensive overview of project leadership and management. Topics covered include all aspects of project management from project initiation issues, RFP formulation, proposal decisions, preparation, and evaluation, project planning and

implementation to organization, risk assessment, negotiation, and conflict resolution. Also included are project planning techniques such as PERT, CPM, Earned Value Analysis, and project monitoring and simulation using Microsoft Project software.

Prerequisite(s): None

- DSCI 630 Project Risk Management

This course provides a comprehensive study of project risk management, including concepts, methodologies, and applications. It includes systematic approaches to risk identification, risk modeling, risk impact assessment, respond planning, and documentation. Decision science methods such as System Dynamics, Monte Carlo Simulation, Decision Analysis, Probability Analysis, Analytic Hierarchy Process, and Scenario Analysis will be utilized in risk assessment. Use of computer software in risk analysis will also be emphasized.

Prerequisite(s): DSCI 620 Project Management

Other Information: Prerequisite: Working knowledge of Microsoft Excel, basic statistics, College Algebra or their equivalents.

- DSCI 691 Models for Problem Solving OR
- MIS 671 Problem Formulation, Data Presentation and Research Method

This course provides students with techniques and strategies to work on complex business problems while exercising strong critical thinking skills. It also helps them develop potential solutions. This course then focuses on how to take the results of students' professional work and present complex material in a manner that helps them clearly explain and market their information.

Prerequisite(s): None

All courses are four credits each

To receive PMI certification and/or training contact PMI at www.PMI.org (PMI Link)

College of Management Graduate Degree Programs

The College of Management offers three graduate degrees: the Master of Business Administration (M.B.A.), the Master of Public and Nonprofit Administration (M.P.N.A.), and the Master of Management Information Systems (M.M.I.S.). The M.B.A. is designed to prepare you for a professional career in business or for-profit organizations. The M.P.N.A. prepares you for a career in government and not-for-profit organizations. The M.M.I.S. prepares you for leadership of your organization's information systems and technology-related areas. In addition, graduate certificate programs are offered in project management and MIS.

The College of Management graduate programs are offered in three formats: regular classroom-based courses, Web-enhanced courses that meet every other week in the classroom with online work in between classes, and fully online courses.

Together, the graduate programs in the College of Management have more than 1,400 alumni, most of who continue to live and work in the Twin Cities metropolitan area.

Desired College of Management Graduate Program Outcomes

Graduate programs in the College of Management are designed to enhance the management skills and knowledge of experienced adults. Mastery of management skills is a process that engages you throughout your professional life. For this reason, the desired outcomes of the three graduate programs focus on an ongoing process of learning and mastery. At the heart of the college's graduate programs is the expectation that accomplished managers:

- Know themselves, especially their values, well enough to develop an appropriate management style, philosophy and set of ethical guidelines;
- Have developed a universe of management concepts, paradigms and "maps," and are dedicated to exploring and creating ever-better ways to manage;
- Know when to take initiative and responsibility and when to empower others, and anticipate the consequences of their actions;
- Work effectively and sensitively with people of other races, gender, ethnic and age groups;
- Communicate effectively in writing, speaking and listening in a variety of settings;
- Know content, process and applications in key organizational areas;
- Understand how to motivate people, design work, evaluate the performance of others and provide an environment for personal growth;
- Obtain, understand, analyze and evaluate quantitative and qualitative information, manage modern information-handling technologies, and synthesize information from a variety of sources for decision making;
- Think strategically when identifying issues, problems and opportunities, evaluating alternatives, and implementing appropriate actions;
- Identify an organization's philosophy and goals, and derive objectives from them;
- Analyze internal resources and the external economic, political, legal and cultural environment in order to make strategic choices;
- Develop and implement a plan of action integrating activities of the various parts of an organization;
- Provide visionary direction for an organization and contribute to the process of innovation and creative development; and
- Envision, understand and facilitate change and anticipate the possible impacts on the organization.
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Student Information

Admission Requirements for College of Management Graduate Programs

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned. Applicants should allow 7-10 business days for review once all required application materials are received and sent to the College of Management

Graduate Admissions Committee.

To be considered for admission to the M.B.A., M.M.I.S, M.P.N.A., or certificate programs, you must submit:

- **Application** - complete the Metropolitan State University Graduate Programs Application, including a \$20 nonrefundable application fee (waived for baccalaureate graduates of Metropolitan State);
- **Official Transcripts** - showing a baccalaureate degree or equivalent earned from an accredited institution with grade-point average or narrative description describing courses completed from all schools attended after high school and transcripts from any graduate or professional programs;
- **Test Scores**
*M.B.A. applicants must submit official Graduate Management Admission Test (GMAT) scores - examinee copies are not acceptable. Note: If you already possess an earned Ph.D., D.D.S., M.D., or J.D. degree from an accredited U.S. institution or are participants in a College of Management special program, the requirement for the GMAT or assessments may be waived.
*M.M.I.S., M.P.N.A. and certificate program applicants should submit recent assessment scores;
Current resume - two years of professional work experience is required for M.B.A. and recommended for M.P.N.A; one year is required for the M.M.I.S.
- **Goals Essay** - a word-processed paper (double-spaced and approximately two pages) explaining "Why the Master's Degree Would Help Me Achieve My Professional Goals," with specific reference to the M.B.A., M.M.I.S., M.P.N.A. or certificate program; significant achievements; planned career and community or personal activities, including what you can contribute to the program;
- **Two References** - (using the required reference form) from employers or others who can attest to the importance of the master's degree in enhancing your professional development and commenting on your ability to pursue and successfully complete a graduate program. Faxed or electronic references are not accepted. (**Not required for certificate programs**).

In addition to the above admission documents required of all College of Management graduate students, international students should note the requirements described under Admission Information earlier in this catalog and are required to submit the following documents:

- Official TOEFL score if you received your undergraduate degree outside the United States. Permanent residents, political refugees, resident aliens and international students on a nonstudent visa who received an undergraduate degree outside the U.S. must also submit official TOEFL scores. Official TOEFL scores must be sent directly to the College of Management Graduate Program Office at Metropolitan State University. Examinee copies are not accepted.
- Official copy of a course-by-course transcript evaluation if your undergraduate degree was received outside the United States. The international course-by-course transcript evaluation conducted by an independent agency, such as Educational Credential Evaluators (ECE) or World Evaluation Services (WES), must be sent directly to the Graduate Program Office. Examinee copies are not accepted.

- Financial support documents, verifying funds for two years of study.
- Photocopy of the information page in your passport.

Additional documents required for F-1 international students currently in the United States on an I-20 from another college or university who wish to transfer to Metropolitan State include the following items:

- Official transcripts from all U.S. colleges attended
- Transfer verification form
- Photocopy of current I-20, visa and entry stamp, I-94

Note: International students may apply for classroom based degree programs only. Applications from international students for the MIS or Project Management Certificate programs will not be accepted. These students will be referred to existing degree programs.

Application Deadlines

- Fall Semester, August 1
- Spring Semester, December 1
- Summer Term, April 1

Application Deadlines - International Student Applicants

- Fall Semester, May 1
- Spring Semester, September 1
- Summer Term, No summer admissions

Application deadlines will not be waived. Applications for admission are not considered until all requirements are met and fees received. International student applications are not processed until specified program prerequisite courses are successfully completed and official course-by-course transcript evaluations, TOEFL, GMAT or assessment scores are submitted. If you are unable to complete the assessments prior to admission, a GMAT or GRE score can be substituted. Admission is not granted, nor is an I-20 issued, without fulfilling all of the requirements for international student admission. NOTE: I-20s are not issued for certificate programs.

Admission Decisions/Categories

The College of Management Graduate Admissions Committee evaluates your application for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate business study. If you meet all application requirements, you are given **full admission** to the program for which you applied. If you have one or more prerequisite courses to complete and your application otherwise supports the conclusion that you can successfully undertake graduate study, you may be granted **conditional admission** to a program. As a conditionally-admitted student, you must complete these prerequisites prior to completing any graduate course work. Applicants **denied admission** may not take graduate level courses in the College of Management graduate programs.

Reapplication for Denied Applicants

If your application for admission to a College of Management graduate program is denied, you may reapply for admission to that same program only after a minimum of six months has passed after the

denial. You will need to demonstrate a substantive difference in the reapplication to be considered for admission.

If your application to one College of Management graduate program is denied, you may apply for another College of Management graduate program. A new application form must be accompanied by a \$20 application fee, a new goals essay, updated resume, two new references and GMAT scores and/or assessment test scores appropriate to the degree for which you are applying.

English and Quantitative Competence Assessment

All College of Management students, except those in special international cohort programs, are expected to demonstrate English and quantitative competence at a level to ensure success in graduate studies. If your abilities are assessed to be inadequate for graduate study, you may be required to enroll in appropriate undergraduate courses until your skills have been brought to a satisfactory level. These undergraduate courses must be successfully completed prior to taking any graduate level courses.

Orientation

Once you are fully admitted to a College of Management graduate program you will be required to attend a graduate student orientation session before or during your first semester of course work. If you do not attend an orientation session, a hold will be placed on your records preventing you from registering for further graduate classes until you attend orientation.

Satisfactory Academic Progress

You must maintain satisfactory academic progress to remain in a College of Management graduate or certificate program.

- Only courses for which you receive a letter grade of C (2.0) or better count toward degree requirements; and a cumulative grade point average of 3.0 is required for graduation.
- If you receive a letter grade of C+ or below in any graduate course, you will be placed on academic probation. If you receive a letter grade of C+ or below in two courses, or if your cumulative GPA is below 3.0 for two consecutive semesters, you will be dismissed from the graduate program.
- If you have been dismissed from a College of Management graduate or certificate program for unsatisfactory academic progress, you may apply for readmission after one calendar year has passed. To reapply, submit an updated resume and a letter to the College of Management Graduate Admissions Committee indicating what circumstances have changed and how you plan to successfully complete the program. The admissions committee reviews your request and responds in writing.
- Only courses in which you receive a letter grade are applied toward your degree. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. Only internships are graded using pass/fail criteria.

Appeal of Unsatisfactory Academic Progress Removals from the Program

If you are removed from a graduate or certificate program for unsatisfactory academic progress, you may appeal the removal to the College of Management dean. The appeal must be in writing, and it must provide specific grounds for the appeal. The appeal is due to the dean within 30 days of the date of the letter notifying you of the decision to remove you from the program. The dean has 30 days to respond, in writing, to the appeal. Appeals received after 30 days will not be considered.

Reactivating into the M.B.A., M.M.I.S., M.P.N.A., or Certificate Programs

If you are a student in good academic standing who has not registered for courses for three or more consecutive semesters, you must apply to reactivate into the degree program. To reactivate, submit an updated resume and a letter to the College of Management Graduate Admissions Committee expressing a desire to reactivate into the M.B.A., M.M.I.S., M.P.N.A., or certificate degree program. The admissions committee reviews your request and responds in writing, specifying degree completion requirements and deadline for completion. You may be required to satisfy degree requirements in force at the time of reactivation, even if those requirements differ from those in force at the time of original admission to the degree program.

Extensions

You have five years from your first semester of graduate study to complete your degree program requirements and two years to complete your certificate requirements. You may request an extension of the time limit by writing to the College of Management Graduate Programs Office. Such requests must be received prior to the expiration of the time limit. Requests for extensions should include your reason(s) for requesting the extension, a summary of your plan to finish graduation requirements, and a specific date for the extension to expire. Extension decisions are made by the College of Management Graduate Admissions Committee and are not automatic.

Registration by Undergraduate Students

With permission of the college, you may register for graduate level prerequisite courses during your last semester of undergraduate studies.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into your graduate program. A course is accepted in transfer only if it has been completed within the last five years from an accredited institution, no degree was granted, and a letter grade of B or better was earned in the course. Courses are accepted in transfer upon the approval of the graduate programs director in consultation with discipline coordinators.

College of Management Outstanding Student Award

During your final semester of course work, you may be nominated by the faculty for the College of Management Outstanding Student Award. Nominees are evaluated on the basis of their academic performance in their graduate degree program, as well as achievements in their community and

professional contributions. All finalists are recognized in the commencement program, and the outstanding student receives special recognition during commencement.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Affiliation

The College of Management is a member of the Association to Advance Collegiate Schools of Business (AACSB) and ascribes to its curriculum standards.

College of Management

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Mailing address: 1501 Hennepin Avenue, Minneapolis, MN 55403

Phone: 612-659-7290

E-mail: COM.GraduatePrograms@metrostate.edu

Web site: college-of-management-programs-graduate

Faculty

David Bahn, Allen Bellas, David Bouchard, Kathleen Chalekian, Grover Cleveland, Steven Creason, Dennis Daly, Timothy Delmont, Jennifer Dosch, James Fatzinger, Janet Henquinet, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Francis Schweigert, Michael Sher, Adrienne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Master of Arts in Psychology (M.A.)

[Admissions Requirements]

The Master of Arts in Psychology degree provides access to high quality graduate education in psychology to students who are interested in the application of psychology to a variety of community and organizational-related issues. The program's theoretical orientation requires students to examine the complex relationships among individual, family and community well-being and the impact of the wider environment in which we live and work.

The program emphasizes community-based interventions rather than individualistic models of implementing change. (This is not a clinical or counseling psychology program.) The program's specialization in community psychology trains people to work with communities and organizations to help them develop, implement and evaluate innovative solutions to social problems. Prevention (rather than treatment) is a primary focus in this program along with empowerment, health promotion, community organizing and community development. Emphasis is placed on interventions that are designed around the needs and strengths of the community, and rooted in the wisdom and work of community members. Additional information about community psychology, including careers and resources, can be found at www.metrostate.edu/cps/psych/grad/whatis.html.

Desired Program Outcomes

The goal of the psychology master's program is to provide students with an opportunity for both breadth and depth in an area of particular relevance to them. Students graduating from this program will have attained the following:

- an advanced understanding of the science and practice of psychology;
- an understanding of the intersection of race, class and gender issues and psychological theory;
- the ability to apply psychological principles to issues of concern in communities and organizations;
- skills and knowledge to assist in their work with communities and groups to create and sustain healthy settings;
- the ability to assess the impact of interventions;
- the ability to be critical consumers of the existing social science and psychological literature;
- the ability to pursue an in-depth study of the topic and community of most interest to the student; and
- the ability to independently conduct relevant applied research.

Admissions Requirements

Generally, new students accepted for the fall semester only. To be considered for admission to the M.A. Psychology program, you must:

- hold a baccalaureate degree (or equivalent) from an accredited college or university at the time you start the program;
- with a cumulative GPA of 3.0 or higher; and a
- psychology major or major in a related field; and
- have completed prerequisite courses (general psychology, social or community psychology, statistics, and research methods) with a C or better.

- International students should note the additional university requirements described under Admission Information earlier in this catalog.

To apply for admission you must submit:

- a complete M.A. in Psychology application form (see link at <https://www.metrostate.edu/applications/drep/files/GradApp.pdf> (Graduate Application)) including a nonrefundable \$20 application fee (waived for baccalaureate graduates of Metropolitan State University);
- official transcripts showing a baccalaureate degree or equivalent with grade-point average or narrative description of courses completed from all schools attended after high school and transcripts from any graduate or professional programs;
- letter of interest (see instructions on application form);
- a current resume of work and volunteer experiences; and
- three letters of reference forms from previous university course instructors and work/volunteer supervisors.

Program Requirements

A minimum of 36 semester hours is required for the M.A. in Psychology degree. This includes:

- a set of four core courses (16 credits) to establish a solid foundation in community theory, interventions and research methodology;
- two practice-oriented courses (8 credits) focused on developing skills in program evaluation and community-based intervention;
- elective courses, independent study and practicum/internship experiences (8 credits minimum) that offer an opportunity for students to focus their work on their particular area of interest (such as development of community leadership, prevention of dating violence, empowerment, substance abuse prevention, gay and lesbian issues, families in a specific ethnic community, children in daycare centers, elderly, women's health and so forth); and
- a Master's Thesis (4 credits) that allows the student to carry out an original piece of research in an area of their choosing, thus honing their applied research skills and providing a capstone for their graduate training experience.

Additional information regarding program curriculum can be found on the Web at [psychology-masters](http://psychology-masters.metrostate.edu).

Core Courses (16 credits)

- [PSYC 601 Principles of Community Psychology I](#) (4 credits)

This course provides an advanced introduction to the profession of Community Psychology, which is directed towards the design and evaluation of ways to facilitate psychological competence and empowerment, prevent disorder, and promote social change. Along with an historical overview, issues in social-ecological theory, social problem definition, diversity, ethics, and empowerment will be addressed.

Prerequisite(s): None

Other Information: Prerequisite: Admission to the Master of Arts in Psychology program.

- PSYC 602 Principles of Community Psychology II (4 credits)

This is the second course in a two course series that provides an advanced introduction to the profession of Community Psychology (see PSYC 601). Topics include: stress and coping theory/research; social support and mutual help interventions; prevention theory, research, and strategies; health promotion and other community/social change strategies.

Prerequisite(s): None

Other Information: Prerequisite: Admission to the Master of Arts in Psychology program and PSYC 601.

- PSYC 610 Quantitative Research Design for Community-based Research (4 credits)

The course will present a wide variety of designs, analyses and conceptual approaches appropriate to improving our general understanding of behavior and social problems in communities. Experimental, quasi experimental and survey research methods are covered along with issues of sampling, measurement, reliability and validity.

Prerequisite(s): None

Other Information: Prerequisite: Undergraduate courses in social/behavioral science methods and statistics; and graduate standing.

- PSYC 615 Qualitative Methods and Analysis for Community-based Research (4 credits)

This course introduces students to classical and contemporary research within the qualitative (or interpretive) paradigm of social science. This course uses hands-on experience in the practicalities of a variety of methods for conducting qualitative and non-intrusive research.

Prerequisite(s): None

Additional information regarding master's thesis and practicum/internship requirements, and academic progress and achievement policies specific to the program are in the M.A. in Psychology Program Handbook (available from the Psychology Department or from the Web at www.metrostate.edu/cps/psych/grad/pdf/handbook.pdf).

Graduate Psychology Program:

The M.A. in Psychology program is housed in the Psychology Department, Midway Center, Suites 100B and 101 (651-999-5820). For more information about the M.A. in Psychology program, visit the Web at www.metrostate.edu/cps/psych/grad or call the Psychology Department to obtain an application packet.

Graduate Program Faculty:

Resident Faculty: Kelly Hazel, August Hoffman, Kirsten Jann, Heidi Malloy, Susan Rydell, Glen Spielmans, Gary Starr, Mark Stasson; Community Faculty: Sam Grant, Dave Mathews, Alexandra Pierce, Barb Schillo.

Accreditation:

Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Master of Public and Nonprofit Administration (M.P.N.A.)

[\[College of Management Degree Programs\]](#) [\[Admission Requirements\]](#)
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The Master of Public and Nonprofit Administration (M.P.N.A.) is designed to prepare leaders of government and nonprofit agencies who are committed to the public good and skilled in managing human and financial resources to serve the public interest and build and improve our communities.

The M.P.N.A. program is available in three formats: regular classroom-based courses, Web-enhanced courses in which students meet every other week in the classroom and do online work in between classes, and in a totally online format. You can choose the format you prefer, depending on your individual preferences or circumstances, including a mix of all three formats.

There are four sets of courses required to complete the M.P.N.A. degree.

- **Five core courses** in the M.P.N.A. program provide a solid grounding in the essential theories, processes and skills needed by managers in today's rapidly-changing environment. These courses total 18 credits and are required for all students in the program.
- **Three track courses** provide focused study in either public administration or nonprofit management, for a total of 12 credits.
- **Six elective credits** allow students to pursue their particular interests. Students may take advantage of 2-credit elective courses that are offered regularly in the M.P.N.A. program or take track courses from outside their selected track; they can also select graduate level courses from any program in the College of Management.
- The **M.P.N.A. capstone course** provides an opportunity for students to complete their degree program with a significant study or project that integrates learning from previous courses and life experience, creating a coherent picture of leadership and management in the public and nonprofit sectors at the community level.
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As an M.P.N.A. graduate, you will be better able to:

- understand and respond to diverse community needs;
- analyze and develop effective policies and programs;
- manage and measure successful organizational performance;
- meet the ethical demands of leadership; and
- work more collaboratively across organization and sector boundaries.

M.P.N.A. Course Requirements (40 credits)

Prerequisites

Because this program does not require a GMAT, GRE or equivalent test, a special assessment process has been developed for evaluating your application. This process may generate requirements for admission that include preparatory work in a required discipline that may not count toward graduation. This preparatory work assures that high-quality instruction is maintained throughout the program.

Students studying on an F-1 student visa and distance learners in the online M.P.N.A. program may submit GMAT scores in lieu of assessment. Assessments must be completed before an admission decision is made and before any graduate classes can be taken.

The M.P.N.A. offers a special assessment for students who have not completed the GMAT or GRE (one of these three is required to evaluate your application). The assessment is offered free of charge and can be taken on-site at the College of Management or - for distance learners - proctored at a remote location. The assessment may generate requirements for admission that include preparatory work in a writing or math. This preparatory work does not earn credits toward graduation but instead ensures that all students are capable of high-quality masters-level instruction.

All M.P.N.A. students must complete the following:

Core Courses (18 credits)

- MGMT 600 Practical Research Methods for Managers (2 credits) Note: This course must be taken the first semester of graduate work.

This course provides students with practical knowledge needed to conduct research in business and non-profit areas. Major topics covered include research design, data collection and analyses, research proposal and research report. Students will gain practical experience by applying the procedures and techniques learned in this class to the area of their interest including marketing, finance, management, and operations in business and non-profit organizations. This course must be taken during the first semester of MBA studies.

Prerequisite(s): None

- MGMT 620 Organizational Behavior (4 credits)

This course focuses on behavior in organizations as influenced by individual differences, group processes and interactions, and organizational processes. Skills and abilities essential for effective management in changing organizational contexts are emphasized. Topics examined include motivation, diversity, group development team building, power and politics, leadership, job design and organizational culture.

Prerequisite(s): None

- ECON 635 Economics of Social Issues (4 credits)

This course focuses on the application of fundamental concepts in macroeconomics and microeconomics to facilitate and inform managerial decision making in government and nonprofit fields. Students use microeconomic tools to understand and analyze the outcomes of the macroeconomic system. Topics include the role of government regulations and policies in decision making, policy analysis, cost-benefit analysis and project evaluation.

Prerequisite(s): None

- MKTG 600 Marketing Management (4 credits)

This course examines activities through which private, nonprofit and government organizations provide goods, services or ideas to serve a selected market segments' defined needs. Some of the topics included are demand analysis/needs assessment, analysis of competition for markets and/or resources; setting systems of marketing objectives; designing marketing strategies relating to the offer, communications, distribution methods and pricing; organization for marketing; and budgeting and evaluation.

Prerequisite(s): None

- PADM 689 Strategic Management of Information in Public and Nonprofit Organizations (4 credits)

This course offers a "big picture" of the e-government field that involves the use of digital age tools to improve public services. The intended outcome is to have participants acquire familiarity with the field of e-government and to offer a generalist background in managing information technology issues as related to e-government initiatives. This course also offers a basic set of definitions and a framework for outcomes or performance measurement, offers links to strategic planning and organizational alignment in outcomes systems, and examines a number of outcomes systems in place at the state and local level.

Prerequisite(s): None

Tracks (12 credits) Choose one of the following tracks:

Public Administration Track

- PADM 600 Public Administration Foundations (4 credits)
Note: This course should be taken before the other track courses, in the first or second term of the program.

This course familiarizes students with the historical and contemporary place of government institutions in the United States and the State of Minnesota. It provides an intellectual perspective on public administration that traces major theories associated with the field and the political, economic and social context within which they developed. The unique challenges of leadership and management in the public sector is also addressed.

Prerequisite(s): None

- PADM 650 Policy Analysis and Planning (4 credits)

Policy analyses in the public sphere differs from the private because of the political context and process. Core of the course is understanding the importance of how a problem is defined and then comparing and evaluating alternative approaches to solve public problems. This course will help students to better understand, design, implement and evaluate policies and programs. Various forms of analyses are used including economic, quantitative, political and historical.

Prerequisite(s):

ECON 635 Economics of Social Issues AND
PADM 600 Public Administration Foundations

- PADM 672 Public Finance (4 credits)

This course explores how the operations and services of public agencies are financially managed and paid for. Students examine taxes and government budgets from legal, economic and political perspectives. The main taxes of the American system-income, sales and property-as well as fees, intergovernmental transfers, economic development, education finance and public borrowing are covered on the tax side. On the spending side, students prepare and implement mock budgets. Current topics in government spending and taxation are also examined.

Prerequisite(s):

PADM 600 Public Administration Foundations

Nonprofit Track

- NPM 600 Nonprofit Management Foundations (4 credits)

Note: This course should be taken before the other track courses, in the first or second term of the program.

This foundational course explores the challenges of leading and working in today's nonprofit organizations. Topics include leadership, management, ethics and values, board governance, human resources management, and constituency building. It also includes an examination of the theory, history and development of nonprofit. Students examine in depth current issues confronting nonprofit organizations.

Prerequisite(s):

None

- NPM 671 Financial Decision Making in Nonprofit Organizations (4 credits)

This course provides a comprehensive approach to successfully managing the finances of nonprofit organizations, with particular attention to the principles of budgeting (capital and operating), financial statements, cash management, basic accounting and auditing principles, and investment practices. Emphasis will be placed on the unique position of nonprofit organizations and their complex interrelationships with both the public and private sectors.

Prerequisite(s):

None

- NPM 672 Nonprofits and Social Change (4 credits)

Multiple perspectives of the role of nonprofit organizations in social change are presented in this course. It includes planning models and tools, strategy design, constituency building, training, proposal writing, program management and evaluation. Ethics and value in nonprofit operations are also covered.

Prerequisite(s):

None

- It is possible to take courses in both tracks, as long as students take at least one course from each of the following pairs of courses: PADM 600 or NPM 600, PADM 650 or NPM 672 and PADM 672 or NPM 671. However, students should consult with their advisor before doing so.

Electives (6 credits)

Choose from any M.P.N.A. or College of Management graduate level course.

Capstone (4 credits)

- PADM 695 Seminar in Community-oriented Management

This capstone course for the M.M.A. program course examines selected assumptions underlying management theories and practices and seeks to specify the operating conditions under which they may be valid or useful for policy and strategy design. Attention is given to the capacities of managers in the government and nonprofit sectors to deal effectively with community issues. Students have opportunities to integrate their ideas and experiences at a level comprehending the individual, the organization, and the environment resulting in a coherent understanding of possible relationships between management practices and community development.

Prerequisite(s): None

Other Information: Prerequisite: Completion of 32 MPNA credits or permission of instructor. Completion of all Phase I courses or instructor's consent.

College of Management Graduate Degree Programs

The College of Management offers three graduate degrees: the Master of Business Administration (M.B.A.), the Master of Public and Nonprofit Administration (M.P.N.A.), and the Master of Management Information Systems (M.M.I.S.). The M.B.A. is designed to prepare you for a professional career in business or for-profit organizations. The M.P.N.A. prepares you for a career in government and not-for-profit organizations. The M.M.I.S. prepares you for leadership of your organization's information systems and technology-related areas. In addition, graduate certificate programs are offered in project management and MIS.

The College of Management graduate programs are offered in three formats: regular classroom-based courses, Web-enhanced courses that meet every other week in the classroom with online work in between classes, and fully online courses.

Together, the graduate programs in the College of Management have more than 1,400 alumni, most of who continue to live and work in the Twin Cities metropolitan area.

Desired College of Management Graduate Program Outcomes

Graduate programs in the College of Management are designed to enhance the management skills and knowledge of experienced adults. Mastery of management skills is a process that engages you throughout your professional life. For this reason, the desired outcomes of the three graduate programs focus on an ongoing process of learning and mastery. At the heart of the college's graduate programs is the expectation that accomplished managers:

- know themselves, especially their values, well enough to develop an appropriate management style, philosophy and set of ethical guidelines;
- have developed a universe of management concepts, paradigms and "maps," and are dedicated to exploring and creating ever-better ways to manage;
- know when to take initiative and responsibility and when to empower others, and anticipate the consequences of their actions;
- work effectively and sensitively with people of other races, gender, ethnic and age groups;
- communicate effectively in writing, speaking and listening in a variety of settings;
- know content, process and applications in key organizational areas;
- understand how to motivate people, design work, evaluate the performance of others and provide an environment for personal growth;
- obtain, understand, analyze and evaluate quantitative and qualitative information, manage modern information-handling technologies, and synthesize information from a variety of sources for decision making;
- think strategically when identifying issues, problems and opportunities, evaluating alternatives, and implementing appropriate actions;
- identify an organization's philosophy and goals, and derive objectives from them;
- analyze internal resources and the external economic, political, legal and cultural environment in order to make strategic choices;
- develop and implement a plan of action integrating activities of the various parts of an organization;
- provide visionary direction for an organization and contribute to the process of innovation and creative development; and
- envision, understand and facilitate change and anticipate the possible impacts on the organization.

Student Information

Admission Requirements for College of Management Graduate Programs

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned. Applicants should allow 7-10 business days for review once all required application materials are received and sent to the College of Management Graduate Admissions Committee.

To be considered for admission to the M.B.A., M.M.I.S, M.P.N.A., or certificate programs, you must submit:

- **Application** - complete the Metropolitan State University Graduate Programs Application, including a \$20 nonrefundable application fee (waived for baccalaureate graduates of Metropolitan State);
- **Official Transcripts** - showing a baccalaureate degree or equivalent earned from an accredited institution with grade-point average or narrative description describing courses completed from all schools attended after high school and transcripts from any graduate or professional programs;
- **Test Scores**
*M.B.A. applicants must submit official Graduate Management Admission Test (GMAT)

scores - examinee copies are not acceptable. Note: If you already possess an earned Ph.D., D.D.S., M.D., or J.D. degree from an accredited U.S. institution or are participants in a College of Management special program, the requirement for the GMAT or assessments may be waived.

*M.M.I.S., M.P.N.A. and certificate program applicants should submit recent assessment scores;

Current resume - two years of professional work experience is required for M.B.A. and recommended for M.P.N.A; one year is required for the M.M.I.S.

- **Goals Essay** - a word-processed paper (double-spaced and approximately two pages) explaining "Why the Master's Degree Would Help Me Achieve My Professional Goals," with specific reference to the M.B.A., M.M.I.S., M.P.N.A. or certificate program; significant achievements; planned career and community or personal activities, including what you can contribute to the program;
- **Two References** - (using the required reference form) from employers or others who can attest to the importance of the master's degree in enhancing your professional development and commenting on your ability to pursue and successfully complete a graduate program. Faxed or electronic references are not accepted. (**Not required for certificate programs**).

In addition to the above admission documents required of all College of Management graduate students, international students should note the requirements described under Admission Information earlier in this catalog and are required to submit the following documents:

- Official TOEFL score if you received your undergraduate degree outside the United States. Permanent residents, political refugees, resident aliens and international students on a nonstudent visa who received an undergraduate degree outside the U.S. must also submit official TOEFL scores. Official TOEFL scores must be sent directly to the College of Management Graduate Program Office at Metropolitan State University. Examinee copies are not accepted.
- Official copy of a course-by-course transcript evaluation if your undergraduate degree was received outside the United States. The international course-by-course transcript evaluation conducted by an independent agency, such as Educational Credential Evaluators (ECE) or World Evaluation Services (WES), must be sent directly to the Graduate Program Office. Examinee copies are not accepted.
- Financial support documents, verifying funds for two years of study.
- Photocopy of the information page in your passport.

Additional documents required for F-1 international students currently in the United States on an I-20 from another college or university who wish to transfer to Metropolitan State include the following items:

- Official transcripts from all U.S. colleges attended
- Transfer verification form
- Photocopy of current I-20, visa and entry stamp, I-94

Note: International students may apply for classroom based degree programs only. Applications from international students for the MIS or Project Management Certificate programs will not be accepted. These students will be referred to existing degree programs.

Application Deadlines

- Fall Semester, August 1
- Spring Semester, December 1
- Summer Term, April 1

Application Deadlines - International Student Applicants

- Fall Semester, May 1
- Spring Semester, September 1
- Summer Term, No summer admissions

Application deadlines will not be waived. Applications for admission are not considered until all requirements are met and fees received. International student applications are not processed until specified program prerequisite courses are successfully completed and official course-by-course transcript evaluations, TOEFL, GMAT or assessment scores are submitted. If you are unable to complete the assessments prior to admission, a GMAT or GRE score can be substituted. Admission is not granted, nor is an I-20 issued, without fulfilling all of the requirements for international student admission. NOTE: I-20s are not issued for certificate programs.

Admission Decisions/Categories

The College of Management Graduate Admissions Committee evaluates your application for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate business study. If you meet all application requirements, you are given **full admission** to the program for which you applied. If you have one or more prerequisite courses to complete and your application otherwise supports the conclusion that you can successfully undertake graduate study, you may be granted **conditional admission** to a program. As a conditionally-admitted student, you must complete these prerequisites prior to completing any graduate course work. Applicants **denied admission** may not take graduate level courses in the College of Management graduate programs.

Reapplication for Denied Applicants

If your application for admission to a College of Management graduate program is denied, you may reapply for admission to that same program only after a minimum of six months has passed after the denial. You will need to demonstrate a substantive difference in the reapplication to be considered for admission.

If your application to one College of Management graduate program is denied, you may apply for another College of Management graduate program. A new application form must be accompanied by a \$20 application fee, a new goals essay, updated resume, two new references and GMAT scores and/or assessment test scores appropriate to the degree for which you are applying.

English and Quantitative Competence Assessment

All College of Management students, except those in special international cohort programs, are expected to demonstrate English and quantitative competence at a level to ensure success in graduate

studies. If your abilities are assessed to be inadequate for graduate study, you may be required to enroll in appropriate undergraduate courses until your skills have been brought to a satisfactory level. These undergraduate courses must be successfully completed prior to taking any graduate level courses.

Orientation

Once you are fully admitted to a College of Management graduate program you will be required to attend a graduate student orientation session before or during your first semester of course work. If you do not attend an orientation session, a hold will be placed on your records preventing you from registering for further graduate classes until you attend orientation.

Satisfactory Academic Progress

You must maintain satisfactory academic progress to remain in a College of Management graduate or certificate program.

- Only courses for which you receive a letter grade of C (2.0) or better count toward degree requirements; and a cumulative grade point average of 3.0 is required for graduation.
- If you receive a letter grade of C+ or below in any graduate course, you will be placed on academic probation. If you receive a letter grade of C+ or below in two courses, or if your cumulative GPA is below 3.0 for two consecutive semesters, you will be dismissed from the graduate program.
- If you have been dismissed from a College of Management graduate or certificate program for unsatisfactory academic progress, you may apply for readmission after one calendar year has passed. To reapply, submit an updated resume and a letter to the College of Management Graduate Admissions Committee indicating what circumstances have changed and how you plan to successfully complete the program. The admissions committee reviews your request and responds in writing.
- Only courses in which you receive a letter grade are applied toward your degree. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. Only internships are graded using pass/fail criteria.

Appeal of Unsatisfactory Academic Progress Removals from the Program

If you are removed from a graduate or certificate program for unsatisfactory academic progress, you may appeal the removal to the College of Management dean. The appeal must be in writing, and it must provide specific grounds for the appeal. The appeal is due to the dean within 30 days of the date of the letter notifying you of the decision to remove you from the program. The dean has 30 days to respond, in writing, to the appeal. Appeals received after 30 days will not be considered.

Reactivating into the M.B.A., M.M.I.S., M.P.N.A., or Certificate Programs

If you are a student in good academic standing who has not registered for courses for three or more consecutive semesters, you must apply to reactivate into the degree program. To reactivate, submit an updated resume and a letter to the College of Management Graduate Admissions Committee expressing a desire to reactivate into the M.B.A., M.M.I.S., M.P.N.A., or certificate degree program. The admissions

committee reviews your request and responds in writing, specifying degree completion requirements and deadline for completion. You may be required to satisfy degree requirements in force at the time of reactivation, even if those requirements differ from those in force at the time of original admission to the degree program.

Extensions

You have five years from your first semester of graduate study to complete your degree program requirements and two years to complete your certificate requirements. You may request an extension of the time limit by writing to the College of Management Graduate Programs Office. Such requests must be received prior to the expiration of the time limit. Requests for extensions should include your reason(s) for requesting the extension, a summary of your plan to finish graduation requirements, and a specific date for the extension to expire. Extension decisions are made by the College of Management Graduate Admissions Committee and are not automatic.

Registration by Undergraduate Students

With permission of the college, you may register for graduate level prerequisite courses during your last semester of undergraduate studies.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into your graduate program. A course is accepted in transfer only if it has been completed within the last five years from an accredited institution, no degree was granted, and a letter grade of B or better was earned in the course. Courses are accepted in transfer upon the approval of the graduate programs director in consultation with discipline coordinators.

College of Management Outstanding Student Award

During your final semester of course work, you may be nominated by the faculty for the College of Management Outstanding Student Award. Nominees are evaluated on the basis of their academic performance in their graduate degree program, as well as achievements in their community and professional contributions. All finalists are recognized in the commencement program, and the outstanding student receives special recognition during commencement.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Affiliation

The College of Management is a member of the Association to Advance Collegiate Schools of Business (AACSB) and ascribes to its curriculum standards.

College of Management

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Faculty

David Bahn, Allen Bellas, David Bouchard, Kathleen Chalekian, Grover Cleveland, Steven Creason, Dennis Daly, Timothy Delmont, Jennifer Dosch, James Fatzinger, Janet Henquinet, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Francis Schweigert, Michael Sher, Adrienne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Master of Science in Technical Communication (M.S.)

[Admissions Requirements]

The Master of Science in Technical Communication is an innovative 32-credit program that provides advanced training in the professional practice and theory of technical communication. The program has been designed to

- help you succeed in this rapidly-evolving profession, within a global marketplace;
- prepare you for upper-level positions in technical communication-as managers, supervisors or consultants; and
- enable you to solve complex communication problems for a variety of audiences, in a variety of media.

In addition to being useful to technical communication professionals, this program may also help people in a variety of fields, including education, graphic design, training, marketing, multimedia development, science and engineering. You learn how to use your knowledge in practical, on-the-job situations; and all of the professors combine academic excellence with their own real-world experience.

In keeping with Metropolitan State's commitment to working adults, the master's program in technical communication offers flexible scheduling with evening and weekend classes, and program flexibility to suit individual professional goals. Two state-of-the-art instructional labs support the technical communication program. The labs feature a full suite of professional hardware and software for creating traditional and digital information products.

Deadlines for Application:

March 1st for Summer and Fall of this year
October 1st for Spring of next year

About Technical Communication

We are surrounded by technological change-in our schools, in the workplace, in our homes. To many people, just trying to keep up with the pace of change is a major challenge. But with change comes opportunity. Technical communicators understand that opportunity. They fill the gap between people and technology, between specialized information and those who want to use it. It's a growing field that helps people cope with technology and technical information in a variety of settings.

In many ways, technical communication is a skill set that allows individuals to fill many roles within organizations. Areas of expertise for technical communicators include:

Areas of expertise for technical communicators include:

- document design;
- content development and design for digital media;
- writing and editing;
- project management;

- usability and usability testing;
- information management; and
- cross-cultural communication

The demand for technical communication skills and expertise has grown consistently, in all segments of industry, government and nonprofit organizations. There is also a growing need for professionals within the field to take leadership roles as managers, supervisors and consultants.

Prerequisites

It is important that students in the program begin with a common set of skills and theoretical background. This can be achieved to a large degree through professional technical communication experience. If you lack this experience and have not completed a directly relevant course of study in your undergraduate degree program, you will need, at a minimum, the following prerequisite courses:

- WRIT 271 Technical Writing or equivalent

In this course, students create a variety of documents, including technical memos, manuals, proposals and reports. Emphasis is placed on document design, effective organization and readability. This course especially benefits managers or technical employees who need to communicate technical information to business or general audiences.

Prerequisite(s): WRIT 131 Writing I OR
WRIT 132 Written and Visual Communication or placement in a 200-level writing course on the writing assessment offered by Diagnostic Services.

- WRIT 371 Editing or equivalent.

This course covers editing principles and techniques. Topics include how readers use and comprehend texts, the editor's role in the publication process, the writer/editor relationship, and editing for organization, format, style, grammar, punctuation, usage, consistency and accuracy. Students edit a variety of texts including technical documents and newsletter articles. Recommended: COMM 171 Desktop Computer Designing for Communication or equivalent.

Prerequisite(s): None

Other Information: Prerequisite: A 200- or 300-level writing course or instructor's consent.
Recommended: COMM 171 Desktop Computer Designing for Communication or equivalent.

In addition, the technical communication program director may recommend that you complete one or more additional courses before beginning the master's program.

Transfer Courses

With your advisor's permission, you may apply to your degree as many as two courses (no more than eight graduate credits) from other accredited graduate programs.

Advising

Academic advisors for this program are resident faculty who teach in the technical communication program. As a newly-admitted student, you confer with your advisor to lay out a course of study that includes:

- prerequisite course work, if any;
- a curricular plan-the recommended sequence of courses, based on your circumstances and the university's course scheduling; and
- electives and focus areas-special interests within the field of technical communication, if any, that you can address through course work and recommended electives.

Assistantships

A limited number of graduate assistantships are available for students in the master's program. Students with assistantships help faculty with teaching, special projects and program administration.

Requirements (32 credits)

Course work for the Master of Science in Technical Communication falls into two categories: core courses and electives.

Core Courses (20 credits)

Course work for the Master of Science in Technical Communication falls into two categories: **core courses and electives.**

- WRIT 585G Rhetorical Theory (4 credits)
- WRIT 671 Technical Communication Theory and Research Seminar (4 credits)

This course surveys scholarship in the field of technical communication. Research examined includes theoretical works, scholarship drawn from the empirical study of particular sites, and practically-oriented publications (designed to address issues of relevance for practicing professionals). Prerequisite: enrollment in a graduate program.

Prerequisite(s): None

- WRIT 673 Technical Communication in International Contexts (4 credits)

This course is designed to explore how technical communication functions in international contexts. The course explores the following areas of study and praxis: cultural theory, acculturation, organizational culture, international rhetorical theories, translation, kinesics, and international design and usability.

Prerequisite(s): None

Technology-related class

- WRIT 573G Writing and Designing for the Web (4 credits) **OR**

This class focuses on effective communication through websites. Topics covered include writing for the web, website design and production, usability and usability testing. Students use professional software tools. Some previous experience in developing websites is helpful.

Prerequisite(s): WRIT 572 Document Design or equivalent or instructor's permission.

- MDST 583G Online Education and Training

This course is designed to provide information and experience integrating media into training and education with an emphasis on instructional design, online communities, and online collaboration. Students learn concepts and techniques to enable them to analyze various online learners and learning situations and to choose appropriate approaches.

Prerequisite(s): WRIT 572 Document Design and senior or graduate standing.

- WRIT 683 M.S. Capstone and Final Project (4 credits)

This course is designed to enable graduate students in technical communication to effectively review, synthesize and demonstrate the skills and theories they have learned during their master's coursework. It is also designed to be a "culminating experience in which students are expected to integrate special studies with the major, and extend, critique, and apply knowledge gained in their major" (Wagenaar, 1993). Students should have completed all of their coursework before embarking on this course.

Prerequisite(s): None

Electives

To individualize the master's program, you select up to three 4-credit electives. These electives must be 500G-, 600-, or 800-level courses and must be approved by your advisor. You can select electives from fields such as writing, media studies, communication, business/management, computer science, natural sciences and ethics. Popular electives include WRIT 599G Topics in Technical Communication, WRIT 572G Document Design, MGMT 620 Organizational Behavior, DSCI 620 Project Management, MDST 580G Issues in Communication Technology, and WRIT 575G Environmental Communication.

You may choose one independent study or an internship as an elective. We particularly recommend internships if you have limited professional experience.

Admission Requirements

Admission to the program is based on the following criteria:

- B.A./B.S. from an accredited institution with course work relevant to technical communication. In some cases, professional experience may take the place of

relevant undergraduate course work. (Students lacking both relevant undergraduate course work and professional experience may be asked to complete a recommended course of study as a prerequisite to graduate work.)

- Cumulative undergraduate grade point average of at least 2.75 (on a 4.0 scale).
- Portfolio. The portfolio consists of representative samples/excerpts of work, including papers, reports, brochures, manuals, multimedia, Web pages and so on, created as part of professional employment or undergraduate study. The portfolio should be no longer than 25 pages.
- Two letters of recommendation mailed or e-mailed to the Technical Communications M.S. admissions office from former or current employers or teachers.
- Current resume.
- Letter of application that explains your interest in the field and the Metropolitan State program.
- Official transcripts showing completion of B.A./B.S. degree.

Communication, Writing and the Arts Department: Midway Center, Energy Park Place; 651-999-5941. Faculty: Anne Aronson, Helen Correll, Craig Hansen, (Technical Communication Program Director), Maythee Kantar, Kathryn Kelly, Ed Lee, Alison McGhee, Brian Nerney, Becky Omdahl, Erica Rasmussen, Victoria Sadler, Shannon Skarphol Kaml, Gail Smogard, Suzanne Walfoort, (Department Chair) and Kathy Wellington.

Accreditation: Metropolitan State University is accredited by the Higher Learning Commission and is a member of the North Central Association.

Urban Secondary Teacher Preparation Graduate Certificate

[\[Admission Requirements\]](#) [\[Application Deadlines\]](#)

The Urban Secondary Teacher Preparation Graduate Certificate is part of a standards-based alternative pathway for persons with a bachelor's degree or higher who seek a Minnesota grades 5-12 teaching license to teach math, science, English, or social studies in urban middle schools and high schools. Completing the coursework for the certificate along with other program and state requirements qualifies urban teacher candidates to apply for initial state teaching licensure. Please note that the graduate certificate is NOT itself a license to teach, nor is it a master's degree program.

Students completing the certificate program and post-baccalaureate process towards licensure will be able to:

- demonstrate proficiency in meeting the Minnesota Standards of Effective Practice for Beginning Teachers required of all teacher candidates seeking a licensure recommendation to the state;
- demonstrate competence in meeting the needs of diverse urban youth to a high-quality, rigorous, culturally-responsive education;
- demonstrate respect for urban learners, their development, their families and their communities with "unconditional positive regard" and a focus on their assets and resiliency; and
- integrate professional, social-cultural, instructional, and subject matter competence required by standards for teacher licensure and the needs of urban schools.

Admission Requirements

To be admitted to the Urban Teacher Program as a post-baccalaureate student, you must:

- have an undergraduate cumulative GPA of 2.5 and/or a GPA of 2.75 for courses taken at the graduate level (assessed by transcripts);
- have satisfactorily completed at least 12 semester credits at the undergraduate or graduate level in the subject area of licensure being sought (assessed by transcripts);
- demonstrate a commitment to teaching in an urban setting (assessed by letter of application, interview);
- have at least 40 hours of experience working with diverse youth or observing classrooms in an urban setting (assessed by verifiable documentation of field experience);
- demonstrate understanding of and respect for the needs of diverse learners in urban communities (assessed by letter of application, recommendations, faculty interview, and completion of EDU 600); and
- provide evidence of professional conduct when interacting with students and fellow educators (assessed by recommendations, letter of application, faculty interview).

Major Requirements (Foundation Courses, Core Courses, and Electives)

There are four areas of course requirement for Initial Grades 5-12 Licensure:

1. Content Coursework (credit varies)

The Any content area coursework in communication arts and literature, life science/general science, mathematics or social studies necessary to meet Board of Teaching content standards not satisfied by your previous degree. This coursework is only offered at the undergraduate level. Needed coursework is determined after faculty review of prior degree(s) and learning.

2. Professional Education Coursework (28 credits)

- EDU 600 Principles of Urban Education

This course is designed for graduate level study and conducted in seminar format. The purpose is to explore the impact of successful teaching of diverse students in urban classrooms. Students in the seminar will examine issues related to urban education mirrored in research, theory, and practice while looking at instructional approaches as reflected in the Standards of Effective Practice. Topics will include but not exclusive to multicultural competencies, curriculum transformation, and teacher dispositions. In addition, students will come to understand the role of the students' family, culture, social class, and ethnicity. The seminar is designed to meet several Standards of Effective Practice for the State of Minnesota Board of Teaching (BOT) (State Statute 8700.2000) for all teacher licensing programs.

Prerequisite(s): None

Other Information: Note: Departmental Approval required to register. Clinical field experience hours are part of the course requirements. This is an introductory graduate-level course for students seeking to complete the post-baccalaureate process for teaching licensure. Post-baccalaureate students who have taken EDU 200 Introduction to Urban Education and EDU 203 Multicultural Education should not take this course.

- EDU 300 Assessment of Learning and Teaching: Advanced Theory & Practice

This course focuses on assessment as a learning tool to guide the planning, development and implementation of curriculum and instruction. Theories and research related to principles of learning, motivation and multiple intelligences are explored. Practical experience designing short- and long-term learning outcomes and various types of assessment is offered. Topics include standards-based instruction, formative and summative assessment, standardized testing, validity, reliability, bias, rubrics, portfolio-based assessment, performance-based assessment, and communicating with families. State and national standards and performance criteria for the evaluation of teaching are also explored. Clinical field experience hours are part of the course requirements.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements.

- EDU 602 Assessment of Learning and Teaching: Advanced Theory & Practice

This course explores advanced theory and practice to support the use of assessment as a tool to guide the planning, development and implementation of curriculum and instruction. Participants will examine theories and research related to principles of learning, motivation, and multiple knowledge and skill sets. Participants will gain practical experience designing short and long term learner outcomes and the use of various assessment tools and approaches. Teacher candidates will gain skills at identifying areas of student mastery and indicating areas of future learning. Topics include standards-based instruction, formative and summative assessment, standardized testing, validity, reliability, bias, rubrics, portfolio-based assessment, performance-based assessment and communicating with families. State and national standards and performance criteria for the evaluation of teaching will also be reviewed. Clinical field experience hours are part of the course requirements.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 300.

EDU 306 Urban Middle and High School Teaching Methods: Advanced Theory & Practice

This course focuses on common methods of differentiating instruction for urban middle school and high school classrooms. Teacher candidates begin learning how to create developmentally appropriate and culturally relevant unit and lesson plans that attend to the various abilities, needs, cultures, experiences, and interests of urban 5-12 students while also meeting district and state standards for learning and making interdisciplinary connections. Foundational understanding of the diverse learning styles and developmental characteristics of young adolescent and adolescent learners forms the basis upon which appropriate plans are developed and methods are employed. The inter-relationships between standards, assessment, curriculum and instruction are examined in promoting high achievement for each urban learner. Teacher candidates gain awareness of current trends in urban middle school and high school education along with the knowledge and skills these trends demand of effective urban educators, including teacher collaboration and teaming. Clinical field experience hours participating in an urban middle school and/or high school classroom are part of the requirements for the course.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Corequisite(s): EDU 311 Urban Teaching Practicum and Seminar

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements.

- EDU 606 Urban Middle and High School Teaching Methods: Advanced Theory & Practice

This course provides advanced theory and practice regarding common methods of differentiating instruction for urban middle school and high school classrooms. Post-baccalaureate urban teacher candidates learn how to create developmentally appropriate and culturally relevant unit and lesson plans that attend to the various abilities, needs, cultures, experiences, and interests of urban 5-12 students while also meeting district and state standards for learning and making interdisciplinary connections. Foundational understanding of the diverse learning styles and developmental characteristics of young adolescent and adolescent learners forms the basis upon which appropriate plans are developed and methods are employed. The inter-relationships between standards, assessment, curriculum and instruction are examined in promoting high achievement for each urban learner. Teacher candidates examine current trends and research in urban middle school and high school education along with the knowledge and skills these trends demand of effective urban educators, including teacher collaboration and teaming. Clinical field experience hours participating in an urban middle school and/or high school classroom are part of the requirements for the course.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 306. Co-Requisite: EDU 311 Urban Teaching Practicum and Seminar

- EDU 310 Teaching and Assessing Exceptional Urban Learners: Advanced Theory & Practice

This course is an overview of the role of subject area teachers in assessing, accommodating, and supporting the education of diverse students with disabilities and other special needs in urban grades 5-12 classrooms. The course will address what teachers should know about exceptional learners, including students with disabilities and students with special gifts and talents. The responsibilities of general education teachers in service to students with special needs who are included in the mainstreamed classroom will also be examined, and practice will be provided for developing lesson plans and assessments that meet the needs of students with exceptionalities. Special education law and collaboration with special education staff will be discussed in the context of reviewing current research, issues and best practices for pre- and post-special education service needs of exceptional learners in urban public schools. Clinical field experience hours are part of the course requirements.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements.

- EDU 610 Teaching and Assessing Exceptional Urban Learners: Advanced Theory & Practice

This course reviews advanced theory and practice to support the education of exceptional urban and diverse learners in grades 5-12. The course will address what teachers should know about exceptional learners, including students with disabilities and students with special gifts and talents. The responsibilities of general education teachers in service to students with special needs who are included in the mainstreamed classroom will also be examined, and practice will be provided for developing lesson plans and assessments that meet the needs of students with exceptionalities. Special education law and collaboration with special education staff will be discussed in the context of reviewing current research, issues and best practices for pre- and post-special education service needs of exceptional learners in urban public schools. Clinical field experience hours are part of the course requirements.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 310.

- EDU 383 Information Technology for K-12

This course is an introduction to the use of information technology (IT) devices and applications to promote teaching and learning in k-12 educational settings for students with and without disabilities. Teacher candidates will learn primary tools and software applications to promote teacher productivity and integration of IT to promote curriculum, instruction, assessment, and family/educator communication. In addition to instruction and productivity for k-12 general education settings, the course will include introduction to accessibility issues and the "digital divide" that impact urban learners and educators. Students in this course will demonstrate their competence using technology by developing an electronic, standards-based portfolio.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Other Information: Note: Program Admission or Departmental Approval required to register. Prerequisites: Basic computer/Internet skills (email, word processing, internet navigation) and activated NetDirect e-mail account with the university.

- EDU 400 Literacy Education in Urban Schools: Advanced Theory & Practice

This course examines the many aspects of literacy which arise in urban secondary classrooms. Through course readings, presentations, discussions, and applied written and oral exercises,

students explore ways to teach a variety of materials to diverse middle and high school students whose reading and developmental levels vary widely. Students explore techniques of how to encourage learners both to engage with reading and writing and to assume responsibility for literacy learning. Through instructional techniques and integrated learning models which focus on various content areas, the information learned in this course prepares the teachers to assist struggling readers and writers. Clinical field experience hours are part of the course requirements.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements.

- EDU 614 Literacy Education in Urban Schools: Advanced Theory & Practice

This course explores advanced theory and practice to support academic literacy among urban learners in secondary classrooms. First, through readings, discursive presentations, and applied exercises, participants in this course will acquire techniques to assist struggling readers and writers. Alongside these skills, course participants will learn how to engage secondary urban learners in assuming responsibility for literacy self-development. Third, the course will include review and development of a variety of materials to teach diverse middle and high school students whose reading and developmental levels vary widely.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 400.

- EDU 415 Managing Learning in Diverse Urban Classrooms: Advanced Theory & Practice

This course is based on current research on the relationship between classroom management and academic achievement to prepare prospective urban teachers for facilitating student learning in a positive classroom environment. Participants in this course will examine teacher and student classroom behaviors from a cross-cultural perspective to recognize the effects of cultural/linguistic differences in the assessment, interpretation, and planning of the instructional and social environment in a class. Students will gain understanding of individual and group motivation and behavior to create learning environments that encourage positive social interaction, active engagement in learning, and self motivation. Students will also gain understanding of how factors in students' environment outside of school may influence the classroom learning environment. A portion of this course will explore the influence of the use and misuse of drugs, and management strategies for atypical behaviors stemming from the effects of chemical dependency in adolescents. Teacher candidates will explore multiple methods and strategies for integrating effective classroom management approaches into urban

middle school and high school classrooms, including collaborating with other professionals and families to ensure a positive learning environment for all. Clinical field experience hours are part of the course requirements.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements.

- [EDU 615 Managing Learning in Diverse Urban Classrooms: Advanced Theory & Practice](#)

This course examines current theory and research on the relationship between classroom management and academic achievement to prepare prospective urban teachers for facilitating student learning in a positive classroom environment. Participants in this course will examine teacher and student classroom behaviors from a cross-cultural perspective to recognize the effects of cultural/linguistic differences in the assessment, interpretation, and planning of the instructional and social environment in a class. Students will gain understanding of individual and group motivation and behavior to create learning environments that encourage positive social interaction, active engagement in learning, and self motivation. Students will also gain understanding of how factors in students' environment outside of school may influence the classroom learning environment. A portion of this course will explore the influence of the use and misuse of drugs, and management strategies for atypical behaviors stemming from the effects of chemical dependency in adolescents. Teacher candidates will explore multiple theories, methods and strategies for integrating effective classroom management approaches into urban middle school and high school classrooms, including collaborating with other professionals and families to ensure a positive learning environment for all. Clinical field experience hours are part of the course requirements.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 415.

- [EDU 430 Historical & Cultural Foundations of Urban Education: Advanced Theory](#)

This course explores historical, cultural, sociological and philosophical foundations of urban education in the United States. Students gain understanding of the contributions and lifestyles of various racial, cultural and economic groups in our society, including Minnesota-based American Indians. Core concepts include democracy and education, educational equity for all students and historical as well as contemporary relationships between school and society. Emphasis is on issues of power and the educational segregation and attempted deculturalization of historically marginalized groups. Resilience and persistent struggles for equal educational

opportunity in the face of oppression are also emphasized from diverse cultural perspectives. Philosophical, legal, cultural and ethical perspectives about education are explored as teacher candidates develop critical awareness of issues and develop their own philosophies of education. The community is a resource for cross-cultural inquiry and learning about the educational strengths and challenges faced by diverse groups living in urban areas. Field experience hours are part of the course requirements.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements.

- [EDU 630 Historical & Cultural Foundations of Urban Education: Advanced Theory](#)

This course explores historical, cultural, sociological, and philosophical foundations of education in the United States with an express focus on urban education principles and practices. The metropolitan community is used as a resource for learning about the educational strengths and challenges faced by diverse groups. Students will gain understanding of the contributions and lifestyles of various racial, cultural, and economic groups in our society, including an emphasis on Minnesota-based American Indian culture, history, and tribal government. Core concepts include democracy and education, educational equity for all students, and historical as well as contemporary relationships between school and society. Emphasis is on issues of power and the educational segregation and attempted de-culturalization of historically marginalized groups. Resilience and persistent struggles for equal educational opportunity in the face of oppression are also emphasized from diverse cultural perspectives. Philosophical, legal, cultural, and ethical perspectives about education will be explored as teacher candidates develop critical awareness of issues and develop their own philosophies of education.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 430.

- [EDU 435 Teaching ELL Students in Content Area Classrooms: Advanced Theory & Practice](#)

This course includes an examination of the process of second language acquisition and strategies for teaching English Language Learners (ELL) subject matter content in urban K-12 classrooms. Prospective teachers will learn how to modify mainstream course materials and instructional strategies so that ELL students can engage in course content while simultaneously developing their English language skills. Course activities and expectations include demonstrating teaching strategies; developing lesson modifications; evaluating textbooks and other materials and resources available in the field; and examining issues in testing students of

limited English proficiency for placement, diagnosis, exit, and evaluation. There is a requirement of a 10-hour field experience in urban setting involving classroom participant-observations and working with an ELL student.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND
EDU 203 Multicultural Education

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements.

- EDU 635 Teaching ELL Students in Content Area Classrooms: Advanced Theory & Practice

This course includes an examination of theory, research, and practice regarding the process of second language acquisition and various strategies for teaching English Language Learners (ELL) subject matter content in urban K-12 classrooms. Prospective and current urban teachers will learn how to modify mainstream course materials and instructional strategies so that ELL students can engage in course content while simultaneously developing their English language skills. Course activities and expectations include demonstrating teaching strategies; developing lesson modifications; evaluating textbooks and other materials and resources available in the field; and examining issues in testing students of limited English proficiency for placement, diagnosis, exit, and evaluation. There is a requirement of a 10-hour field experience in urban setting involving classroom participant-observations and working with an ELL student.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 435.

3. Content Methods Coursework (4-8 credits depending on licensure area)

a. Communication Arts & Literature

- LAED 445 Teaching Writing and Communications in Urban Gr 5-12

In this course, future teachers learn best practices for how to teach urban middle and high school students how to write and make oral presentations. Topics include: sentence and paragraph construction; genres of writing; how audience, purpose and situation guide writing and speeches; assessment and revision; engaging middle and high school writers; assisting English Language Learners; and technological tools for written and speech communications. Teacher candidates learn how to respond constructively to the writing and oral presentations of urban 5-12 learners.

Prerequisite(s): EDU 300 Assessment of Learning and Teaching in Urban Grades 5-12
AND
EDU 306 Urban Middle School and High School Methods AND
EDU 400 Literacy Education in Urban Schools and at least 20 credits of English courses required for the English Teaching major.

Other Information: Note: Formerly offered as Writ 421. Admission to Urban Teacher Program and departmental approval required to register. Clinical field experience hours are part of the course requirements. This course should be taken within one semester of student teaching and should be taken with EDU 450 Advanced Urban Teaching Practicum and Seminar unless EDU 450 has been taken with LAED 450 Teaching Language Arts in Urban Grades 5-12.

- LAED 450 Teaching Language Arts in Urban Middle and High School

In this course, prospective urban teachers learn how to develop, teach and evaluate units and comprehensive teaching plans that implement best practices for middle and high school language arts classes. Students acquire, practice and demonstrate a repertoire of effective techniques and activities for teaching such middle school language arts competencies as vocabulary development; sentence, paragraph and essay construction; and reading skills; and such high school language arts competencies as vocabulary development; creative and technical writing skills; and understanding the characters, plots and messages contained in literary works.

Prerequisite(s): EDU 300 Assessment of Learning and Teaching in Urban Grades 5-12
AND
EDU 306 Urban Middle School and High School Methods AND
EDU 400 Literacy Education in Urban Schools and at least 20 credits of English courses required for the English Teaching major.

Other Information: Note: Formerly offered as LIT 437. Admission to Urban Teacher Program and Department approval required to register. Clinical field experience hours part of course requirements. Corequisite: EDU 450 Advanced Urban Teaching Practicum and Seminar

b. **Life Science/General Science**

- SCED 445 The Practice of Science

This course focuses on the nature and history of science and the implications for the teaching of science in urban middle and high schools. It examines scientific methods, the research processes in science and scientific literature. Students study the historical development of the major themes in science and the learning of those concepts by K-12 students. They also complete a science research project. It is intended for students pursuing science teaching licensure.

Prerequisite(s): BIOL 112 General Biology II AND
CHEM 111 General Chemistry I AND
CHEM 111L General Chemistry I Laboratory AND
GEOL 110 Introduction to Earth Sciences AND
PHYS 101 Introduction to Astronomy AND
PHYS 111 General Physics I - Algebra Based

Other Information: Note: Admission to the Urban Teacher Program or Department approval required to register. This course should be taken before SCED 450.

- SCED 450 Science Methods for Urban Grades 5-12 Classrooms and Lab

This course prepares students to become effective science teachers in urban middle and high schools. It examines learning methods, content standards, and concept development. Participants develop skills at lesson and unit planning, delivering instruction, leading inquiry activities, and assessing learning in all areas of secondary science. It is intended for students pursuing middle school or high school science licensure. It should be taken shortly before student teaching.

Prerequisite(s): EDU 300 Assessment of Learning and Teaching in Urban Grades 5-12
AND
EDU 306 Urban Middle School and High School Methods and at least 28 credits of science courses in the Life Sciences Teaching major.

Other Information: Note: Admission to Urban Teacher Program and department approval required. This course should be taken within one semester of student teaching. Corequisite: EDU 450 Advanced Urban Teaching Practicum and Seminar

c. **Mathematics**

- MAED 440 Teaching Mathematics to Urban Learners in Grades K-8

This course provides students with the knowledge and experience of intermediate and middle school mathematics to be an effective teacher in urban, multicultural classrooms. The content of this math methods course emphasizes the interconnectedness of curriculum, instruction and assessment. The overarching philosophical framework for this course is the social justice perspective of mathematics education particularly for urban students. Field experience in an intermediate or middle school mathematics classroom is required. Prerequisites for Mathematics Teaching majors: EDU 300 Assessment of Learning and Teaching in Urban Grades 5-12 and EDU 306 Urban Middle School and High School Methods and at least 24 credits of Math courses required for the Mathematics Teaching major. Prerequisite for Urban Elementary Education majors: MATH 106 Math for Elementary Teachers AND one of the following: MATH 110 Math for Liberal Arts OR MATH 115 College Algebra OR STAT 201 Statistics I. Corequisite Mathematics Teaching Majors: EDU 450 Advanced Urban Teaching Practicum and Seminar if plans are to student teach in an urban high school.

Prerequisite(s): None

Other Information: Note: Admission to the Urban Teacher Program and department approval is required to register. Field experience in an urban K-8 mathematics classroom is required. See course description for

prerequisite information. This course should be taken within two semesters of student teaching.

- MAED 450 Teaching Mathematics to Urban Learners in Grades 7-12

This course provides students with the knowledge and experience of high school mathematics to be an effective teacher in urban, multicultural classrooms. The content of this math methods course emphasizes the interconnectedness of curriculum, instruction and assessment. The overarching philosophical framework for this course is the social justice perspective of mathematics education particularly for urban students. Field experience in a high school mathematics classroom is required.

Prerequisite(s): MAED 440 Teaching Mathematics to Urban Learners in Grades K-8

Other Information: Note: Admission to Urban Teacher Program and department approval required to register. Field experience in a high school mathematics classroom is required. Corequisite: EDU 450 Advanced Urban Teaching Practicum and Seminar if plans are to student teach in an urban middle school.

d. **Social Studies**

- SSED 450 Teaching Social Studies in Urban Grades 5-12

This course provides teacher candidates with a variety of approaches to organizing a social studies curriculum in grades 5-12, and multiple instructional methods for effective teaching in the urban, multicultural classroom. Knowledge of the core social studies disciplines (i.e., history, geography, government, and economics) will be applied by planning and discussing units and lessons that include a variety of instructional methods and authentic assessment to enhance student learning. Knowledge of American Indian history, culture, language and government will be applied in order to meet state teaching standards. Opportunities for practice teaching mini lessons will be afforded to enhance skill development as an urban teacher. Differing perspectives will be explored regarding the purpose of social studies education for democratic citizenship in a rapidly changing, increasingly diverse and interdependent, society and world. Clinical field experience hours are part of the course requirements.

Prerequisite(s): EDU 300 Assessment of Learning and Teaching in Urban Grades 5-12
AND
EDU 306 Urban Middle School and High School Methods and at least 24 credits of social studies courses required for the Social Science Teaching major.

Other Information: Note: Admission to Urban Teacher Program and department approval required to register. This course should be taken within one semester of student teaching. Corequisite: EDU 450 Advanced Urban Teaching Practicum and Seminar.

4. Practicum and Field Experience (8 credits):

- EDU 311 Urban Teaching Practicum & Seminar (0 cr, co-requisite with EDU 606)

This practicum is designed to give urban teacher candidates the opportunity to document and reflect upon at least 40 hours practical clinical experience working with diverse youth in an urban middle school or high school. Most of the field experience hours will be determined by field-based assignments required in other Education courses. Included with these experiences, urban teacher candidates practice using diagnostic assessment to guide their instructional planning of at least three lessons for a small group of 1-5 students needing help to improve their reading or mathematics literacy. Successful completion of this practicum is a prerequisite for student teaching. Requirements include attendance and participation in periodic seminars to help prospective urban teacher candidates reflect upon their field experiences, and prepare for future clinical field experiences including student teaching.

Prerequisite(s): EDU 200 Introduction to Urban Education and Reflective Teaching AND EDU 203 Multicultural Education

Corequisite(s): EDU 306 Urban Middle School and High School Methods

Other Information: Note: Admission to Urban Teacher Program or Department approval required to register. Clinical field experience hours are part of the course requirements. Students may register for either 0 or 1 credit depending on personal circumstances; but the practicum requirements are the same. Placements are made or approved by the Urban Teacher Program Field Experience Coordinator. Participation in three reflective seminars with other students is also required for this course.

- EDU 450 Advanced Urban Teacher Practicum & Seminar (0 cr, co-requisite with a Content Methods course)

This course provides advanced theory and practice regarding common methods of differentiating instruction for urban middle school and high school classrooms. Post-baccalaureate urban teacher candidates learn how to create developmentally appropriate and culturally relevant unit and lesson plans that attend to the various abilities, needs, cultures, experiences, and interests of urban 5-12 students while also meeting district and state standards for learning and making interdisciplinary connections. Foundational understanding of the diverse learning styles and developmental characteristics of young adolescent and adolescent learners forms the basis upon which appropriate plans are developed and methods are employed. The inter-relationships between standards, assessment, curriculum and instruction are examined in promoting high achievement for each urban learner. Teacher candidates examine current trends and research in urban middle school and high school education along with the knowledge and skills these trends demand of effective urban educators, including teacher collaboration and teaming. Clinical field experience hours participating in an urban middle school and/or high school classroom are part of the requirements for the course.

Prerequisite(s): None

Other Information: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 306. Co-Requisite: EDU 311 Urban Teaching Practicum and Seminar

- EDU 650 Student Teaching in the Urban Secondary School (8 cr)

Supervised student teaching with students in an urban middle school or high school (grades 5 to 12) individualized for post-baccalaureate pre-service teacher candidates needing the required ten full-time weeks or equivalent for Minnesota teacher licensure. Limited student teaching placements are arranged for currently licensed teachers seeking to expand or add licensure through the post-baccalaureate process. Periodic seminars with other student teachers and the development of a standards-based portfolio are also required.

Prerequisite(s): EDU 450 Advanced Urban Teaching Practicum and Seminar

Other Information: Note: Application and approval required to student teach. Placements are made by arrangement with UTP Field Experience Coordinator in urban classrooms and are typically Monday through Friday for 12 full-time weeks during the school day.

Total Credits, Residency and Graduation Requirements

For the purpose of gaining initial teaching licensure, post-baccalaureate students can complete either graduate (600-level) or undergraduate level (300-400 level) courses. However, at least half of your required EDU coursework must be completed at the graduate level to be awarded a Graduate Certificate in Urban Secondary Teacher Preparation from Metropolitan State.

Application Deadlines

- Fall Semester, August 1
- Spring Semester, December 1
- Summer Semester, April 1

Contact Information:

For more information about the program, and/or admission requirements,

Visit: www.metrostate.edu/cps/ut

E-mail: utp-info@lists.metrostate.edu or

Call: (612) 659-7180