Where life and learning meet. ℠

Metropolitan State University

Graduate Catalog
2009–2010

Metropolitan State University
www.metrostate.edu
651-793-1300

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.

LOCATIONS

> **Saint Paul Campus**
> 700 East Seventh Street
> Saint Paul, MN 55106
>
> **Minneapolis Campus**
> 1501 Hennepin Avenue
> Minneapolis, MN 55403
>
> **Midway Center**
> 1450 Energy Park Drive
> Saint Paul, MN 55108
>
> **Brooklyn Park Center**
> Law Enforcement and Criminal Justice Education Center
> 9110 Brooklyn Boulevard
> Brooklyn Park, MN 55445

The *2009–2010 Graduate Catalog* is published by Metropolitan State University, Academic Affairs Division.

Catalog information is subject to change without notice. Refer to the website (www.metrostate.edu) for updated information.

The Graduate Catalog is available in alternative formats for people with disabilities. For more information, call Disabilities Services at 651-793-1549 (voice); 651-772-7687 (TTY).

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2009–2010 Academic Calendar

Summer Session 2009

May	9	Summer session classes begin
May	23-25	Memorial Day holiday
June	22	First summer session classes end
July	3-5	Independence Day holiday
July	6	Second summer session classes begin
Aug.	15	Last day for any summer session class

Fall Semester 2009

Aug.	17	Faculty begin fall duty days
Aug.	22	Fall semester classes begin (MnSCU start Aug. 24)
Sept.	5-7	Labor Day holiday
Nov.	25	No evening classes
Nov.	26-29	Thanksgiving holiday
Dec.	12	Fall semester classes end
Dec.	15	Commencement (tentative)
Dec.	15	Last fall faculty duty day
Dec.	24-28	Holiday

Spring Semester 2010

Jan.	1	Holiday/offices closed
Jan.	4	Faculty begin spring duty days
Jan.	11	Spring semester classes begin (MnSCU start Jan. 11)
Jan.	18	Martin Luther King, Jr. holiday/no classes/offices closed
Feb.	15	President's Day/classes held/offices open
Feb	2	Precinct Caucus—no Tuesday evening classes (tentative date)
Mar.	7-13	Spring Break/Non duty days/no classes/offices open
May	4	Spring semester classes end
May	6	Commencement (tentative)
May	7	Last spring faculty duty day
May	10	Summer session classes begin (Monday)

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 supercede 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.

Master of Business Administration (MBA)

Program Overview

The objective of the MBA 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 within a global economy.

The MBA 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 MBA 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 (MMIS) and Master of Public and Nonprofit Administration (MPNA) programs. The remaining courses are unique to the MBA

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 MBA consists of 8 elective credits (total of 40 program credits). Alternatively you may elect an MBA with a concentration by choosing 12 course credits in a selected discipline concentration (total of 44 program credits). Concentrations are currently available in finance, management information systems, marketing and project management.

Phase III of the MBA 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.

Program Outcomes

Outcomes of the MBA include the ability to:

- think strategically
- work effectively with people
- communicate effectively using multiple media
- think and reason effectively
- solve problems and make decisions using data and information
- function effectively in a global economy
- evaluate the ethical considerations related to business decisions

Curriculum

- General MBA
- MBA with Concentration
    - Project Management Concentration
    - Management Information Systems (MIS) Concentration
    - Marketing Concentration
    - Finance Concentration

General MBA (40 credits)

Prerequisites
Prerequisite courses for admission to the MBA 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 201 Macroeconomics (3 credits) **and**
- ECON 202 Microeconomics (3 credits) **or**
- ECON 611 Foundations of Economic Analysis (2 credits)
- DSCI 651 Managerial Statistics (4 credits) **or**
- STAT 201 Statistics (4 credits)
- ACCT 210 Financial Accounting (4 credits)

Phase I (28 credits)
All MBA 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.
- ECON 696 Managerial Economics and Strategy (2 credits)
- ACCT 620 Management Accounting (4 credits)
- FIN 601 Financial Management (4 credits)
- MKTG 600 Marketing Management (4 credits)
- MGMT 620 Organizational Behavior (4 credits)
- MIS 600 Management Information Systems (4 credits)
- DSCI 681 Operations Management for Services and Manufacturing (4 credits)

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
MGMT 699 Management: Strategy and Policy (4 credits)

MBA with Concentration

A 44-credit MBA 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 MBA 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. The college also offers a graduate project management certificate.

Some of the major skills areas covered include:

- project planning, implementation and control using Microsoft Project;
- request for proposal 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)
- DSCI 630 Project Risk Management (4 credits)
- DSCI 691 Models for Problem Solving (4 credits) **or**
  MIS 671 Problem Formulation, Data Presentation and Research Methods (4 credits)

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 (4 credits) is required in the core MBA 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)
- MIS 683 Process Analysis and Design (2 credits)
- DSCI 620 Project Management (4 credits)
- MIS Electives : MIS 673 Knowledge Management (2 credits) is recommended

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)
- MKTG 690 Strategic Marketing Planning (4 credits)
- MKTG 652 Supply Chain Management (2 credits)
- MIS 653 Supply Chain Information Systems (2 credits)

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 MBA degree consists of three, 4-credit courses beyond FIN 601 Financial Management. Choose three of the following four courses:

- FIN 550G International Finance (4 credits)

- FIN 511G Investments and Portfolio Analysis (4 credits)
- FIN 595G Strategic Finance (4 credits)
- ACCT 515G Financial Statement Analysis (4 credits)

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), where you work one-on-one with a paper advisor. If the paper is not completed within one year of completing coursework, an additional independent study may be required. The MBA 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 to fulfill graduation requirements. 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.

Admission Requirements

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 you must submit:

Application - complete the Metropolitan State University Graduate Programs Application, including a $20 non refundable 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 - Applicants must submit official Graduate Management Admission Test (GMAT) scores - examinee copies are not acceptable. **It can take up to four weeks for the Graduate Program Office to receive your official scores.** If you already possess an earned PhD, DDS, MD, or JD degree from an accredited U.S. institution or are participants in a College of Management special program, the requirement for the GMAT may be waived.

Current resume - two years of professional work experience is required.

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 program. Describe 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.

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned.

Admission Requirements - International Student Applications

In addition to the above admission documents required of all College of Management graduate students, international students 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 non student 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 the classroom-based or web-enhanced degree program only.

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. In assessing the likelihood of success in the program, the committee uses a formula of undergraduate GPA x 200 + GMAT score, with a minimum score of 1025 expected. Students who achieve this score most frequently graduate from the program. If you meet all application requirements, you are given full admission to the program. 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 program.

Registration by Undergraduate Students

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

Reapplication for Denied Applicants

If your application for admission to the program is denied, you may reapply for admission 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 the 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.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into the 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.

Application Deadlines

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

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.

Academic Standing

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 the 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 the 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.

Time to Completion

You have five years from your first semester of graduate study to complete your degree program 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.

Reactivating into the Program

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 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.

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 a member of the North Central Association of Colleges and Schools.

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

The College of Management is a member of the Association to Advance Collegiate Schools of Business (AACSB) and ascribes to its curriculum standards. The Minnesota Society of Certified Public Accountants (MNCPA) has selected Metropolitan State to deliver College of Management MBA program to its members.

Faculty

All faculty members are:

- Holders of doctorates in their fields
- Authors of applied and refereed publications
- Professionally trained as advisors for applied research projects.
- Experienced in their employment fields.

David Bahn, Allen Bellas, David Bouchard, Steven Creason, Timothy Delmont, James Fatzinger, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Jennifer Schultz, Francis Schweigert, Michael Sher, Adrianne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Contact Information

Office Location	**Mailing Address**
1300 Harmon Place	1501 Hennepin Ave
Minneapolis, MN 55403	Minneapolis, MN 55403

Phone: 612-659-7290
Email: com.graduateprograms@metrostate.edu
Website: choose.metrostate.edu/comgradprograms

Master of Science in Computer Science (MS)

Program Overview

The Master of Science in Computer Science (MSCS) 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 MS 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 MSCS 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.

Program Outcomes

At the time of graduation, students will have:

- A solid foundation in the concepts of distributed systems and computer security.
- A good knowledge of the major research areas in Computer Science.
- The ability to do literature survey related to research problems in Computer Science, and obtain the necessary background information to further explore the problems.
- The skill to write up research results and present them orally.

Curriculum

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 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 (4 credits)
- ICS 460 Computer Networks (4 credits)
- ICS 462 Operating Systems (4 credits)

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)
- ICS 640 Distributed Algorithms (4 credits)
- ICS 661 Wireless Technologies (4 credits)

Security

- ICS 682 Cryptography and Computer Security (4 credits)
- ICS 684 Cyberspace Security Engineering (4 credits)
- ICS 686 Design of Information Assurance Systems (4 credits)

Electives

- ICS 664 Real-Time Operating Systems (4 credits)
- ICS 670 Topics in Software Engineering (4 credits)
- ICS 672 Pattern-Oriented Software Construction (4 credits)
- ICS 690 Special Topics in Computer Science (4 credits)

Research Seminar and Project or Thesis

- ICS 698 Research Seminar (2 credits)
- ICS 697 Graduate Project (4 credits) **or**
- ICS 699 Graduate Thesis (4 credits)

ICS 698 Research Seminar should be completed before the research project or thesis is undertaken. ICS 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 MSCS 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.

Admission 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:

- BA/BS 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 and operating systems. 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;
- taking undergraduate computer science courses to fill in missing knowledge;
- 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.

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 MSCS program.

Application Deadlines

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

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.

Time to Completion

From the semester they are admitted to the program, students will have 12 semesters (not counting summers) to complete the program.

Accreditation

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

Faculty

Brahma Dathan (graduate program director and department chair), Sue Fitzgerald, Larry Gottschalk (on sabbatical leave for FY10), KuoDi Jian, Jigang Liu, Milt Luoma, and Michael Stein

Contact Information

Saint Paul Campus, New Main, Room L110; 651-793-1471

Information Assurance (Security) Graduate Certificate

Program Overview

New information technologies arrive at lightning speed, allowing us to share information across town, across the country, or around the world faster than ever before. The need for organizations to manage the security needed to make these technologies valuable is crucial. The Information Assurance Certificate program is designed to meet the fast-moving needs of security professionals from a managerial perspective, addressing national standards for this area.

The National Security Agency's (NSA) Information Assurance Directorate is dedicated to providing information assurance solutions that keep our information systems safe from harm, thus protecting national security. Metropolitan State University is committed to enhancing its initiative in information assurance by offering the Graduate Certificate Program in Information Assurance through the College of Management.

Program Outcomes

This program:

- provides students and organizations with education, information, and training on how to respond to cyber threats or cybercriminals
- helps students and organizations develop and deploy policies and other safeguards of information assets.

The Committee on National Security Systems (CNSS) and The National Security Agency (NSA) certify that Metropolitan State University offers a set of courseware that has been reviewed by National Level IA Subject Matter Experts and determined to meet National Training Standards for Information Systems Security (INFOSEC) Professionals, CNSS National Standards 4011, 4013, and 4016. These include:

- NSTISSI-4011, National Training Standard for Information Systems Security (INFOSEC) Professionals
- CNSSI-4016, National Information Assurance Training
- CNSSI-4016, National Information Assurance Training Standard for Risk Analysts (RA)

Curriculum

- MIS 600 Management Information Systems (4 credits)
- MIS 683 Process Analysis & Design (2 credits)
- MIS 675 Risk Analysis and IT (2 credits)
- MIS 680 Introduction Information Assurance (4 credits)
- MIS 681 Data, Network Security and Convergence Issues (4 credits)
- MIS 682 Analysis/Assessment of Strategic/Tactical Security Planning, Audit (4 credits)

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 to meet the total credit requirement of the certificate.

Admission Requirements

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

- **Official Undergraduate Transcripts** verifying a bachelor's degree earned from an accredited institution;
- **Current resume** and at least one year of full-time professional work experience is recommended;

- **Essay:** "Why I wish to earn the MIS Graduate Certificate," two pages in length;
- **Test Assessment Scores**: applicants must submit recent assessment scores;
- **Metropolitan State University Graduate Programs Application** and $20 non-refundable application fee (waived for Metro State baccalaureate graduates). Because this is not a degree-granting program, applications from international students studying on an F-1 student visa will not be accepted.

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned.

Transfer Credits

Once fully admitted, you man transfer up to 8 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.

Application Deadlines

- Fall, August 1
- Spring, December 1
- Summer, Aril 1

Academic Standing

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

Only courses for which you receive a letter grade of C (2.0) or better count toward certificate 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 the 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 certificate. 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 the 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.

Time to Completion

You have two years from your first semester of graduate study to complete your certificate program 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.

Reactivating into the Program

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 certificate 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 Admissions Committee reviews your request and responds in writing, specifying certificate completion requirements and deadline for completion. You may be required to satisfy certificate 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 certificate program.

Accreditation

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
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Faculty

All faculty members are:

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- Authors of applied and refereed publications
- Professionally trained as advisors for applied research projects.
- Experienced in their employment fields.

David Bahn, Allen Bellas, David Bouchard, Steven Creason, Timothy Delmont, James Fatzinger, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Jennifer Schultz, Francis Schweigert, Michael Sher, Adrianne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Contact Information

Office Location
1300 Harmon Place
Minneapolis, MN 55403

Mailing Address
1501 Hennepin Ave
Minneapolis, MN 55403

Phone: 612-659-7290
Email: com.graduateprograms@metrostate.edu
Website: choose.metrostate.edu/comgradprograms

Master of Liberal Studies (MA)

Program Overview

The Master of Liberal Studies (M.A.) is a student-centered, interdisciplinary graduate program designed for individuals who have successfully completed a bachelors 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.

Program Outcomes

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.

Curriculum

MLS Program Curriculum (32 credits):

- MLS 600 Introductory Seminar
- MLS 620 Master of Liberal Studies Exploration (1)
- MLS 620 Master of Liberal Studies Exploration (2)
- MLS 620 Master of Liberal Studies Exploration (3)

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

- MLS 690 Master of Liberal Studies Capstone Course

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.

Admission 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.

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.

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.

Contact Information

For questions, or application materials contact:

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

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

Master of Management Information Systems (MMIS)

Program Overview

The Master of Management Information Systems (MMIS) 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. The MMIS 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 several 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 MBA student, but less than a student who will be working in a purely technical capacity.
- General management professionals who need to understand how to manage the technical and IT aspects of their organizations. These students need the mix of management and technical work that leads to stronger technological understanding and analytical skills, leading to stronger general management in firms where IT is a part of their competitive strategy.
- 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 MMIS of great value.

The MMIS prepares you in the areas of:

- strategic 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.

The MMIS serves these target groups by offering a choice of 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 environment 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 a more technical approach. 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.

Program Outcomes
The MMIS 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.

Curriculum

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 MMIS 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.

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 professional 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 MMIS 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 MMIS program:

- ACCT 210 Financial Accounting (4 credits) or equivalent
- MATH 115 College Algebra (4 credits) or equivalent
- STAT 201 Statistics (4 credits) or equivalent
- Four (4) credits of a visual programming language or equivalent

Phase I (28 credits)

- MIS 600 Management Information Systems (4 credits)
- MIS 671 Problem Formulation and Data Presentation (4 credits)
- MIS 673 Knowledge Management (2 credits)
- MIS 685 Data Warehousing and Data Mining (2 credits)
- MIS 683 Process Analysis and Design (2 credits)
- MGMT 620 Organizational Behavior (4 credits)
- DSCI 620 Project Management (4 credits)
- MKTG 600 Marketing Management (4 credits)
- MKTG 652 Supply Chain Management (2 credits)

Phase II (12 credits)

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

Phase III (4 credits)
MIS 699 Integrative Capstone Project (4 credits)

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 MMIS program:

- ACCT 210 Financial Accounting (4 credits) or equivalent
- MATH 115 College Algebra (4 credits) or equivalent
- MATH 215 Discrete Mathematics (4 credits) or equivalent (recommended, not required)
- STAT 201 Statistics (4 credits) or equivalent 4 credits of a programming language or equivalent
- Four (4) credits of a visual programming language or equivalent

Phase I (30 credits)

- MIS 600 Management Information Systems (4 credits)
- MIS 657 Database and Client/Server Systems (2 credits)
- MIS 660 Management of Advanced Application Design (2 credits)
- MIS 662 Management of Distributed Computing (4 credits)
- MIS 665 Systems Design and Decision Support (4 credits)
- MIS 671 Problem Formulation and Data Presentation (4 credits)
- MIS 683 Process Analysis and Design (2 credits)
- DSCI 620 Project Management (4 credits)
- MKTG 600 Marketing Management (4 credits)

Phase II (10 credits)

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

Phase III (4 credits)

MIS 699 Integrative Capstone Project (4 credits)

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.

Generally all MMIS courses are available as online courses.

Admission Requirements

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 program you must submit:

- **Application** - complete the 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**
  - Applicants should submit recent assessment scores; If you already possess an earned PhD, DDS, MD, or JD degree from an accredited US institution or are a participant in a College of Management special program, the requirement assessment scores may be waived.
- **Current resume** - one year of professional work experience is required.
- **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 MMIS 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.

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned.

International Student Applicants

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

Students studying on an F-1 student visa may substitute GMAT scores in lieu of assessment scores.

Note: International students may apply for classroom-based and web-enhanced 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.

Transfer Credits

Once fully admitted, you may transfer up to 8 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.

Application Deadlines

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

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.

Academic Standing

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 Program

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 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.

Time to Completion

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.

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 a member of the North Central Association of Colleges and Schools.

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

The MMIS is compatible with the MSIS (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.

Faculty

All faculty members are:

- Holders of doctorates in their fields
- Authors of applied and refereed publications
- Professionally trained as advisors for applied research projects.
- Experienced in their employment fields.

David Bahn, Allen Bellas, David Bouchard, Steven Creason, Timothy Delmont, James Fatzinger, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Jennifer Schultz, Francis Schweigert, Michael Sher, Adrianne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Contact Information

Office Location	**Mailing Address**
1300 Harmon Place	1501 Hennepin Ave
Minneapolis, MN 55403	Minneapolis, MN 55403

Phone: 612-659-7290
Email: com.graduateprograms@metrostate.edu
Website: choose.metrostate.edu/comgradprograms

MIS Graduate Certificate

Program Overview

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 (MBA) or Master of Management Information Systems (MMIS) degree.

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 Systems Analysis and Design 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.

Program Outcomes

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.

Curriculum

MIS Generalist Certificate Requirements

- MIS 600 Management Information Systems (4 credits)
- DSCI 620 Project Management (4 credits)
- MIS 662 Management of Distributed Computing (4 credits)
- MIS 663 Strategic Management of Technology and Innovation (4 credits)
- MIS 671 Problem Formulation and Data Presentation (4 credits)

MIS Systems Analysis and Design Certificate Requirements

- MIS 600 Management Information Systems (4 credits)
- MIS 662 Management of Distributed Computing (4 credits)

- MIS 665 Systems Design and Decision Support (4 credits)
- MIS 667 Telecommunications and Internet Management (4 credits)
- DSCI 620 Project Management (4 credits)

MIS Information Assurance and Security

- MIS 600 Management Information Systems (4 credits)
- MIS 683 - Process Analysis and Design (2 credits)
- MIS 675 - Risk Analysis and IT (2 credits)
- MIS 680 - Introduction to Information Assurance (4 credits)
- MIS 681 - Data, Network Security & Convergence Issues (4 credits)
- MIS 682 - Analysis/Assessment of Strategic Security Planning, Audit (4 credits)

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 to meet the total credit requirement of the certificate.

Admission Requirements

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

- **Official Undergraduate Transcripts** verifying a bachelor's degree earned from an accredited institution;
- **Current resume** and at least one year of full-time professional work experience is recommended;
- **Essay:** "Why I wish to earn the MIS Graduate Certificate," two pages in length;
- **Test Scores** - applicants must submit recent assessment scores;
- **Metropolitan State University Graduate Programs Application** and $20 non-refundable application fee (waived for Metro State baccalaureate graduates). Because this is not a degree-granting program, applications from international students studying on an F-1 student visa will not be accepted.

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned.

Transfer Credits

Once fully admitted, you may transfer up to 8 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.

Application Deadlines

- Fall, August 1
- Spring, December 1

- Summer, Aril 1

Academic Standing

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

Only courses for which you receive a letter grade of C (2.0) or better count toward certificate 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 the 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 certificate. 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 the 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.

Time to Completion

You have five years from your first semester of graduate study to complete your certificate program 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.

Reactivating into the Program

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 certificate 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 the Admissions Committee reviews your request and responds in writing, specifying certificate completion requirements and deadline for completion. You may be

required to satisfy certificate 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 certificate program.

Accreditation

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Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

Faculty

All faculty members are:

- Holders of doctorates in their fields
- Authors of applied and refereed publications
- Professionally trained as advisors for applied research projects.
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Contact Information

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1300 Harmon Place
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Minneapolis, MN 55403

Phone: 612-659-7290
Email: com.graduateprograms@metrostate.edu
Website: choose.metrostate.edu/comgradprograms

Master of Science in Nursing (MSN)

Program Overview

The Master of Science in Nursing (MSN) prepares registered nurses for advanced nursing roles or prepares individuals who hold baccalaureate degrees in fields other than nursing for a nursing career.

Registered nurses that hold a baccalaureate in nursing or students completing 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, the Adult/Geriatric Nurse Practitioner (ANP/GNP) track, and the Family Nurse Practitioner (FNP) track. The MSN curriculum combines foundational courses, such as nursing science, integrative care, and research methods, with skill and role development courses designed for the specific area of specialization.

The Entry Level MSN degree is a five semester, accelerated program designed for those who hold a bachelor's degree in a non-nursing field. Upon completion of the program students will be eligible to take the NCLEX-RN exam and to be registered as a registered nurse.

Classes are conveniently scheduled, with many courses offered online or in a web-enhanced format. The coursework in the MSN program is designed to foster faculty engagement with students from our region. Courses offered in a predominantly online format may require mandatory participation in on-campus seminars and immersion experiences throughout the program.

At the time of admission, prospective students indicate the area of emphasis or track they wish to pursue. The LMN, PHNL, and NE 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. Part time options are available in each track.

The MSN is available to Women's Health Care Nurse Practitioners (WHCNPs) who were certified through Planned Parenthood of Minnesota/South Dakota. Course work for this Master's Only Option for WHCNPs 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 PHNL, LMN or Nurse Educator 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. MSN 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 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.

Program Outcomes

The MSN 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.

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.

Curriculum

To earn the MSN 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)
- Nurse Educator (NE)
- Public Health Nursing Leadership (PHNL)
- Women's Health Care Nurse Practitioner (WHCNP)
- Post-Master's Graduate Certificate Option
- Wound, Ostomy, Continence Certification (WOC)

Admission Requirements

The following are minimal requirements for full admission to the Master of Science in Nursing (MSN) program at Metropolitan State University. Entrance is competitive and the selection process is based on cumulative GPA, evaluation of applicant essay, references and the interview if requested.

- BSN applicants: Official transcripts indicating BS/BA 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.
- 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).
- 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.
- Interview with member(s) of the Graduate MSN 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
- MSN 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 MSN 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 MSN 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.

Transfer Credits

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 8 graduate semester credits apply toward the MSN degree completion. This total includes graduate credits taken at Metropolitan State University as a special student prior to admission to the MSN

program. Cross-listed courses taken for graduate credit while enrolled in the Metropolitan State RN-BSN program are not included in the 8 credit total.

Application Deadlines

January 15

Time to Completion

All requirements for the MSN degree must be completed within six years of the first semester of enrollment in the MSN 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.

Student enrolled in either the ANP/GNP or the FNP track must complete their educational requirements by 2014 to the eligible for certification. The Doctor of Nursing Practice will be the educational requirement for nurse practitioners, clinical nurse specialists, certified nurse anesthetists, and nurse midwives by the year 2015.

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

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.

Accreditation

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

The MSN program is accredited by the Commission on Collegiate Nursing Education.

Financial Aid

A limited number of scholarships for MSN 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.

Faculty

Faculty include Brenda Becker, MA, RN; Rozina Bhimani, PhD, RN, CNP, Joyce Bredeson, MSN, RN; Judith Graziano, PhD, RN; Ann Leja, DNP, RN; Deborah Matthias-Anderson, MSN, RN; Christine Milbrath, EdD, RN, Suzanne Narayan, PhD, RN; Jody Ornfield, MSN, RN; Carol Reid, MSN, RN; Ellen Schultz, PhD, RN; Ruth Staus, DNP, RN, GNP; Marjorie Webb, MSN, RN, ACNP; Lorene Wedeking, PhD, RN.

Contact Information

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 or contact the academic advisor for graduate programs, Lynda Zimmerman at lynda.zimmerman@metrostate.edu or (651) 793-1378 .

Mailing Address
College of Nursing and Health Sciences
Saint John's Hall
700 E. Seventh Street
Saint Paul, MN 55106

Adult/Geriatric Nurse Practitioner Track (ANP/GNP)

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

Core Course Requirements (13 credits)

- NURS 601 Nursing Science (3 credits)
- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)
- NURS 603 Foundations of Integrative Care (2 credits)
- NURS 604 Advanced Nursing Research* (3 credits)
- NURS 605 Health Policy and Leadership (3 credits)

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

Nursing and Supporting Course Requirements (11 credits)

- NURS 607 Family Health Nursing (3 credits)
- NURS 608 Epidemiology (2 credits)
- NURS 609 Pharmacology for Advanced Practice Nursing (3 credits)
- NURS 610 Pathophysiology for Advanced Practice Nursing (3 credits)

ANP/GNP Theory Requirements (13 credits)

- NURS 615 Advanced Health Assessment: Adult and Older Adult* (1 credit)
- NURS 615L Advanced Health Assessment Lab: Adult and Older Adult (1 credit)
- NURS 622 Primary Care Nursing I: Foundations of ANP/GNP Practice (4 credits)
- NURS 641 Primary Care Nursing II: Adult and Older Adult Health (4 credits)
- NURS 643 Advanced Practice Nursing: Management of Complex Illness (3 credits)

NURS 615 prerequisite: 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 622 Foundations for ANP/GNP Practice Clinical Practicum (2 credits)
- NURS 641P Adult and Older Adult Clinical Practicum(2 credits)
- NURS 643P Complex Illness Clinical Practicum (2 credits)

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)
- End-of-Program Presentation

Total ANP/GNP Track Requirements: 45 credits

Family Nurse Practitioner Track (FNP)

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

Core Course Requirements (13 credits)

- NURS 601 Nursing Science (3 credits)
- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)
- NURS 603 Foundations of Integrative Care (2 credits)
- NURS 604 Advanced Nursing Research* (3 credits)
- NURS 605 Health Policy and Leadership (3 credits)

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

Nursing and Supporting Course Requirements (11 credits)

- NURS 607 Family Health Nursing (3 credits)
- NURS 608 Epidemiology (2 credits)

- NURS 609 Pharmacology for Advanced Practice Nursing (3 credits)
- NURS 610 Pathophysiology for Advanced Practice Nursing (3 credits)

FNP Theory Requirements (16 credits)

- NURS 615 Advanced Health Assessment: Adult and Older Adult* (1 credit)
- NURS 615L Advanced Health Assessment Lab: Adult and Older Adult (1 credit)
- NURS 616 Advanced Health Assessment: Infants, Children and Adolescents (1 credit)
- NURS 616L Advanced Health Assessment Lab: Infants, Children and Adolescents (1 credit)
- NURS 621 Primary Care Nursing I: Foundations of FNP Practice (4 credits)
- NURS 641 Primary Care Nursing II: Adult and Older Adult Health (4 credits)
- NURS 642 Primary Care Nursing III: Children and Family Health (4 credits)

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)
- NURS 641P Adult and Older Adult Clinical Practicum (2 credits)
- NURS 642P Children and Family Health Clinical Practicum (2 credits)

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)
- End-of-Program Presentation (0 credits)

Total FNP Track Requirements: 48 credits

Leadership and Management Track (LMN)

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

Core Course Requirements (13 credits)

- NURS 601 Nursing Science (3 credits)
- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)
- NURS 603 Foundations of Integrative Care(2 credits)
- NURS 604 Advanced Nursing Research* (3 credits)
- NURS 605 Health Policy and Leadership (3 credits)

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

Management Core Requirements (23-24 credits)

- NURS 608 Epidemiology (2 credits)
- NURS 646 Nursing Informatics (2 credits)
- NURS 647 Leadership in Health Care Systems (4 credits)
- MGMT 620 Organizational Behavior (4 credits)
- MGMT 660 Managing a Diverse Workforce (4 credits)
- NPM 671 Financial Decision Making in Non-Profit Organizations (4 credits)
- Elective (3-4 credits)

Suggested Electives:

- PSYC 618 Program Evaluation (4 credits)
  Note: NURS 604 must be completed in advance
- PSYC 620 Grants in Community Based Practice (3 credits)
- NPM 672 Nonprofits and Social Change (4 credits)
- DSCI 691 Models for Problem Solving (4 credits)
- MTKG 690 Strategic Marketing Planning (4 credits)

LMN Practicum Requirements (2 credits; 200 clock hours)

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

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)
- End-of-Program Presentation (0 credits)

Total LMN Track Requirements: 40-41 credits

Nurse Educator Track (NE)

To earn the MSN degree, the NE student must complete 36-40 credits distributed in the following areas. The specific courses that meet these requirements are listed below.

Core Course Requirements (15 credits)

- NURS 601 Nursing Science (3 credits)
- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)
- NURS 604 Advanced Nursing Research* (3 credits)
- NURS 605 Health Policy and Leadership (3 credits)
- NURS 647 Leadership in Health Care Systems (4 credits)

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

Education Core Requirements (16-20 credits)

- NURS 680 Foundations of Education in Nursing (3 credits)
- NURS 681 Innovative Teaching Strategies (3 credits)
- NURS 682 Curriculum Design and Evaluation (3 credits)
- MGMT 683 Evaluation in Nursing Education (3 credits)
- Two electives (4-8 credits)

Suggested Electives

Students may select electives which align with their educational goals. Students considering clinically focused teaching roles are encouraged to select:

- NURS 608 Epidemiology (2 credits)
- NURS 609 Pharmacology for Advanced Practice Nursing (3 credits)
- NURS 610 Pathophysiology for Advanced Practice Nursing (3 credits)

Additional electives to consider:

- NURS 603 Foundations of Integrative Care (2 credits)
- NURS 607 Family Health Nursing (3 credits)
- NURS 646 Nursing Informatics (2 credits)
- Electives from other fields of study
- Advanced Nursing Education Practicum (various credits)
  Students planning to continue their education in a DNP program may wish to add optional clinical teaching practicum to their program.

LMN Practicum Requirements (3 credits; 300 clock hours)

- NURS 684P Practicum in Classroom Teaching (2 credits)
- NURS 685P Practicum in Clinical Teaching (1 credit)

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)
- End-of-Program Presentation

Total Nurse Educator Track Requirements: 36-40 credits

Public Health Nursing Leadership Track (PHNL)

Prerequisite to Admission

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

To earn the MSN 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 MSN at Metropolitan State University. The student will then complete the requirements as listed.

Core Course Requirements (11 credits)

- NURS 601 Nursing Science (3 credits)
- NURS 603 Foundations of Integrative Care (2 credits)
- NURS 604 Advanced Nursing Research* (3 credits)
- NURS 605 Health Policy and Leadership (3 credits)

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

Management Core Requirements (14 credits)

- NURS 646 Nursing Informatics (2 credits)
- NURS 647 Leadership in Health Care Systems (4 credits)
- MGMT 660 Managing a Diverse Workforce (4 credits)
- NPM 671 Financial Decision Making in Non-Profit Organizations (4 credits)

Practicum Requirements (2 credits; 200 clock hours)

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

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)
- End-of-Program Presentation (0 credits)

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

Women's Health Care Nurse Practitioner Track (WHCNP)

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). In addition to the MSN admission requirements, students must retain a Women's Health Planned Parenthood Certificate and Wound, Ostomy and Continence-only students are governed by articulation agreements and policies/procedures in effect.

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.

Core Course Requirements (13 credits)

- NURS 601 Nursing Science (3 credits)
- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)
- NURS 603 Foundations of Integrative Care (2 credits)
- NURS 604* Advanced Nursing Research (3 credits)
- NURS 605 Health Policy and Leadership (3 credits)

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

Nursing and Supporting Course Requirements (11 credits)

- NURS 607 Family Health Nursing (3 credits)
- NURS 608 Epidemiology (2 credits)
- NURS 609 Pharmacology for Advanced Practice Nursing (3 credits)
- NURS 610 Pathophysiology for Advanced Practice Nursing (3 credits)

Culminating Experience (2 credits)

- NURS 693 Scholarly Paper Seminar (2 credits)
- End-of-Program Presentation (0 credits)

Total Master's Only WHCNP Track Credits: 26 credits

Entry Level Master of Science in Nursing (MSN)

This program is a five semester accelerated program designed for those who hold a bachelor's degree in a non-nursing field. Upon completion students will be awarded a Master of Science degree in nursing and be eligible to take the NCLEX-RN exam.

Admission Requirements

The following requirements are necessary for admission to the Department of Nursing.

- Official transcript indicating baccalaureate degree
- Official transcripts of all college coursework
- Cumulative GPA of 3.0 (4.00 scale) calculated from all college coursework
- Completion of program prerequisites

Prerequisite Courses

Before applying to the program, seven prerequisite courses must be completed at any accredited college or university with a cumulative GPA of 3.0.

- Statistics

- Chemistry
- Human Anatomy
- Human Physiology
- Microbiology
- Nutrition
- Life span growth and development

All courses must be at least 3 semester credits. Courses taken under the quarter system must be at least 4 quarter credits. Statistics course must be an upper division or graduate course containing analysis of variance within the last 5 years. The science courses must include labs. Life span growth and development course must cover the entire life span.

All prerequisites must be completed with a grade of C or better. The prerequisite course grades are heavily weighted in the admission process. Although there is no age limit for most prerequisites however mastery of the content in these courses is expected. Thus students with very old courses may wish to retake them.

Not all of the prerequisite courses are available at Metropolitan State University. Students may take applicable courses at any accredited college or university. Some colleges may offer a sequence of courses rather than a single course (such as Anatomy and Physiology I and II or Child and Adolescent Development and Adulthood and Aging).

Students with questions about the applicability of a course to meet one of the prerequisites should contact the Nursing undergraduate advisor. Some courses may need to be approved by petition. Petitions are obtained by contacting the College of Nursing.

Program Courses

After being accepted into the program, students will successfully complete 60 credits of nursing coursework, 29 of which are at the undergraduate level and 31 at the graduate level. This program will require a full-time commitment for five semesters including two summers.

- NURS 304 Fundamental Concepts of Professional Nursing
- NURS 306 Principles of Pharmacology for Nursing
- NURS 309 Nursing Care During Illness
- NURS 325 Health Assessment
- NURS 400P Integrative Practicum I
- NURS 401 Introduction to Modeling and Role Modeling
- NURS 402 Ethical Dimensions for Nursing Practice
- NURS 409 Nursing Care of Children and Families
- NURS 410 Applied Pathophysiology
- NURS 460 Psych/Mental Health Nursing
- NURS 600P Intensive Practicum II
- NURS 601 Nursing Science
- NURS 604 Advanced Nursing Research
- NURS 614 Geriatric Nursing
- NURS 645P Intensive Practicum III
- NURS 646 Nursing Informatics

- NURS 647 Leadership in Health Care Systems
- NURS 656 Community Health Nursing
- NURS 680P Capstone Practicum
- NURS 696 Advanced Care Management

Background Check

Under the 1995 amendments to the Vulnerable Adults Act, individuals who provide direct contact service to patients or residents of facilities licensed by the Minnesota Department of Health must undergo a background check. Persons who participate in a clinical placement as part of an educational program are among those affected by the law.

An individual who is disqualified from having direct patient contact as a result of a negative background study is not permitted to participate in a clinical placement in a Minnesota-licensed health care facility. This could result in ineligibility to qualify for a degree.

Post-Master's Graduate Certificate

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 enhance leadership or educator skills. The program of study is individually designed with a faculty advisor based on curricular and certification requirements. A minimum of 10 graduate credits are required for the certificate program.

The Wound, Ostomy, Continence (WOC) Program is online course work that prepares the post-baccalaureate or the Master's prepared RN to take the WOC certification exam. Students are directed to www.webwocnurse.com for complete information about the WOC program.

Doctorate of Nursing Practice (DNP)

Program Overview

The Doctor of Nursing Practice (DNP) is 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.

The DNP program is offered in an online format. This structure provides opportunities for shared experiences and discussion with others across the state and the country. Students attend an immersion orientation at the beginning of the program and attend class via distance technology throughout the program. The program concludes with the annual capstone project presentation event.

Structured around the American Associate of Colleges of Nursing (AACN) Essentials for Doctoral Education of Advanced Practice, the DNP teaches students to translate research into clinical practice, lead organizational change initiatives and, influence population health and policy development. The DNP addresses the nationally recognized and documented need for preparation of nurses who can effectively address the rapidly evolving, complex health care needs. On a national level, nurse practitioners, clinical

nurse specialists, certified nurse anesthetists, and nurse midwives will be required to be educated at the DNP level in the future.

Program Outcomes

Graduates of the DNP 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.

Curriculum

The DNP 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 700 Theoretical Foundations for Nursing Practice
- NURS 701 Applied Biostatistics
- NURS 702 Clinical Scholarship and Analytical Methods for Advanced Nursing Practice
- NURS 704 Clinical Prevention and Population Health
- NURS 706 Organizational and Systems Leadership
- NURS 740 Clinical Scholarship I
- NURS 750 Clinical Scholarship II
- NURS 760 Clinical Scholarship III
- NURS 770 Clinical Scholarship IV

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 DNP 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.

Subject to change

Admission 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.

Application Requirements

- 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 DNP 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.

Home University
Admitted students will be assigned to one of 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.

Transfer Credits

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 DNP program must be at the doctoral level from nationally accredited academic institutions and must be completed after the student is enrolled in the DNP program. A maximum of 4 credits can be transferred into the student's plan of study.

Application Deadline

The application deadline has been extended to April 20 or until the class is full.

Time to Completion

Enrollment Status

Students may enroll on either a part time or full time basis. Full time students enroll in approximately seven credits per semester. Five semesters of full time study are required for degree completion. Part time students enroll in approximately 3-4 credits per semester and complete the program in approximately 10 semesters.

Progression

All degree requirements including DNP program credits, transfer credits, and all other program requirements must be completed within five years of the start of DNP 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.

Accreditation

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

Faculty

A key benefit of this consortium model is the availability of doctorally prepared faculty from four institutions brining practice and research interests to the preparation of students.
Faculty members from Metropolitan State University include:

Rozina Bhimani, PhD, RN, CNP, Judith Graziano, PhD, RN; Ann Leja, DNP, RN; Christine Milbrath, EdD, RN, Suzanne Narayan, PhD, RN; Ellen Schultz, PhD, RN; Ruth Staus, DNP, RN, GNP; Lorene Wedeking, PhD, RN

Contact Information

Christine Milbrath, EdD, RN
Director, Graduate Programs
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Academic Advisor, Graduate Programs
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(651) 793-1378

Metropolitan State University
College of Nursing and Health Sciences
Saint John's Hall
700 East Seventh Street
Saint Paul, MN 55106

Master of Science Oral Health Care Practitioner (MSOHCP)

Program Overview

The objective of the MSOHCP program is to provide quality graduate educational opportunities that enable you to successfully fulfill a new and exciting role serving the oral health needs of clients.

The MSOHCP program promotes community-minded health care practices and prepares practitioners to provide assessment and evaluation, preventive, restorative, and therapeutic services to underserved members of our communities. This program is designed to give dental hygienists with a baccalaureate degree the theoretical and applied skills necessary for the advanced dental therapist as defined by Minnesota Statute Section 2 [150A.01]. Graduates of this program will be eligible for licensure as an Advanced Dental Therapist in the state of Minnesota.

The Master of Science: Oral Health Care Practitioner Program is a full-time, twenty six month graduate program which combines classroom- based and web-enhanced courses with laboratory, simulation and clinical learning environments to present the unique curriculum designed to prepare advanced dental therapists. This program engages students in inter-disciplinary experiences with members of the dental care team and the broader health care team.

The program has three primary developmental phases for a total of 44 graduate credits.

The science and foundation phase focuses on working within diverse communities, communication across cultures, understanding health care needs and the incidence of disease across populations and advancing care through evidence based practice and research. This phase consists of 8 credits.

The clinical practice development phase advances the assessment, collaboration and care provision skills unique to this role. This phase consists of 31 credits and includes the laboratory, simulation and clinical experiences.

The leadership phase concentrates on extending health system and public policy knowledge and developing leadership skills. This phase is the synthesis phase of the program. The capstone project integrates research methods and the various learning experiences in the evaluation of a relevant clinical question. This phase consists of 5 credits.

Program Outcomes

Upon completion of the program, students will be able to:

- Evaluate theories and concepts from dentistry and other disciplines for application in advanced oral health practice;
- Demonstrate critical thinking in advanced oral health practice;
- Demonstrate competence in oral health practitioner practice;
- Apply the principles of ethical decision making and cultural competence in advanced oral health;
- Demonstrate leadership in improving the delivery of health care;
- Collaborate with a collaborative management agreement dentist and other health care professionals;
- Use a process of scholarly inquiry in oral healthcare practitioner practice.

About the Department of Dental Hygiene

Mission
Metropolitan State University Department of Dental Hygiene's mission is to prepare licensed dental hygienists for advanced practice and enhance the oral health of underserved and diverse populations. Programs are built on academic excellence and support the value that advanced education is essential to the delivery of quality, safe, accessible, cost-effective oral healthcare. The Department of Dental Hygiene is committed to collaborative community involvement, emphasizing ethics and social responsibility.

Goals
The goals for the Dental Hygiene Programs are to:

1. Prepare graduates who will be competent to provide quality comprehensive care that responds to the increasing oral health care needs of individuals, families and communities.
2. Provide access to early interventions, quality preventive and primary oral health care, through collaborative referrals to dentists and other health care practitioners.
3. Ensure admission of a qualified and diverse student population leading to an oral health care workforce that reflects the communities served.
4. Participate in collaborative community health promotion with education and industry partners to foster expanded practice and research opportunities.
5. Engage students in professional activities and lifelong learning to advance the profession and the discipline of dental hygiene.
6. Provide outcomes that reflect relevant and current dental hygiene practice.

Curriculum

Prerequisite Courses
In preparation for the Master of Science Oral Health Care Practitioner program the following prerequisite courses must be completed:

- DENH 310 Collaborative and Advanced Dental Hygiene Practice
- DENH 320 Management of Oral Health Care Delivery
- DENH 420 Restorative Functions

If an applicant can document completion of the competencies identifies in the program prerequisite courses through previous coursework and/or work experience, the applicant may petition the requirement. Petitions may be obtained by contacting the graduate academic advisor.

Completion of pre-requisites does not guarantee entrance into the program. The program will have limited enrollment and Metropolitan State University reserves the right to determine admissions status.

Additional Program Requirements
Before MSOHCP students begin clinical dental courses the following must be met:

- Minimum of 1,000 hours of clinical dental hygiene practice;
- Evidence of professional liability insurance;
- Evidence of current vaccinations; and
- Successful background check.

The majority of dental courses will be taught at the clinical facilities of Normandale Community College (Bloomington). Advanced Specialty Practices and Advanced Community Specialty Internship will require that students travel to clinical sites throughout the Minneapolis/St. Paul metropolitan area for course completion.

Program Courses

Pre-Professional Requirements

- NURS 604 Advanced Nursing Research
- COMM 533 Theories and Explorations in Community-Based Intercultural Communication

MSOHCP Interdisciplinary Didactic Courses

- NURS 608 Epidemiology
- NURS 605 Health Policy and Leadership

MSOHCP Competency-Based Dental Courses

- DENH 610 Health Assessment and Oral Diagnostic Reasoning
- DENH 620 Pharmacology Principles of Clinical Application
- DENH 630 Management of Dental Emergencies and Urgent Care
- DENH 640 Community-Based Primary Oral Healthcare I
- DENH 650 Community-Based Primary Oral Healthcare II
- DENH 660 Community-Based Primary Oral Healthcare III
- DENH 670 Community-Based Primary Oral Healthcare IV
- DENH 680 Community-Based Primary Oral Healthcare V
- DENH 690 Advanced Specialty Practices
- DENH 700 Advanced Community Specialty Internship
- DENH 710 Comprehensive Competency-Based Clinical Capstone

Admission Requirements

The MSOHCP degree builds upon a liberal arts and/or science-oriented baccalaureate degree or a post-baccalaureate certificate program in dental hygiene. The following are necessary for admission to the College of Nursing and Health Sciences:

- **Official transcripts** of ALL college coursework; transcripts must indicate a BS/BA from an accredited institution;
- **Cumulative GPA of 3.0** (calculated from all college coursework);
- **Application Form** and $20 fee (pay one time only)
- **Current dental hygiene licensure** in good standing (must meet Minnesota requirements, including nitrous oxide and local anesthesia certifications);
- **Acceptable Goal Statement Essay**;
- **Computer Proficiency Form**; and
- **Two Reference Forms** from specific individuals (see application for details) 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

Applications are reviewed once per year for fall semester class start. Eligible applicants will be invited for an interview as a final step in the application process. A professional portfolio must be submitted at the time of the interview.

Class size is limited to 15 students. Entrance is competitive. The selection process is based on cumulative GPA, prerequisite grades, evaluation of applicant essay, and an interview.

Orientation
Once you have been fully admitted to the College of Nursing and Health Sciences graduate program you will be required to attend a graduate student orientation session.

Application Deadline

The deadline for admission is January 30. All prerequisites must be completed prior to the application deadline. See Prerequisites section for details.

Students who fail to enroll in courses according to the published program plan will be required to reapply for admission. If re-admitted, this will be treated as a new admission and such students will be held accountable for any interim curriculum changes, including any changes in course prerequisites.

Academic Standing

You must maintain satisfactory academic progress to remain in a College of Nursing and Health Sciences graduate program.

- Only courses for which you receive a letter grade of C (2.0) or better count toward degree requirements; and cumulative grade point average of 3.0 is required for graduation.
- If you have incompletes in two courses, a term GPA of less than 3.0, or a cumulative GPA of less than 3.0 you will receive an academic warning letter and/or be placed on academic probation.
- A student who receives a letter grade of less than C in a Dental Hygiene course on the first attempt may repeat the course one time only. The course must be repeated within one year on a space available basis. Students may repeat no more than two Dental Hygiene courses. Failure of the second attempt of a course, or failure of more than two independent courses will result in dismissal from the program.

Accreditation

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
 (312) 263-0456

Faculty

Resident and community faculty members bring multiple specialties and areas of interest to their instruction. Many faculty members maintain an active dental practice. Community and resident faculty instructing core clinical courses hold DDS degrees.

Contact Information

Metropolitan State University
College of Nursing and Health Sciences
700 East Seventh Street
Saint Paul, Minnesota 55106-5000

Web: www.metrostate.edu/cnhs
Phone: (651) 793-1375
Fax: (651) 793-1382

Normandale Community College
Dental Hygiene Program
9700 France Avenue, South
Bloomington, Minnesota 55431

Web: www.normandale.edu
Phone: (952) 487-7020
Fax: (952) 487-7173

Project Management Certificate

Program Overview

Project management is 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, the 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
- Request for Proposal (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

Program Outcomes

Students completing the Project Management Certificate will be able to demonstrate the ability to:

- prepare, evaluate, and make proposal decisions
- develop, monitor, and implement project plans, using appropriate tools and techniques
- apply critical thinking, analyses, and strategies to complex business problems.
- negotiate and manage conflicted situations
- identify, model, assess, and document risk management factors and
- present, explain, and market project-related information.

Curriculum

- DSCI 620 Project Management (4 credits)
- DSCI 630 Project Risk Management (4 credits)
- DSCI 691 Models for Problem Solving (4 credits) or
- MIS 671 Problem Formulation, Data Presentation and Research Method (4 credits)

To receive PMI certification and/or training contact PMI at www.PMI.org

Admission Requirements

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 you must submit:

Application - complete the Metropolitan State University Graduate Programs Application, including a $20 non refundable application fee (waived for baccalaureate graduates of Metropolitan State);

Official Transcripts - showing a baccalaureate degree or equivalent earned from an accredited institution.

Demonstrated Knowledge - principles of management and basic statistics and a basic knowledge of Microsoft Office are required.

Test Scores - applicants must submit recent assessment scores. If you already possess an earned PhD, DDS, MD, or JD degree from an accredited U.S. institution or are participants in a College of Management special program, the requirement for the assessments may be waived.

Current resume - applicants must submit a current resume; one year of professional work experience is required.

Goals Essay - a word-processed paper (double-spaced and approximately two pages) describing reasons for pursuing a Project Management Certificate.

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned.

Admission Requirements - International Student Applications

International students may apply for classroom-based or web-enhanced degree programs only. Applications from international students for this program will not be accepted.

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. 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.

Registration by Undergraduate Students

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

Reapplication for Denied Applicants

If your application for admission to the program is denied, you may reapply for admission 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 the 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.

Transfer Credits

Courses are accepted in transfer upon the approval of the Graduate Programs Director in consultation with discipline coordinators. 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.

Application Deadlines

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

Academic Standing

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 certificate 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 the 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 certificate. 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 the 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.

Time to Completion

You have two years from your first semester of graduate study to complete your certificate program 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.

Reactivating into the Program

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 certificate 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 program. The Admissions Committee reviews your request and responds in writing, specifying certificate completion requirements and deadline for completion. You

may be required to satisfy certificate 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 certificate program.

Accreditation

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

Faculty

All faculty members are:

- Holders of doctorates in their fields
- Authors of applied and refereed publications
- Professionally trained as advisors for applied research projects.
- Experienced in their employment fields.

David Bahn, Allen Bellas, David Bouchard, Steven Creason, Timothy Delmont, James Fatzinger, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Jennifer Schultz, Francis Schweigert, Michael Sher, Adrianne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Contact Information

Office Location
1300 Harmon Place
Minneapolis, MN 55403

Mailing Address
1501 Hennepin Ave
Minneapolis, MN 55403

Phone: 612-659-7290
Email: com.graduateprograms@metrostate.edu
Website: choose.metrostate.edu/comgradprograms

Master of Arts in Psychology (MA)

Program Overview

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/gradstudies/masters/psyc/index.html.

A minimum of 36 semester hours is required for the MA 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.

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.

Curriculum

Core Courses (16 credits)

- PSYC 601 Principles of Community Psychology I (4 credits)

- PSYC 602 Principles of Community Psychology II (4 credits)
- PSYC 610 Quantitative Research Design for Community-based Research (4 credits)
- PSYC 615 Qualitative Methods and Analysis for Community-based Research (4 credits)

Additional information regarding other courses, master's thesis and practicum/internship requirements, and academic progress and achievement policies specific to the program are in the MA in Psychology Program Handbook.

Admission 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 (e.g., PSYC 100),
    - social or community psychology (e.g., PSYC 336 or PSYC 363),
    - a social science or psychology research methods course (e.g., PSYC 312, PSYC 317, or SSCI 311), and
    - statistics (e.g., STAT 201 or PSYC 307).
- 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 graduate programs 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;
- a 1-3 page letter of interest which addresses the questions found on the application;
- a current resume of work and volunteer experiences; and
- three letters of reference with form as provided in the application, from previous university course instructors and work/volunteer supervisors.

Accreditation

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

Faculty

Resident Faculty: Kelly Hazel, August Hoffman, Kerry Kleyman, Heidi Malloy, Susan Rydell, Glen Spielmans, Gary Starr, Mark Stasson; Community Faculty: Rebecca Ericson, Dave Mathews, Alexandra Pierce, Barb Schillo.

Contact Information

Call the Psychology Department to obtain an application packet.

MA in Psychology program is housed in the Psychology Department
Midway Center, Suites 100B and 101
(651) 999-5820

Master of Public and Nonprofit Administration (MPNA)

Program Overview

The Master of Public and Nonprofit Administration (MPNA) 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 MPNA 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 MPNA degree.

- Five core courses in the MPNA 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 MPNA 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 MPNA 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. .

Program Outcomes

Graduates of the MPNA Program should be able to:

- Conduct critical analysis of complex issues faced by public and nonprofit professionals

- Develop and apply a set of ethical principles to guide professional and accountable performance.
- Lead and manage organizations, programs and projects more effectively
- Manage information and technology to support high quality decisions and evaluation
- Work effectively across sector, jurisdictional, organizational and professional boundaries
- Communicate effectively with a wide range of citizens, clients and consumers
- Understand and apply best practices in financial management
- Effectively and respectfully engage with a broad range of stakeholders in community environments

Curriculum

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 MPNA 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 MPNA 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 MPNA students must complete the following:

Core Courses (18 credits)

- o MGMT 600 Practical Research Methods for Managers (2 credits)
  Note: This course must be taken the first semester of graduate work.
- o MGMT 620 Organizational Behavior (4 credits)
- o ECON 635 Economics of Social Issues (4 credits)
- o MKTG 600 Marketing Management (4 credits)
- o PADM 689 Strategic Management of Information in Public and Nonprofit Organizations (4 credits)

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.

- PADM 650 Policy Analysis and Planning (4 credits)
- PADM 672 Public Finance (4 credits)

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.
- NPM 671 Financial Decision Making in Nonprofit Organizations (4 credits)
- NPM 672 Nonprofits and Social Change (4 credits)

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 MPNA or College of Management graduate level course.

Capstone (4 credits)

- PADM 695 Seminar in Community-oriented Management (4 credits)

Admission Requirements

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 you must submit:

Application - complete the Metropolitan State University Graduate Programs Application, including a $20 non refundable 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 - Applicants should submit recent assessment scores. If you already possess an earned PhD, DDS, MD, or JD degree from an accredited U.S. institution or are participants in a College of Management special program, the requirement may be waived.

Current resume - two years of professional work experience is recommended for the MPNA.

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 program. Describe 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.

Materials submitted to the College of Management Graduate Program Office become the property of Metropolitan State University and are not returned.

Admission Requirements - International Student Applications

In addition to the above admission documents required of all College of Management graduate students, international students 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 non student 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 the classroom-based or web-enhanced degree program only.

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 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 selected prerequisite courses 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 the program is denied, you may reapply for admission 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 the 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 test 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.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into the 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.

Application Deadlines

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

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 official course-by-course transcript evaluations, TOEFL, or assessment scores are submitted. If you are unable to complete the assessments prior to admission, a 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.

Academic Standing

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 the 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 the 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.

Time to Completion

You have five years from your first semester of graduate study to complete your degree program 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.

Reactivating into the Program

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 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.

College of Management Outstanding Student Award

During your final semester of coursework, 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 a member of the North Central Association of Colleges and Schools.

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

The MPNA program curriculum is consistent with the guidelines of the American Society for Public Administration (ASPA) and the Nonprofit Academic Centers Council (NACC).

Faculty

All faculty members are:

- Holders of doctorates in their fields
- Authors of applied and refereed publications
- Professionally trained as advisors for applied research projects.
- Experienced in their employment fields.

David Bahn, Allen Bellas, David Bouchard, Steven Creason, Timothy Delmont, James Fatzinger, Ken Hess, Roger Israel, Katryna Johnson, Nancy Nentl, Hameed Nezhad, David O'Hara, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Jennifer Schultz, Francis Schweigert, Michael Sher, Adrianne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Contact Information

Office Location   **Mailing Address**
1300 Harmon Place   1501 Hennepin Ave
Minneapolis, MN 55403   Minneapolis, MN 55403

Phone: 612-659-7290
Email: com.graduateprograms@metrostate.edu
Website: choose.metrostate.edu/comgradprograms

Master of Science in Technical Communication (MS)

Program Overview

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.

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:

- 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.

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.

Curriculum

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
- WRIT 371 Editing 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.

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 685 Rhetorical Theory
- WRIT 671 Technical Communication Theory and Research Seminar
- WRIT 673 Technical Communication in International Contexts
- WRIT 683 M.S. Capstone and Final Project

Technology-related class

- WRIT 573G Writing and Designing for the Web **or**
- MDST 583G Online Education and Training

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:

- BA/BS 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 MS 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 BA/BS degree.
- Completed application form and nonrefundable application fee
- In addition to required application materials, international student need to submit additional criteria. For more information, please contact Metropolitan State University's International Student Services Office at (651) 793-1222.

Transfer Credits

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.

Application Deadlines

March 1 for Summer and Fall of this year
October 1 for Spring of next year

Accreditation

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
(312) 263-0456

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, and Kathy Wellington.

Contact Information

Communication, Writing and the Arts
Metropolitan State Unviersity
Suite 205, Energy Park Place
1380 Energy Lane
St. Paul, MN 55108
(651) 999-5940

Urban Secondary Teacher Preparation Graduate Certificate

Program Overview

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.

Program Outcomes

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.

Curriculum

There are four areas of course requirement for Initial Grades 5-12 Licensure:

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.

Professional Education Coursework (28 credits)

- EDU 600 Principles of Urban Education
- EDU 300/602 Assessment of Learning and Teaching: Advanced Theory and Practice
- EDU 306/606 Urban Middle and High School Teaching Methods: Advanced Theory and Practice
- EDU 310/610 Teaching and Assessing Exceptional Urban Learners: Advanced Theory and Practice
- EDU 383 Information Technology for K-12
- EDU 400/614 Literacy Education in Urban Schools: Advanced Theory and Practice
- EDU 415/615 Managing Learning in Diverse Urban Classrooms: Advanced Theory and Practice
- EDU 430/630 Historical and Cultural Foundations of Urban Education: Advanced Theory
- EDU 435/635 Teaching ELL Students in Content Area Classrooms: Advanced Theory and Practice

Content Methods Coursework (4-8 credits depending on licensure area)

- Communication Arts and Literature
  - LAED 445 Teaching Writing and Communications in Urban Gr 5-12
  - LAED 450 Teaching Language Arts in Urban Middle and High School
- Life Science/General Science
  - SCED 445 The Practice of Science
  - SCED 450 Science Methods for Urban Grades 5-12 Classrooms and Lab
- Mathematics
  - MAED 440 Teaching Mathematics to Urban Learners in Grades K-8
  - MAED 450 Teaching Mathematics to Urban Learners in Grades 7-12
- Social Studies
  - SSED 450 Teaching Social Studies in Urban Grades 5-12

Praticum and Field Experience (8 credits)

- EDU 311 Urban Teaching Practicum and Seminar
  (0 cr, co-requisite with EDU 606)
- EDU 450 Advanced Urban Teacher Practicum and Seminar
  (0 cr, co-requisite with a Content Methods course)
- EDU 650 Student Teaching in the Urban Secondary School (8 cr)

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.

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).

Application Deadline

- 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: http://choose.metrostate.edu/utp
E-mail: UTP-Admissions@metrostate.edu or
Call: (612) 659-7180

Course Descriptions (College of Management)

Following are course descriptions for the College of Management. Course descriptions for other colleges can be found in the 2008-2009 or 2010-2011 Graduate Catalog.

ACCT 510G Advanced Financial Reporting (4 credits)

The second course in the two-course financial reporting sequence, this course emphasizes accounting theory and practice including noncurrent liabilities and owners' equity; special disclosure and reporting problems; international accounting and foreign currency translation; business combinations; and consolidated financial statement preparation and analysis. Prerequisite: ACCT 310 Financial Reporting

ACCT 512G Auditing (4 credits)

This course focuses on the external auditor's role and function. Topics related to external auditing include: auditing standards; reports; ethics; legal responsibilities; evidence; procedures; transaction cycles; internal control, review and evaluation; statistics and fraud detection. In addition, this course provides an overview of operational auditing. Topics related to operational auditing include: internal auditing standards; internal and operational control, review and evaluation; and internal audit process.

ACCT 520G Advanced Strategic Management (4 credits)

This course continues the emphasis on the role of financial and nonfinancial information for strategic planning and control decisions from the Strategic Management Accounting course. It focuses on the strategic components of cost/price, quality, time, flexibility and innovation in the learning organization. Coverage of strategic cost management, cost of capacity, kaizen, time-based competition, agility, competitive intelligence, pricing, distribution channels, environmental accounting, cost accumulation systems and comprehensive performance indicators is included. Prerequisite: ACCT 320 Strategic Management Accounting Note: Read "Organizational Role of Management Accountants" module and complete problems 2, 8, 9 & 10 before first class meeting.

ACCT 530G Business Taxation (4 credits)

This course focuses on identifying issues that affect the taxation of businesses. Four modules are covered: foundation of taxation, including types of taxes, structure of the income tax, taxpayers, and general concepts of income and deduction; business income and expenses; taxation of property transactions; and overview of corporations, S corporations, partnerships, and entity choice. Planning options are emphasized. Prerequisite: ACCT 310 Financial Reporting

ACCT 531G Individual Tax Planning (4 credits)

Tax planning for the individual taxpayer is the focus for this course. Students examine the impact of economic, legal, and political environments on tax policy, gross income, deductions and tax computations for individuals. Family tax planning issues are introduced through a review of transfer taxes and taxation of fiduciaries. Prerequisite: ACCT 530 Business Taxation

ACCT 550G Governmental and Not-for-profit Accounting (4 credits)

Financial and managerial accounting for governmental and other not-for-profit entities are covered. Topics include: general and special funds accounting; enterprise funds; trust and agency funds; general fixed asset and long term debt groups; financial reporting; governmental costing and budgeting; public school and university accounting; hospital accounting; and accounting for selected not-for-profit organizations. This course focuses on the principles, methods, terminology, influences, and limitations of not-for-profit accounting. The course also covers the development, planning, control and managerial uses of budgeting. Prerequisite: ACCT 510 Advanced Financial Reporting

ACCT 560G International Accounting (4 credits)

This course explores in detail international financial and managerial accounting issues. Topics include: accounting systems for global business transactions; accounting organizational design; performance evaluation; pricing; control; cost allocation; foreign currency translation; consolidations; comparative multinational financial accounting principles; and multinational financial reporting issues. Prerequisite: ACCT 510 Advanced Financial Reporting

ACCT 565G Current Topics in Accounting (4 credits)

An in-depth study of emerging issues and timely topics in financial accounting, management accounting, and/or tax, the course focuses on research, case analysis, class presentations and research papers. The course will be offered in alternate years. Consult the Class Schedule for the topic. Prerequisites: ACCT 510 Advanced Financial Reporting and ACCT 520 Advanced Strategic Management Accounting and ACCT 530 Business Taxation

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

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.

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: DSCI 620 Project Management Prerequisite: Working

knowledge of Microsoft Excel, basic statistics, College Algebra or their equivalents.

DSCI 651 Managerial Statistics (4 credits)

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.

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.

ECON 601 Economic Research and Forecasting (4 credits)

This course prepares students for the task of analyzing primary and secondary economic data in order to assist decision makers in profit, nonprofit and public organizations. It also provides an introduction to econometrics regression models, serial correlation, forecasting, simultaneous equation estimation, model building and time series.

ECON 611 Foundations of Economic Analysis (2 credits)

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.

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.

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.

FIN   511G Investment and Portfolio Analysis (4 credits)

Security risk and return concepts, security analysis, and concepts of market efficiency are the focus of this course. Emphasis is placed on equity investments, bonds, options, futures and international securities. This course also focuses on the development of the fundamental concepts of modern finance as they relate to the management of a collection of assets. Methods are developed to analyze expected risk and return using modern portfolio theory. Prerequisite: FIN 392 Corporate Finance

FIN   515G Financial Statement Analysis (4 credits)

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. Prerequisites: ACCT 210 Financial Accounting and ECON 202 Microeconomics

FIN   550G International Finance (4 credits)

This course develops tools for practicing multinational financial management including: currency exchange rates, risk, forecasting, spot and forward rates, hedging, international monetary and trade flows as represented in the accounting and macroeconomic identities for current account and trade deficits. This course extends the framework of financial management to include international transactions as well as ethical considerations. Prerequisites: ECON 202 Microeconomics and FIN 601 Financial Management and MATH 115 College Algebra

FIN   595G Strategic Finance (4 credits)

Topics in this course include capital and business strategy analysis, forecasting and prospective analysis, mergers and acquisitions, credit analysis, corporate financing strategies, and management strategies. Case analysis and extensive use of spreadsheets are required.

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: Financial Accounting.

FIN   612   Strategic Financial Management (4 credits)

This course examines application of financial concepts to the overall functioning of the company. Topics include analysis of financial statements, cash creation cycle, camital markets, risk-adjusted returns, and

measuring financial value. The course proposes methods of evaluating strategic alternatives and company performance. Prerequisite: FIN 601 Financial Management

HRM 610 Managing Human Resources (4 credits)

This course examines human resource management principles and practices in work organizations. It covers the functional areas of staffing, compensation, employee relations, and training and development from a strategic management perspective. In addition, it focuses on current topics such as globalization, quality management, workplace violence, and identifying future trends in the field of human resource management.

IBUS 611 International Business (4 credits)

This course deals with global business and economic environment issues, such as the roles and functions of multinational corporations, the impact of government trade and investment challenges, and international business and economic development. Course content may vary in response to world events, so students are advised to consult with the instructor before registering.

IBUS 612 International Political Economy (4 credits)

Management systems of several countries such as the United States, Japan, Sweden and Germany are studies and compared. The focus is on decision making and relations among managers and employees. This course is for students who want to explore alternative management systems and those who intend to work with companies in the countries studies.

IBUS 613 Topics in International Business (4 credits)

This is a topics-based course in which thematic topics are covered intensively, for example, Doing Business in Eastern Asia and ASEAN Nations. Course topics include doing business in Japan, South Korea, Singapore, the Philippines, Malaysia, Thailand and Indonesia. The course is divided into three parts: an integrative portion which explores business history, culture, traditions and recent economic development, assessing their impact on the business climate/environment; a social section covering negotiation skills/styles, business etiquettes and internal (foreign) resources; and a strategic section, which covers keys to success and failure for various business strategies such as joint ventures, wholly-owned subsidiaries, production contracts and others.

IBUS 643 Case Studies in International Business: Eastern and Central Europe (4 credits)

This course is designed to provide the international manager with a clear understanding of doing business in Eastern and Central Europe, examine trends in the region, and offer the insights of professionals in the area and others who plan to do business in the region over the next decade.

IBUS 680 Developing International Markets (4 credits)

This course introduces students to the concepts and disciplines of international marketing. Students

develop an understanding of the international environment and its impact on marketing. Topics include social and cultural influences; political, legal and financial considerations; exporting and importing; organizational alternatives; information sources; market-entry strategies; pricing and distribution; sales and communications practices; counter trade; and other current international marketing issues. Major geographic marketing areas are discussed. Overlap: MKTG 680 Developing International Markets.

IBUS 691   Doing Business in China, Hong Kong and Taiwan (4 credits)

This course reviews the changing economic and business conditions in China and Taiwan in order to recognize the critical factors for developing markets in these countries or for obtaining materials for industrial and consumer manufacturing in the United States. Students will prepare a business development program for a selected industry. Prerequisite: IBUS 611 International Business or equivalent with instructor's consent.

IBUS 692   Doing Business in Japan, South Korea, South and SE Asia (4 credits)

This course is divided into three parts: an analysis of business history, culture, traditions and recent economic development, assessing their impacts on the business climate/environment; a social section covering negotiation skills/styles and business etiquette; and a section in which the student designs business strategies to establish a market, to import industrial or consumer goods for use in the United States, or to develop other business relationships in Japan and/or Southeast Asian countries. Prerequisite: IBUS 611 International Business

IBUS 693   Doing Business in Europe (4 credits)

This course is divided into three parts: an analysis of business history, culture, traditions and recent economic development, assessing their impacts on the business climate/environment; a social section covering negotiation skills/styles and business etiquette; and a section in which the student designs business strategies to establish a market, to import industrial or consumer goods for use in the United States, or to develop other business relationships in Japan and/or Southeast Asian countries. Prerequisite: IBUS 611 International Business

IBUS 695   Doing Business in Latin America (4 credits)

This course examines business conditions in selected Latin American nations, and explores opportunities for trade and commerce. Students prepare business plans to establish markets or to develop supplier networks in selected countries. Prerequisite: IBUS 611 International Business

MGMT   610   Managerial Communications (2 credits)

This is the recommended first graduate course in the master's program. It acquaints participants with the written assignments and oral presentations required in the master's program. It focuses on dyadic and small group communication models, various models and strategies for communication in different types of organizations, the nature of listening, negotiation and conflict resolution, task-oriented group communication processes, teambuilding and leadership, persuasion, and the nature of evidence. The course improves your ability to use appropriate communication devices and strategies in achieving organizational objectives, and sharpens your written and oral communication skills.

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.

MGMT   631   Entrepreneurship (4 credits)

This course examines the processes for launching a new enterprise, resources needed and financing strategies. Topics discussed include shaping a business concept into a feasible business venture, assessing demand, analyzing the competition, setting objectives, designing strategies, designing the organization and developing pro forma operating statements. This course helps students recognize the nature of business opportunities and develop realistic strategies for developing them. Prerequisites: ACCT 610 Financial Accounting for Managers and MKTG 600 Marketing Management

MGMT   632   Leadership and Ethics (4 credits)

This course explores the relationships between selected leadership styles and individual ethics. It examines situations in which leader convictions regarding ethical behavior are in conflict with organizational objectives and stakeholders' interests. The course proceeds from the assumption that anticipating ethical pressures/choices and shaping a personal framework for making value choices can improve leadership skills. Prerequisite: MGMT 600 Practical Research Methods for Managers

MGMT   635   The Changing Nature of Management and Organizations (4 credits)

Organizations operate in a dynamic, constantly changing environment. Managers need to understand new perspectives and tools for organizational transformation, and the have the mastery of key transformational skills to be successful in this environment. This course examines these new perspectives and tools and provides students the opportunity to examine and refine their own approach to management in this dynamic environment. Topics include learning organizations, chaos theory, strategies for planned change and organizational development and other emerging issues. Prerequisite: MGMT 620 Organizational Behavior

MGMT   640   Quality Improvement in Organizations (4 credits)

This course examines organizational excellence and continuous improvement of quality from the managerial perspective. Topics include customer focus and satisfaction, the role of leadership, strategic planning, management by fact, human resource development and management, process design and improvement, and their impact on business/organizational results. Prerequisite: MGMT 620 Organizational Behavior

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: MGMT 600 Practical Research Methods for Managers

MGMT 699 Management: Strategy and Policy (4 credits)

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 and at least one Phase II course.

MGMT 665 Business Futures (4 credits)

This independent study raises students' awareness about the future of business opportunities, planning and forecasting, forces for change, impact of future technology, strategies to capitalize on change, and alternative probable futures. It includes study of alternative futures for accounting, administration and management, data processing, economics and marketing.

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. 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 620 Project Management (4 credits)

This course focuses on developing the skills needed to become a successful project manager and project team member. Topics covered include all aspects of project management from project initiation issues and project planning to scheduling, implementation, monitoring progress and controlling to achieve desired project results. Also, included are project management techniques such as PERT, CPM and project evaluation methods using appropriate software programs.

MIS 653 Supply Chain Information Systems (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.

MIS   654   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.

MIS   656   Supply Chain Analytics (2 credits)

This new course introduces methods used to find Predictive Solution in Supply Chain Management (SCM). Students will learn which methods/tools should be selected to reduce inventory, estimate supplier performance or improve demand forecast accuracy. Topics covered include: Replenishment Methods and Inventory Optimization, Supplier Performance Analysis, Demand Forecasting , Logistics Planning, Price Optimization. Special emphasis is placed on Combining SCM and Customer Relationship Management (CRM).

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.

MIS   660   Management of Advanced Application 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.

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 emphaszing 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: 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: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.

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.

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 stndardization 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.

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.

MIS   673   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.

MIS   675   Risk Analysis in Informaiton Technology (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 trals and many others. Student will learn to assess the risk in an information systems portfilio and develop strategies for managing the many risk types discussed: Prereqhjsjte: MIS 600.

MIS   676   Legal Environment in IT (2 credits)

This course explores social, legal, legal-ethics, political, constitutional and economic implications of computing from a business point of view. It covers the issues individuals face as members of a technological society and offers guidance for professionals in computer-related fields. One of the book's goals is to develop computer professionals who understand the implications of what they create and how it fits into society at large. The class covers legal aspects of privacy and personal information, encryption and interception of communications, freedom of speech in cyberspace, intellectual property, computer crime, computers and work, broader issues on the impact and control of computers, and professional ethics and responsibilities.

MIS   679   Seminar in Management Information Systems (1 - 4 credits)

This capstone course for the MIS concentration looks at the field's cutting-edge issues and information systems' future in organizations. The class uses the seminar format in which presentation of the material is integrated with innovative student projects. The course examines the challenges of MIS in

the 1990s including re-engineering the firm; developing productivity strategies including computer assisted systems engineering (CASE) and object-oriented programming systems (OOPS); creating user productivity strategies, decision support and executive information systems; connectivity approaches; and exploring resulting ethical implications of information systems issues. Students have the chance to work in depth on information systems topics of interest.

MIS   680   MIS Auditing/Security Transformations (2 credits)

This course will present a holistic look at information security. As we will find, proper information security strategies depend upon several factors, the majority of which have little to do with technology itself, but rather with policies, practices, and overall awareness of the issues within our entire organization. We will present a unique definition of security, one that encompasses far more than hackers and malicious insiders to include elements of error avoidance and internal control. Readings will provide a framework for class discussions and will be focused on real business issues. Assignments will be meant to provide real life examples of implementing the topics discusses.

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.

MIS   685   Data Mining Tools (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.

MIS   686   Advanced Data Mining Tools (2 credits)

The course gives students an opportunity to start with several Business Problems which require Data Mining techniques like classification, estimation, clustering. Students are supposed to research on Data Mining vendors/tools to find Strengths & Weaknesses for selected Data Mining tools Students are supposed to use 5 groups of Data Mining tools selection criteria: Hardware/OS/Networking, Data reparation/Manipulation, User Interface/Model Output, Algorithms & Manageability, Support/Documentation/Training.   The course gives students an opportunity to exercise advanced Data Exploration and Mining software (developed by Synera Systems, Inc.) to analyze Retail Customer Behavior. Students are supposed to use a macro language to document Data Quality problems. Introduction to E-Customer Behavior is also a part of this course.

MIS   690   E-Commerce and Customer Relationship Management (2 credits)

This graduate seminar course will review the essential infrastructure and transaction components of

electronic commerce. It will also examine in detail the evolving panorama of business strategy for business-to-consumer electronic commerce. In that context of strategy for electronic commerce two issues in particular will be examined: (a) achieving synergy of e-commerce with "brick and mortar" business operations & (b) the increasingly significant and evolving role of CRM (Customer Relationship Management) systems. Also examined will be the unique challenges of project management for electronic commerce development efforts that require heavy outsourcing and multiple partnerships with external vendors: Web developers, databases specialists, ASPs, & media specialists.

MIS   691   M-Commerce: Extending the Enterprise (2 credits)

This course will cover a range of mobile and wireless applications and explore how those technologies are impacting the business enterprise. It will address the impact of various wireless and mobile services on day-to-day business operations and analyze the productivity and revenue-enhancement potential available to business. The course will also address the issue of creating mass customization for end users. This course is targeted at students who are working business managers with a need to understand the impact of the new and emerging mobile telecommunications services and how they can be harnessed to add value to business operations. Prerequisite: 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:metrostate.edu/com/mmis/

MIS   694   Cyber Ethics (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.

MIS   695   Electronic Government (2 credits)

The purpose of this course is to describe the growth of E-Government, typical phases of development, and strategies for planning and managing E-Government initiatives. Topics include both the challenges to E-Government such as data privacy and the "digital divide", as will as the best practices, success stories and breakthrough innovations in public sector service delivery.

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.

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.

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.

MKTG   650   Purchasing Management (4 credits)

This course examines the activities undertaken by purchasing personnel to achieve the objectives of their organization. The topics covered include value analysis, vendor analysis and certification, negotiations and contracting, logistics and inventory control, and the legal and ethical considerations in professional purchasing. These topics are relevant for organizations in the public and non-profit sectors of the economy as well as to private-sector organizations.

MKTG   651   Materials Management (2 credits)

This course examines those activities concerned with materials and inventory requirements from receiving the materials to their introduction into the manufacturing processes. Topics discussed include objectives and organization for materials management, total quality management, materials requirement planning, traffic management, warehousing, automated inventory control systems, and legal and ethical considerations in materials 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.

MKTG   653   International Purchasing (2 credits)

Global competition makes it increasingly important for American firms to contract with foreign companies in order to establish efficient and reliable sources of industrial materials and supplies. Topics

include starting a global buying program; dealing with foreign cultures, business practices, monetary systems, and related legalities; writing international purchase orders; controlling global logistics costs; and U.S. programs designed to benefit importing buyers.

MKTG   654   Current Issues in Purchasing/Logistics Management (2 credits)

This course examines those trends and issues which are most likely to influence policy-making and strategy design for efficient and effective purchasing management. Topics include changing information technologies affecting efficiency in purchasing; changing technologies in transportation and storage; influences of the changing make-up of the work force; purchasing's role in quality management; strategic alliances with suppliers; multi-national sources; and legislative initiatives. Seminars are led by experienced executives in purchasing management.

MKTG   656   Professional Negotiations (4 credits)

This course helps students to understand the roles of negotiations in purchasing goods and services to support manufacturing operations. Topics include how to establish negotiations objectives, how to analyze and to use various negotiating strategies and tactics, how to negotiate in line with legal and ethical considerations, and how to evaluate the effectiveness of negotiating policies, procedures and personnel.

MKTG   670   Marketing to Business Organizations (2 credits)

More dollars are spent in sales to businesses than to household consumers. Manufacturers, wholesalers, retailers and business service organizations have buying patterns and motives different from household consumers, making specially-designed marketing efforts necessary to meet their needs. This course provides methods and procedures for planning, implementing and evaluating marketing systems and programs serving the needs of the economy's for-profit business sector.

MKTG   680   Developing International Markets (4 credits)

The development of work trade makes it increasingly important for firms in virtually any industry to widen markets overseas. This course provides methods and procedures for assessing opportunities abroad, and for establishing, maintaining and managing marketing activities in other nations of the world. Special emphasis is given to negotiations involved in building marketing organizations, and to logistical, legal and cultural considerations important for productive exchanges of goods, services and currencies. Overlap: IBUS 680 Developing International Markets.

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 discusses are equally applicable for organizations operating in the economy's private, not-for-profit and government sectors. Prerequisite: MKTG 600 Marketing Management

MKTG   650   Purchasing Management (4 credits)

This course examines the activities undertaken by purchasing personnel to achieve the objectives of their organization. The topics covered include value analysis, vendor analysis and certification, negotiations and contracting, logistics and inventory control, and the legal and ethical considerations in professional purchasing. These topics are relevant for organizations in the public and non-profit sectors of the economy as well as to private-sector organizations.

MKTG   651   Materials Management (2 credits)

This course examines those activities concerned with materials and inventory requirements from receiving the materials to their introduction into the manufacturing processes. Topics discussed include objectives and organization for materials management, total quality management, materials requirement planning, traffic management, warehousing, automated inventory control systems, and legal and ethical considerations in materials 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.

MKTG   695   Master's Paper Development (4 credits)

This course is designed to help students refine and clarify their master's paper topics. Course topics include development of a paper proposal, use of the existing literature and research methods. Students are expected to begin the course with a tentative project already selected. Successful completion may require formal paper proposal, outline of paper, literature review, bibliography, description of methodology and selection of the paper advisor.

NPM 600   Nonprofit Management Foundations (4 credits)

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.

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.

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.

PADM   600   Public Administration Foundations (4 credits)

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 managment in the public sector is also addressed.

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. Prerequisites: 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: PADM 600 Public Administration Foundations

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.

PADM   695   Seminar in Community-oriented Management (4 credits)

This capstone course for the MPNA program seeks to integrate learning from earlier course work and

focus that learning on issues facing our communities. Attention is given to the capacities of managers in the government and nonprofit sectors to deal effectively with community issues and the relationships between management practices and community development. Prerequisite: Completion of 32 MPNA credits or permission of instructor.

PADM   699   Topics in Public Administration (2 credits)

This course explores a variety of contemporary issues in public administration and nonprofit management in greater detail. The focus keeps changing to keep pace with new issues and new circumstances.