Metropolitan State University

Graduate Catalog

2012–2013

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

The Metropolitan State Graduate Catalog contains information about academic programs and requirements for 2012-2013. It is subject to change without notice.

The catalog is intended to complement other university publications including specific materials supplied by colleges, schools, departments and programs. It is important for students to be familiar with academic policies and graduation requirements for their individual degree programs. Students are strongly encouraged to consult their advisors at least once each semester to be certain they are completing requirements that apply to their degree and major programs.

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 *2012-2013 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 651-793-1520 (voice); 651-772-7687 (TTY).

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2012-2013 Academic Calendar

Summer Session 2012

May	7	Summer session classes begin
May	26-28	Memorial Day holiday/no classes/offices closed
June	23	First summer session classes end
July	4	Independence Day/no classes/offices closed
July	3	Second summer session classes begin
Aug.	15	Last day for any summer session class

Fall Semester 2012

Aug.	20	Faculty begin fall duty days
Aug.	25	Fall semester classes begin (MnSCU start date Aug. 27)
Sept.	1-3	Labor Day holiday/no classes/offices closed
Nov.	21	No evening classes
Nov.	22-25	Thanksgiving holiday/no classes/offices closed
Dec.	15	Fall semester classes end
Dec.	18	Commencement
Dec.	18	Last fall faculty duty day
Dec.	24-26	Holiday/no classes/offices closed

Spring Semester 2013

Jan.	1	Holiday
Jan.	7	Faculty begin spring duty days
Jan.	14	Spring semester classes begin
Jan.	21	Martin Luther King, Jr. holiday/no classes/offices closed
Feb.		No Precinct Caucus this year
Feb.	18	President's Day/classes held/offices open
Mar.	10-17	Spring Break/Non duty days/no classes/offices open
May	6	Spring semester classes end
April	22 / 29	Commencement (tentative)
May	10	Last spring faculty duty day

Graduate Policies & Procedures

Academic Progress

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

Academic Appeal Procedure

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

Program Requirements

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

Grades

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

Graduation Requirements

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

Appeal Process

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

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

Advisor

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

you may consult with your school or college concerning policies and requirements. The school and college listings in this catalog direct you to appropriate personnel. If you wish to change your advisor, contact your school or college for appropriate procedures.

Grading Policy

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

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

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

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

semester. In granting your request for an incomplete, your instructor may stipulate a shorter completion time. If so, the conversion to F or N will occur at the end of that completion time.

Graduation

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

Registration

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

Registration by Undergraduate Students

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

Course Prerequisites

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

Refund Policy

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

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

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

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

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

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

Withdrawal from the University (dropping all registrations)

Official withdrawal is defined as terminating enrollment in all registered courses for an academic semester. A student must request that an official withdrawal from Metropolitan State University be processed. Dropping courses on the Web, Touch-tone telephone or in-person registration does not initiate an official withdrawal.

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

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

Student Conduct Code

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

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

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

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

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

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

Violation of Law and University Discipline: If a student is charged only with an off-campus felony violation of federal, state or local laws, but not with any other violation of the code, disciplinary action may be taken and sanctions imposed for grave misconduct which demonstrates flagrant disregard for the university community. In such cases, no sanctions may be imposed unless the student has been found guilty in a court of law or has declined to contest such charges, although not actually admitting guilt (such as, "no contest" or "nolo contendere").

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

Judicial Process

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

Complete information about the procedures and possible sanctions is included in the Student Handbook.

Timely Completion Policy

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

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

Time Limit

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

Transfer Policy

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

Tuition and Fees

When you register for a class, you are reserving university (public) resources for yourself, and we assume you will attend that class. The university invests resources in your enrollment, even if you do not attend the entire course. Tuition and fees are subject to change by action of the Minnesota State Colleges and Universities Board of Trustees. Current tuition and fees are listed in the *Class Schedule*. For information about activity, graduation,

transcript and extension fees, contact the Registrar's Office. The university accepts Visa and MasterCard, money orders, employer purchase orders, agency authorization or financial aid (award letter) for tuition and fee payment. Payment plans are available through the Accounts Receivable Office. Call the Registration Office regarding reciprocity.

Withdrawals

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

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

ACADEMIC PROGRAMS

Master of Science in Advanced Dental Therapy (MSADT), formerly known as the Master of Science in Oral Health Care Practitioner (MSOHCP)

Program Overview

The Master of Science in Advanced Dental Therapy program provides quality graduate educational opportunities that enable you to successfully fulfill new and exciting roles, as a dental therapist and an advanced dental therapist serving the oral health needs of clients. This nationally groundbreaking program expands the dental team's capacity to provide direct access to preventive and therapeutic oral health care services. Pew Center on the States reports that by 2014 the demand for oral health care services will increase due to the federal health care reform law which expands dental insurance to millions of children in the United States. This demand is coupled with Pew's prediction that the new dental provider with dual licensure as a dental hygienist and a dental therapist can bolster the productivity and profits of the private dental practice setting. In essence, the employment of dual licensed mid-level providers makes good business sense while improving the oral and general health of poor and uninsured Minnesotans.

The MSADT 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 provides 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 Dental Therapists upon completion of the program and for credentialing as Advanced Dental Therapists in the state of Minnesota after fulfilling the required 2,000 hours of documented dental therapy practice. By creating a meaningful solution to the problem of dental access for underserved communities, Minnesota is recognized as a national leader in oral health care.

The Master of Science in Advanced Dental Therapy is a full-time, 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 as well as the broader health care team.

Program Outcomes

The outcomes of the MSADT program include the ability to:

- Demonstrate critical thinking in dental therapy and advanced dental therapy practice;
- Demonstrate competence in dental therapy and advanced dental therapy practice;
- Apply the principles of ethical decision making and cultural competence in dental therapy and advanced dental therapy practice;
- Demonstrate leadership in improving the delivery of oral health care;
- Work in partnership with a collaborative management agreement dentist and other health care professionals;
- Use a process of scholarly inquiry in dental therapy and advanced dental therapy 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 to 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:

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

Curriculum

The program includes interdisciplinary and focused course work which covers three primary developmental phases for a total of 46 graduate credits:

- The science of health care delivery phase focuses on working within diverse communities, communication across cultures, understanding health care needs and the incidence of disease across populations and advancing safe, quality care. 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 33 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 evidence and quality improvement methods and the various learning experiences in the evaluation of a relevant clinical question. This phase consists of 5 credits.

Program Courses

MSADT Interdisciplinary Didactic Courses

- NURS 608 Epidemiology
- NURS 605 Health Policy and Leadership
- HSCI 648 Designing for Quality in Health Care

- COMM 533 Theories and Explorations in Community-Based Intercultural Communication

These courses may be taken prior to, during or upon completion of the MSADT competency-based dental courses.

MSADT 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

DENH courses are taught in a sequence using a cohort model. Courses will be taught at Metropolitan State (St. Paul and Maplewood) and Normandale Community College (Bloomington). Clinical courses with community practice components may require students travel to clinical sites throughout the greater Minneapolis/St. Paul metropolitan area for course completion.

Students may enroll in continuing credit as they accrue the required 2,000 hours of practice as a dental therapist to be eligible for certification as an advanced dental therapist after completion of the course of study detailed above.

Additional Program Requirements

Before MSADT students begin clinical dental courses, the following must be provided:

- Evidence of completion of program prerequisites;
- Evidence of minimum number of hours of clinical dental hygiene practice;
- Appropriate documentation of an active Minnesota dental hygiene license;
- Evidence of current professional liability insurance;
- Evidence of required immunizations;
- Evidence of current CPR certification;
- Evidence of HIPAA training,
- Evidence of successful background study, and
- Evidence of current health insurance.

Admission Requirements

The MSADT degree builds upon the liberal arts and/or science-oriented baccalaureate degree or a post-baccalaureate certificate program in dental hygiene. The Department of Dental Hygiene evaluates your application for evidence of undergraduate scholarship, professional experience, and your commitment to the mission and role. Class size is limited. Entrance is competitive. The following requirements are necessary to be considered for admission to the MSADT program.

- Cumulative GPA of 3.0 (calculated from all college coursework);
- Current dental hygiene licensure in good standing (must meet Minnesota requirements, including nitrous oxide and local anesthesia certifications);
- Prerequisite courses must be completed or a plan for the completion submitted with the application. Documentation of successful completion of prerequisite courses or prerequisite competencies must be provided to enroll in dental program courses.

The competencies identified in the program prerequisite courses may be demonstrated through previous coursework and/or work experience. To document completion of the competencies, the applicant may petition the requirement. Petitions may be obtained by contacting the academic advisor. Completion of prerequisites does not guarantee entrance into the program. The program will have limited enrollment and Metropolitan State University reserves the right to determine admissions status.

Applications are reviewed throughout the year. Eligible applicants will be invited for an interview and professional portfolio review as a final step in the application process. See Applying to the Program for portfolio details. The dental coursework is offered in a cohort format beginning in the fall semester.

Prerequisite Courses

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

Orientation

Once you have been fully admitted to the program, you will be required to attend a graduate program orientation session and develop a plan of study.

Application Requirements

To be considered for admission you must submit:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts from all universities attended
- Plan for completion of prerequisite requirements, if in process
- Evidence of a current unencumbered Minnesota Dental Hygienist license
- Goal essay
- Two references
- Computer proficiency form

See Applying to the Program for application packets and details on the requirements and deadlines.

Academic Standing

You must maintain satisfactory academic progress to remain in a College of Health, Community and Professional Studies graduate program. To remain in good standing, you must maintain a term and cumulative GPA of 3.0.

You will be admitted as part of a cohort for the MSADT competency-based dental courses and must adhere to the progression published at the time of your admission. If you are unable to progress with the assigned cohort, you

may make a written request to join a subsequent cohort, provided you have made satisfactory academic progress to date and space is available.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission 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 are licensed dentists or dental therapists.

Doctor of Business Administration (DBA)

Program Overview

The Doctor of Business Administration is an innovative doctoral program whose curriculum and research requirements focus on applied management practice. An internationally recognized alternate to the PhD program, the DBA enhances the knowledge and skills of experienced business practitioners and higher education faculty to prepare them for demanding positions in management, post-secondary teaching, and consulting. The Metropolitan State University DBA program provides a rare opportunity for professionals to earn a high quality, applied doctoral degree on a part-time basis.

Program Outcomes

Graduates of the DBA program will be able to:

- Demonstrate mastery of the business common bodies of knowledge at an advanced level
- Apply complex research and practice-based information to organizations
- Integrate and analyze complex research and practice-based information valuable to business practitioners
- Develop effective strategies for organizations, clients, or students
- Complete a dissertation utilizing applied research concepts and practices

Curriculum

The DBA curriculum requires 52 doctoral credits beyond an MBA (or an equivalent management-related master's degree program). Prerequisite courses (minimum of two credits each) must have been completed with at least a B grade and include the following:

- Graduate courses in organizational behavior, management information systems or information systems, finance, and a strategy or related capstone course.
- Three other graduate courses from among accounting, economics, marketing, and operations/project management or process modeling.

Phase One (32 credits)

Consists of completion of eight, four-credit core doctoral courses offered by the College of Management over a two year, six consecutive semester schedule. These courses are scheduled as follows:

First Year

First Semester

- DBA 700 Doctoral Seminar in the Development of Management Thought
- DBA 705 Foundations of Research Inquiry

Second Semester

- DBA 720 Accounting and Financial Policy Seminar

Third Semester

- DBA 710 Research Methods for Applied Projects

Second Year

Fourth Semester

- DBA 730 Information Technology: Issues and Strategy
- DBA 740 Global Issues in Business: A Multi-Disciplinary Approach

Fifth Semester

- DBA 712 Applied Research Project Design

Sixth Semester

- DBA 760 Advanced Strategic Management Seminar

During this two-year period, students identify an applied research project topic, prepare a literature review on the topic, and select a research methodology. This work is done in assigned courses and incorporated into the doctoral dissertation research proposal. Students complete a comprehensive examination at the end of this two year period before beginning Phase Two.

Phase Two (20 credits)

Involves completion of two six-credit sections of DBA 795 Directed Research on Applied Projects, and two of the following four-credit, elective courses:

- DBA 750 Teaching Business in Higher Education (for those interested in faculty positions teaching business in higher education institutions)
- DBA 751 Professional Consulting in Business (for those interested in professional management consulting practice)

- DBA 755 Current topics in Business (for those interested in advanced management practices for businesses)

In this phase, students complete an applied research project, prepare a dissertation on the project, and deliver an oral presentation describing study methodology and findings/recommendations to the dissertation subcommittee, project sponsors, invited faculty, students, and guests.

Admission Criteria

The DBA Admissions Committee reviews the complete application, evaluating the strengths and weaknesses of each candidate. Admission criteria include:

- An earned MBA or equivalent management-related master's degree.
- Completion of graduate-level prerequisite courses, each with a B grade or higher. DBA prerequisite graduate courses are finance, organizational behavior, management information systems, and a strategy or capstone course. In addition, three graduate courses are required from among accounting, economics, marketing, and operations/project management or process modeling.
- The ideal applicant will have earned at least a 3.5 grade-point average.
- The ideal applicant will have a GMAT or GRE scores above the 51st percentile.

Students seeking admission to the DBA program may complete required prerequisite courses in the College of Management without being admitted to a COM graduate program if they meet the following criteria:

- Have earned an MBA or management-related master's degree
- Achieved a 3.0 GPA in their master's degree program
- Have completed at least five years of professional work
- Indicate in writing an intent to apply for the DBA program in a specific year

Appeal of Admission Denial

Applicants denied admission to the DBA program may contact the COM Director of Graduate Programs for additional information about the denial decision. Initial appeals of decisions by the DBA Admissions Committee should be made to the Dean of the College of Management. Appeals of the Dean's decisions should be made to the Vice Provost and Dean of Graduate Studies. Decisions made by the Vice Provost and Dean of Graduate Studies are final and not subject to further appeal.

Orientation

All DBA students must attend a graduate student orientation before or during the first semester of doctoral course work.

Application Requirements

Applicants must submit the following materials:

- Application
- Official Transcripts
- GMAT or GRE Scores
- Current Vita or Resume: A current vita documenting extensive professional work or full-time teaching experience. For those in business professions, the vita documents should clearly state responsibilities and

organizational achievements. For those in teaching, the vita documents should note achievements regarding students, program and course development, and other related faculty accomplishments.
- Goals Essay: A very well written goals essay addressing professional development and interests as well as goals for achievement in the DBA program.
- Two Professional References: Reference letters (one academic and one professional) that attest to the importance of the DBA enhancing the applicant's professional development, and commenting on the applicant's ability to pursue and successfully complete a doctoral program. If a reference from a full-time faculty member or academic administrator cannot be secured, a reference from a second professional is required.

See Applying to the Program for application packets and details on the requirements and deadlines.

Academic Standing

Students must maintain satisfactory progress to remain in the DBA program. Only courses for which a student receives 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 a student receives a letter grade of C+ or below in any graduate course, s/he will be placed on academic probation. If s/he receives a letter grade of C+ or below in two courses, the student will be dismissed from the DBA program. The policy for an "incomplete" grade is consistent with University policy. That is, an incomplete grade must be satisfied by the end of the following semester; otherwise the student will automatically fail the course. The instructor may set a completion date prior to the end of the following semester, in which case, the student must comply with that date; otherwise, s/he will fail the course.

Time to Completion

Students have seven years to complete all graduation requirements from enrollment in the first semester of DBA courses.

Faculty

All faculty members are:

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

David Bahn, Allen Bellas, David Bouchard, Steve Creason, Tim Delmont, Marcia Hagen, Ken Hess, Ronald Jacobson, Katryna Johnson, Barbara Keinath, Nancy Nentl, Hameed Nezhad, Narasimha Paravastu, Roger Prestwich, Jayant Saraph, Gary Seiler, Adrianne Slaymaker and Minh Vo.

Master of Business Administration (MBA)

Program Overview

The objective of the MBA program is to provide quality graduate educational opportunities that enable you to manage successfully and ethically as a leader in complex and changing organizations within a highly diverse and 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. The flexibility and portability of the program enable you to choose the format you prefer or a mix of these formats, depending on your individual preferences or circumstances.

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 (40 credits)

Prerequisites

Prerequisite courses for admission to the MBA program are Financial Accounting, Statistics, Microeconomics and Macroeconomics. 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)

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. Following are the Phase I courses:

- MGMT 600 Practical Research Methods for Managers (2 credits)
- ACCT 620 Management Accounting (4 credits)
- ECON 696 Managerial Economics and Strategy (2 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 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). Students choosing to write a master's paper will take MKTG 695 Master's Paper Development as a four-credit elective course.

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.

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. The concentration can be customized to fit your areas of interest or career objectives. The concentration consist of 12 credits.

Marketing Concentration Courses (12 credits)

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

- MKTG 690 Strategic Marketing Planning (4 credits)
- 8 elective credits chosen by student with prior approval from the MBA program director.

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 Advanced Corporate Finance (4 credits)
- ACCT 515G Financial Statement Analysis (4 credits)

Admission Criteria

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. You are required to take the official GMAT (www.mba.com) or the GMAT Alternative (read about the GMAT Alternative). The committee uses a formula of your weighted GPA x 200 + your total GMAT score; a minimum score of 1025 is required to be considered for admission. If you meet all application requirements, you may be a candidate for 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. A letter grade of C- is required for all prerequisite courses. Applicants denied admission may not take graduate level courses in any College of Management graduate program.

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 are 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.

Application 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:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts from all universities attended, including any graduate work
- Test scores
- Current resume
- Goals essay
- References

See Applying to the Program for details on the requirements, deadlines and International Student application requirements.

Transfer Credits

Once fully admitted, you may transfer up to 16 credits into the program. A course is accepted in transfer from an accredited institution only if 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.

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, you will be dismissed from the graduate program. The policy for an "incomplete" grade is consistent with University policy. That is, an incomplete grade must be satisfied by the end of the following semester; otherwise, you will automatically fail the course. Your instructor may set a completion date prior to the end of the following semester, in which case, you must comply with that date; otherwise, you will fail the course.

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 Program 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. Reactivation decisions are made by the College of Management Graduate Admissions Committee and are not automatic.

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. The outstanding student's name will be placed on a permanent plaque in the College of Management.

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

Other Recognition

The College of Management is also 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 the College of Management MBA program to its members.

Faculty

Resident faculty members are primarily:

- Holders of doctoral degrees in their fields
- Authors of applied and refereed publications
- Experienced in their academic fields.

David Bahn, PhD, Allen Bellas, PhD, Barbara Beltrand, MBA-CPA, David Bouchard, PhD, Grover Cleveland, DBA, Steven Creason, JD, Timothy Delmont, PhD, Jennifer Dosch, MBA-CMA, James Fatzinger, MBA, Ken Hess, PhD, Paul Huo, PhD (Dean), Roger Israel, DPA, Katryna Johnson, PhD, Nancy Nentl, PhD, Hameed Nezhad, PhD, David O'Hara, PhD, Narasimha Paravastu, PhD, Roger Prestwich, PhD, Jayant Saraph, PhD, Gary Seiler, PhD, Jennifer Schultz, PhD, Francis Schweigert, PhD, Michael Sher, PhD, Adrianne Slaymaker, DBA, Joel Wilson, MBA-CPA, Michael Wilson, PhD, Minh Vo, PhD, Carol Bormann Young, PhD.

Additionally, the College of Management has a strong community faculty who are fully committed to educational excellence. All community faculty have graduate degrees, either a master's or a doctorate, as well as business expertise in their fields.The College of Management assures the quality of its community faculty through a careful selection process, extensive training through our own Teaching Academy, and regular student evaluations.

Contact Information

Office Location
1300 Harmon Place
Minneapolis, MN 55403

Mailing Address
College of Management
Graduate Programs Office
Metropolitan State University
1501 Hennepin Ave
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 a 34-credit program that provides advanced study 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;
- help students acquire the ability to read and assimilate highly technical material;
- deepen students' technical knowledge;
- enable students to solve complex problems;
- help students effectively respond to rapid technological changes;
- help students develop well organized presentations and written materials; and
- enhance students' careers 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 (4 credits) 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 survey literature related to research problems in Computer Science, and to obtain the necessary background information to further explore the problems; and
- the skill to write up research results and present them orally.

Curriculum

Prerequisites

Ideally, applicants will have an undergraduate degree in Computer Science or a related field. Applicants are expected, at a minimum, to have intermediate programming skills with a good knowledge of data structures and concomitant mathematical background. This would be the equivalent of having completed ICS 140, 141, and 240 and Math 215 in our undergraduate program (further work in Computer Science would be preferable). Students who do not have such a background will need to take remedial courses before being admitted to the program.

Students lacking a strong undergraduate major in Computer Science may be required, as a condition of admission, to take senior-level undergraduate courses as part of their program. One or more of the following three courses may be required:

- ICS 441 Foundations of Computing Theory (4 credits)
- ICS 460 Computer Networks (4 credits)
- ICS 462 Operating Systems (4 credits)

Eight credits of this 400-level work may count toward the 34 credits required to graduate.

Major Requirements

To complete the program, the student 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 practical research project (project option) or theoretical problem (thesis option) under the guidance of a full-time faculty member of the department. The student must submit a written report of his/her work to a graduate committee and later make an oral defense of the work. (4 credits)

The following courses are in the catalog at this time.

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)
- ICS 662 Distributed System Design (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 Contemporary Issues in Software Engineering (4 credits)
- ICS 672 Pattern-Oriented Software Construction (4 credits)
- ICS 650 Simulation and Modeling (4 credits)
- ICS 690 Special Topics in Computer Science (4 credits - may count as Distributed Systems or Security course depending on the topic)

Research Seminar and Project or Thesis

- ICS 698 Research Seminar (2 credits)
- ICS 660I Student Designed Independent Study for project or thesis (4 credits - for project/thesis)

The ICS 698 Research Seminar should be completed before the research project/thesis is undertaken. This seminar is designed to help students 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 a graduate research project or a graduate thesis for 4 credits. In a typical project, the student will do some conceptual development followed by an implementation. The thesis option requires students to do original research. A thesis option is more appropriate if the student is considering the pursuit of doctoral studies elsewhere at some point.

Students may register for variable number of credits (1-4) per semester for graduate project/thesis. But the total credits earned from project/thesis must be no less than four. All project/thesis credits will be graded Pass/No Credit. Letter grades are not given for ICS 66oi.

Before registering for the project/thesis, the student must form a committee of at least three faculty members, the chair of which must be a resident faculty member of the ICS department. The committee must include at least two faculty members (community or resident) from the ICS department and at least two resident faculty members of Metropolitan State University.

The student must defend the project/thesis before the committee at least two weeks prior to the student's date of graduation. The defense may occur only after the following steps are completed.

1. The chair of the committee approves the project/thesis report.
2. The student sends the project/thesis report to their committee, and also to director of the graduate program, who will check the report for conformance to program stipulations, quality, and authenticity. This report must be distributed at least two weeks prior to the scheduled date of the project/thesis defense.
3. Any faculty member on the student's committee, or the graduate director, may reject the project/thesis report as not ready for defense within a week of receiving the report. The student must then make the necessary revisions and resubmit the report for approval.
4. After a successful defense, the student must submit a bound copy of the report, with any requested corrections completed, to the director of the graduate program.
5. A student may graduate only after Step 4 above is completed.

The thesis defense can have one of three outcomes:

A. The student passes the defense with no changes required to the project/thesis report.
B. The student passes the defense with the understanding that certain requested changes must be made, and approved by the committee and the graduate program director, before graduation. No further defense will be required.
C. The student fails the defense and must revise and re-defend the project/thesis.

Because outcome (A) cannot be assured (and is, indeed, rare), students are advised to schedule their thesis defense more than two weeks prior to the end of the semester in which they plan to graduate.

Admission Criteria

The ICS department bases admission decisions on the applicant's prior academic work (especially in Computer Science), professional or other non-academic background in Computer Science, and recommendation letters. The following are the nominal minimum criteria for the ICS department to consider an applicant for potential admission. Meeting these requirements is not a guarantee of admission.

A. a Bachelor's degree from an accredited institution with either
   a. a cumulative undergraduate grade point average (GPA) of at least 3.0 (on a 4.0 scale), or
   b. an undergraduate GPA of at least 3.0 in all Computer Science and Mathematics or related courses

     c.   In rare circumstances, a student not meeting requirements (a) or (b) might be considered if their other application materials are stellar (e.g., outstanding recommendations, excellent GRE scores, etc.)

B. two positive recommendations from people qualified to judge the applicant's ability for graduate studies.

C. English language proficiency or permanent resident status, documented/demonstrated in one of the following ways.

     a.   Is a US citizen or permanent resident

     b.   Has a bachelor's, master's, or doctoral degree from an English-speaking institution in the United States, Canada, the United Kingdom, Ireland, Australia, or New Zealand

     c.   Holds an H-1 visa at the time of application that will be in effect at the date of matriculation

     d.   Has a minimum TOEFL score of 80 (Internet-based), or 550 (paper-based) achieved within 24 months of intended matriculation.

     e.   Has an IELTS score of 6.5 or higher achieved within 24 months of intended matriculation.

Application Requirements

Applicants will be reviewed based on the admission criteria in effect as of the date that all their application materials are received in the Graduate Studies office. Applicants should allow one month for review once all application materials have been received. Application materials are:

- Graduate Application and Fee (required)
- Official transcripts from all undergraduate institutions attended (required)
- Two letters of recommendation (required)
- Scores from the Graduate Record Examination (recommended)
- Resume plus documentation of relevant work experience (recommended)
- A purpose essay describing why the applicant wishes to enroll in the program (recommended)

Applicants are cordially invited to contact the department and discuss their plans (via email, phone, or in person) with the director of the computer science graduate program.

See Applying to the Program for application specifics, details on the requirements, deadlines and International Student application requirements.

Diagnostic Exams

All incoming students must take a diagnostic assessment of their writing skills. Those who do not satisfactorily complete this assessment must do remedial coursework after consultation with their advisor, before registering for ICS 698 or ICS 66oi.

Transfer Credits

A maximum of eight (8) graduate credits from other universities or 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. Prior learning and internship credits do not count toward program requirements. Independent studies are strongly discouraged except for project or thesis work. Regardless of other coursework, the student must complete at least 22 credits of ICS coursework at the 600-level at Metropolitan State University.

Academic Standing

To remain in good academic standing, the student 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 three semesters (including summer) of admission; and
- finish the program within 18 semesters (summers included) of first registration as a graduate student fully admitted to the MSCS program.

Students who earn a grade less than B- in more than two classes (undergraduate or graduate level) will be dismissed from the program. Students whose GPA falls below 3.0 you may be given multiple semesters to bring their GPA back to 3.0 or higher. Failure to remain in good academic standing will result in dismissal from the program. A dismissed student must reapply for admission to continue in the program. If readmitted, the student may be asked to repeat some or all of the courses taken previously.

Reactivating into the Program

A student in good academic standing who has not registered for courses for three or more consecutive semesters (including summers) must apply to reactivate into the degree program. To reactivate, submit a letter to the director of the computer science graduate program expressing a desire to reactivate into the program. You will 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.

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 (department chair), Sue Fitzgerald, Larry Gottschalk, KuoDi Jian, Jigang Liu, Milt Luoma, and Michael Stein (graduate program director).

Contact Information

Office Location
700 East Seventh Street
New Main, Room L110
Saint Paul, MN 55106
651-793-1471

Master of Science in Criminal Justice (MSCJ)

Program Overview

The Master of Science in Criminal Justice is designed to provide practitioners with the advanced knowledge and abilities needed for effective, ethical leadership in today's criminal justice organizations. The program is strongly focused on preparing graduates who can comprehensively analyze current issues in the field and identify and implement solutions to the problems facing the criminal justice system. The program seeks to include a diversity of students who have worked in a wide variety of criminal justice agencies in order to draw upon their experiences, learn about best practices, and apply them to important issues in the criminal justice field.

The program is structured as a hybrid (partially online and partially on campus) to best meet the needs of working adults. We believe adult learners are self-directed and mature, bringing a diversity of experience to the educational environment. The use of adult learning principles and multiple teaching strategies reflects the faculty's belief in students as unique persons with their own cognitive abilities, feelings, and values who have the potential for growth and self-directedness.

Program Outcomes

- Demonstrate a comprehensive knowledge of the criminal justice system at an organizational, inter-organizational, and societal level;
- Demonstrate advanced knowledge of criminological theory and the ability to apply appropriate theory to contemporary criminal justice problems and issues;
- Understand the nature of the research process, formulate research questions, and conduct applied research projects designed to address criminal justice problems;
- Demonstrate an understanding of the issues related to culture and diversity in the criminal justice system;
- Demonstrate ethical practices and critical thinking in a criminal justice leadership role;
- Demonstrate the ability to assess programs and policies intended to solve criminal justice problems;
- Demonstrate an understanding of best practices in the criminal justice field and how to apply them to current situations;
- Demonstrate written and oral communication at a level appropriate for effective leadership.

Curriculum

Students admitted to the Master of Science in Criminal Justice will take 24 semester credit hours of required coursework and 8 semester hours of elective credits. Master's courses will provide for the development of advanced knowledge and skills in the following areas:

- criminological theory
- criminal justice administration and leadership
- applied research, planning, and program evaluation
- community building
- diversity and cultural competence
- ethics
- critical thinking

Required Coursework

Students will attend Saturday classes two times a month and the remaining course work will be completed through the online platform, Desire to Learn (D2L). Saturday classes will be a full day with two separate classes (one in the morning and one in the afternoon). Classes will be held on Metropolitan State's Brooklyn Park Campus. Upon completion of the required courses, students will enroll in CJS 690 (Praxis Seminar II) where they will conduct an applied research project in their area of work experience. Students will apply the academic portion

of their coursework to a real-life practical problem that has potential to benefit the student and the criminal justice field.

Elective Coursework

Students will choose graduate courses that align with their academic and professional objectives from available graduate courses (courses numbered 500 or higher) offered by various graduate programs at Metropolitan State University. Courses chosen may be fully or partially online or classroom-based on the Brooklyn Park, Minneapolis, St. Paul or Midway campus on dates specified in the class schedule.

Courses

The courses in the program include the following required courses:

- CJS 600 Introduction to Graduate Studies in Criminal Justice (2 credits)
- CJS 615 Program and Policy Evaluation in the Criminal Justice System (4 credits)
- CJS 620 Crime Causation and Prevention (2 credits)
- CJS 625 Community Building and Social Change (2 credits)
- CJS 635 Management in the Criminal Justice System (4 credits)
- CJS 640 Managing Human Resources in Criminal Justice (4 credits)
- CJS 680 Praxis Seminar I (2 credits)
- CJS 690 Praxis Seminar II (4 credits)

and

- 8 credits of approved electives

Admission Criteria

This is a competitive program that will admit students once each year (in the spring semester) for a start date the following fall semester. To be considered for admission, a student is expected to have completed a bachelor's degree by the end of the spring semester before beginning graduate coursework. Students graduating the summer before the program begins will need to wait until the following year to apply to the program. The Master of Science in Criminal Justice Admissions Committee will make admissions decisions on the basis of the following:

- Earned baccalaureate degree from a regionally accredited university;
- Cumulative GPA of 3.0 at the undergraduate degree-granting university or demonstrated competency on an assessment exam (program-specific assessment exam taken at Metropolitan State University, free of charge.) Students who have already completed the GRE and have scores of 450V, 550Q, and 4W, or higher can provide their official score in lieu of our assessment exam;
- Two full years of experience in a law enforcement agency (civilian or sworn), criminal justice agency, or non-profit/for-profit social service or security agencies that have significant interaction with either law enforcement or criminal justice;
- Successful completion of the prerequisite course, Introduction to Criminal Justice.

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official Transcripts

- Proof of completion of Introduction to Criminal Justice
- Resume
- Goals Essay
- Two letters of recommendation

See Applying to the Program for application information, details on the requirements, deadlines and International Student application requirements.

Transfer Credits

Up to 12 credits may be transferred from other graduate programs; however, transfer credits can only be applied to one required course. The remaining credits may be applied to electives. A review of transfer eligibility will be made by the Graduate Program Coordinator. The course work must have been taken from a regionally accredited university and an official transcript provided. The credits that are being requested for transfer must have been taken at the graduate level (a course number of at least 500 or higher). A course is eligible for transfer only if no degree was granted and a letter grade of B or better was earned in the course, and the course was taken within 5 years of admission. Students requesting transfer of non-criminal justice courses into the program must justify how they support career goals and supplement the core courses in the program.

Time to Completion

Students completing two courses a semester (including summer) will complete the program in two years.

Students have seven years from their first semester of graduate study to complete the degree program requirements. Students may request an extension of the time limit by writing to the Graduate Program Coordinator in the School of Law Enforcement and Criminal Justice. Such requests must be received prior to the expiration of the time limit. Requests for extensions should include reason(s) for requesting the extension, a summary plan to complete graduation requirements, and a specific date for the extension to expire. Extension decisions are made by the Graduate Program Coordinator and are not automatic and cannot be appealed.

Academic Standing

Students must maintain satisfactory academic progress to remain in the graduate program.

Only courses with a letter grade of C (2.0) or better count toward degree requirements; a cumulative grade point average of 3.0 is required for graduation.

If a student receives a letter grade of C+ or below in any graduate course, he/she will be placed on academic probation. If a student receives a letter grade of C+ or below in two courses, he/she will be dismissed from the graduate program.

If a student has been dismissed from the program for unsatisfactory academic progress, he/she may apply for readmission after one calendar year has passed. To reapply, students must submit an updated resume and a letter indicating what circumstances have changed and how he/she plans to successfully complete the program. The admissions committee reviews the request and responds in writing.

Only courses in which students receive a letter grade are applied toward the degree. The option of a competence/no competence grade with a narrative transcript is not available to graduate students.

Reactivating into the Program

If a student in good academic standing has not registered for courses for three or more consecutive semesters, he/she must apply to reactivate into the degree program. To reactivate, the student must submit an updated resume and a letter to the School of Law Enforcement Admissions Committee expressing a desire to reactivate into the program. The Admissions Committee reviews the request and responds in writing, specifying degree completion requirements and deadline for completion. Students 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.

Faculty

Program faculty have extensive experience as criminal justice educators. They also have working experience in a variety of criminal justice areas, both as practitioners and researchers. Most hold a doctoral degree and are the resident faculty in the School of Law Enforcement and Criminal Justice.

Contact Information

Academic program related questions can be directed to Dr. Deborah Eckberg at deborah.eckberg@metrostate.edu or by calling 763-657-3758.

Application process related questions can be directed to the Graduate Studies Office at graduate.studies@metrostate.edu or by calling 651-793-1940.

Database Administration Graduate Certificate

Program Overview

The Database Administration (DA) Certificate is an exciting certificate program that offers students not only an excellent education in this critical area of IT, but also provides a great head start toward moving into an MIS masters degree. The program was developed in consultation with the Metropolitan State MIS Advisory Committee (MISAC) and the Center for Strategic Information Technology and Security (AdvanceIT), a Metropolitan State University Center of Excellence. The Committee and the Center supported the curriculum development and design as being consistent with our vision for graduate education in Database Administration.

This program is designed to provide both strategic and operational expertise in the administration of database and related technologies, and to provide a strong background and ability to use databases and related systems in providing strategic advantage to modern firms. The DA Certificate program is designed based on a review of national standards for this area, including those from the Data Management Association International Foundation Committee on the Advancement of Data Management in Post Secondary Institutions, and the database administration components of the MSIS (Masters of Science in Information Systems) 2006 standards developed in conjunction with the ACM (Association of Computing Machinery).

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 600 Management Information Systems (4 credits)
- DSCI 620 Project Management (4 credits)
- MIS 653 Supply Chain Information Systems (2 credits)
- MIS 657 Database and Client/Server Systems (2 credits)
- MIS 658 Advanced Database Administration (2 credits)
- MIS 680 Introduction to Information Assurance (4 credits)
- MIS 683 Process Analysis and Design (2 credits)
- MIS 685 Data Warehousing and Data Mining (2 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. (E.g., if you have completed a graduate 4 credit Project Management course that is accepted, you would be allowed to consider that function completed within the Certificate, and can then take an alternate 4 credits, with approval of the Coordinator.)

Admission Criteria

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

- A bachelor's degree earned from an accredited institution
- Principles of basic statistics and knowledge of Microsoft Office applications
- At least one year of full-time professional work experience is recommended.

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Current resume
- Essay
- Test Scores

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements

Transfer Credits

Once fully admitted, you may transfer up to 8 credits reflecting comparable content 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 and allow you to take alternate credits to meet the credit total. (See note above in Curriculum.)

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, 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
312-263-0456

Faculty

Resident faculty members are primarily:

- Holders of doctoral degrees in their fields
- Authors of applied and refereed publications
- Experienced in their academic fields.

David Bahn, PhD, Allen Bellas, PhD, Barbara Beltrand, MBA-CPA, David Bouchard, PhD, Grover Cleveland, DBA, Steven Creason, JD, Timothy Delmont, PhD, Jennifer Dosch, MBA-CMA, James Fatzinger, MBA, Ken Hess, PhD, Paul Huo, PhD (Dean), Roger Israel, DPA, Katryna Johnson, PhD, Nancy Nentl, PhD, Hameed Nezhad, PhD, David O'Hara, PhD, Narasimha Paravastu, PhD, Roger Prestwich, PhD, Jayant Saraph, PhD, Gary Seiler, PhD, Jennifer Schultz, PhD, Francis Schweigert, PhD, Michael Sher, PhD, Adrianne Slaymaker, DBA, Joel Wilson, MBA-CPA, Michael Wilson, PhD, Minh Vo, PhD, Carol Bormann Young, PhD.

Additionally, the College of Management has a strong community faculty who are fully committed to educational excellence. All community faculty have graduate degrees, either a master's or a doctorate, as well as business expertise in their fields. The College of Management assures the quality of its community faculty through a careful selection process, extensive training through our own Teaching Academy, and regular student evaluations.

Contact Information

Office Location
1300 Harmon Place
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Metropolitan State University
1501 Hennepin Ave
Minneapolis, MN 55403

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

Healthcare Information Technology Management Graduate Certificate

Program Overview

The COM Management Information Systems (MIS) program would like to introduce our new Healthcare Information Technology Management (HCITM) Graduate Certificate, effective August 2011. This is an exciting new program that offers students not only an excellent education in this critical area of IT, but also gives a great head start toward moving into a master's degree; the courses in the HCITM Certificate all prospectively transfer into our Master of Management Information systems (MMIS) program, after a student's full application and acceptance into the program. Online or in-class versions of these courses meet certificate requirements.

The program was developed in consultation with the Metropolitan State MIS Advisory Committee (MISAC) and the Center for Strategic Information Technology and Security (AdvanceIT), headquartered at Metropolitan State University. The Committee and the Center supported the curriculum development and design as being consistent with our vision for graduate education in healthcare information technology and management.

Program Outcomes

Upon completion of this certificate program, students will know

- graduate level overview of information management, process analysis, project management, important general MIS/IT principles and practices (including security and information assurance), and general aspects of Healthcare IT;
- specifics in the field, including how to support the delivery of healthcare services and track health status, and how to manage both information and legal requirements related to healthcare industry outcomes; and
- how MIS/IT can facilitate biomedical research using healthcare analytics.

Curriculum

- MIS 600 Management Information Systems (4 credits)
- DSCI 620 Project Management (4 credits)
- MIS 630 Healthcare IT Systems (4 credits)
- MIS 655 Biomedical Informatics (4 credits)
- MIS 671 Problem Formulation and Data Presentation (4 credits)

Electives:

- MIS 694 Cyber Ethics (2 credits)
  -OR-
- MIS 653 Supply Chain Information Systems (2 credits)

TOTAL: 22 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. (E.g., if you have completed a graduate 4 credit Management Information Systems course that is accepted, you would be allowed to consider that function completed within the Certificate, and can then take an alternate 4 credits, with approval of the Coordinator.)

Admission Criteria

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

- A bachelor's degree earned from an accredited institution
- Principles of statistics and knowledge of Microsoft Office applications
- At least one year of full-time professional work experience (recommended)

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduated of Metropolitan State University)
- Official transcripts
- Current resume
- Essay
- Assessment Scores

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements

Transfer Credits

Once fully admitted, you can transfer up to 8 credits reflecting comparable content 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 and allow you to take alternate credits to meet the credit total. (See note above in Curriculum.)

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, 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. 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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Faculty

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- Holders of doctoral degrees in their fields
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Additionally, the College of Management has a strong community faculty who are fully committed to educational excellence. All community faculty have graduate degrees, either a master's or a doctorate, as well as business expertise in their fields. The College of Management assures the quality of its community faculty through a careful selection process, extensive training through our own Teaching Academy, and regular student evaluations.

Contact Information

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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 to make these technologies safe and useful is crucial. The Information Assurance (Security) 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 Metropolitan State University has been designated as a Center of Excellence in Information Assurance (security) by the National Security Agency (NSA).

Program Outcomes

This program:

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

Fully Accredited

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 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. (E.g., if you have completed a graduate 4 credit Management Information Systems course that is accepted, you would be allowed to consider that function completed within the Certificate, and can then take an alternate 4 credits, with approval of the Coordinator.)

Admission Criteria

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

- A bachelor's degree earned from an accredited institution
- Principles of basic statistics and knowledge of Microsoft Office applications
- At least one year of full-time professional work experience (recommended)

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduated of Metropolitan State University)
- Official transcripts
- Current resume
- Essay
- Assessment Scores

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements

Transfer Credits

Once fully admitted, you can transfer up to 8 credits reflecting comparable content 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 and allow you to take alternate credits to meet the credit total. (See note above in Curriculum.)

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, 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

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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. 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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Additionally, the College of Management has a strong community faculty who are fully committed to educational excellence. All community faculty have graduate degrees, either a master's or a doctorate, as well as business expertise in their fields. The College of Management assures the quality of its community faculty through a careful selection process, extensive training through our own Teaching Academy, and regular student evaluations.

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Master of Arts in Liberal Studies (MA)

Program Overview

The Master of Liberal Studies (MA) 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 supporting study 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 Master of Liberal Studies 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 supporting study at the 500G or higher level, which can include independent studies or internships. All MLS supporting study credits must be clearly relevant to the student's MLS program.

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 supporting study credits, and at least 8 credits in MLS 620's); and with an approved Capstone Project Proposal. The MLS 690 Capstone revolves around the final revisions and completion of students' self-directed capstone projects, broadly defined not only to

include traditional research papers, but creative projects, artwork, or performances (that additionally require an analytical essay about the creative project).

Curriculum

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)
- Supporting Study Coursework (12 credits)
- MLS 690 Master of Liberal Studies Capstone Course

Sequence

MLS 600 is a student's first Master of Liberal Studies course, and MLS 690 is the last. Apart from that there is significant flexibility in the order or pace at which a student takes Master of Liberal Studies courses (subject to the availability of classes).

Admission Requirements

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

- Official copies of all undergraduate transcripts (and graduate transcripts, if any) showing a BA or BS degree from an accredited institution, a major or significant coursework in liberal arts disciplines and a minimum GPA of 3.00 from the degree-granting institution.
- Two letters of recommendation from individuals familiar with the applicant's intellectual preparation for advanced liberal arts study.
- A resume or vita (The admissions committee will value occupational and/or community experience relevant to advanced liberal arts study, in addition to academic preparation.)
- The Purpose Essay, written by the applicant about his/her interests and goals in pursuing advanced liberal arts study; see the essay prompts given in the "Graduate Application Checklist" in the MLS Application Packet.
- A writing sample, either from an earlier upper-division liberal arts course, or written in response to questions given in the "Graduate Application Checklist" in the MLS Application Packet

See Applying to the Program for application packets and details on the requirements and deadlines.

Pre-application Interviews

It is strongly recommend that those considering the MLS program arrange an informational interview with the MLS director before submitting their applications.

Transfer Credits

Up to 8 graduate credits earned at another accredited institution (or at Metropolitan State University before MLS admission) may be applied to the MLS program's supporting study requirement, provided those credits are clearly relevant to the student's MLS program, and not part of any other completed degree.

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 reader from a discipline related to the student's evolving capstone project. The faculty reader 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.

Accreditation

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Higher Learning Commission
30 North LaSalle Street, Suite 2400
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Contact Information

For questions, or application materials contact:
Professor Lawrence Moe
Director, Master of Liberal Studies Program
Lawrence.Moe@metrostate.edu
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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 in graduate education in the field of management information systems (MIS). Merging management and technology education, it is designed to help both technically-oriented information technology (IT) professionals and those 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 gives one a strong base for the future.

The program is designed to serve several distinct groups of 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, resulting in 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 (operationally); added distinction project management;
- systems analysis and design;
- social networking strategies for organizations
- information analytics and business intelligence technology management; and
- telecommunications.

The MMIS serves the 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.

Online MMIS

There is also an option to take the Information Management Concentration online, called the Online MMIS. This track allows you to complete the MMIS degree with nearly all online classes, to assist those where travel schedules, location or other factors make online delivery desirable. It also accommodates professionals who need the schedule flexibility provided by online education. In this track, all courses are specified (limited electives) to allow consistency in the application of the curriculum. Specific courses are required for this option, and one in-class section may be required. Contact the program for more information on this option.

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

- prepare for management of IS, IT, and related functions;
- prepare to be a leader in the integration of IT into the firm to help meet organizational goals;
- prepare for management of IT planning processes; and
- 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. 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 written analysis 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. Some electives are prescribed as part of specific tracks - please see Track descriptions for details.

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.

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, Data Presentation and Research Methods (4 credits)
- MIS 673 Knowledge Management (2 credits)
- MIS 683 Process Analysis and Design (2 credits)
- MIS 685 Data Warehousing and Data Mining (2 credits)
- MGMT 620 Organizational Behavior (4 credits)
- DSCI 620 Project Management (4 credits)
- MKTG 600 Marketing Management (4 credits)
- MIS 653 Supply Chain Information Systems (2 credits)

Phase II (4 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-management-related, systems development or other related projects. Experienced senior faculty oversee teams which 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
- 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, Data Presentation and Research Methods (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 determine clients' perceptions and create both team and individual reports.

Generally, nearly all MMIS courses are available as online courses

Admission Criteria/Process

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 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 MMIS Coordinator, you may register for "special" 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 support 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.

COM Graduate Student 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.

Application 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:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Test scores
- Current resume
- Goals essay
- References

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements

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.

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 B (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, 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 and are not automatic.

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. The outstanding student receives special recognition during commencement, and is named as part of a permanent plaque in COM.

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

Resident faculty members are primarily:

- Holders of doctoral degrees in their fields
- Authors of applied and refereed publications
- Experienced in their academic fields.

David Bahn, PhD, Allen Bellas, PhD, Barbara Beltrand, MBA-CPA, David Bouchard, PhD, Grover Cleveland, DBA, Steven Creason, JD, Timothy Delmont, PhD, Jennifer Dosch, MBA-CMA, James Fatzinger, MBA, Ken Hess, PhD, Paul Huo, PhD (Dean), Roger Israel, DPA, Katryna Johnson, PhD, Nancy Nentl, PhD, Hameed Nezhad, PhD, David O'Hara, PhD, Narasimha Paravastu, PhD, Roger Prestwich, PhD, Jayant Saraph, PhD, Gary Seiler, PhD, Jennifer Schultz, PhD, Francis Schweigert, PhD, Michael Sher, PhD, Adrianne Slaymaker, DBA, Joel Wilson, MBA-CPA, Michael Wilson, PhD, Minh Vo, PhD, Carol Bormann Young, PhD.

Additionally, the College of Management has a strong community faculty who are fully committed to educational excellence. All community faculty have graduate degrees, either a master's or a doctorate, as well as business expertise in their fields.The College of Management assures the quality of its community faculty through a careful selection process, extensive training through our own Teaching Academy, and regular student evaluations.

Contact Information

Office Location
1300 Harmon Place
Minneapolis, MN 55403

Mailing Address
College of Management
Graduate Programs Office
Metropolitan State University
1501 Hennepin Ave
Minneapolis, MN 55403

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

MIS Generalist 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).

If you are a general business graduate with workplace experience in information systems or an MIS or other IT 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 many architectures including internet-based or distributed computing environments, and many others. You also learn project management skills that are crucial in the MIS environment and in great demand in the marketplace. Finally, you will learn how to integrate many new MIS and management models.

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 applications.

Curriculum

- 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, Data Presentation and Research Methods (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. (E.g., if you have completed a graduate 4 credit Project Management course that is accepted, you would be allowed to consider that function completed within the Certificate, and can then take an alternate 4 credits, upon aproval of the Coordinator.)

Admission Criteria

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

- A bachelor's degree earned from an accredited institution
- Principles of basic statistics and knowledge of Microsoft Office applications
- At least one year of full-time professional work experience (recommended)

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Current resume
- Essay

- Assessment Scores

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements.

Transfer Credits

Once fully admitted, you may transfer up to 8 credits reflecting comparable content 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, and allow you to take alternate credits to meet the credit total. (See note above in Curriculum.)

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, 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. 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

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Faculty

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Minneapolis, MN 55403

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College of Management
Graduate Programs Office
Metropolitan State University
1501 Hennepin Ave
Minneapolis, MN 55403

Phone: 612-659-7290

Email: com.graduateprograms@metrostate.edu
Website: choose.metrostate.edu/comgradprograms

Master of Science in Nursing (MSN)

Metropolitan State University offers two distinct programs leading to the Master of Science in Nursing (MSN):

- **MSN (BSN to MSN)** - prepares BSN-educated registered registered nurses for advanced nursing roles
- **Entry Level MSN (ELMSN)** - prepares individuals, who hold baccalaureate degrees in fields other than nursing, for entry into the nursing profession

The catalog information below relates to the BSN to MSN program.

Program Overview

The Master of Science in Nursing (MSN) prepares registered nurses for advanced nursing roles. Graduate degrees in Leadership and Management, Nursing Educator or Public Health Leadership and Management provide focused education for Master's prepared individuals.

Admitted MSN students can choose from the Leadership and Management (LMN) track, the Public Health Nursing Leadership (PHNL) track, or the Nurse Educator (NE) 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.

Classes are scheduled in a variety of formats, including face to face, online or in a hybrid format. Courses offered in a predominantly online format may require mandatory participation in on-campus seminars and immersion experiences throughout the program. All tracks can be completed in a minimum of two years; part-time options are available in each track up to a maximum of five years.

The MSN only option is available to Women's Health Care Nurse Practitioners (WHCNPs) who are already certified at the time of application through Planned Parenthood of Minnesota/South Dakota. Course work for this MSN only option for WHCNPs does not prepare students for additional certification. After much consideration, this program has suspended admissions as advanced practice nursing moves towards education at a doctoral level.

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 LMN, NE, or PHNL 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 offered online and prepares the post-baccalaureate RN to take the WOC certification exam. Students are directed to www.webwocnurse.com for complete information about the WOC program.

Curriculum

To earn the MSN degree, students must successfully complete the core and supporting course requirements, the specific track requirements, and the End of Program presentation. To earn a post-master's graduate certificate, students must successfully complete the specialty course requirements and the individualized plan of study. Curricular requirements for each track are linked below.

- Leadership and Management (LMN)

- Nurse Educator (NE)
- Public Health Nursing Leadership (PHNL)
- MSN only for current Women's Health Care Nurse Practitioners (WHCNP)
- Post-Master's Graduate Certificate Option
- Wound, Ostomy, Continence Certification (WOC)

Admission Criteria (BSN to MSN)

A 3.00 cumulative GPA calculated from all course work and evaluation of all transcripts (undergraduate and graduate) is the minimal requirement for full admission to the BSN to MSN program at Metropolitan State University. Admission is competitive and the faculty committee decision is based on cumulative GPA, evaluation of applicant essay, and references. All application requirements must be met for consideration. An interview with member(s) of the School of Nursing Admissions Retention Committee may be required for qualified applicants according to established admissions committee procedures.

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 School 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.

Plagiarism/Essay Citation Statement

Applicants are expected to use their own words and ideas when responding to essay questions. To clarify or strengthen a point, applicants may choose to include the thoughts and ideas of others when responding. In these cases, applicants are required to provide proper citation of the works in which the ideas originated. Applicants are encouraged to review language regarding plagiarism found at http://www.metrostate.edu/msweb/pathway/gateway/handbook/handbook.html Applicant essays are subject to plagiarism review, including the use of plagiarism detecting software.

Pre-Practicum Requirements

Prior to beginning the practicum experience, information must be submitted to the School of Nursing which may include, but is not limited to the items listed below. Requirements must be valid fro the duration of practicum experiences.

- Acceptance of Compliance with Agency Requirements
- Documentation of current immunizations, including a Tuberculosis test
- Verification of hours of RN work experience
- Current CPR certification at Health Provider Level
- Minnesota Department of Human Services Background Study Form
- Authorization for Release of Student Background Study Information
- Authorization for the Release of Education Records to Clinical Facility
- Evidence of an unencumbered license with current registration to practice in Minnesota and the state(s) in which practicum will be conducted
- Evidence of current professional liability insurance
- Evidence of current health insurance
- Evidence of successful completion of HIPAA training

Requirements must be valid for the duration of practicum experiences.

Application Requirements

- Completed Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts of all college coursework, one of which must indicate a completed bachelor's degree in nursing from a regionally accredited institution
- Current unencumbered RN license
- Goal essay
- Two references
- Completed computer proficiency form

See Applying to the Program for application packets and details on the requirements and deadlines.

Transfer Credits

With the approval of the School of Nursing, students may substitute relevant credits earned in other accredited graduate programs toward their Metropolitan State degree. Students may request that up to eight graduate semester credits apply toward MSN degree completion. This total includes graduate credits taken at Metropolitan State University as a non-degree seeking 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 eight credit transfer maximum.

Evaluation of Credentials of Graduates of Foreign Nursing Schools

Graduates of foreign nursing schools who apply to the MSN program are required to have transcripts evaluated by a credentials evaluation service. The evaluation report will serve as the basis for the transcript evaluation needed for admission to the University and to the graduate nursing program.

Time to Completion

All requirements for the MSN degree must be completed within five 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 five years, the student makes a written request to the School of Nursing. The request should include the rationale for the request, a detailed plan regarding completion of degree requirements, and a target completion date.

Enrollment Status

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

Accreditation

The MSN program is accredited by the Commission on Collegiate Nursing Education.
American Association of Colleges of Nursing

One Dupont Circle, NW Suite 530
Washington, DC 20036

Phone: 202-463-6930
Fax: 202-785-8320

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

Higher Learning Commission
30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
312-263-045

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 website.

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 Health, Community and Professional Studies website at www.metrostate.edu/cnhs or contact the academic advisor for graduate programs.

Mailing Address
School of Nursing
Saint John's Hall
700 E. Seventh Street
Saint Paul, MN 55106

Leadership and Management Track (LMN)

MSN LMN students admitted 2012 and prior must complete 39-41 credits distributed in the following areas. The specific courses that meet these requirements are listed below. MSN LMN students admitted in fall 2013 follow the revised curriculum progression.

Nursing Core Course Requirements (20-21 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 Research Methodology (3 credits)*
- NURS 605 Health Policy and Leadership (3 credits)
- NURS 608 Epidemiology (2 credits)
- NURS 646 Nursing Informatics (2 credits)
- NURS 647 Leadership in Health Care Systems (3-4 credits)

*NURS 604 prerequisite: STAT 301, STAT 321, PSYC 307, or equivalent upper division inferential or graduate-level statistics course completed within the previous five years.

Management Core Requirements (15-16 credits)

- MGMT 620 Organizational Behavior (4 credits)
- MGMT 660 Managing a Diverse Workforce (4 credits)
- NPM 675 Nonprofit Financial Management (4 credits)
- Elective (3-4 credits)

Suggested Electives:

- PSYC 618 Program Evaluation
- PSYC 620 Grants in Community Based Practice
  Note: NURS 604 must be completed prior to taking PSYC 620
- NPM 650 Resource Development and Strategic Communication
- DSCI 691 Models for Problem Solving
- MKTG 600 Marketing Management

LMN Practicum Requirements (2 credits; 200 clock hours)

- NURS 670P Practicum in Leadership and Management

End of Program Experience

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

Total LMN Track Requirements: 39-41 credits

Additional requirements for the Master of Science in Nursing

Nurse Educator Track (NE)

NE students admitted 2012 or before must complete 35-40 credits distributed in the following areas. The specific courses that meet these requirements are listed below. MSN NE students admitted in fall 2013 must follow the part time revised curriculum progression.

Core Course Requirements (14-15 credits)

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

*NURS 604 prerequisite: STAT 301, STAT 321, PSYC 307, or equivalent upper division inferential or graduate-level statistics course completed within the previous five years.

NURS 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)
- NURS 683 Foundations in Program Evaluation for Nursing Education (3 credits)
- Two electives (4 to 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
- NURS 609 Pharmacology for Advanced Practice Nursing
- NURS 610 Pathophysiology for Advanced Practice Nursing

Additional electives to consider:

- NURS 603 Foundations of Integrative Care
- NURS 607 Family Health Nursing
- NURS 646 Nursing Informatics
- 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.

NE Practicum Requirements (3 credits; 300 clock hours)

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

End of Program Experience (2 credits)

- NURS 693 Scholarly Paper Seminar
- End-of-Program Presentation

Total Nurse Educator Track Requirements: 35-40 credits

Additional requirements for the Master of Science in Nursing

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) *Prerequisite: Students are required to have completed an upper division or graduate level inferential statistics within the past five years.
- NURS 605 Health Policy and Leadership (3 credits)

Management Core Requirements (13-14 credits)

- NURS 646 Nursing Informatics (2 credits)
- NURS 647 Leadership in Health Care Systems (3-4 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
- End-of-Program Presentation

Total PHNL Track Requirements: 28-29 credits plus the Regent's Certificate

Additional requirements for the Master of Science in Nursing

Masters Only Track for Women's Health Care Nurse Practitioners (WHCNP)

After much consideration, this program has suspended admissions as advanced practice nursing moves towards education at a doctoral level.

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.

To earn the MSN 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)
  *Prerequisite: Students are required to have completed an upper division or graduate level inferential statistics within the past five years.
- NURS 605 Health Policy and Leadership (3 credits)

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)

End of Program Experience

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

Total Master's Only WHCNP Track Credits: 26 credits

Additional requirements for the Master of Science in Nursing

Entry Level Master of Science in Nursing (ELMSN)

Metropolitan State University offers two distinct programs leading to the Master of Science in Nursing (MSN):

- **Entry Level MSN (ELMSN)** - prepares individuals, who hold baccalaureate degrees in fields other than nursing, for entry into the nursing profession
- **MSN (BSN to MSN)** - prepares BSN-educated registered nurses for advanced nursing roles

The catalog information below relates to the ELMSN program. See BSN to MSN for information applicable to that program.

Program Overview

The ELMSN provides learning opportunities designed to give individuals with a baccalaureate in another academic discipline the theoretical and applied skills necessary for the professional practice of nursing. This program is a seven-semester 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 and to be a registered nurse. This program requires a full-time commitment for seven consecutive semesters including two summers.

Program Outcomes

The ELMSN program is designed to:

- Provide nursing education that is accessible and flexible;
- Prepare nurses to respond holistically to the increasingly complex health care needs of individuals, families, populations and systems;

- Contribute to the advancement of nursing practice and the discipline of nursing;
- Foster expanded practice and research opportunities through collaboration with educational and service and service partners.

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

- Synthesize knowledge from the arts, sciences and nursing as a basis for professional nursing practice.
- Utilize leadership skills, teaching and collaborative strategies to enhance quality nursing care and improve health outcomes.
- Practice competent holistic, evidence-based nursing care with a focus on diverse and underserved individuals, families, communities and populations.
- Integrate knowledge of political, economic, social and ethical issues in decision-making processes that influence the quality of healthcare systems and professional nursing practice.
- Demonstrate a commitment to the advancement of professional nursing and to the professional growth of self and peers.
- Utilize information systems technology to improve nursing care to patients across the lifespan.

Admission Criteria

Applicants must meet the requirements listed for admission to the Entry Level Master of Science in Nursing Program at Metropolitan State University. Applicants must have completed a baccalaureate degree and all prerequisites by the application deadline in order to be considered for admission.

- Applicants must have a previous baccalaureate degree from a regionally accredited college or university. Applicants whose degrees are from a non-US college or university shall have their degrees evaluated by a credentials evaluation service to determine equivalency to a U.S. baccalaureate degree.
- Applicants must have a 3.0 cumulative GPA for all previous post-secondary study and degrees, including any courses completed that did not lead directly to a completed degree.

Prerequisite Courses

- Chemistry with laboratory component
- Human Anatomy with laboratory component
- Human Physiology with laboratory component
- Microbiology with laboratory component
- Nutrition
- Life span psychology
- Statistics Course which must
    - Be upper division undergraduate or graduate course, and
    - Be completed no more than 4 years prior to the date of program application
- Medical Ethics (effective beginning with applications for Fall 2013)

These eight prerequisite courses must be completed at a regionally accredited college or university. All courses must be at least three (3) semester credits. Courses taken under the quarter system must be at least four (4) quarter credits.

Applicants must achieve a grade of "C" or above in prerequisite courses and a cumulative GPA of 3.0. One prerequisite course may have a P/NP grade.

Pre-Practicum Requirements

Prior to beginning the practicum experience, information must be submitted to the School of Nursing which may include, but is not limited to the items listed below. Requirements must be valid for the duration of practicum experiences.

- Acceptance of Compliance with Agency Requirements
- Documentation of current immunizations, including a Tuberculosis test
- Current CPR certification at Health Provider Level
- Minnesota Department of Human Services Background Study Form
- Authorization for Release of Student Background Study Information
- Authorization for the Release of Education Records to Clinical Facility
- Evidence of current health insurance
- Evidence of successful completion of HIPAA training

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts from all colleges and universities attended
- Goal essay
- Two references
- Prerequisite course form

See Applying to the Program for application packets and details on the requirements and deadlines.

Curriculum

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.

- NURS 304 Fundamental Concepts of Professional Nursing (4 credits)
- NURS 325 Health Assessment (3 credits)
- NURS 410 Applied Pathophysiology (4 credits)
- NURS 401 Introduction to Modeling and Role Modeling (1 credit)
- NURS 402 Ethical Dimensions for Nursing Practice (2 credits)
- NURS 306 Principles of Pharmacology for Nursing (3 credits)
- NURS 309 Holistic Care of the Adult (3 credits)
- NURS 409 Nursing Care of Children and Families (3 credits)
- NURS 400P Integrative Practicum I (3 credits)
- NURS 460 Mental Health Nursing (3 credits)
- NURS 601 Nursing Science (3 credits)
- NURS 600P Intensive Practicum II (3 credits)
- NURS 604 Research Methodology (3 credits)
- NURS 646 Nursing Informatics (2 credits)
- NURS 614 Geriatric Nursing (2 credits)
- NURS 656P Intensive Practicum III (3 credits)
- NURS 647 Leadership in Health Care Systems (4 credits)
- NURS 656 Nursing in the Community (4 credits)
- NURS 690P Capstone Practicum (4 credits)
- NURS 696 Comprehensive Care Seminar (3 credits)

Accreditation

The Entry Level MSN program is accredited by the Commission on Collegiate Nursing Education.
American Association of Colleges or Nursing
One Dupont Circle, NW Suite 530
Washington, DC 20036
Phone: 202-463-6930
Fax: 202-785-8320

Metropolitan State University is accredited by the Higher Learning Commission 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

Financial Aid

A limited number of scholarships for ELMSN 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 website.

Nursing Specialty Certificates

Nurse-Educator Post Graduate Certificate

A Post-Graduate Certificate option is offered on a space available basis for RNs who hold a master's or DNP degree in nursing and would like to expand their practice to include Nurse Educator preparation. A minimum of 15 graduate credits are required for the certificate program.

Required Courses (15 credits)

- NURS 680 Foundations of Education in Nursing (3 credits)
- NURS 680 Innovative Teaching Strategies (3 credits)
- NURS 680 Curriculum Design and Evaluation (3 credits)
- NURS 680 Evaluation in Nursing Education (3 credits)
- NURS 680 Practicum in Classroom Teaching (2 credits)
- NURS 680 Practicum in Clinical Teaching (1 credit)

Wound, Ostomy, Continence (WOC 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.

Doctor of Nursing Practice (DNP)

Program Overview

This program is for RNs with a Baccalaureate degree in nursing who wish to expand their practice to include the Advanced Practice Nurse (APN) role of the Family Nurse Practitioner. The BSN to DNP track is 79 credits and nine semesters long at full-time progression (a part-time study option is not available at this time). Four semesters of clinical rotations include primary care across the lifespan. Students accumulate at least 1,000 hours of experience through clinical practicum and scholarship work.

The application deadline is January 15 of each year.

Master's prepared APNs and leaders in advanced nursing practice may apply for completion of the DNP through the post-master's option. The post-master's DNP track is 37-38 credits and five semesters in length. Students take 6-9 credits per semester. The program is designed for nurses with a specialty master's degree in nursing. Students complete at least 400 hours of clinical scholarship work. The post-master's DNP cohort is expected to start Fall 2013.

Nurses with entry-level master's preparation (ELMSN) who desire to expand practice to the FNP role may apply to the post-ELMSN track when available. The post-ELMSN curriculum is currently under development. Course inclusion and program length are currently under review. The post-ELMSN cohort is expected to start Fall 2014.

All tracks curriculum consists of didactic and clinical course work structured around the American Association of Colleges of Nursing (AACN) Essentials of Doctoral Education and when appropriate, the National Organization of Nurse Practitioner Faculties (NONPF) Nurse Practitioner Core Competencies. Didactic and clinical course work culminates in the completion of an evidence-based clinical capstone project during the Clinical Scholarship course sequences.

Program Outcomes

Graduates of Metropolitan State University's DNP program will be able to influence health care in many ways by:

- Translating scientific knowledge into nursing practice.
- Leading practice initiatives that influence population health care outcomes with a focus on underserved individuals, families and communities.
- Utilizing information systems technology to improve patient care and health care systems.
- Facilitating interprofessional collaboration to ensure safe and effective health care.
- Practicing holistic, evidence-based advanced nursing care with a focus on underserved individuals, families, and communities.
- Advocating for public policy to prevent illness and promote population health.

Curriculum

To earn the DNP degree, students must successfully complete all course requirements and any track-specific requirements. Students must also complete and present an Evidence-based Capstone Project. Curriculum requirements for each track are listed below.

- BSN to DNP
- Post MSN to DNP (curriculum not yet available)
- Post ELMSN to DNP (curriculum not yet available)

BSN to DNP Track

To earn the BSN to DNP degree, the student must complete 79 credits distributed in the following areas. The specific courses that meet these requirements are listed below.

Research/Theory Core Requirements (31 credits)

- NURS 602 Ethical Dimensions for Nursing Practice (2 credits)
- NURS 603 Foundations of Integrative Care (2 credits)
- NURS 604 Research Methodology (3 credits)*
- NURS 607 Family Health Nursing (3 credits)
- NURS 609 Pharmacology for Advanced Practice (3 credits)
- NURS 610 Pathophysiology for Advanced Practice (3 credits)
- STATS 621 Graduate Statistics (3 credits)
- NURS 646 Nursing Informatics (2 credits)
- NURS 700 Advanced Nursing Science (3 credits)
- NURS 703 Evidence-based Practice (4 credits)
- NURS 708 Epidemiology and Population Health (3 credits)

*NURS 604 prerequisite: STAT 301, STAT 321, PSYC 307, or equivalent upper division inferential or graduate-level statistics course completed within the previous five years with a grade of B or better.

Leadership Core Requirements (12 credits)

- NURS 647 Leadership in Health Care Systems (3 credits)
- HSCI 648 Designing for Quality in Health Care (3 credits)
- NURS 749 Resource Management and Finance for Health Care (3 credits)
- NURS 751 Health Policy and Advocacy (3 credits)

Clinical Core Requirements (25 credits)

- NURS 616 Advanced Health Assessment (2 credits)
- NURS 616L Advanced Health Assessment Lab (2 credits)
- NURS 621 Primary Care Nursing I (3 credits)
- NURS 621P Primary Care Nursing I Practicum (2 credits)
- NURS 709 Applied Pharmacology (1 credit)
- NURS 722 Primary Care Nursing II (3 credits)
- NURS 722P Primary Care Nursing II Practicum (2 credits)
- NURS 723 Primary Care Nursing III (3 credits)
- NURS 723P Primary Care Nursing III Practicum (2 credits)
- NURS 724 Primary Care Nursing IV (3 credits)
- NURS 724P Primary Care Nursing IV Practicum (2 credits)

Capstone Scholarship: (11 credits)

- NURS 741 DNP Pre-scholarship (2 credits)
- NURS 750 DNP Scholarship I (3 credits)
- NURS 760 DNP Scholarship II (3 credits)
- NURS 770 DNP Scholarship III (3 credits)

Optional Elective (2-3 credits)

Total BSN to DNP Track Requirements: 79 credits

Admission Criteria

Program Entry

Entry into the DNP program occurs in one of three ways depending upon your level of nursing preparation.

- The BSN to DNP option is for nurses who have a baccalaureate degree in nursing. Award upon successful completion is the DNP degree with a concentration in Family Nurse Practitioner.
- The Post-Master's option is for individuals already holding a master's degree in a nursing specialty. Award upon successful completion is the DNP degree.
- The Post-Entry Level Master's option is for nurses who have earned an entry-level master's degree in nursing. Award upon successful completion is the DNP degree with a concentration in Family Nurse Practitioner.

Transcripts must indicate completion of a BS or BA in nursing from a regionally accredited college or university, also accredited by either the National League for Nursing (NLN) or the Commission on Collegiate Nursing Education (CCNE). Students in their last semester of their baccalaureate program in nursing may apply for conditional admission.

Transcripts of applicants with a graduate degree in nursing must also indicate completion of an MS in nursing from a regionally accredited college or university, also accredited by either the National League for Nursing (NLN) or the Commission on Collegiate Nursing Education (CCNE).

Post-master's applicants must hold national certification, if required for practice as a nurse practitioner, clinical nurse specialist, nurse anesthetist, or nurse midwife. Post-master's applicants must also have taken a graduate level statistics course within the last five years, completed with a grade of B or better.

Applicants must have a 3.0 cumulative GPA for all previous post-secondary study and degrees, including any courses completed that did not lead directly to a completed degree.

Following review of applications an interview with DNP faculty may be requested.

Application Requirements

- Graduate Application
- Non-refundable $40 Application Fee (waived for graduates of Metropolitan State University)
- Official Transcripts
- Evidence of Current Unencumbered RN License
- Goals Essay
- Three Letters of Reference
- Computer Proficiency Form
- Resume (post-master's applicants only)

See Applying to the Program for application information, details on the requirements, deadlines and International Student application requirements.

Pre-Practicum Requirements

Prior to beginning the practicum experience, information must be submitted to the Department of Nursing which may include, but is not limited to:

- Acceptance of Compliance with Agency Requirements
- Communicable Disease Immunity
- Verification of hours of RN work experience (1,000 hours)
- 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
- Student liability coverage
- Evidence of current health insurance
- HIPAA training information

Requirements must be valid for the duration of practicum experiences.

Transfer Credits

A maximum of eight credits may be transferred into a plan of study. Per MnSCU regulations, a maximum of four doctoral level credits may be transferred into a plan of study. Doctoral transfer credits must have prior approval, and be taken following admission to the DNP program.

Evaluation of Credentials of Graduates of Foreign Nursing Schools

Graduates of foreign nursing schools who apply to the nursing program are required to have transcripts evaluated by a credentials evaluation service. The evaluation report will serve as the basis for the transcript evaluation needed for admission to the university and the nursing program.

Course Sequencing and Time to Completion

- All courses must be completed in sequence.
- Students must achieve a minimum of a B in each course in order to progress.
- Degree requirements must be completed within six years of beginning DNP coursework.

Accreditation

The DNP program is accredited by the Higher Learning Commission 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

We will be seeking approval of the DNP program from the Commission on Collegiate Nursing Education in our next renewal cycle in 2013.

Commission on Collegiate Nursing Education
American Association of Colleges of Nursing
One Dupont Circle, NW
Suite 530
Washington, DC 20036

Faculty

All faculty members at the doctoral level are:

- Holders of doctorates in their fields
- Authors of applied or refereed publications
- Professionally trained as advisors for applied research projects
- Experienced in their employment fields
- Nurse Practitioner faculty all practice as Advanced Practice Nurses

Project Management Graduate 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, 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
- 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 Criteria

To be considered for admission to the Project Management Graduate Certificate Program, you must submit evidence of the following:

- A bachelor's degree earned from an accredited institution
- At least one year of full-time professional work experience
- Principles of management and basic statistics and a basic knowledge of Microsoft Office.

Application 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:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official Transcripts
- Assessment Scores
- Current resume
- Goals Essay

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements.

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.

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 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
College of Management
Graduate Programs Office
Metropolitan State University
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 therapies. (This is not a clinical or counseling psychology program.) There are two concentrations from which to choose: Community/Health Psychology and Applied Social Psychology.

Community/Health Psychology Concentration

The program's concentration in community/health 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. See community psychology and possible careers fields for additional information.

Applied Social Psychology Concentration

The program's concentration in applied social psychology educates students in the systematic application of social psychological theories, research and intervention methods to understand, prevent and ameliorate social problems. The social problems and issues that can be addressed may include: interpersonal conflict, toxic environments, political participation leadership, bullying, safety, and other relevant topics.

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:

- advanced understanding of the science and practice of psychology;
- understanding of the intersection of race, class and gender issues and psychological theory;
- 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;
- ability to assess the impact of interventions;
- ability to be critical consumers of the existing social science and psychological literature;
- ability to pursue an in-depth study of the topic and community of most interest to the student; and
- ability to independently conduct relevant applied research.

Curriculum (36 credits)

- PSYC 601 Psychology in the Public and Community Interest I (4 credits)
- PSYC 610 Applied Research Methods (4 credits)
- Required Concentration Course (4 credits)
    - Community Health: PSYC 602 Prevention Theories and Strategies **OR**
    - Applied Social: PSYC 604 Attitudes and Social Influence
- Thesis or Project (4 credits)
- 12 credits of approved concentration courses:
    - Community/Health: Program Design and Community Intervention, Program Evaluation, Grants in Community Based Practice, Community Engagement Strategies, Health Psychology, Health Promotion and Health Policy, Group Dynamics and Processes, Political Psychology, Cross-Cultural Psychology, Environmental Psychology, Peace Psychology
    - Applied Social: Peace Psychology, Political Psychology, Cross-Cultural Psychology, Environmental Psychology, Positive Psychology, Health Psychology, Qualitative Research Methods, Group Dynamics and Processes
- 8 elective credits which could include a practicum, additional Psychology courses, courses in other Departments, and/or other approved learning experiences (including graduate transfer credits).

Admission Criteria

Generally, new students are accepted for the fall and spring semesters only. To be considered for admission to the MA in 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;
- have a psychology major or major in a related field;
- have completed prerequisite courses:
    o general psychology (e.g., PSYC 100),
    o social or community psychology (e.g., PSYC 336 or PSYC 363),
    o a social science or psychology research methods course (e.g., PSYC 312, PSYC 317, or SSCI 311), and
    o statistics (e.g., STAT 201 or PSYC 307).

International students should note the additional university requirements described under Admission Information earlier in this catalog.

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Letter of intent
- Current resume
- Three letters of reference

See Applying to the Program for application packets and details on the requirements and deadline.

Faculty

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

Contact Information

Psychology Department
Master of Arts in Psychology Program
Metropolitan State University
1450 Energy Park Drive
Saint Paul, MN 55108-5218

Master of Public and Nonprofit Administration (MPNA)

Program Overview

The Master of Public and Nonprofit Administration (MPNA) is designed to prepare graduates to lead and manage organizations and programs ethically, strategically, effectively and efficiently for the public good.

The MPNA program is available in three formats: regular classroom-based courses, a totally online format, and Web-enhanced courses which alternate meeting in the classroom and online. You can choose the format you prefer, including a mix of all three formats.

There are four sets of courses required to complete the MPNA degree.

- **Five core courses** (20 credits) provide a solid grounding in the essential theories, processes and skills needed by managers in today's rapidly-changing environment. These courses are required for all students in the program.
- **Three track courses** (12 credits) provide focused study in either public administration or nonprofit management, or a mix of both tracks, if students prefer.
- **Elective courses** (4 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** (4 credits) which provides an opportunity for students to complete a significant study or project that integrates learning from their MPNA coursework, professional or career direction and life experience.

Program Outcomes

Graduates of the MPNA program should be able to:

1. Conduct critical analysis of complex issues faced by public and nonprofit professionals.
2. Provide leadership in developing and implementing organizational and professional codes of conduct, establishing ethical organizational culture and facilitating the pursuit of justice in the public arena.
3. Lead and manage employees, volunteers and teams ethically, strategically, effectively and efficiently.
4. Manage information, organizational learning and technology to support high quality decisions and evaluation.
5. Work effectively across sector, jurisdictional, organizational and professional boundaries.
6. Communicate effectively as appropriate to the audience in written and oral communication.
7. Manage financial and business resources, expenditures and accountabilities effectively.
8. Engage effectively, respectfully and competently with diverse cultures and stakeholders in community and workplace environments.
9. Advocate knowledgeably and effectively in the public arena to advance organizational and agency mission for the public good.

Curriculum

All MPNA students must complete the following:

Core Courses (20 credits)

Courses are listed in suggested order.

- MGMT 600 Practical Research Methods for Managers (2 credits)
  This course must be taken the first semester of graduate work.
- MGMT 620 Organizational Behavior (4 credits)
- ECON 635 Economics of Social Issues (4 credits)
- MPNA 660 Strategic Human Resource Management: Public and Nonprofit (4 credits)
- MPNA 680 Information Management, Evaluation and Public Accountability (4 credits)
- MPNA 690 Public Ethics and the Common Good (2 credits)

Tracks (12 credits)

Choose one of the following tracks. Courses are listed in suggested order.

Public Administration Track

- PADM 600 Public Administration Foundations (4 credits)
- PADM 650 Public Policy Analysis (4 credits)
- PADM 675 Public Finance (4 credits)

Nonprofit Track

- NPM 600 Nonprofit Governance and Management (4 credits)
- NPM 650 Resource Development and Strategic Communications (4 credits)
- NPM 675 Nonprofit Financial Management (4 credits)

Students may take courses in both tracks, as long as they take at least one course from each of the following pairs of courses:

- PADM 600 or NPM 600
- PADM 650 or NPM 650
- PADM 675 or NPM 675

Electives (4 credits)

The MPNA program offers a different two-credit elective every term, under the following designator:

- MPNA 699 Topics

The particular topics to be addressed are announced one year in advance. Recently offered topics include:

- Community Economic Development
- International Issues in Public and Nonprofit Administration
- Advanced Leadership Seminar
- Public-Private Partnerships: Collaborations in Community Safety and Beyond
- Managing Organizational Change

Students may also choose an additional MPNA track course or an appropriate graduate course from the MBA or MMIS programs in College of Management, in consultation with their advisor.

Capstone (4 credits)

This course should be taken after completion of at least 32 credits, or earlier with permission from your academic advisor.

- MPNA 695 Capstone in Community-Oriented Management (4 credits)

Admission Criteria

Because this program does not require a GMAT, GRE or equivalent test, a special assessment process has been developed for evaluating applications. If you have completed the GMAT or GRE, these scores can be used in lieu of the special assessment process. This assessment process or GMAT/GRE scores may generate requirements for admission that include preparatory work in writing, math or a required discipline that does not count toward

graduation. The preparatory work assures that you are ready for high-quality, master's level instruction. Assessments must be completed before an admission decision is made and before any graduate-level classes can be taken. 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. Because of the applied nature of this graduate program, a minimum of one year of professional work experience is recommended for admission to the program.

Admission Decisions/Categories

The College of Management Graduate Admissions Committee in public and nonprofit administration evaluates your application for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate study. If you meet all application requirements, you are given full admission to the MPNA program. If your application meets some, but not all admissions requirements, you may be granted conditional admission to the 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.

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 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.

Application 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:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Assessment scores
- Current resume
- Goals essay
- References

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements.

Orientation

Once you are admitted to a College of Management graduate program you will be expected to attend a graduate student orientation session before or during your first semester of course work. If you are unable to attend orientation because you are located outside the Twin Cities area, arrangements will be made to provide you with orientation information via the Internet and/or telephone.

Transfer Credits

Once fully admitted, you may transfer up to 16 graduate level credits into the program. A course is accepted in transfer only if it is an appropriate substitution for MPNA courses, 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 MPNA Curriculum Coordinator.

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, 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. Readmission decisions are not automatic.

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.

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 and cannot be appealed.

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 at commencement. The student's name will also be placed on a plaque that is permanently displayed in the College of Management.

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 National Association of Schools of Public Affairs and Administration (NASPAA) and the Nonprofit Academic Centers Council (NACC).

Faculty

Resident faculty members are primarily:

- Holders of doctoral degrees in their fields
- Authors of applied and refereed publications
- Experienced in their academic fields.

Additionally, the College of Management has a strong community faculty who are fully committed to educational excellence. All community faculty have graduate degrees, either a master's or a doctorate, as well as business expertise in their fields. Metropolitan State assures the quality of its community faculty through a careful selection process, extensive training through our own Teaching Academy, and regular student evaluations.

Contact Information

Office Location
1300 Harmon Place
Minneapolis, MN 55403

Mailing Address
College of Management
Graduate Programs Office
Metropolitan State University
1501 Hennepin Ave
Minneapolis, MN 55403

Phone: 612-659-7290
Email: com.graduateprograms@metrostate.edu

Website: choose.metrostate.edu/comgradprograms

Systems Analysis 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).

The Systems Analysis and Design Certificate has similar goals and outcomes to the MIS Generalist Certificate (see elsewhere in MIS Graduate Certificates section), but is tailored more towards MIS and IT technical and technical management audiences. Emphasis is placed on development 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 IT 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
- broad knowledge of MIS management areas, including project management, and of MIS technology and its application.

Curriculum

- 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)

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.   (E.g., if you have completed a graduate 4 credit Project Management course that is accepted, you would be allowed to consider that function completed within the Certificate, and can then take an alternate 4 credits, with approval of the Coordinator.)

Admission Criteria

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

- A bachelor's degree earned from an accredited institution
- Principles of basic statistics and knowledge of Microsoft Office applications At least one year of full-time professional work experience is recommended.

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Current resume
- Essay
- Assessment scores

See Applying to the Program for application packets, details on the requirements, deadlines and International Student application requirements

Transfer Credits

Once fully admitted, you may transfer up to 8 credits reflecting comparable content into your graduate certificate 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 , and allow you to take alternate credits to meet the credit total. (See note above in Curriculum.)

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, 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 per above, 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 Certificate Program. 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

Resident faculty members are primarily:

- Holders of doctoral degrees in their fields
- Authors of applied and refereed publications
- Experienced in their academic fields.

David Bahn, PhD, Allen Bellas, PhD, Barbara Beltrand, MBA-CPA, David Bouchard, PhD, Grover Cleveland, DBA, Steven Creason, JD, Timothy Delmont, PhD, Jennifer Dosch, MBA-CMA, James Fatzinger, MBA, Ken Hess, PhD, Paul Huo, PhD (Dean), Roger Israel, DPA, Katryna Johnson, PhD, Nancy Nentl, PhD, Hameed Nezhad, PhD, David O'Hara, PhD, Narasimha Paravastu, PhD, Roger Prestwich, PhD, Jayant Saraph, PhD, Gary Seiler, PhD, Jennifer Schultz, PhD, Francis Schweigert, PhD, Michael Sher, PhD, Adrianne Slaymaker, DBA, Joel Wilson, MBA-CPA, Michael Wilson, PhD, Minh Vo, PhD, Carol Bormann Young, PhD.

Additionally, the College of Management has a strong community faculty who are fully committed to educational excellence. All community faculty have graduate degrees, either a master's or a doctorate, as well as business expertise in their fields.The College of Management assures the quality of its community faculty through a careful selection process, extensive training through our own Teaching Academy, and regular student evaluations.

Contact Information

Office Location
1300 Harmon Place
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Graduate Programs Office
Metropolitan State University
1501 Hennepin Ave
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 and 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 area--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 MS 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 Criteria

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).

Application Requirements

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Two letters of recommendation
- Current resume
- Letter of application
- Portfolio

See Applying to the Program for application packets and details on the requirements and deadlines.

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.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission 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 University
Energy Park Place, Suite 205
1380 Energy Lane
St. Paul, MN 55108
651-999-5940

Urban Secondary Education Post Baccalaureate and Graduate Certificate Program

Program Overview

The Urban Secondary Education Post Baccalaureate and Graduate Certificate programs are 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, life/general science, English, or social studies in urban middle schools and high schools. Completing the coursework, along with other program and state requirements, qualifies urban teacher candidates to apply for initial state teaching licensure.

Required courses are offered at the graduate (600) level, so some earned graduate credits may be applied to a master's degree depending on the university and/or count toward a higher teaching salary depending on the employing school district. 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/or 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 five areas of course requirement for Initial Grades 5-12 Licensure:

Content Coursework (credit varies)

Content coursework is 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 that has not been satisfied by your previous degree. This coursework is only offered at the undergraduate level. Faculty will review your previous learning and determine the remaining requirements. Credits will vary based on prior learning.

Ethnic Studies Competency (4 credits)

Students must complete a UTP approved Ethnic Studies course (or demonstrated equivalent from prior learning) addressing race and racism in the U.S. using comparative analysis with at least a C+ or better.

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 (8 credits)
    - 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 (8 credits)
    - SCED 445 The Practice of Science
    - SCED 450 Science Methods for Urban Grades 5-12 Classrooms and Lab
- Mathematics (8 credits)
    - MAED 440 Teaching Mathematics to Urban Learners in Grades K-8
    - MAED 450 Teaching Mathematics to Urban Learners in Grades 7-12
- Social Studies (4 credits)
    - SSED 450 Teaching Social Studies in Urban Grades 5-12

Practicum 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 14 credits of required EDU coursework must be completed at the graduate level for a Graduate Certificate in Urban Secondary Teacher Preparation from Metropolitan State. Post-baccalaureate students seeking a recommendation for state teaching licensure from the School of Urban Education must satisfy a residency requirement of at least 12 credits completed at Metropolitan State.

Admission Criteria

Metropolitan State's alternative pathway to licensure involves individualized assessments of each prospective urban teacher candidate's prior learning and experience. Decisions about admission to the School of Urban Education are based on the following criteria:

- Demonstrated commitment to teaching in an urban setting
  - Assessed by letter of application, interview
- Demonstrated understanding of and respect for the needs of diverse learners in urban communities
  - Assessed by letter of application, recommendations, faculty interview, completion of EDU 600, and Ethnic Studies competency.
- Undergraduate or graduate cumulative GPA of 2.75 or higher
  - Assessed by review of official transcripts
- At least 40 hours of experience working with diverse youth or observing classrooms in an urban setting
  - Assessed by verifiable documentation of field experience
- Evidence of professional conduct associated with positively interacting with urban youth, families and fellow educators
  - Assessed by recommendations, letter of application, faculty interview

Application Requirements

- Graduation Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Letter of application
- Current resume
- Two recommendations
- Major declaration form
- Copy of current licensure or documentation of field experience

See Applying to the Program for application packet details and deadlines.

Contact Information

Office Location
Metropolitan State University
Midway Center

Mailing Address
School of Urban Education
Metropolitan State University
1450 Energy Park Drive
St. Paul, MN 55108

Phone: 651-999-5920

Email: utp-info@metrostate.edu

COURSE DESCRIPTIONS

Accounting

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.
Prerequisite: ACCT 310 Financial Reporting , ACCT 340 Accounting Information Systems , ACCT 510 Advanced Financial Reporting

ACCT 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.
Prerequisite: ACCT 310 Financial Reporting , ECON 202 Microeconomics

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 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.

Communications

COMM 533G, Theories and Explorations in Community Based Intercultural Communication, 3 credits

Theories and Explorations in Community Based Intercultural Communication has both a global and local perspective. Theories are learned to help students develop their ability to apply a comparative perspective to cross-cultural communication episodes in interpersonal interactions. World issues and news are examined to better understand who U.S. immigrants are and why they are in the U.S. and Minnesota, as well as to become global citizens who see the interconnected and interdependent aspects of all who share this earth. Students research topics of interest that evolved out of their own communities to better understand the social, economic, religious and political values and practices of a specific immigrant/refugee group.

Criminal Justice

CJS 600, Introduction to Graduate Studies in Criminal Justice, 2 credits

This course introduces students to writing at the graduate level. Students learn to search, retrieve, evaluate and document sources and prepare papers using writing and citation styles expected in criminal justice graduate courses. Students are also introduced to critical thinking and problem-solving on current issues in the criminal justice system and required to complete writing assignments using these skills.
Other Information: Note: Admission to Graduate Program or instructor's consent.

CJS 615, Program and Policy Evaluation in the Criminal Justice System, 4 credits

Students learn to read, understand, and conduct the types of program and policy evaluations that are typically used in criminal justice agencies. At the end of the course, the student will know the vocabulary, concepts, theories, and techniques related to program and policy evaluation well enough to implement their own evaluation projects. The student will participate in both designing and conducting actual program evaluations.

CJS 620, Causation and Prevention of Crime, 2 credits

Description Pending.

CJS 625, Community Building and Social Change, 2 credits

The course will examine the processes and dynamics through which agencies, professionals and citizens partner to develop cooperative problem solving communities, focusing on evidence-based practices that foster inclusion, collaboration and authentic community building. The course affords an opportunity for analysis of diverse communities, including an examination of the influence of various communities on the criminal justice system and the disparate impact of justice practices across different communities.
Prerequisite: CJS 600 Introduction to Graduate Studies in Criminal Justice or permission of instructor.

CJS 635, Management within the Criminal Justice System, 4 credits

The course focuses on theories, concepts and knowledge regarding criminal justice management/supervision with major focus on leadership, motivation, interpersonal communication, conflict resolution, discipline, performance appraisals, and ethics in effective management/supervision within a criminal justice system.
Other Information: Note: Admission to Graduate Program or instructor's consent.

CJS 640, Managing Human Resources in Criminal Justice, 4 credits

This course focuses on the problems criminal justice professionals encounter in their duties as managers/supervisors regarding managing of human resources with a focus on: policy development; labor/management issues; labor laws; budgeting issues and concerns; supervising the difficult employee; internal discipline, recruitment, training, and retention issues; and working with minority issues and cultural differences.

CJS 645, Criminal Justice Leadership, 3 credits

The course explores past and future trends, challenges, and advancements in criminal justice/law enforcement leadership. Focusing on the stories and lessons learned by leaders throughout the private, nonprofit, and public sectors; while exploring issues of ethics, diversity, and changing demographics of leadership within the criminal justice/law enforcement profession.
Other Information: Prerequisite: Admission to graduate program or instructor's consent.

CJS 665, Criminal Justice Response to the Mentally Ill and Other Special Populations, 3 credits

This course will focus on how to manage special populations in the criminal justice system. The types of special populations we will focus on will include the mentally ill, juveniles, the elderly, immigrants, veterans, and the disabled. Competence Statement: The student will know the vocabulary and concepts related to special populations in the criminal justice system. The student will be able to apply concepts to day-to-day work in criminal justice agencies that work with special populations of offenders and victims. Learning Goals: The goal of this course is to provide students with the skills and confidence to work with special populations in the criminal justice system, and to develop solutions to problems that arise related to these groups.
Prerequisite: CJS 600 Introduction to Graduate Studies in Criminal Justice

CJS 680, Praxis Seminar I, 2 credits

This class represents the convergence of theory and practice in criminal justice. Students will examine best practices derived from empirical research and evaluate them with a view to implementing change in a criminal justice agency. This class incorporates proposal writing as preparation for Praxis Seminar II.

CJS 690, Praxis Seminar II, 4 credits

Course is designed to assist students in the integration and synthesis of their graduate experiences and coursework from both a theoretical and practical framework. Students will be required to work directly with faculty on a project that is designed to improve programs, policies, or research in the criminal justice system. The exact topic for each student's project will be determined in CJS 680 Praxis I, in consultation with faculty.
Prerequisite: CJS 680 Praxis Seminar I
Other Information: Note: The course should be taken the semester the student graduates.

Decision Sciences

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.
Other Information: Community Engagement

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 or it's equivalent.
Other Information: Community Engagement , 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.

Dental Hygiene

DENH 610, Health Assessment and Oral Diagnostic Reasoning, 4 credits

This didactic and clinical course focuses on the significance of systemic and oral diseases and their connection to dental patients. Advanced dental therapy skills in patient examination, assessment, evaluation, and problem-oriented treatment planning in the context of collaborative management agreement authorization as well as dental consultations and referrals will be emphasized. This course develops a comprehensive, patient-centered, problem-solving approach to clinical assessment and treatment planning stressing the development of critical thinking and clinical judgment. Socio-cultural, familial, environmental, and developmental influences across the lifespan will be considered. In addition, emphasis is on health promotion, disease prevention, and the management of common oral health problems.
Other Information: Community Engagement , Prerequisite: Admission to the Master of Science: Oral Health Care Practitioner program.

DENH 620, Pharmacology Principles of Clinical Application, 2 credits

This didactic course prepares the oral health care practitioner student to provide proper care for patients who are taking medications and to deliver medications as outlined in MN Statute 150A.106 that complement clinical

advanced dental therapy care delivery. Providing, dispensing, and administering analgesics, anti-inflammatories, and antibiotics within the context of advanced dental therapy scope of practice and collaborative management authorization is a course focus.
Other Information: Prerequisite: Admission to the Master of Science: Oral Health Care Practitioner program.

DENH 630, Management of Dental and Medical Emergencies, 1 credits

This didactic and simulation laboratory based course reviews common medical and dental emergencies that may be seen in the dental setting, as well as, management protocols and prevention strategies for emergencies. This course illustrates the relationship between accurate data collection and achieving successful outcomes in the management of dental and medical emergencies. Emphasis is placed on gathering, analyzing and processing information to develop appropriate action plans. Simulation laboratory experiences of medical emergencies take place in a dental operatory.
Prerequisite: DENH 610 Health Assessment and Oral Diagnostic Reasoning , DENH 620 Pharmacology Principles of Clinical Application

DENH 640, Community-Based Primary Oral Healthcare I, 4 credits

This lecture and simulation laboratory based course is the first in a series of courses taught throughout the curriculum that provides learning opportunities leading to competency in advanced dental therapy practice. In a simulation laboratory setting the course emphasizes operative dentistry techniques that restore form, function, and esthetics to teeth with the purpose of contributing to both oral and general health. The basic principles of cavity and restoration design, and appropriate selection and application of direct restorative materials are emphasized. Focus is on theoretical and laboratory principles of operative dentistry utilizing direct placement restorative materials in the permanent dentition.
Prerequisite: DENH 610 Health Assessment and Oral Diagnostic Reasoning , DENH 620 Pharmacology Principles of Clinical Application
Other Information: Lab fees apply.

DENH 690, Advanced Dental Specialty Practices, 3 credits

This practicum and seminar based course provides the oral healthcare practitioner student with practical advanced dental therapy experiences in delivering primary and preventive oral healthcare services to special needs patients in extended campus clinical settings while under the guidance of a dentist preceptor. Patient groups encountered may include: pediatrics, geriatrics, medically compromised, patients with genetic and/or acquired disabilities and financially or motivationally impaired patients.
Prerequisite: DENH 680 Community-Based Primary Oral Healthcare V

DENH 699, Special Topics in Dental Hygiene, credits

This independent study course is designed for oral health practitioner students and focuses on continuing development of laboratory and/or clinical skills. The student and faculty member negotiate the number of credits to be completed and the specific course outcomes and requirements to be satisfied. Through guided study the student completes these requirements. This course may be repeated. Credits do not substitute for required course work. Register by permission only.
Other Information: Note: Register by permission only. Contact Dental Hygiene Program Advisor for additional information.

DENH 700, Advanced Community Specialty Internship, 3 credits

This practicum and seminar based course offers in-depth advanced dental therapy experiences providing primary and preventive oral health care services to a special needs patient population of the oral health care practitioner student's choosing. Emphasis will be placed on providing primary and preventive oral health care dental services under the guidance of a dentist preceptor to one of the following underserved populations: pediatric; geriatric; medically; mentally; or psychologically compromised patients; financially and/or motivationally impaired patients. Competent, professional dental treatment requiring considerations outside of routine patient methodology and comprehensive management of patient-centered dental problems within the context of advanced dental therapy practice is the course focus.
Prerequisite: DENH 690 Advanced Dental Specialty Practices
Other Information: Community Engagement

DENH 710, Comprehensive Competency-Based Capstone, 2 credits

This course is the culmination and synthesis of the educational experiences of the oral health care practitioner student. Integration and application of independent critical thinking, problem solving skills, professional attitudes, sound clinical judgment, and primary and preventive oral health care skills are essential to advanced dental therapy practice success and will be demonstrated through laboratory (simulation) and clinical practical experiences. A final scholarly paper will focus on a topic relevant to advanced dental therapy practice demonstrating the writing and communication skills necessary for the MSOHCP degree.
Prerequisite: DENH 700 Advanced Community Specialty Internship
Other Information: Community Engagement

Doctorate in Business Administration

DBA 712, Applied Research Projects Design, 4 credits

In this course, students design the research proposal for their applied doctoral research project. The proposal is an expansion of the research prospectus developed in DBA 705 Foundations of research. The proposal consists of the identification and definition of the research problem, the literature on the problem of study, and a description of the specific research methodology to be used in the research project.
Prerequisite: DBA 705 Foundations of Research Inquiry , DBA 710 Research Methods for Applied Projects and, Approval of doctoral research project topic by a faculty advisor and the research project review subcommittee.

DBA 720, Accounting and Financial Policy, 4 credits

This course promotes understanding of the impact of accounting principles and valuation methods used in financial reporting and corporate financial policy making. Emphasis is placed on analysis and application of capital asset theory in policy making.
Prerequisite: DBA 705 Foundations of Research Inquiry , DBA 710 Research Methods for Applied Projects and MBA level courses in Financial Reporting, Principles of Finance, Principles of Financial Accounting and Micro and Macro Economics.

DBA 730, Information Technology: Issues and Strategy, 4 credits

This course offers an in-depth understanding of the values, roles, and alignment of information technology in support of the mission of business organizations, with attention given to the relationship between strategic technology management and managerial decision making at senior levels.

DBA 740, Global Issues in Business: A Multi-Disciplinary Approach, 4 credits

This course provides students with an in-depth understanding of international factors directly or indirectly affecting day-to-day operations and management decision making of small, mid size, and large organizations that pursue business opportunities internationally. Emphasis is placed on research, analysis, and decision making skills essential to success in an increasingly international business environment.
Other Information: Pre-requisite: MBA or equivalent degree.

DBA 750, Innovative Teaching for Business Faculty and Professionals, 4 credits

This course presents relevant research and theory on curricular and teaching approaches for higher education business students and adult learners. Applied skills in areas such as course and unit development, use of alternative teaching methods, and assessment of learner outcomes will be developed. Attention to effective e-learning approaches is emphazed.

DBA 755, Current Topics in Business Leadership, 4 credits

This course is an integrated multi-disciplinary inquiry seminar of the critical problems facing the pragmatic and academic nature of leadership theory and practice. The broad scope of this course explores the impact of leadership theory, research and practice on individual, group , and organization outcomes. This course focuses on emerging and applied research and theory in leadership.
Other Information: Prerequisites ¿ Successful completion of all Phase I courses in the DBA Program.

DBA 760, Advanced Strategic Management Seminar, 4 credits

This course assists students to understand more fully effective processes for developing and executing complex management strategies in business organizations. Emphasis is placed on researching and analyzing four significant frameworks of strategy-making, with in-depth case study research and reporting required.
Other Information: Pre-requisite: Completion of all four credit courses in the DBA program.

DBA 795, Directed Research on Applied Projects, credits

Development of DBA dissertation with faculty adviser.
Other Information: Pre-requisites: Students must have a B average from DBA courses completed. Note: Course cannot be taken for more than six credits without approval of the DBA Program Director. To register, students contact Mary Maas (mary.maas@metrostate.edu), COM Academic Program Coordinator, for procedures.

Economics

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, 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.

Education

EDU 600, Principles of Urban Education, 4 credits

This course is designed for graduate level study and conducted in seminar format. The purpose is to explore the impact of successful teaching of diverse students in urban classrooms. Students in the seminar will examine issues related to urban education mirrored in research, theory, and practice while looking at instructional approaches as reflected in the Standards of Effective Practice. Topics will include but not exclusive to multicultural competencies, curriculum transformation, and teacher dispositions. In addition, students will come to understand the role of the students' family, culture, social class, and ethnicity. The seminar is designed to meet several Standards of Effective Practice for the State of Minnesota Board of Teaching (BOT) (State Statute 8700.2000) for all teacher licensing programs.
Other Information: Community Engagement , Note: Departmental Approval required to register. Clinical field experience hours are part of the course requirements. This is an introductory graduate-level course for students seeking to complete the post baccalaureate process for teaching licensure. Post-baccalaureate students who have taken EDU 200 Introduction to Urban Education and EDU 203 Multicultural Education should not take this course.

EDU 602, Assessing Learning in Urban Grades 5-12 - Advanced Theory and Practice, 3 credits

This course explores advanced theory and practice to support the use of assessment as a tool to guide the planning, development and implementation of curriculum and instruction. Participants will examine theories and research related to principles of learning, motivation, and multiple knowledge and skill sets. Participants will gain practical experience designing short and long term learner outcomes and the use of various assessment tools and approaches. Teacher candidates will gain skills at identifying areas of student mastery and indicating areas of future learning. Topics include standards-based instruction, formative and summative assessment, standardized testing, validity, reliability, bias, rubrics, portfolio-based assessment, performance-based assessment and communicating with families. State and national standards and performance criteria for the evaluation of teaching will also be reviewed. Clinical field experience hours are part of the course requirements.
Other Information: Community Engagement , Note: Admission to Urban Teacher Program as a post baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 300.

EDU 606, Urban Middle School & High School Methods -Advanced Theory and Practice, 4 credits

This course provides advanced theory and practice regarding common methods of differentiating instruction for urban middle school and high school classrooms. Post-baccalaureate urban teacher candidates learn how to create developmentally appropriate and culturally relevant unit and lesson plans that attend to the various abilities, needs, cultures, experiences, and interests of urban 5-12 students while also meeting district and state standards for learning and making interdisciplinary connections. Foundational understanding of the diverse

learning styles and developmental characteristics of young adolescent and adolescent learners forms the basis upon which appropriate plans are developed and methods are employed. The inter-relationships between standards, assessment, curriculum and instruction are examined in promoting high achievement for each urban learner. Teacher candidates examine current trends and research in urban middle school and high school education along with the knowledge and skills these trends demand of effective urban educators, including teacher collaboration and teaming. Clinical field experience hours participating in an urban middle school and/or high school classroom are part of the requirements for the course.

Other Information: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 306. Co-Requisite: EDU 311 Urban Teaching Practicum and Seminar, Community Engagement

EDU 610, Teaching & Assessing Exceptional Urban Learners-Advanced Theory & Practice, 3 credits

This course reviews advanced theory and practice to support the education of exceptional urban and diverse learners in grades 5-12. The course will address what teachers should know about exceptional learners, including students with disabilities and students with special gifts and talents. The responsibilities of general education teachers in service to students with special needs who are included in the mainstreamed classroom will also be examined, and practice will be provided for developing lesson plans and assessments that meet the needs of students with exceptionalities. Special education law and collaboration with special education staff will be discussed in the context of reviewing current research, issues and best practices for pre- and post-special education service needs of exceptional learners in urban public schools. Clinical field experience hours are part of the course requirements.

Other Information: Community Engagement , Note: Admission to Urban Teacher Program as a postbaccalaureate student required to register. Clinical field experience hours are part of the course requirements. This course is offered concurrently with EDU 310.

EDU 614, Literacy Education in Urban Schools - Advanced Theory and Practice, 3 credits

This course explores advanced theory and practice to support academic literacy among urban learners in secondary classrooms. First, through readings, discursive presentations, and applied exercises, participants in this course will acquire techniques to assist struggling readers and writers. Alongside these skills, course participants will learn how to engage secondary urban learners in assuming responsibility for literacy self-development. Third, the course will include review and development of a variety of materials to teach diverse middle and high school students whose reading and developmental levels vary widely.

Other Information: Community Engagement , Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements.

EDU 615, Managing Learning in Urban 5-12 Classrooms-Advanced Theory and Practice, 3 credits

This course examines current theory and research on the relationship between classroom management and academic achievement to prepare prospective urban teachers for facilitating student learning in a positive classroom environment. Participants in this course will examine teacher and student classroom behaviors from a cross-cultural perspective to recognize the effects of cultural/linguistic differences in the assessment, interpretation, and planning of the instructional and social environment in a class. Students will gain understanding of individual and group motivation and behavior to create learning environments that encourage positive social interaction, active engagement in learning, and self motivation. Students will also gain understanding of how factors in students' environment outside of school may influence the classroom learning environment. A portion of this course will explore the influence of the use and misuse of drugs, and management strategies for atypical behaviors stemming from the effects of chemical dependency in adolescents. Teacher candidates will explore multiple theories, methods and strategies for integrating effective classroom management approaches into urban middle school and high school classrooms, including collaborating with other professionals and families to ensure a positive learning environment for all. Clinical field experience hours are part

of the course requirements.
Other Information: Community Engagement , Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements.

EDU 630, Historical, Cultural, and Philosophical Foundations of Urban Education, 3 credits

This course explores historical, cultural, sociological, and philosophical foundations of education in the United States with an express focus on urban education principles and practices. The metropolitan community is used as a resource for learning about the educational strengths and challenges faced by diverse groups. Students will gain understanding of the contributions and lifestyles of various racial, cultural, and economic groups in our society, including an emphasis on Minnesota-based American Indian culture, history, and tribal government. Core concepts include democracy and education, educational equity for all students, and historical as well as contemporary relationships between school and society. Emphasis is on issues of power and the educational segregation and attempted de-culturalization of historically marginalized groups. Resilience and persistent struggles for equal educational opportunity in the face of oppression are also emphasized from diverse cultural perspectives. Philosophical, legal, cultural, and ethical perspectives about education will be explored as teacher candidates develop critical awareness of issues and develop their own philosophies of education.
Other Information: Community Engagement , Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements.

EDU 635, Teaching Assessing ELL Students in Content-Advanced Theory and Practice, 3 credits

This course includes an examination of theory, research, and practice regarding the process of second language acquisition and various strategies for teaching English Language Learners (ELL) subject matter content in urban K-12 classrooms. Prospective and current urban teachers will learn how to modify mainstream course materials and instructional strategies so that ELL students can engage in course content while simultaneously developing their English language skills. Course activities and expectations include demonstrating teaching strategies; developing lesson modifications; evaluating textbooks and other materials and resources available in the field; and examining issues in testing students of limited English proficiency for placement, diagnosis, exit, and evaluation. There is a requirement of a 10-hour field experience in urban setting involving classroom participant-observations and working with an ELL student.
Other Information: Community Engagement , Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements.

EDU 650, Student Teaching in the Urban Secondary School Grades 5-12, credits

Supervised student teaching with students in an urban middle school or high school (grades 5 to 12) individualized for post-baccalaureate pre-service teacher candidates needing the required ten full-time weeks or equivalent for Minnesota teacher licensure. Limited student teaching placements are arranged for currently licensed teachers seeking to expand or add licensure through the post-baccalaureate process. Periodic seminars with other student teachers and the development of a standards-based portfolio are also required.
Prerequisite: EDU 450 Advanced Urban Teaching Practicum and Seminar
Other Information: Community Engagement , Note: Application and approval required to student teach. Placements are made by arrangement with UTP Field Experience Coordinator in urban classrooms and are typically Monday through Friday for 12 full-time weeks during the school day.

EDU 651, Immigrants and Refugees in Urban Schools, 2 credits

This course examines the experience of students in grades K-12 who are immigrants or refugees (or their relatives) living in urban communities, particularly within the Twin Cities. The historical and contemporary push and/or pull factors that contributed to families from various countries and cultures recently coming to the United States will

be examined. Important similarities and differences between the experiences and status of immigrants and refugees will also be studied. Particular challenges encountered within the U.S. will be explored, as well as examples of resiliency, achievement, and community resources. Students will gain the understanding of different cultural practices; benefits of bilingual education; how the larger community and the socio-cultural framework shape communication with parents; and how the urban environment conditions may influence learning. Critical issues in urban multilingual immigrant and refugee communities will be discussed. Graduate-level research and theoretical perspectives are part of the expectations.
Prerequisite: EDU 200 Introduction to Urban Education and Reflective Teaching , EDU 203 Multicultural Education , LING 316 The Nature of Language or by departmental approval.

EDU 653, Assessment and Curriculum for English Learners in Urban Schools, 4 credits

This course includes formal and informal second language assessment techniques to determine placement and to evaluate the progress of English learners in grades K-12. It also addresses criteria for determining the readiness to enter and exit English proficiency programs. Students will gain an understanding of the characteristics and limitations of second language assessment, including the ones for placement in gifted and special education programs; they will learn item and test construction methods appropriate for students with limited English proficiency; and how to administer, interpret, and explain test results to parents and colleagues; rubrics and standards alignment with district goals. Other topics are: curriculum development related to the English learners; program planning; connecting schooling experiences with everyday life, the workplace, and further education; involving the community; purpose of co-curricular and extracurricular activities; and best practices. Urban field experience in grades K-12 is part of the requirements. Prerequisites: Admission to the UTP; Ling 316.

EDU 654, The Urban ESL Professional, 1 credits

This course examines the roles and responsibilities of the urban ESL teacher. Students will develop the ability to communicate successfully with English learners in grades K-12, their parents, colleagues, and urban community members. Other topics include bilingualism, multilingualism, resources for continual professional development, classroom management, and working effectively with colleagues and the community to support student learning.

Finance

FIN 511G, Investment and Portfolio Analysis, 4 credits

This graduate course meets jointly with FIN 511. The course examines the same topics as FIN 511, but with greater breadth, in greater depth, and with additional assignments.
Prerequisite: ECON 202 Microeconomics , FIN 601 Financial Management , MATH 115 College Algebra

FIN 550G, International Finance, 4 credits

This graduate course meets jointly with FIN 550. The course examines the same topics as FIN 550, but with greater breadth, in greater depth, and with additional assignments.
Prerequisite: ECON 202 Microeconomics , FIN 601 Financial Management , MATH 115 College Algebra

FIN 595G, Advanced Corporate Finance, 4 credits

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

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*: ACCT 210 Financial Accounting , ECON 202 Microeconomics , MATH 115 College Algebra , STAT 201 Statistics I

Gender Studies

GNDR 501G, Theories and Methodologies in Gender, 4 credits

This course studies various theoretical, historical, and research perspectives in Gender Studies. Students will employ and evaluate relevant critical theories and methods while interrogating how gender is implicated in and intermeshed with racial, ethnic, and class dynamics. The course will engage with cultural and political theories of the social construction of gender and gender difference, examining gender themes in a variety of primary and secondary materials.
Other Information: Community Engagement , Pre-Requisites: One 300-level gender-themed class or graduate status or instructor's approval.

Health Science

HSCI 648, Designing for Quality in Health Care, 3 credits

This course focuses on clinical and operational excellence and continuous improvement of quality and safety from the leadership perspective. Process improvement philosophies, approaches, models, and methods are reviewed and applied to health care delivery. Critical communication, collaboration, and leadership skills are incorporated and evaluated throughout the course. Competence Statement: Knows the theories, principles and methods of continuous quality improvement, work flow design, and human factors well enough to develop a quality improvement proposal.
Other Information: Note: Admitted graduate student. Completion of an introductory statistics course.

Information and Computer Sciences

ICS 662, Distributed System Design, 4 credits

This course covers fundamental principles and theories on distributed and network operating systems, communication models, Client/Server architecture, and Peer-to-Peer paradigms. Group communication, synchronization, threads, processor allocations, fault tolerance, distributed shared memory, and case studies are also introduced.
Other Information: Note: Students are responsible to both be aware of and abide by prerequisites for ICS courses for which they enroll, and will be administratively dropped from a course if they have not met prerequisites.

ICS 664, Real Time Operating Systems, 4 credits

This course is the study of fundamentals of design and implementation of real-time operating systems. Most embedded computer systems have dedicated microprocessors as their computational and controlling elements and run real-time operating systems. This course covers concepts, programming languages, tools, hardware, and methodologies used in the construction of real-time operating systems and their peripheral components. Topics include: applications of real-time operating systems; communications between PC computers and embedded

systems; fundamental concepts of scheduling (multitasking and interruptions); introduction of basic hardware components used in most real-time operating systems; Hardware description language[VHDL]; and the writing of a real-time operating system [RTOS] using industrial standard C language, debugging, and loading the code to the target hardware.
Other Information: Note: Full graduate admission; if admitted conditionally, must have the undergraduate courses in the following areas: computer organization and architecture, computer operating systems, and programming proficiency in C based languages. Students are responsible to both be aware of and abide by prerequisites for ICS courses for which they enroll, and will be administratively dropped from a course if they have not met prerequisites.

ICS 670, Contemporary Issues in Software Engineering, 4 credits

This course presents Software Engineering topics of interest to students in the graduate Computer Science program. Topics vary with each offering of this course, but will be related to Software Engineering concepts such as verification, validation, secure systems, quality control, or formal methods. Check the class schedule for details about topics and course prerequisites.
Prerequisite: ICS 470 Software Engineering or equivalent, and graduate standing in the MSCS program or permission of the instructor.
Other Information: Prerequisites: Graduate standing in the MSCS program or permission of the instructor. Note: Students are responsible to both be aware of and abide by prerequisites for ICS courses for which they enroll, and will be administratively dropped from a course if they have not met prerequisites.

ICS 686, Design of Information Assurance Systems, 4 credits

This course is an integrated course emphasizing the design, analysis, and implementation of software information assurance system solutions by analyzing the current information infrastructures, software design, and applying software development, programming, testing, and engineering concepts.
Prerequisite: ICS 682 Cryptography and Computer Security or with instructor's consent. Graduate standing.
Other Information: Prerequisite: Graduate Standing. Note: Students are responsible to both be aware of and abide by prerequisites for ICS courses for which they enroll, and will be administratively dropped from a course if they have not met prerequisites.

ICS 698, Research Seminar, 2 credits

In this course, the student will perform the following activities: search the literature on specific areas, read papers in a selected area, study the methodologies used in the applied computer research, write and submit a survey paper based on the reading, and make an oral presentation of the results. It should be taken no later than the second semester.
Other Information: Prerequisites: Graduate standing. Note: Students are responsible to both be aware of and abide by prerequisites for ICS courses for which they enroll, and will be administratively dropped from a course if they have not met prerequisites.

International Business

IBUS 611, International Business, credits

The goal of this course is to raise your awareness and understanding of international business theory and practice needed by a company to compete successfully in the global economy. The course's specific objectives, to be achieved through written, oral, and individual research work, are as follows: Understand the theoretical principles and day-to-day practices of international business; describe and analyze the political, technological, market, cost and competitive drivers; understand the U.S. position in world trade and investment; recognize different

management issues associated with a company's stage of development in its international planning; apply concepts of gender, ethnicity, ethics, and religion to intercultural business transactions, and develop skills to critically analyze and use data with an international perspective.

IBUS 612, International Political Economy, 4 credits

To increase your knowledge of the ideas, questions, issues and problems studied in international political economy (IPE) in theory and practice. In order to help understand our daily lives in a new era of globalization, an appreciation of the theories, institutions, and relationships found in IPE is fundamental, whether for the business manager, the government policymaker or the private citizen. Topics will include: Basic history, philosophy and theoretical underpinnings of modern IPE; relationships that tie nations and citizens together (i.e. production and trade; monetary linkages; debt connections; security structures; roles of knowledge and technology); application to specific topics and problems in today's IPE (e.g. the EU; NAFTA; Japan; economies in transition; LDCs; the nature of TNEs, the IPE of OPEC), and to debate the IPE of global problems (e.g. the environment, food crises) and future IPE scenarios.

IBUS 650, Legal Aspects of International Business, 4 credits

U.S. businesses, including small businesses, increasingly strive to expand beyond national borders and to fend off foreign competition at home. Many companies operate across the frontiers of nation-states. Transacting business across national borders and participating in a global economy give rise to a host of legal issues that do not occur in purely domestic business transactions. This course is designed to introduce the student to some of the principles, laws, and organizations impacting international business transactions. Its primary goal is to develop in the student an appreciation for, and understanding of, the legal and ethical issues inherent in doing business across borders.

IBUS 690, Doing Business Internationally, 4 credits

This course will bring together the full range of factors influencing companies doing business across borders that were covered in the required IBUS 611 ? globalization, political economies, culture, ethics, legal systems, trade, investment, currency issues, market entry, production, logistics and marketing ? and apply them to management decision-making in national and regional operating environments around the world. The syllabus may be modified at short notice to accommodate current world events impacting the international business environment. *Prerequisite*: IBUS 611 International Business or equivalent with Curriculum Coordinator's permission.

Law Enforcement

LAWE 500G, Best Practices in Law Enforcement Communication and Social Dynamics, 3 credits

This course examines the social and psychological dynamics associated with families in crisis and the police role in providing assistance in crisis situations. This course reviews best practices working with victims of crime, including family members, juveniles, and vulnerable adults and the ethical conflicts associated to working with diverse communities. The course also serves as partial fulfillment of state required learning objectives for eligibility to become a licensed peace officer in Minnesota.

LAWE 502G, Best Practices in Law Enforcement Ethics and Police Leadership, 3 credits

This course is to prepare future ethical leaders for a career within the law enforcement profession, with a focus in the best practices within peace leadership, the dynamics of leadership, morality and professional conduct, ethical decision making, communication, motivation, and community policing.

Management

MGMT 600, Practical Research Methods for Managers, credits

This course provides students with practical knowledge needed to conduct research in business and non-profit areas. Major topics covered include research design, data collection and analyses, research proposal and research report. Students will gain practical experience by applying the procedures and techniques learned in this class to the area of their interest including marketing, finance, management, and operations in business and non-profit organizations. This course must be taken during the first semester of MBA and MPNA studies.

MGMT 620, Organizational Behavior, 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 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.
Other Information: Prerequisite: Completion of all Phase I courses.

Management Information Systems

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.
Other Information: Note: MIS 600 is a prerequisite for all MIS graduate classes, unless it is waived by permission

of the coordinator or the course instructor. Review course descriptions and prerequisites at the MMIS Web site, http:www.metrostate.edu/com then navigate to the MMIS graduate program.

MIS 630, Healthcare IT Systems, 4 credits

Managing Information Technology in Healthcare: This class will cover a wide range of information systems in healthcare, and best practices in their management. The United States is increasingly dependent on the Healthcare industry to provide accessible, immediate and relevant care to those who require medical and health-issue attention. The Healthcare environment changes rapidly and organizational stakeholders need to be actively involved across many dimensions of process and service delivery. History and experience informs us that private and public Healthcare programs and organizations are heavily affected by increasing regulation and the cost of providing care to patients. An underlying component of all of these factors is the manner in which Health Information Systems work with health-oriented processes and operations. There are critical components in Healthcare Information Technology that Healthcare professionals, IT Healthcare professionals and IT professionals in general should know in order to understand this industry and help to improve the professions.

MIS 643, Telecommunications and Internet Management - Part One, 2 credits

This course will cover a range of Internet and telecommunications services, applications and the management of telecommunications operations within a business enterprise. It will address the impact of various telecommunications services on day-to-day business operations and analyze the productivity and revenue-enhancement potential available to business. This course is targeted at students who are working business managers with a need to understand the impact of the new and emerging telecommunications services and how they can be harnessed to add value to business operations.
Prerequisite: MIS 600 Management Information Systems

MIS 644, Telecommunications and Internet Management - Part Two, 2 credits

This course explores current issues related to telecommunications technologies and how they can be used to facilitate information access and dissemination at all levels of an organization and through the Internet. Trends of telecommunications services are analyzed. Telecommunications trends in the United States and Europe are examined. A range of emerging telecommunications services is explored as well as how such services alter the ways that organizations gather information for decision making and manage these new environments. This course is targeted at students who are working business managers with a need to understand the impact of the new and emerging telecommunications services and how they can be harnessed to add value to business operations.
Prerequisite: MIS 600 Management Information Systems

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.
Prerequisite: MIS 600 Management Information Systems

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 655, Biomedical Informatics, 4 credits

Central to the effective and efficient delivery of health services is the attainment, use, and sharing of health-related information. The complex US healthcare system is increasingly dependent on information technology to, a) support the delivery of healthcare services, b) track health status and health outcomes for public health, and c) facilitate biomedical research. Biomedical informatics is the scientific field that addresses the storage, retrieval, and processing of biological, clinical and financial data for use in healthcare-related problem solving and decision making. Biomedical informatics serves any individuals involved in the delivery or research of health care services and population health. Biomedical informatics intersects the fields of computer science, decision science, information science, cognitive science, and the human-computer interaction in the practice of biological research, biomedical science, medicine, and healthcare.

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 658, Advanced Database Administration, 2 credits

This course aims to take students' knowledge of databases (including their application and strategic management) to an advanced level by providing high level concepts and strategies for database administration in the modern firm. The course provides an in-depth description and analysis of the database administration environment, performance management, data integrity and security, and disaster planning, recovery and management. This course provides a solid managerial context for database administration and helps the students learn strategic roles for databases in the modern firm.
Prerequisite: MIS 600 Management Information Systems
Other Information: Recommended: MIS 657 Database and Client Server Systems.

MIS 660, Advanced IT Management, Planning and Systems Delivery, 2 credits

Time to market, competitive advantage, organizational agility and emerging technologies are some of the dynamics that constantly influence IT functions such as Business/IT alignment, strategic IT planning, IT architecture, portfolio management and systems delivery. Understanding the relationships between these drivers, their impact on IT and the associated trade-offs is critical to managing an effective IT organization.

MIS 660I, Management Information Systems Student-Designed Independent Study (SDIS), credits

Student-designed independent studies give Metropolitan State students the opportunity to plan their own study. This type of independent learning strategy can be useful for because it allows students: to study a subject in more depth, at a more advanced level; to pursue a unique project that requires specialized study; to draw together several knowledge areas or interests into a specialized study; to test independent learning capabilities and skills; or to use special learning resources in the community, taking advantage of community education opportunities which, in themselves, would not yield a full college competence. Students should contact their appointed advisor for more information.

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:www.metrostate.edu/com then navigate to the MMIS graduate program.

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.
Other Information: Community Engagement

MIS 668, Strategic Management of Technology and Innovation I, 2 credits

The Management of Technology has become an important discipline within the field of MIS. In this first course of a two course sequence, you will learn basic principles of technological change and the mgmt of that change in modern institutions. We will look at life cycle analysis, productivity models, cost and ROI models and many more, using state-of-the-art technologies and real world case examples.
Prerequisite: MIS 600 Management Information Systems

MIS 669, Strategic Management of Technology and Innovation II, 2 credits

The Management of Technology has become an important discipline within the field of MIS. In this second course of a two course sequence, you will build on the basic principles of technological change and the mgmt of that change in modern institutions, to learn how to generate and foster innovative technological environments, and how to becoe an agent of technological change. We will look at innovation models, moving from research and emerging technologies to mature technologies, how to make technological change a key element of strategy with high payback and many more, using state-of-the-art technologies and real world case examples.

Prerequisite: MIS 600 Management Information Systems , MIS 663 Strategic Management of Technology and Innovation

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 Information 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 trails 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: Prerequisites: MIS 600.

MIS 680, Introduction to Information Assurance, 4 credits

Modern organizations operate in a net-centric world. New information technologies arrive at lightning speed, allowing us to share information across town, across the country, and around the world faster than ever before. Organizations in both the public and private sectors are only now realizing the value of the information assets they manage. This class will present and provide an introduction to information assurance (IA) and explore a wide range of business services and how they are impacted by IA issues. Topics covered include: How to assess risks and develop a security policy for operational integrity. Learning outcomes for this course include: Defining the roles and responsibilities of technical and non-technical participants in Enterprise systems development and utilization; The applications of information technology in business organizations and managerial decision making; Knowing associated ethical and societal implications; Understanding how emerging technologies pose risks to organizations; and Defining how providing information assurance solutions will keep our information systems safe from harm. At the macro level, the course will also address national security considerations.

MIS 681, Data, Network Security and Convergence Issues, 4 credits

Organizations with computer networks, Web sites, and employees carrying laptops and Blackberries face an array of security challenges. Among other things, they need to keep unauthorized people out of the network, thwart Web site hackers, and keep data safe from prying eyes or criminal hands. This course provides a high-level overview of these challenges. This course is not for the hard-core IT security engineer who works full time on networks. Instead, it is aimed at the nontechnical executive with responsibility for ensuring that information and

assets stay safe and private. The course presents a guide to Thwarting Data Thieves and Hackers and covers the following technical issues in a nontechnical manner: -The concept of "defense in depth" -Network design -Business-continuity planning -Authentication and authorization -Providing security for your mobile work force -Hackers and the challenges they can present -Viruses, Trojans, and worms But it doesn't stop there. The course goes beyond the technical and covers highly important topics related to data security like outsourcing, contractual considerations with vendors, data privacy laws, and hiring practices.
Prerequisite: MIS 680 Introduction to Information Assurance

MIS 682, Analysis of Strategic and Tactical Security IT Planning, 4 credits

This course is designed to provide students and practitioners a framework to build and implement an IT security strategy that is aligned with their business needs. A key element of Security is developing and implementing these strategies. In the course, you will learn about: 1. Advanced concepts and principles of strategic planning for IT Security. 2. Applications of risk principles, security policies to improve operational integrity are learning outcomes for this course. 3. Roles and responsibilities of technical and non-technical participants in Enterprise systems development and utilization. 4. Applications of information technology in business organizations and managerial decision making, and associated ethical and societal implions. 5. Emerging technologies and the risks they pose to organizations.

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 693, Advanced Supply Chain Information Systems, 2 credits

This course examines the use of enterprise information systems applications to improve efficiency and effectiveness in the corporate supply chain. Topics covered include: Configuration of Inventory data, MRP (Manufacturing Planning), Warehouse Management, Distribution & Order fulfillment, Manufacturing execution, Integrated Procurement & fulfillment. Hands-on exercises with actual ERP software feature prominently in this

course. Software used may include SAP, Oracle, etc.
Prerequisite: MIS 600 Management Information Systems , MIS 653 Supply Chain Information Systems

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 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.
Other Information: Community Engagement

Marketing, Advertising and Purchasing

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 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.

Prerequisite: MKTG 600 Marketing Management or equivalent with instructor consent.
Other Information: 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

Master of Liberal Studies

MLS 600, Introductory Seminar, 4 credits

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

MLS 620, Master of Liberal Studies Explorations, 4 credits

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

MLS 690, Master of Liberal Studies Capstone Course, 4 credits

The MLS Capstone, a requirement within Metropolitan State University's MLS degree program, revolves around the facilitation and completion of students' self-directed Capstone projects, broadly defined not only to include research papers, but projects, artwork, or performances that would, however, include a reflective written component. Students identify and develop their interdisciplinary capstone projects throughout the MLS program, and must have an approved MLS Capstone Project Proposal before enrolling.
Prerequisite: MLS 600 Introductory Seminar and completion of at least 24 credits in the MLS program (at least 8 elective credits at the level of 500G or higher, and at least 8 credits in MLS 620 Explorations), and an approved Capstone Project Proposal.

Master of Public and Nonprofit Administration

MPNA 660, Strategic Human Resources Management: Public and Nonprofit, 4 credits

Strategic human resource management includes the following major components, with specific attention to the unique environment and challenges facing public and nonprofit professionals: a strategic perspective that connects HR management with the organization's mission; labor relations; compensation; benefits management; recruitment and selection; performance management; and an additional focus on organizational/program/project management to align the organization's human resources with overall organization goals and priorities.

MPNA 680, Information Management, Evaluation, and Public Accountability, 4 credits

This course focuses on knowledge management, organizational learning, e-governance, accountability, and evaluation in the strategic management of information. Important themes include strategies for organizational learning and knowledge sharing-including communities of practice.
Other Information: Community Engagement

MPNA 690, Public Ethics and the Common Good, 2 credits

Public Ethics and the Common Good brings together into one course the four essential elements of ethical organizational management: development of a code of ethics and standards of professional conduct, instituting systematic training and enforcement on ethical expectations, ethical leadership to incorporate these expectations into the lived culture of the organization, and commitment to corporate responsibility for the common good that meets the demands of procedural and distributive justice.

MPNA 695, Capstone in Community Oriented Management, 4 credits

The Capstone course for the MPNA program seeks to integrate learning from earlier course work and focus that learning on issues facing our diverse communities. Attention is given to the capacities of professionals in the government and nonprofit sectors to deal effectively with community issues, and the relationships between leadership/management practices and community development. The course includes both case studies as well as a major Capstone project, including direct community engagement for those who wish to have this opportunity.
Other Information: Community Engagement , Prerequisite: Completion of 32 MPNA credits or permission of either the instructor or academic advisor.

MPNA 699, Topics in Public Administration and Nonprofit Management, 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.
Other Information: Note: This course is an elective course in the MPNA Program.

Media Studies

MDST 580G, Issues in Communication Technology, 4 credits

This course is concerned with the impact communication technologies have had and continue to have on human societies. The course begins with a brief examination of two technologies that have had a profound impact on how people think about communication. It looks at the background and impact of current technologies. And it also looks at new and emerging technologies - such as hypermedia, neural nets, virtual reality - speculating about how these technologies will change people in the near future and later in the twenty-first century.

MDST 583G, Online Education and Training, 4 credits

This course is designed to provide information and experience integrating media into training and education with an emphasis on instructional design, online communities, and online collaboration. Students learn concepts and techniques to enable them to analyze various online learners and learning situations and to choose appropriate approaches.
Other Information: Note: Graduate status in the Technical Communication Program or instructor's permission.

Nonprofit Management

NPM 600, Nonprofit Governance and Management, 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.
Other Information: Community Engagement

NPM 650, Resource Development and Strategic Communications, 4 credits

Resource Development and Strategic Communications combines fundraising and organizational communications as aspects of a strategic approach to funding and extending the reach of nonprofit and public organizations. Fundraising includes grant writing and the full range of other fund raising channels: events, donor campaigns, corporate partnerships, and other mechanisms. Communications strategy includes developing a corporate persona, establishing a corporate brand, and telling the story of the organization's contribution to the public good.

NPM 675, Nonprofit Financial Management, 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.

Nursing

NURS 520G, Foundations of WOC Nursing, .5 credits

This course will address the various critical underpinnings to implementation of the role of the WOC nurse and specialty nurse. Students will gain knowledge of the history of the specialty, legal and ethical issues pertaining to implementation of the role, and professional growth opportunities (i.e., WOCN, certification, collaborative practice, research utilization, writing for publication and establishing a service or a clinic). In addition, students will explore common career enhancement activities such as marketing, budgeting, record keeping, contracting for services and charging for services, procedures and equipment. Concepts central to the practice of WOC nursing will also be discussed such as counseling, patient/family education, infection control, continuity of care and nutrition.
Other Information: Prerequisite: Admitted student or instructor's consent. Note: Course offered through our partners webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments each week.

NURS 521G, WOC Nursing, Skin and Wound Management, 3 credits

The course focuses on the care of the client across the lifespan who may be at risk for skin breakdown, who has a break in skin integrity or who has an existing wound. Specifically, students will gain knowledge of the etiology, differential diagnoses, clinical findings and management options of the wounds or skin complications affecting these groups. Focus will also be on the adept skill of obtaining a physical assessment and medical history, incorporating data from diagnostic tests, and documentation of assessments and evaluations to attain optimal

patient outcomes.
Other Information: Prerequisite: Admitted student or instructor's consent. Note: Course offered through our partners webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments each week.

NURS 522G, WOC Nursing, Ostomies and Continent Diversion, 3 credits

This course will address the immediate and long term care of clients across the lifespan experiencing acute and chronic health concerns that may result in an ostomy or continent diversion. Specifically, students will gain knowledge of the etiology, differential diagnoses, clinical findings and management options of the common conditions necessitating an ostomy or continent diversion. In addition, students will gain knowledge of the etiology, differential diagnoses, clinical finds, and management protocols of the common conditions affecting the ostomy or continent diversion patients. Emphasis will be placed on the psychosocial and educational needs of these patient groups from the preoperative, postoperative and long-term follow-up perspective.
Other Information: Prerequisite: Admitted student or instructor's consent. Note: Course offered through our partners webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments each week.

NURS 523G, WOC Nursing, Bowel and Bladder Continence, 3 credits

This course will address the immediate and long term care of clients across the life span experiencing acute and chronic health concerns that often result in urinary or fecal incontinence. Specifically, students will gain knowledge of the etiology, differential diagnoses, clinical findings and nursing, medical and surgical management options for urinary and fecal incontinence. Emphasis will also be places on the psychosocial and educational needs of these client groups including behavioral strategies, environmental modifications, physical assessment and examination, containment, skin protection, pharmacological interventions and relevant procedures.
Other Information: Prerequisite: Admitted student or instructor's consent. Note: Course offered through our partners webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments each week.

NURS 600P, Intensive Practicum II, 3 credits

This course provides nursing students with experience in varied acute and community-based settings. Opportunities are provided for students to apply theoretical principles to the care of diverse populations consistent with the specialty theory courses. Proficiency with care management interventions and technologies will be achieved during this practicum. Student experiences will include the application of evidence-based practice, clinical decision making, delegation and supervision, and financial aspects of care. Interdisciplinary collaboration is emphasized.
Other Information: Community Engagement , Prerequisite: NURS 400P Intensive Practicum I. Note: This course meets at practicum sites in the community. This course is limited to students admitted to the Entry Level MSN program. NURS 601, Nursing Science, 3 credits

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

NURS 602, Ethical Dimensions for Nursing Practice, 2 credits

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

NURS 603, Foundations of Integrative Care, 2 credits

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

NURS 604, Research Methodology, 3 credits

This course examines the application of research methods to practice issues in nursing and the health sciences. Quantitative and qualitative research approaches, methodologies, and techniques of data analysis are addressed. Research critique skills are reviewed. Emphasis is placed on the application of analytic methods to critically appraise scientific literature. Competence Statement: Knows the research process including both quantitative and qualitative methodologies well enough to critically analyze and synthesize a body of scientific literature.

NURS 605, Health Policy and Leadership, 3 credits

This course examines the social, cultural, economic, and political variables that influence the development of health policy and the strategies that can be used to develop or revise health policy. Students study the present U.S health system to determine ways in which it may be modified to enhance population health and better meet the needs of underserved populations. Competence Statement: Knows principles and concepts related to leadership and health policy well enough to demonstrate leadership in improving the delivery of health care to diverse populations
Other Information: Community Engagement , Prerequisite: Admitted M.S.N. or MS:OHCP student or instructor's consent.

NURS 607, Family Health Nursing, 3 credits

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

NURS 608, Epidemiology, 2 credits

This course focuses on the principles of epidemiology as a basis for advanced nursing practice with populations at risk. Students gain an understanding of epidemiology as the science of public health and community health nursing by examining the range of health problems and diseases affecting diverse cultures, races and ethnic

groups. Upon completion of the course, students can apply the fundamentals of epidemiology to the structuring of health promotion interventions for high-risk groups.

NURS 609, Pharmacology for Advanced Practice Nursing, 3 credits

This course focuses on foundational principles of pharmacokinetics and pharmacodynamics. Indications, efficacy, therapeutic effects, and adverse effects of selected drugs will be examined, compared and contrasted. Utilizing critical thinking skills, the student will incorporate evidence-based, ethical, and holistic principles into pharmacotherapeutic decision making.
Other Information: Prerequisite: Admitted M.S.N. student or instructor's consent.

NURS 610, Pathophysiology for Advanced Practice, 3 credits

This course focuses on advanced physiologic and pathophysiologic mechanisms underlying human responses to disease or illness across the lifespan. Students will build on knowledge of advanced physiology. Competence Statement: Knows the principles of pathophysiological changes well enough to recognize the signs and symptoms of disease states.

NURS 614, Geriatric Nursing, 2 credits

This course focuses on issues related to the provision of holistic nursing care to the aging population. Emphasis is placed on health promotion, chronicity, and cultural aspects of aging, and end-of-life care. Current theories of aging are examined. Graduate students will further analyze issues related to geriatrics in their advanced nursing practice specialty.
Other Information: Prerequisite: Admitted Entry Level MSN student or instructor's consent.

NURS 615, Advanced Health Assessment: Adult and Older Adult, 1 credits

This course focuses on the knowledge and skills of history taking, physical examination, and critical thinking related to interpreting normal and abnormal findings in the health of adults and the elderly. Relevant anatomy and physiology are reviewed for interpreting body system assessments.
Corequisite: NURS 615L Advanced Health Assessment Lab: Adult and Older Adult
Other Information: Prerequisite: Admitted MSN student or instructor's consent.

NURS 615L, Advanced Health Assessment Lab: Adult and Older Adult, 1 credits

This laboratory experience focuses on the application of the skills taught in N615. Students will practice interview and physical exam techniques in simulated clinical settings. Demonstration of a complete physical exam is required for course completion.
Corequisite: NURS 615 Advanced Health Assessment: Adult and Older Adult
Other Information: Prerequisite: Admitted MSN student or instructor's consent.

NURS 616, Advanced Health Assessment, credits

This course focuses on the advanced, comprehensive assessment of individuals across the lifespan. A holistic, nursing theoretical framework provides the structure for the course. The course builds on the students' knowledge and skills of basic physical assessment, anatomy and physiology, and provides a foundation for the advance practice nurse to evaluate the health of individuals across the life span. The course emphasizes documentation, and practice skills necessary for advanced communication, biopsychosocial and physical assessment, critical diagnostic reasoning, and clinical decision-making. Students acquire advanced knowledge

and skills through a case based, problem focused learning framework that integrates theoretical, empirical, and experience-based practical knowledge. Competence Statement: Knows the principles of holistic health assessment well enough to apply these skills and techniques in a simulated setting.

NURS 616L, Advanced Health Assessment Lab, credits

This laboratory experience focuses on the application of skills taught in N616. Students will practice interview skills, physical exam techniques and assessments across the lifespan. Demonstration of complete physical exam is required for course completion. Competence Statement: Knows the skills and techniques of a holistic assessment well enough to obtain a complete health history perform an age appropriate complete physical exam and problem focused physical exam, and provide age appropriate health promotion and anticipatory guidance across the lifespan.

NURS 621, Primary Care Nursing I: Foundations of FNP Practice, 4 credits

Serving as the foundation for FNP practice, this course focuses on health promotion and risk factor identification for adults and management of selected common acute and chronic health concerns of adults in the context of family-centered and population-based care. Antepartal and postpartal care are also addressed. Students will utilize critical thinking skills as they study clinical presentations, engage in development of differential diagnoses, determine the implications of clinical data, and plan holistic therapeutic interventions that will optimize client/family health. Evidenced based clinical practice guidelines are utilized to guide FNP practice. Selected roles of the advanced practice nurse and common issues encountered in practice are addressed.
Prerequisite: NURS 601 Nursing Science , NURS 602 Ethical Dimensions for Nursing Practice , NURS 603 Foundations of Integrative Care , NURS 605 Health Policy and Leadership , NURS 607 Family Health Nursing , NURS 608 Epidemiology , NURS 609 Pharmacology for Advanced Practice Nursing

NURS 621P, FNP Foundations Practicum, 2 credits

This clinical practicum course builds on the history and physical skills learned in the simulated setting of N 615/615L and facilitates application of content in N 621. In a clinical setting(s) serving adults, FNP students will perform histories and physicals, determine differential diagnoses, and plan and implement holistic plans of care under the guidance of a preceptor. Accurate interpretation of clinical data, appropriate prescribing practices, and accurate documentation of patient encounters is fostered. A minimum of 200 collaborative clinical hours with an approved preceptor(s) are required.
Prerequisite: NURS 601 Nursing Science , NURS 602 Ethical Dimensions for Nursing Practice , NURS 603 Foundations of Integrative Care , NURS 605 Health Policy and Leadership , NURS 607 Family Health Nursing , NURS 608 Epidemiology , NURS 609 Pharmacology for Advanced Practice Nursing

NURS 622, Primary Care Nursing I: Foundations of ANP/GNP, 4 credits

Serving as the foundation for ANP/GNP practice, this course focuses on health promotion and risk factor identification for adults/older adults and management of selected common acute and chronic health concerns of adults/older adults in the context of family-centered and population-based care. Common concerns of the geriatric population and frail elderly are also addressed. Students will utilize critical thinking skills as they study clinical presentations, engage in development of differential diagnoses, determine the implications of clinical data, and plan holistic therapeutic interventions that will optimize client/family health. Evidenced based clinical practice guidelines are utilized to guide ANP/GNP practice. Selected roles of the advanced practice nurse and common issues encountered in practice are addressed.
Prerequisite: NURS 601 Nursing Science , NURS 602 Ethical Dimensions for Nursing Practice , NURS 603 Foundations of Integrative Care , NURS 605 Health Policy and Leadership , NURS 607 Family Health Nursing , NURS 608 Epidemiology , NURS 609 Pharmacology for Advanced Practice Nursing

NURS 622P, ANP/GNP Foundations Practicum, 2 credits

This clinical practicum course builds on the history and physical skills learned in the simulated setting of N 615/615L and facilitates application of content in N 622. In a clinical setting(s) serving adults and older adults, ANP/GNP students will perform histories and physicals, determine differential diagnoses, and plan and implement holistic plans of care under the guidance of a preceptor. Accurate interpretation of clinical data, appropriate prescribing practices, and accurate documentation of patient encounters is fostered. A minimum of 200 collaborative clinical hours with an approved preceptor(s) are required.
Prerequisite: NURS 601 Nursing Science , NURS 602 Ethical Dimensions for Nursing Practice , NURS 603 Foundations of Integrative Care , NURS 605 Health Policy and Leadership , NURS 607 Family Health Nursing , NURS 608 Epidemiology , NURS 609 Pharmacology for Advanced Practice Nursing

NURS 641, Primary Care Nursing II: Adult and Older Adult Health, 4 credits

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

NURS 641P, Adult and Older Adult Clinical Practicum, 2 credits

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

NURS 642, Primary Care Nursing III: Children and Family Health, 4 credits

This course focuses on the primary care of infants, children, and adolescents experiencing developmental, acute and chronic health concerns within the family context. Student will gain knowledge of the etiology, differential diagnoses, clinical findings, and management of connom conditions affecting these age groups. Content includes age-appropriate health promotion activities. This course is a requirement for students in the FNP program.
Prerequisite: NURS 641 Primary Care Nursing II: Adult and Older Adult Health , NURS 641P Adult and Older Adult Clinical Practicum
Corequisite: NURS 642P Children and Family Health Clinical Practicum

NURS 642P, Children and Family Health Clinical Practicum, 2 credits

This clinical practicum focuses on adept history taking and physical examination skills for clients across the lifespan with an emphasis on pediatric populations. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review, and discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in clinical settings. Issues that arise from the clinical setting regarding advanced practice nursing roles will be addressed. This course includes a minimum of 200 clinical hours.
Prerequisite: NURS 641 Primary Care Nursing II: Adult and Older Adult Health , NURS 641P Adult and Older Adult Clinical Practicum
Corequisite: NURS 642 Primary Care Nursing III: Children and Family Health

NURS 643, Advanced Practice Nursing: Management of Complex Illness, 3 credits

This course focuses on developing advanced skills in primary care management of adult and older adult clients with complex, multi-symptom illnesses. Etiology, clinical presentation, differential diagnoses, and management issues are addressed. The primary care provider's role as case manager of the person with complex, debilitating illnesses will be addressed. This course is a requirement for students in the ANP program.
Prerequisite: NURS 641 Primary Care Nursing II: Adult and Older Adult Health , NURS 641P Adult and Older Adult Clinical Practicum
Other Information: Community Engagement

NURS 643P, Complex Illness Clinical Practicum, 2 credits

This clinical practicum focuses on the management of complex, multi-system illness of adults and older adults. Seminars focus on the advancement of differential diagnostic and critical thinking skills through case study examination, documentation review, and seminar discussion. Students integrate knowledge of family, culture, holism, community, and caring as they plan holistic care for clients in clinical settings. Health promotion needs appropriate to the client's complex needs are addressed. Students will consult with the instructor to determine how many credits for which to register. One credit is equivalent to a minimum of 100 clinical hours.
Prerequisite: NURS 641 Primary Care Nursing II: Adult and Older Adult Health , NURS 641P Adult and Older Adult Clinical Practicum

NURS 646, Nursing Informatics, 2 credits

This course focuses on the development and use of nursing informatics for nursing practice, education and administration. Theories of cognitive, information, and computer science are explored and applied to the planning, implementation, and evaluation of nursing information systems across the health care system, with particular attention to systems that support nursing practice. Challenges and opportunities related to nursing informatics are explored.

NURS 647, Leadership in Health Care Systems, 3 credits

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

NURS 656, Nursing in the Community, 4 credits

This course focuses on the origins and trends in community and public health nursing, conceptual models for practice, and contemporary public health problems and issues. Case studies of individuals/families/aggregates in multicultural settings in the community are the basis for discussion of systems theory, public health nursing, family nursing and population-based practice. Theoretical foundations are presented including family systems, development, structure-function, and stress. Other issues relating to contemporary families will be explored. Critical thinking skills will be utilized through the nursing process and applied to families and aggregates within the community setting. Students will have the opportunity to assess and diagnose the health needs of an actual community and evaluate the effectiveness of interventions.

NURS 656P, Intensive Practicum III, 3 credits

This course focuses on the complex and collaborative nursing care of diverse populations and families. Student clinical experiences will occur in varied community based settings and include the application of public health

evidence-based practice and principles and clinical decision making as they relate to the actual health needs of families and communities. Competence Statement: Knows the concepts of public health nursing at the systems, community, individual and family level well enough to create and implement a holistic culturally competent plan to affect change and improve health of the family, aggregate and community.

NURS 670P, Nursing Leadership/Management Practicum, 2 credits

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

NURS 680, Foundations of Nursing Education, 3 credits

This course provides an introduction to the foundational concepts that influence or support nursing education. Students explore the social, economic, or institutional forces that influence nursing and higher education, including concepts. Students study teaching and learning theories, including theories about learning styles, and examine how these theories may be applied to a diverse population of nursing students. Students explore the status and utility of evidence-based teaching strategies for nursing education.
Other Information: Prerequisite: Admitted MSN Student or instructor's consent.

NURS 681, Innovative Teaching Strategies, 3 credits

This course provides learners the opportunity to explore and implement a variety of teaching / learning strategies to meet the needs of diverse student groups in nursing education. Students apply and modify teaching strategies based on educational theories and evidence-based educational practices that were learned in N 680: Theoretical Foundations of Nursing Education. This course is designed to provide learners with experiential learning experiences focused on planning, application, modification, and evaluation of contemporary student-centered instructional methods including problem-based learning, distance education, and other evidence-based approaches. Course content continues to build nurse educator knowledge and competencies identified by the National League for Nursing. This course is foundational for the classroom and clinical practicum courses that follow in the Nurse Education Track Curriculum.
Other Information: Prerequisite: NURS 680: Theoretical Foundations of Nursing Education

NURS 682, Curriculum Design and Evaluation, 3 credits

This course focuses on the development and evaluation of curriculum for nursing education. Students will apply current theories and explore trends in curriculum development and evaluation, program and course development, curriculum implementation, and evaluation processes. Concepts will be applied to a variety of situations ranging from the creation of a new curriculum to the refinement of courses. In addition to classroom and online activities, students will participate in experiential learning in department and university curriculum activities.
Prerequisite: NURS 680 Foundations of Nursing Education

NURS 683, Foundations in Program Evaluation for Nursing Education, 3 credits

This course introduces concepts and principles of program assessment and evaluation and applies them to nursing education settings. Students also examine current research in program assessment and evaluation in order to create, implement and critique program evaluation methods and plans. Students also consider how the mission and program evaluation activities of the parent institution influence nursing education program goals,

evaluation, policies, and procedures.
Prerequisite: NURS 682 Curriculum Design and Evaluation

NURS 684P, Practicum in Classroom Teaching, 2 credits

This practicum provides nurse educator students with a guided experience in the process of classroom and online teaching and student evaluation. Students will apply the teaching/learning concepts studied in N 681 in a selected nursing course. Students will work with a preceptor in the planning and delivery of the nursing course throughout the semester. Student practicum experiences will be individually designed through use of learning contracts in consultation with the Nurs 684P instructor.
Prerequisite: NURS 681 Innovative Teaching Strategies , NURS 682 Curriculum Design and Evaluation

NURS 685P, Practicum in Clinical Teaching, 1 credits

This practicum provides nurse educator students with a guided experience in the process of laboratory, simulated and clinical teaching and student evaluation. Students will apply the teaching/learning concepts studied in N 681 and N 682 to a selected nursing educational activity. Students will work with a preceptor in the planning and delivering the nursing course throughout the semester. Student practicum experiences will be individually designed through use of learning contracts in consultation with the Nurs 685P instructor.
Prerequisite: NURS 681 Innovative Teaching Strategies , NURS 682 Curriculum Design and Evaluation

NURS 690P, Capstone Practicum, 4 credits

The Capstone Practicum is designed to provide students with an intensive practice immersion in preparation for the professional nurse role. Students will be precepted by an experienced clinician with on-going guidance from a faculty member. Focus will be on the coordination of holistic nursing care for diverse clients to achieve optimal clinical outcomes. In a clinical practice setting students will synthesize complex theoretical knowledge, demonstrate competent practice, and evaluate client outcomes.
Corequisite: NURS 696 Comprehensive Care Seminar

NURS 693, Scholarly Paper Seminar, 2 credits

This seminar provides students with the opportunity to utilize critical thinking skills through application of a scholarly inquiry process to a topic related to nursing practice, nursing education, or leadership/management. Students conceptualize and refine their topic through discussions with a nursing faculty member and fellow students. The final product is a focused critical review of the literature on a topic that is relevant to advanced practice nursing, nursing education, or leadership/management. Competence Statement: Knows the process of scholarly inquiry well enough to write a focused critical review of the literature on a topic that is relevant to advanced practice nursing, nursing education, or leadership/management. Learning Objectives 1. Apply a scholarly inquiry process to a topic of interest to nursing. 2. Discuss strategies for developing and writing an effective critical literature review. 3. Write a focused critical literature review on a topic that is relevant to advanced practice nursing, nursing education, or leadership/management.
Prerequisite: NURS 604 Research Methodology

NURS 696, Comprehensive Care Seminar, 3 credits

This seminar course provides a foundation to the role transition from student to professional nurse. Emphasis is placed on synthesizing theories, principles, concepts and skills from nursing and other disciplines as a basis for implementing holistic nursing care directed toward healing in the human health experience. Students demonstrate integration of theoretical knowledge and clinical decision making in simulated complex clinical experiences and presentations. Competence Statement: Knows the art and science of the nursing discipline well

enough to make the clinical judgments that ensure the provision of safe, holistic care required of an entry-level professional nurse.
Corequisite: NURS 690P Capstone Practicum

NURS 699, Topics in Nursing, credits

This independent study is designed for transfer students whose course or courses from another college or university fulfills some but not all of the requirements of a Metropolitan State graduate nursing course. The student and faculty evaluator negotiate the number of credits to be completed and the specific course objectives and requirements to be satisfied. Through guided study, the student completes these requirements. Register by permission only.

NURS 700, Advanced Nursing Science, 3 credits

This course focuses on the philosophy of science in nursing and its application to practice inquiry and practice knowledge development. Theories, models, and concepts that inform advanced nursing practice are systematically examined and evaluated. Students analyze the foundations of middle-range theories and explore application of theory to doctoral advanced nursing practice.
Prerequisite: NURS 603 Foundations of Integrative Care , NURS 646 Nursing Informatics , NURS 708 Epidemiology and Population Health
Other Information: Prerequisite: Admission to DNP Program.

NURS 708, Epidemiology and Population Health, 3 credits

This course focuses on analyzing epidemiological, biostatistical, environmental, and other appropriate scientific data related to population health. The student applies this knowledge in developing, implementing, and evaluating interventions to address health promotion/disease prevention efforts, improve health status/access patterns, and/or address gaps in care for diverse populations. A global perspective to population health is incorporated into advanced nursing practice roles. This course includes 50 hours of community based experiences for the application of course related principles.
Other Information: Community Engagement , Pre-requisite: Admitted DNP student.

NURS 790, Continuing Clinical Scholarship, credits

This course is to be used for registration while the DNP student is actively working with a clinical scholarship instructor/capstone project advisor. The student and faculty member negotiate the number of credits to be completed and the specific course outcomes and requirements to be satisfied. The course allows continuing enrollment for clinical scholarship study when not registered for other clinical scholarship courses.
Other Information: Pre-requisites: Permission of Capstone Project Advisor.

Psychology

PSYC 580G, Community Change Practicum, credits

Community engagement strategies are forefront in efforts to prevent problems in living and promote healthy communities. Students in this course will improve their analytical and practical capacity to promote comprehensive approaches to community wellness that bridge excluded cultural communities into civic processes, organizations and systems. Students will engage in community-based projects at various levels of development.

PSYC 601, Psychology in the Public and Community Interest, 4 credits

This course provides an advanced survey of theories, methods, and research relevant to community and applied social psychology. Community and applied social psychology seek to understand social-psychological processes between people and their environments in order to better understand a diversity of social phenomena; facilitate psychological competence and empowerment; design and carry-out effective interventions and prevention programs; and promote social change. Along with an historical overview, issues such as social-ecological theory, social problem definition, diversity, ethics, and empowerment will be addressed.
Other Information: Community Engagement , Prerequisite: Admission to the Master of Arts in Psychology program.

PSYC 602, Prevention Theories and Strategies, 4 credits

This course provides an advanced survey of theories and approaches to preventive psychology. Students will develop knowledge and skills that can be used in helping individuals, communities and organizations work to prevent issues such as violence, HIV/AIDS, substance abuse, child abuse, obesity, and other behaviorally based social, mental health, and health issues. Emphasis is placed on developing knowledge and skills relevant to creating and adapting prevention programs for use in culturally diverse communities. Topics may include: stress and coping theory/research; social support and mutual help interventions; prevention theory, research, and strategies; health promotion and other community/social change strategies.
Other Information: Community Engagement

PSYC 604, Attitudes and Social Influence, 4 credits

This course examines theory, research and application in attitudes and social influence. Topics covered include attitude formation, attitude measurement, persuasion and attitude change, group and normative influences, cognitive consistency influences, attitude strength and resistance to influence.

PSYC 608, Psychology and the Law, 4 credits

This course addresses some of the major issues arising from the interaction of law and the mental health system. Following a legal system overview, topics include civil commitment, legal and policy issues affecting the community mental health system, mental health considerations in the criminal justice process, and malpractice and other legal concerns affecting mental health professional practice.

PSYC 610, Applied Research Methods, 4 credits

The course will present a wide variety of research designs, analyses and conceptual approaches appropriate to improving our general understanding of behavior and social problems in communities. Methods such as experimental, quasi experimental, survey research, interview and observational may be covered along with issues of sampling, measurement, reliability and validity.
Other Information: Prerequisite: Undergraduate courses in social/behavioral science methods and statistics; and graduate standing.

PSYC 615, Qualitative Methods and Analysis in Community-Based Research, 4 credits

This course introduces students to classical and contemporary research within the qualitative (or interpretive) paradigm of social science. This course uses hands-on experience in the practicalities of a variety of methods for conducting qualitative and non-intrusive research.

PSYC 643, Personnel and Industrial Psychology, 4 credits

This course focuses on principles and techniques of personnel and industrial psychology with an emphasis on applications of scientific psychology to business and organizational settings. Topics include: psychology as a science and professional practice issues; employee selection, psychological testing, performance appraisal, and training and development; leadership in organizations; motivation, job satisfaction and job involvement; organizational structure; work conditions, engineering psychology, employee safety and health, and work stress; and consumer psychology. This graduate course is appropriate for psychology students interested in or working in human service and other organizational settings.

PSYC 646, Health Psychology, 4 credits

This course will provide an advanced survey of the field of health psychology, which is concerned with the roles of behavioral/lifestyle, psychological, and social/cultural factors on health/wellness, illness and chronic disease. The course will address four general subject areas: 1) attitudes, behavior, and lifestyle factors affecting disease prevention and development; 2) stress and the related psychological and social processes associated with disease development and progression; 3) social and psychological factors involved in the illness experience; and 4) long-term social and psychological implications of chronic illness (e.g., heart disease, cancer).
Other Information: Pre-requisite: Graduate Standing.

PSYC 647, Positive Psychology, 4 credits

Historically, as a discipline, psychology focuses on decreasing maladaptive emotions and behaviors. As a complement to this focus, Positive Psychology seeks to identify and enhance the human strengths and virtues that make life worth living and allow individuals and communities to thrive. This advanced research-based course will address the differences and assumptions inherent in this approach. In particular, the course will serve as an introduction to the study of positive emotions, positive character traits, and positive institutions. A distinction among the pleasant life, the good life, and the meaningful life is drawn. Topics may include happiness, hope, flow, gratitude, etc.
Other Information: Prerequisites: Graduate standing.

PSYC 672, Political Psychology, 4 credits

This course offers a broad overview of political psychology, a field that uses methods and theoretical ideas from psychology as tools to help understand political processes, with a focus on the individual Concepts from psychology, such as personality, cognition, the dynamics of social groups, attitudes, and the ways in which emotion affects decision making, are applied to issues within politics, including the media and political advertising, race relations, the perceived legitimacy of government institutions, conflict and conflict resolution, and the formation of opinions and ideologies. In addition, by describing political psychology experimentation in detail, the course teaches about how the scientific method can be applied to the study of politics.
Other Information: Note: Graduate student standing.

PSYC 687, Environmental Psychology, 4 credits

This course explores psychological perspectives and methods being applied to environmental problems in the modern world. The ways humans have impacted and been impacted by natural and built environments are examined. Topics include weather and climate, disasters and toxic hazards, territoriality and crowding, urban and rural environments, planning and designing spaces for human behavior, and building sustainable environments. The application of attitudinal, humanistic, cognitive, behavioral and political approaches to environmental problems are discussed.

Public Administration

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.
Other Information: Community Engagement

PADM 650, Public Policy Analysis, 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.

PADM 675, 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.

Statistics

STAT 621, Advanced Biostatisics in Health Research, 3 credits

This course is the application of statistical knowledge in reading, evaluating, and utilizing research findings. Students will know and understand the advanced statistical methods applied in the health sciences, and the students will develop the skills required to critque research, especially nursing research, and to have an understanding of the fundamental requirements of conducting their own research studies.

Workshop

WKSP AP01, Academic Success Workshops, credits

The workshop will introduce you to time management techniques, evaluate your approach to study and time management and help you chart a strategy for successful academic performance. Students on probation are required to attend an academic success workshop and meet with their academic advisor prior to registering for courses. Schedule your workshop attendance and advising appointment in a timely manner to avoid a delay in your ability to register for classes.
Other Information: Note: To make a reservation call 651-793-1210 or e-mail: Stanley.Hatcher@metrostate.edu To request disability accommodations, contact Disability Services immediately 651-793-1540.

WKSP AP02, Online Academic Success Workshops, 0 credits

The online workshop will introduce you to time management techniques, evaluate your approach to study and time management and help you chart a strategy for successful academic performance. Students on probation are required to attend an academic success workshop and meet with their academic advisor prior to registering for courses. Schedule your workshop attendance and advising appointment in a timely manner to avoid a delay in your ability to register for classes.
Other Information: Note: To make a reservation call 651-793-1300: To request disability accommodations, contact Disability Services immediately 651-793-1540.

WKSP GRAD, Graduation Requirements, 0 credits

This is the final step needed for graduation. Students need to be registered for ALL remaining requirements before enrolling in this course. Requirements for your degree, need to be completed by the end of the current semester in order to graduate. Graduation Fee: $20.00.
Other Information: Note: This is an online course, not an independent study. Course has no required face-to-face or synchronous meetings. There are required online activities and assignments each week. No required proctored exams. Intermediate computer/Internet skills required. For online learning and course access information go to www.metrostate.edu/col click on Student Resources.

Writing

WRIT 532G, Writing about Place, 4 credits

This course explores questions such as, How does place shape you and how do you shape place? How do we see nature in urban environments? How is place ironic or ridiculous? Students use memory, imagination, research, experience and analysis to write about places important to them. Students work toward achieving advanced skills in creative nonfiction, an individual written voice, and a thoughtful approach to place, nature and environment.
Other Information: Community Engagement , Pre-requisite: Graduate Status.

WRIT 541G, Writing for Publication and Profit, 4 credits

This course examines writing as a business, full or part time. Students learn to market their writings to appropriate magazines, create effective book proposals, understand the conventions of the publishing industry, and edit their own works.

WRIT 574G, Usability for Technical Communication, 4 credits

Usability is a component of user-centered design, which strives to make people's interactions with products, processes, and documentation useful for the users of designed products or processes. This course teaches you how to investigate whether information products are usable; that is, do they meet the needs of users? You will learn how to evaluate product documentation and user research; how to conduct usability tests (both remote and on-site) and write reports; how to create a low-fidelity prototype; and you will tour local usability labs and talk to usability professionals.
Other Information: Community Engagement , Pre-Requisite: Graduate standing. Recommended: WRIT 572G Document Design OR WRIT 672 Advanced Document Design OR WRIT 676 Advanced Writing and Designing for the Web.

WRIT 575G, Environmental Communication, 4 credits

This course focuses on environmental communication which encompasses a multidisciplinary viewpoint. The course helps students understand how environmental issues and conflicts develop, the values underlying the

perspectives on these issues, how these values are presented, and the scientific and technical information involved in understanding environmental communication.
Other Information: Community Engagement

WRIT 583G, Writing Major Projects, 4 credits

This independent study examines the principles and techniques of writing substantial professional or creative projects such as long business reports, grant applications, proposals, memoirs and novels. Through consultations with the instructor, students determine their specific organizational or stylistic problems. Evaluation is based on written projects. Students should have in mind a writing project of either one long piece or several short ones on related topics.

WRIT 599G, Advanced Topics, credits

This course presents topics of interest to students in the graduate and undergraduate technical communication programs. Topics vary with each offering of this course. Check the class schedule for details about topics and course prerequisites.

WRIT 671, Technical Communication Theory and Research Seminar, 4 credits

This course surveys scholarship in the field of technical communication. Research examined includes theoretical works, scholarship drawn from the empirical study of particular sites, and practically-oriented publications (designed to address issues of relevance for practicing professionals). Prerequisite: enrollment in a graduate program.
Other Information: Pre-requisite: Graduate status.

WRIT 672, Advanced Document Design, 4 credits

This course teaches students a systematic procedure for researching, designing, editing and evaluating documents that convey specialized information. The primary focus is on effective design of layout and information, whether documents are paper or electronic. Document types discussed include promotional publications, proposals and various kinds of product literature.

WRIT 673, Technical Communication in International Contexts, 4 credits

This course is designed to explore how technical communication functions in international contexts. The course explores the following areas of study and praxis: cultural theory, acculturation, organizational culture, international rhetorical theories, translation, kinesics, and international design and usability.
Other Information: Community Engagement

WRIT 676, Advanced Writing and Designing for the Web, 4 credits

This class focuses on effective communication through websites. Topics covered include writing for the web, website design and production, usability and usability testing. Students use professional software tools. Some previous experience in developing websites is helpful.

WRIT 683, Technical Communication Capstone, 4 credits

This course is designed to enable graduate students in technical communication to effectively review, synthesize and demonstrate the skills and theories they have learned during their master's coursework. It is also designed to

be a "culminating experience in which students are expected to integrate special studies with the major, and extend, critique, and apply knowledge gained in their major" (Wagenaar, 1993). Students should have completed all of their coursework before embarking on this course.
Other Information: Community Engagement

WRIT 685, Rhetorical Theory, 4 credits

Rhetorical theory can be loosely defined as the theory of effective communication. This course begins with a review of key figures and texts in the history of Western rhetoric, while also introducing some non-Western rhetorical traditions. It then turns to more contemporary issues, including the rhetoric of visual messages and electronic media, feminist critiques of traditional rhetoric, and the politics of technical rhetoric. Questions addressed include: What is the relationship of rhetoric to morality? What are the social and political constraints on any rhetorical act? What role does style play in defining and practicing rhetoric?
Other Information: Community Engagement , Prerequisite: Graduate status.