

Metropolitan

State University



Graduate Catalog

2015-2016

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The Metropolitan State Graduate Catalog contains information about academic programs and requirements for 2014-2015. 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

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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.

2015-2016 Academic Calendar

May	9	Summer session classes begin
May	25	Memorial Day holiday/no classes/offices closed
June	21	First summer session classes end
July	3-5	Independence Day/no classes/offices closed
July	6	Second summer session classes begin
Aug.	15	Last day for any summer session class

Fall Semester 2015

Aug.	17	Faculty begin fall duty days
Aug.	22	Fall semester classes begin (MnSCU start date Aug.25)
Sept.	5-7	Labor Day holiday/no classes/offices closed
Nov.	25	No evening classes
Nov.	26-29	Thanksgiving holiday/no classes/offices closed
Dec.	13	Fall semester classes end
Dec.	15	Commencement
Dec.	15	Last fall faculty duty day
Dec.	24-28	Holiday/no classes/offices closed (Note: Wed/Thurs/Fri)
Dec.	29-31	Holiday/ offices open /limited services

Spring Semester 2016

Jan.	1	New Year's Day holiday/buildings closed
Jan.	10	Spring semester classes begin
Jan.	18	Martin Luther King, Jr. holiday/no classes/offices closed
Feb.	15	President's Day/ classes held/offices open
Mar.	1	Precinct Caucus/no evening classes or events
Mar.	6-12	Spring Break/Non duty days/no classes/ offices open
May	3	Spring semester classes end
May	2	Commencement 2016
May	6	Last spring faculty duty day

ACADEMIC PROGRAMS

Advanced Dental Therapy (MSADT)

Program Overview

The Master of Science in Advanced Dental Therapy (MSADT) program is the first of its kind in the country with Minnesota recognized as a national leader in oral health care. The dual licensed graduates of Metropolitan State University's Advanced Dental Therapy program have created a meaningful solution to the problem of dental access for underserved communities by providing dental hygiene and dental therapy preventive and therapeutic scopes of practice for the diverse populations they serve.

All Dental Hygiene Department educational programs are built on a partnership with Normandale Community College, as well as academic excellence, and the values of community involvement, ethical conduct, and social responsibility. The MSADT program provides the theoretical and applied skills necessary for licensure as a dental therapist and certification as and an advanced dental therapist as defined by Minnesota statute. This graduate program requires a full-time commitment for four semesters and prepares baccalaureate educated, licensed dental hygienists for advanced practice to enhance the oral and general health of underserved communities.

Pew Center on the States reports the demand for oral health care services will increase due to the Affordable Care Act which expands dental insurance to millions of children in the United States. This demand is coupled with Pew's prediction that the new dental team member with dual licensure as a dental hygienist and a dental therapist can boost the productivity and profits of private dental practice setting. In essence, the employment of dual-licensed providers makes good business sense while improving the oral and general health of underserved Minnesotans.

The MSADT program is a full-time, graduate program combining classroom-based, web-enhanced courses with simulation and clinical learning environments. This program engages students in interprofessional educational experiences with members of the broader health care team as well as members of the dental care team.

Dental Hygiene Department Mission

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

Curriculum

The program includes advanced dental therapy and interprofessional coursework which focuses upon three primary educational phases for a total of 44 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

- Advancing safe, quality oral health care
 - This phase has a total of 8 credits
- The clinical practice development phase focuses on:
 - Advancing assessment and evaluation skills and knowledge
 - Simulation and clinical experiences
 - Collaborative care provision skills unique to advanced dental therapy
 - This phase has a total of 31 credits
- The leadership and synthesis phase concentrates on:
 - Extending health system and public policy knowledge
 - Developing leadership skills
 - A capstone project focused on the evaluation of a relevant clinical question
 - This phase has a total of 5 credits

Program 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 685 Oral Health Literacy and Cultural Competency in Advanced Dental Therapy
- 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 beginning in the fall semester. Courses will be taught at Metropolitan State (St. Paul and Maplewood) and Normandale Community College (Bloomington). Clinical courses with community practice components require students to travel to clinical sites throughout the greater Minneapolis/St. Paul metropolitan area for course completion.

MSADT Interprofessional Didactic Courses

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

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

Admission Criteria

The MSADT degree builds upon a liberal arts and/or science-oriented baccalaureate degree and Minnesota dental hygiene licensure. The Dental Hygiene Department evaluates applications for evidence of undergraduate scholarship, professional experience, and commitment to the Dental Hygiene Department's and the advanced professional. 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 course, DENH 420 Restorative Functions Theory and Lab, must be completed or a plan for the completion submitted with the program application. Documentation of successful completion of the prerequisite course or its equivalent must be provided to enroll in dental program courses.

Completion of the prerequisite course 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 details.

Prerequisite Course

- DENH 420 Restorative Functions Theory and Lab

Additional Program Requirements

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

- 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 minimum number of hours of clinical dental hygiene practice;
- Evidence of successful background study, and
- Evidence of current health insurance

Program 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 course requirement, 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 program 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. Permission to join a subsequent cohort is determined by the Dental Hygiene Programs Director.

Accreditation

Metropolitan State University and Normandale Community College are accredited by the Higher Learning Commission.

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

Normandale Community College's Dental Hygiene Program is accredited by the American Dental Association Commission on Dental Accreditation.

Association Commission on Dental Accreditation.
Commission on Dental Accreditation
American Dental Association
211 East Chicago Avenue
Chicago, Illinois 60611-2678
312-4404653

Metropolitan State University's Master of Science in Advanced Dental Therapy Program is approved by the Minnesota Board of Dentistry.

Minnesota Board of Dentistry
2829 University Avenue, SE
Suite 450
Minneapolis, Minnesota
55414-3246
612-617-2250

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 are licensed dentists.

Alcohol and Drug Counseling (MS)

Program Overview

Mastery of substance use disorders counseling requires superior competency in the delivery of best practices, in combination with strong client-centered clinical skills. The Master of Science degree in Alcohol and Drug Counseling is designed to foster the necessary advanced knowledge and skills, allowing counselors to address the increasingly complex challenge of effectively addressing substance use and co-occurring disorders. The program is strongly centered on expertise in the theory and application of evidence-based practices (including motivational interviewing and cognitive-behavioral therapies), co-occurring disorders competency, culturally responsive and anti-oppressive practice, ethics and professionalism, and integration of new research findings into clinical practice.

Program Outcomes

- Distinguish key elements of the investigative process and scholarly review, thus developing competency in evaluation of clinical and social research.
- Examine and appraise the evidence base for specific best practices in substance use disorders and co-occurring disorders counseling.
- Critique the evidence base for specific best practices in substance use disorders and co-occurring disorders counseling with regard to multicultural inclusion and anti-oppressive practices.
- Develop competency in applying evidence-based practices with fidelity in clinical and community-based settings in ways that are culturally appropriate and specific.
- Formulate a personal commitment to anti-oppressive practices and a plan for implementing such practices in clinical and community-based settings.
- Evaluate the principles of ethical behavior and decision-making, and create a personal code of professional ethics.
- Demonstrate healthy personal behavior and self-care consistent with culturally and personally appropriate standards of health and wellness.
- Demonstrate written and oral communication skills at a professional level appropriate for effective substance use disorders and co-occurring disorders counseling.
- Qualify for the state of Minnesota LADC (Licensed Alcohol and Drug Counselor).
- With additional coursework, qualify for the state of Minnesota LPC/LPCC (Licensed Professional Counselor/Licensed Professional Clinical Counselor).

Curriculum (48 credits)

Foundation Courses (12 credits)

- HSCD 600: Foundations, Models and Evidence-Based Practices (3)
- HSCD 601: Theory and Application of Cognitive-Behavioral Therapies (3)
- HSCD 602: Advanced Motivational Interviewing: Practice and Supervision (3)
- HSCD 650: Evaluation and Utilization of Research (3)

Other Core Curricula (28 credits)

- HSCD 603: Ethics and Professional Practice (2)
- PSYC 648: Psychopathology (3)
- HSCD 610: Evidence-Based Group Counseling (2)
- HSCD 611: Psychopharmacology (3)
- HSCD 612: Culturally Responsive and Anti-Oppressive Practice (3)

- HSCD 613: Harm Reduction and Brief Interventions (3)
- HSCD 614: Case Management and Recovery Oriented Systems of Care (3)
- HSCD 615: Relapse Prevention and Long-term Recovery Management (3)
- HSCD 630: Integrated Treatment of Co-Occurring Disorders (3)
- HSCD 640: Clinical Supervision (3)

Research Applications (4-semester series, 4 credits)

- HSCD 651: Master's Project I (1)
- HSCD 652: Master's Project II (1)
- HSCD 652: Master's Project III (1)
- HSCD 652: Master's Project IV (1)

Clinical Applications (4-semester series, 4 credits)

- HSCD 681: Practicum I (1)
- HSCD 682: Practicum II (1)
- HSCD 683: Practicum III (1)
- HSCD 684: Practicum IV (1)

Possible Electives

- PSYC 602: Prevention Theories and Strategies (4)
- PSYC 611: Advanced Lifespan Developmental Psychology (4)
- PSYC 614: Group Dynamics and Processes (4)
- PSYC 618: Program Evaluation (4)
- PSYC 620: Grants in Community-based Practice (4)
- PSYC 646: Health Psychology (4)
- PSYC 670: Program Design and Community Intervention (4)
- HSCD 631: Advanced Applications of IDDT (2)
- HSCD 632: Trauma in Chemical Dependency and Mental Health (2)
- HSCD 633: Eating Disorders (2)
- HSCD 634: Dialectal Behavioral Therapies (2)
- HSCD 641: Family Therapy (3)
- HSCD 642: Career Development (2)

Application Requirements

This is a summary listing only. See Applying to the Program for full details on application requirements, admission criteria, and deadline information.

- Graduate Application
- \$20 non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Three professional references
- Current resume
- Admission essay

Transfer Credit

Up to 12 credits may be transferred from other graduate programs. 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. 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.

Academic Standing:

Students must maintain satisfactory academic progress to remain in the graduate program and to maintain financial aid eligibility. Only courses with a letter grade of B- (2.67) or better count toward degree requirements; a cumulative grade point average of 3.0 is required for graduation. Grading in the program is letter grade only; pass/fail grading is not an option.

If a student receives a letter grade of C+ (2.33) or below in any graduate course, s/he will be placed on academic probation. If a student receives a letter grade of C+ or below in two courses, s/he will be dismissed from the graduate program.

If a student has been dismissed from the program for unsatisfactory academic progress, s/he 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 s/he plans to successfully complete the program. The admissions committee reviews the request and responds in writing.

Time to Completion

Full-time students (8 credits per semester) will complete the program in two years. Part-time students (3-5 credits per semester) will complete the program in four years.

Students have eight 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. 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.

Faculty

Resident Faculty: Therissa Libby, Glen Spielmans; Community Faculty: To be determined.

Arts and Cultural Heritage Management Graduate Certificate

Program Overview

Metropolitan State University's Arts and Cultural Heritage Management (ACHM) Graduate Certificate is designed to expand and improve skills for persons active or interested in leading arts and cultural heritage programs and

organizations. This graduate certificate is oriented toward working adults, providing a dynamic multi-format program with a cohort feel and maximum flexibility to accommodate professional needs. It can be completed as a stand-alone credential or as a supplement to a master's program in nonprofit management or public administration.

- View Master of Nonprofit Leadership and Management, to learn more about the program. (coming soon)
- View Master of Public Administration, to learn more about the program. (coming soon)
- View Master of Public and Nonprofit Administration, to learn more about the program

Program Outcomes

The ACHM Graduate Certificate is designed to provide knowledge, skills, and professional networking in the following areas of arts and cultural heritage management:

1. Seeking and administering funds donated by individuals, foundations, or other grantors.
2. Designing and implementing a marketing plan, including the strategic communication of organizational or program positioning in the marketplace.
3. Determining, assessing, and communicating the value of arts and cultural heritage activities, expressions, and spaces.
4. Building a professional network of collaboration, learning, meaning, and purpose in arts and cultural heritage leadership.
5. Increasing awareness of and access to arts and cultural heritage resources, developments, and partnership opportunities.

Curriculum

Graduate Courses (16 credits)

All students will complete four 4-credit courses addressing critical management concerns in arts and cultural heritage organizations and programs. All four courses are management oriented and conducted in a practical, applied learning format. All of the courses will meet fully or partly online in order to reduce the cost and inconvenience of travel to the classroom and to take full advantage of online learning resources. The four required courses can be completed in any order:

- ACHM 650 Grants and Gifts for Arts and Culture
- ACHM 660 Marketing and Communications Management
- ACHM 670 Value and Valuation in Arts and Culture
- ACHM 680 Leadership, Partnership, and Infrastructure Management

Professional Workshops (20 hours)

All students will complete 20 hours of professional workshops offered by partnering organizations in the arts and cultural heritage field, working closely with the ACHM program advisor to select workshops that are most relevant to their personal learning needs and career goals. View list of participating organizations.

Professional Networking Events and Colloquia (4 per year minimum)

All students will participate in at least four large group gatherings or colloquia offered by the ACHM program to bring program participants together with professionals in arts and cultural heritage work. These gatherings will vary in format and location in the Twin Cities metro area and around the State of Minnesota. Topics for discussion will be based on student input. View list of proposed events and details.

Individualized Field Placement

All students will participate in a professional field experience specifically designed to meet individual needs and goals. All field placements must be approved by the ACHM program advisor. Possible designs may include

- a formal internship (paid or unpaid) to gain experience in a particular area of arts or culture or to learn a specific set of skills;
- a project or alternative work assignment to be completed in a different organization or setting in order to broaden one's experience and perspective;
- a mentorship or apprenticeship to expand and deepen professional knowledge and abilities;
- a work survey arrangement to expand awareness of arts and culture work in a variety of organizations or settings.

Individualized Advising

All students will receive personalized advising from the ACHM program advisor from the moment they enter the program, with particular attention to tailoring the content of workshops and field placements to their professional needs and career goals.

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 details on application requirements and deadlines.

Transfer Credit

Courses are accepted in transfer upon the approval of the Graduate Programs Director in consultation with discipline coordinators. A course is accepted in transfer if it was earned from an accredited institution, no degree was granted, and a letter grade of B or better was earned in the course.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

Required courses for which a student receives an F must be repeated and passed in order to graduate. College of Management master's and graduate certificate students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts. No course may be taken more than three times.

Dismissal from the Program Due to Unsatisfactory Academic Standing

Students who receive a grade of F in a required course must re-take the course and pass it with a grade of C or better in order to complete their program and graduate. They have up to one calendar year, or the next time the course is offered from the time an F was received, to re-take the course. Failure to do so may result in dismissal from the program. If a student who received an F cannot complete the course with a passing grade of C or better within the two allowable re-take opportunities, they will be dismissed from the program.

Appeal of Dismissal from the Program Due to Unsatisfactory Academic Standing

Students who are dismissed from the program may appeal their dismissal to the College of Management Dean. The appeal must be made in writing and provide specific grounds for the appeal. The appeal is due to the Dean within 30 days of the date of the letter notifying them of the decision to dismiss them from the program. The Dean has 30 days to respond in writing to the appeal. Appeals received after 30 days will not be considered.

Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are made by the College of Management Graduate Admissions Committee and are not automatic.

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.

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.

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

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 (40 credits)

Consists of completion of eight, four-credit core doctoral courses offered by the College of Management over a two years:

- DBA 700 Doctoral Seminar in the Development of Management Thought
- DBA 705 Foundations of Research Inquiry
- DBA 710 Applied Business Statistics and Analytics
- DBA 711 Advanced Methodology
- DBA 712 Applied Research Project Design
- DBA 720 Accounting and Financial Policy Seminar
- DBA 730 Information Technology: Issues and Strategy
- DBA 740 Global Issues in Business: A Multi-Disciplinary Approach
- DBA 760 Advanced Strategic Management Seminar

In addition to the courses listed above, students will take one additional four credit course-topic to be determined.

During this two-year period, students identify an applied research project topic, prepare a literature review on the topic, and select a research methodology for conducting the research project.

With the assistance of the DBA Program Director, each student selects a dissertation adviser and is expected to form a three member DBA Dissertation Committee. The committee consists of the dissertation adviser and two additional dissertation readers: a doctoral-trained faculty member and an outside expert on the research topic.

Once a student has completed drafts of the first three chapters of the dissertation proposal on the topic of choice, the dissertation adviser will schedule the student's oral presentation about the research project. At this presentation for the Dissertation Committee, the student will explain his/her research proposal, summarizing the major ideas of the initial dissertation chapters. Some students do this presentation in Phase One of the DBA Program, but most do so in Phase Two, when they have finalized work on their first three chapters and have completed all the research coursework.

Phase Two (12 credits)

During Phase Two, a successful completion of comprehensive written examinations are required of all students after completion of the first two years of the program.

Also, in this phase, an applied research project and resulting dissertation are completed. Oral presentations on the research program, its methodology and findings are required.

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.

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
- Nonrefundable \$40 Application Fee (waived for Metropolitan State graduates)
- Official Transcripts for all colleges and universities attended
- Two Professional References
- Goals Essay
- Current Vita or Resume
- GMAT Scores

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 students 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.

Students receiving a letter grade of C+ or below in any graduate course or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

Required courses for which a student receives an F must be repeated and passed in order to graduate. DBA students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts.

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. An 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, the student 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:

- Authors of applied or refereed publications
- Experienced in their employment fields
- Hold of doctorates or terminal degrees in their fields

Mary Bader, David Bahn, David Bouchard, Steve Creason, Tim Delmont, Marcia Hagen, Ken Hess, Ronald Jacobson, Katryna Johnson, Barbara Keinath, Susan Misterek, Nancy Nentl, Hameed Nezhad, Narasimha Paravastu, Roger Prestwich, Vadhindran Rao, Harold Rivera, Jayant Saraph, Frank Schweigert, Larry Selin, Jennifer Schultz, Gary Seiler, Adrienne Slaymaker, and Minh Vo.

Business Administration (MBA)

Program Overview

The objective of the Master of Business Administration program is to provide quality graduate educational opportunities that enable graduates 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: 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 allow the applicant to choose the preferred format or a mix of these formats, depending on individual preferences or circumstances.

Program Outcomes

Outcomes of the MBA include the ability to:

- think and reason 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 some or all of these prerequisites have not been satisfied, the applicant 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 students may choose to best meet individual 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, the student may elect an MBA with a concentration by choosing 12 course credits in a selected discipline concentration (total of 44 program credits).

Phase III of the MBA program is the synthesis and capstone phase. The course, MGMT 699 Management Strategy and Policy, calls for the student to integrate what has been learned in previous courses and life experiences to form a coherent picture of management and organizations. All Phase I courses must be completed 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, and Finance. A concentration can be declared at the time of application to the MBA program or after full admission. If the student declares after admission, a written statement requesting a concentration must be submitted to the College of Management Graduate Program Office. The student 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 a student 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 the student 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

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 the student 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 courses:

- FIN 550G International Finance (4 credits)
- FIN 560G Financial Markets and Institutions (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 an application for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate business study. The applicant is required to take the official GMAT (www.mba.com). The committee uses a formula of a weighted GPA x 200 + the total GMAT score; a minimum score of 1025 is required to be considered for admission. If all application requirements are met, the applicant may be a candidate for full admission to the program. If one or more prerequisite courses need to be completed and the application otherwise supports the conclusion that the applicant can successfully undertake graduate study, conditional admission to a program may be granted. As a conditionally-admitted student, all prerequisites must be completed prior to starting any graduate course work. A letter grade of C- or better 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 an application for admission to the program is denied, the applicant may reapply for admission only after a minimum of six months has passed after the denial. The applicant will need to demonstrate a substantive difference in the reapplication to be considered for admission.

If an application to the program is denied, the applicant may apply for another College of Management graduate program. A new application form must be accompanied by the 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 the applicant is 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. Applicants whose abilities are assessed to be inadequate for graduate study may be required to enroll in appropriate undergraduate courses until their skills have been brought to a satisfactory level. These undergraduate courses must be successfully completed prior to taking any graduate level courses.

Orientation

Once admitted to a College of Management graduate program, students are required to attend a graduate student orientation session before or during the first semester of course work. If the student does not attend an orientation session, a hold will be placed on that student's records preventing registration for further graduate classes until attending the 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, the following must be submitted:

- 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
- Two letters of reference from professional or academic sources

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

Transfer Credits

Once fully admitted, the student may transfer up to 16 credits into the program. A course is accepted in transfer from a U.S. regionally 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

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

Required courses for which a student receives an F must be repeated and passed in order to graduate. College of Management master's and graduate certificate students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts. No course may be taken more than three times.

Appeal of Removal from the Program Due to Unsatisfactory Academic Standing

Students who are removed from the program due to unsatisfactory academic standing may appeal their removal to the College of Management Dean. The appeal must be made in writing and provide specific grounds for the appeal. The appeal is due to the Dean within 30 days of the date of the letter notifying them of the decision to remove them from the program. The Dean has 30 days to respond in writing to the appeal. Appeals received after 30 days will not be considered.

Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are made by the College of Management and are not automatic.

Time to Completion

Students have five years from the first semester of graduate study to complete their degree program requirements. An extension of the time limit may be requested 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 the reason(s) for requesting the extension, a summary of the student's 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, are not automatic, and cannot be appealed.

Reactivating into the Program

If a student in good academic standing has not registered for courses for three or more consecutive semesters, that student must apply to reactivate into the degree program. To reactivate, the student must 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 the request and responds in writing, specifying degree completion requirements and deadline for completion. The student 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 the final semester of course work, a student 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 a member of AACSB International - the Association to Advance Collegiate Schools of Business www.aacsb.edu/about/.

Membership

Metropolitan State University is a member of the North Central Association of Colleges and Schools, as well as a member of AACSB International - the Association to Advance Collegiate Schools of Business www.aacsb.edu/about/.

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. 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.

Computer Science (PSM)

Program Overview

The Master of Science in Computer Science (PSM) is a 38-credit program that combines advanced coursework in computer science with courses in professional skill areas such as team and project management, as well as verbal and written communications. Students are also required to complete an industry internship that culminates in a technical project to be evaluated by a faculty member and the industry partner offering the internship.

Program Outcomes

Graduates of this program will have acquired:

- A solid foundation in the concepts of distributed systems, computer security, and data management/software engineering;
- The ability to read peer-reviewed literature related to research problems in Computer Science, and to obtain the necessary background information to further explore the problems;
- Experience in solving problems in a professional setting;
- Professional skills such as critical thinking/decision making, team/project management, and written and oral communications.

Curriculum (38 Credits)

Applicants must 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. Applicants who do not have such a background will need to take remedial courses before being admitted to the program.

Applicants lacking background in operating systems would be required, as a condition of admission, to take ICS 462 Operating Systems as part of their program. These four credits of coursework may count toward the 38 credits required to graduate.

Program Requirements

Distributed Systems (4 credits) one course from the following:

- ICS 611 Distributed Database Systems
- ICS 625 Web Services and Service-Oriented Architectures
- ICS 640 Distributed Algorithms
- ICS 661 Wireless Technologies
- ICS 662 Distributed System Design

Computer Security (4 credits) one course from the following:

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

Software Engineering/Data Management (4 credits) one course from the following:

- ICS 611 Distributed Database Systems
- ICS 670 Contemporary Issues in Software Engineering
- ICS 672 Pattern-Oriented Software Construction

Elective Coursework (12 credits) covering advanced subject matter in computer science. Electives may include additional work in distributed systems, computer security, software engineering /data management or may be taken from other advanced topics such as the three courses listed below.

- ICS 664 Real-Time Operating Systems
- ICS 650 Simulation and Modeling and Queuing Theory
- ICS 690 Special Topics
- Any course under Distributed Systems, Security, and Software Engineering/Data Management

Graduate Coursework (6 credits) covering topics such as team and project management, decision making, and related topics. Suggested courses are:

- MGMT 610 Managerial Communications
- DSCI 620 Project Management
- As approved by the advisor

Writing Coursework (4 credits); call students will be evaluated before placement into WRIT 571G. A student lacking the necessary writing skills will be required to complete additional writing classes, those credits will not be applied toward the program.

- WRIT 571G Advanced Editing

Internship (4 credits)

- Requires approval by a committee/advisor;
- Should involve at least 300 hours of work of which at least 250 hours must be spent on highly technical activities involving design or implementation or both;
- The level and quality of the work must be appropriate for a professional with a master's degree in computer science
- Must culminate in a technical project to be evaluated by a faculty member and the industry partner offering the internship.

Note: Even if the student is already employed in the industry and has experience in working on such projects, the student would still be required to register for the internship and meet all the requirements.

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 three items are the minimum criteria for the ICS department to consider an applicant for potential admission. Meeting these requirements is not a guarantee of admission.

1. Bachelor's degree in Computer Science or a related discipline from a regionally accredited institution with either a cumulative undergraduate grade point average (GPA) of at least 3.0 (on a 4.0 scale), or an undergraduate GPA of at least 3.0 in all Computer Science and Mathematics or related courses. Applicants without a formal degree in computer science should have completed coursework in the following topics:
 - Discrete mathematics
 - Problem solving using a modern programming language such as C, C++, or Java
 - Data structures (stacks, queues, trees, graphs, etc.), algorithms, and complexity
 - Object-oriented programming and design

Note: In rare circumstances, an applicant not meeting the GPA requirements might be considered if their other application materials are stellar (e.g., outstanding recommendations, excellent GRE scores, etc.)

2. Two positive recommendations from people qualified to judge the applicant's ability for graduate studies
3. English language proficiency or permanent resident status, documented/demonstrated in one of the following ways:
 - Is a US citizen or permanent resident
 - 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
 - Holds an H-1 visa at the time of application that will be in effect at the date of matriculation
 - Has a minimum TOEFL score of 80 (Internet-based), or 550 (paper-based) achieved within 24 months of intended matriculation.
 - Has an IELTS score of 6.5 or higher achieved within 24 months of intended matriculation.

Application Requirements

This is a summary listing only. See Applying to the Program for full details on the application deadline, requirements and requirements specific to international applicants.

- Graduate Application; required
- \$20 non-refundable application fee; required (waived only for graduates of Metropolitan State University)
- Official transcripts from all undergraduate institutions attended; required
- Two letters of recommendation; required
- Graduate Record Examination (GRE) scores; recommended
- Resume plus documentation of relevant work experience; recommended
- Purpose essay describing why the applicant wishes to enroll in the program; recommended

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

Applicants are invited to contact the department and schedule time to discuss their academic plans (via email, phone, or in person) with the director of the program or other graduate faculty. To initiate a discussion please send an email request to mcs@metrostate.edu

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.

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 PSM in Computer Science program. Prior learning credits do not count toward program requirements. Independent studies are strongly discouraged. Regardless of other coursework, the student must complete at least 16 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 program.

Students who earn a grade less than B- in more than two classes (in prerequisite undergraduate coursework taken here at the university or in graduate level coursework) will be dismissed from the program. Students whose GPA falls below 3.0 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. To continue in the program, a dismissed student must reapply for admission. A dismissed student must sit out at least 3 consecutive semesters (one calendar year) and 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 formally request to reactivate into the degree program. To reactivate, submit a letter to the director of the 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:

Higher Learning Commission

30 North LaSalle Street, Suite 2400

Chicago, IL 60602-2504

312-263-0456

Faculty

Brahma Dathan, Sue Fitzgerald, Thanaa Ghanem, Larry Gottschalk, KuoDi Jian (graduate program director), Faisal Kaleem, Jigang Liu, Milt Luoma, and Michael Stein (department chair).

Computer Science (PSM)

Program Overview

The Master of Science in Computer Science (PSM) is a 38-credit program that combines advanced coursework in computer science with courses in professional skill areas such as team and project management, as well as verbal and written communications. Students are also required to complete an industry internship that culminates in a technical project to be evaluated by a faculty member and the industry partner offering the internship.

Program Outcomes

Graduates of this program will have acquired:

- A solid foundation in the concepts of distributed systems, computer security, and data management/software engineering;
- The ability to read peer-reviewed literature related to research problems in Computer Science, and to obtain the necessary background information to further explore the problems;
- Experience in solving problems in a professional setting;
- Professional skills such as critical thinking/decision making, team/project management, and written and oral communications.

Curriculum (38 Credits)

Applicants must 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. Applicants who do not have such a background will need to take remedial courses before being admitted to the program.

Applicants lacking background in operating systems would be required, as a condition of admission, to take ICS 462 Operating Systems as part of their program. These four credits of coursework may count toward the 38 credits required to graduate.

Program Requirements

Distributed Systems (4 credits) one course from the following:

- ICS 611 Distributed Database Systems
- ICS 625 Web Services and Service-Oriented Architectures
- ICS 640 Distributed Algorithms
- ICS 661 Wireless Technologies
- ICS 662 Distributed System Design

Computer Security (4 credits) one course from the following:

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

Software Engineering/Data Management (4 credits) one course from the following:

- ICS 611 Distributed Database Systems
- ICS 670 Contemporary Issues in Software Engineering
- ICS 672 Pattern-Oriented Software Construction

Elective Coursework (12 credits) covering advanced subject matter in computer science. Electives may include additional work in distributed systems, computer security, software engineering /data management or may be taken from other advanced topics such as the three courses listed below.

- ICS 664 Real-Time Operating Systems
- ICS 650 Simulation and Modeling and Queuing Theory
- ICS 690 Special Topics
- Any course under Distributed Systems, Security, and Software Engineering/Data Management

Graduate Coursework (6 credits) covering topics such as team and project management, decision making, and related topics. Suggested courses are:

- MGMT 610 Managerial Communications
- DSCI 620 Project Management
- As approved by the advisor

Writing Coursework (4 credits); call students will be evaluated before placement into WRIT 571G. A student lacking the necessary writing skills will be required to complete additional writing classes, those credits will not be applied toward the program.

- WRIT 571G Advanced Editing

Internship (4 credits)

- Requires approval by a committee/advisor;
- Should involve at least 300 hours of work of which at least 250 hours must be spent on highly technical activities involving design or implementation or both;

- The level and quality of the work must be appropriate for a professional with a master's degree in computer science
- Must culminate in a technical project to be evaluated by a faculty member and the industry partner offering the internship.

Note: Even if the student is already employed in the industry and has experience in working on such projects, the student would still be required to register for the internship and meet all the requirements.

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 three items are the minimum criteria for the ICS department to consider an applicant for potential admission. Meeting these requirements is not a guarantee of admission.

4. Bachelor's degree in Computer Science or a related discipline from a regionally accredited institution with either a cumulative undergraduate grade point average (GPA) of at least 3.0 (on a 4.0 scale), or an undergraduate GPA of at least 3.0 in all Computer Science and Mathematics or related courses. Applicants without a formal degree in computer science should have completed coursework in the following topics:
 - Discrete mathematics
 - Problem solving using a modern programming language such as C, C++, or Java
 - Data structures (stacks, queues, trees, graphs, etc.), algorithms, and complexity
 - Object-oriented programming and design

Note: In rare circumstances, an applicant not meeting the GPA requirements might be considered if their other application materials are stellar (e.g., outstanding recommendations, excellent GRE scores, etc.)

5. Two positive recommendations from people qualified to judge the applicant's ability for graduate studies
6. English language proficiency or permanent resident status, documented/demonstrated in one of the following ways:
 - Is a US citizen or permanent resident
 - 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
 - Holds an H-1 visa at the time of application that will be in effect at the date of matriculation
 - Has a minimum TOEFL score of 80 (Internet-based), or 550 (paper-based) achieved within 24 months of intended matriculation.
 - Has an IELTS score of 6.5 or higher achieved within 24 months of intended matriculation.

Application Requirements

This is a summary listing only. See Applying to the Program for full details on the application deadline, requirements and requirements specific to international applicants.

- Graduate Application; required
- \$20 non-refundable application fee; required (waived only for graduates of Metropolitan State University)
- Official transcripts from all undergraduate institutions attended; required

- Two letters of recommendation; required
- Graduate Record Examination (GRE) scores; recommended
- Resume plus documentation of relevant work experience; recommended
- Purpose essay describing why the applicant wishes to enroll in the program; recommended

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

Applicants are invited to contact the department and schedule time to discuss their academic plans (via email, phone, or in person) with the director of the program or other graduate faculty. To initiate a discussion please send an email request to mscs@metrostate.edu

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.

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 PSM in Computer Science program. Prior learning credits do not count toward program requirements. Independent studies are strongly discouraged. Regardless of other coursework, the student must complete at least 16 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 program.

Students who earn a grade less than B- in more than two classes (in prerequisite undergraduate coursework taken here at the university or in graduate level coursework) will be dismissed from the program. Students whose GPA falls below 3.0 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. To continue in the program, a dismissed student must reapply for admission. A dismissed student must sit out at least 3 consecutive semesters (one calendar year) and 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 formally request to reactivate into the degree program. To reactivate, submit a letter to the director of the 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:

Higher Learning Commission

30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
312-263-0456

Faculty

Brahma Dathan, Sue Fitzgerald, Thanaa Ghanem, Larry Gottschalk, KuoDi Jian (graduate program director), Faisal Kaleem, Jigang Liu, Milt Luoma, and Michael Stein (department chair).

Criminal Justice (MS)

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 classes weekly (alternating weeks for each course in a given semester) and the remaining course work will be completed through the online platform, Desire to Learn (D2L). Classes will be held on Metropolitan State's Brooklyn Park Campus. In the second year, students will work on a final project.

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
- CJS 610 Applied Graduate Research Methods in Criminal Justice
- CJS 615 Program and Policy Evaluation in the Criminal Justice System
- CJS 620 Causation and Prevention of Crime
- CJS 625 Community Building and Social Change
- CJS 635 Management within the Criminal Justice System
- CJS 680 Praxis Seminar I
- CJS 690 Praxis Seminar II

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 years of professional experience in a law enforcement or criminal justice agency, or in a social service or security agency that has significant interaction with the criminal justice system. Those without two full years of professional experience may be admitted, depending on quality of experience, at the discretion of the Graduate Admissions Committee;
- 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 Director. 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 required courses a semester, plus electives, will complete the program in two years (including summer semesters).

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 Director 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 Director and are not automatic, nor can they 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.

Database Administration (Graduate Certificate)

Program Overview

The Database Administration Graduate 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 master's 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. OK 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 Mining Tools (2 credits)

If the MIS Director 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, agreed upon with the Director).

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 Director, 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 the 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:

- Application
- Non-refundable application fee
- 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 only upon the approval of the Graduate Programs Director in consultation with discipline coordinators.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

Required courses for which a student receives an F must be repeated and passed in order to graduate. College of Management master's and graduate certificate students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts. No course may be taken more than three times.

Dismissal from the Program Due to Unsatisfactory Academic Standing

Students who receive a grade of F in a required course must re-take the course and pass it in order to complete their program and graduate. They have up to one year from the time an F was received to re-take the course. Failure to do so may result in dismissal from the program. If a student who received an F cannot complete the course with a passing grade within the two allowable re-takes, they will be dismissed from the program.

Appeal of Removal from the Program Due to Unsatisfactory Academic Standing

Students who are removed from the program may appeal their removal to the College of Management Dean. The appeal must be made in writing and provide specific grounds for the appeal. The appeal is due to the Dean within 30 days of the date of the letter notifying them of the decision to remove them from the program. The Dean has 30 days to respond in writing to the appeal. Appeals received after 30 days will not be considered.

Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are not automatic.

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.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission.

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.

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.

Design of User Experience Graduate Certificate

Program Overview

The Design of User Experience graduate certificate is a 16-credit, online program that prepares professionals to design compelling user interfaces and digital experience. Subject matter areas include but are not limited to user experience design, design thinking, research methods, content strategy, and information architecture.

This program:

- Offers a deep understanding of the conceptual and theoretical foundations of user experience
- Immerses students in the scholarship and best practices of user experience
- Enables students to discover user goals, design prototypes, and conduct multi-faceted user research with sound methods
- Applies design thinking in constructing innovative design solutions
- Adapts various research methods for particular communication challenges
- Provides students with insights on leading and advocating for user experience in organizational contexts

Program Outcomes

Students completing the graduate certificate in Design of User Experience will be able to:

- Design and conduct user research in an agile environment
- Conceptualize, build, and evaluate design solutions
- Analyze and communicate research findings to design team
- Articulate multidisciplinary concepts of user experience
- Synthesize the cognitive, emotional, and social dimensions of user experience
- Assess scholarship in user experience
- Appreciate and advocate for user experience in product design, business decisions, and change making

Curriculum

- WRIT 574G Usability for Technical Communication
- WRIT/ICS 631 Graduate Approaches to User Experience
- WRIT 677 User Research
- MIS 671 Problem Formulation and Data Presentation

Admission Criteria

To be considered for admission to the Design of User Experience Graduate Certificate Program, you must fulfill the following:

- A bachelor's degree earned from an accredited institution (or a foreign equivalent)
- A cumulative GPA of 2.5 or higher
- Basic digital literacy

Because this is not a degree-granting program, applications from international students studying on an F-1 student visa will not be accepted. However, international students may complete the certificate online without traveling to the United States. In such cases, international students must meet the criteria above and present evidence of language proficiency. We accept TOEFL scores of at least 550 (PBT) or 213 (CBT) or 80 (IBT) and IELTS scores of at least 6.0.

Application Requirements

- Graduate Application
- Non-refundable application fee of \$20 (waived for graduates of Metropolitan State University)
- Official transcripts
- Current Resume

- Essay of professional goals (no more than two pages)

See Applying to the Program for application details including requirements. Applications for admission are reviewed on a rolling basis.

Academic Standing

You must maintain satisfactory academic progress to remain in the 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 certificate 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 Design of User Experience Graduate Certificate Program indicating what circumstances have changed and how you plan to successfully complete the program. The program faculty review your request and respond 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.

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 Arts and Sciences 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 Design of User Experience Graduate Certificate Program. 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 certificate program faculty 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 Design of User Experience Graduate Certificate Program expressing a desire to reactivate into the program. The faculty review your request and respond 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 advanced degrees in their fields
- Experienced in their employment fields

Healthcare Information Technology Management (Graduate Certificate)

Program Overview

Today more and more opportunities in the rapidly-expanding field of healthcare are becoming available for IT professionals. While the basic IT managerial skills are very useful in this area, there are also special considerations of which IT professional must be aware to make them effective in managing the IT needs of healthcare organizations.

For effective and efficient delivery of health services, organizations need to gain expertise in creation, management, storage, decision-support, and sharing of health-related information. The U.S. healthcare system is becoming more complex and challenging every day and is becoming increasingly dependent on information technology.

Upon completion of the Metropolitan State University Healthcare Information Technology Management Graduate Certificate, students will know basic information management, process analysis, project management, important general MIS/IT principles and practices (including security and information assurance), and general aspects of Healthcare IT. They will also know 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. The inclusion of Healthcare Analytics in the program will also show how MIS/IT can facilitate biomedical research.

This certificate will help you prepare for the exciting fields related to IT in healthcare, and give you a real advantage for working in this rapidly growing field.

Program Outcomes

This program:

- provides students and organizations with education, information, and training which focuses on how to efficiently and effectively manage IT within modern healthcare organizations

- helps students and organizations develop and deploy policies and strategies to improve the IT functions that support the challenging fields of healthcare, including advanced level support through informatics and 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)
- MIS 694 Cyber Ethics (2 credits)

If the MIS Director 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, agreed upon with the Director).

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 Director, 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 the 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:

- Application
- Non-refundable application fee
- 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 only upon the approval of the Graduate Programs Director in consultation with discipline coordinators.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when

their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

Required courses for which a student receives an F must be repeated and passed in order to graduate. College of Management master's and graduate certificate students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts. No course may be taken more than three times.

Dismissal from the Program Due to Unsatisfactory Academic Standing

Students who receive a grade of F in a required course must re-take the course and pass it in order to complete their program and graduate. They have up to one year from the time an F was received to re-take the course. Failure to do so may result in dismissal from the program. If a student who received an F cannot complete the course with a passing grade within the two allowable re-takes, they will be dismissed from the program.

Appeal of Removal from the Program Due to Unsatisfactory Academic Standing

Students who are removed from the program may appeal their removal to the College of Management Dean. The appeal must be made in writing and provide specific grounds for the appeal. The appeal is due to the Dean within 30 days of the date of the letter notifying them of the decision to remove them from the program. The Dean has 30 days to respond in writing to the appeal. Appeals received after 30 days will not be considered.

Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are not automatic.

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.

Accreditation

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30 North LaSalle Street, Suite 2400
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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.

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.

Information Assurance (IA) and Information Technology (IT) Security (Graduate Certificate)

Program Overview

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

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 this Graduate Certificate Program 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 of Strategic and Tactical Security IT Planning (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/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 Director, 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 the 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:

- Application
- Non-refundable application fee
- 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 only upon the approval of the Graduate Programs Director in consultation with discipline coordinators.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when

their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

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Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are not automatic.

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.

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Liberal Studies (MA)

Program Overview

The Master of Arts in Liberal Studies is a student-centered, interdisciplinary graduate program designed for individuals who have successfully completed a bachelor's degree. Admitted students' progress from an introductory seminar through a series of team-taught courses to explore advanced liberal arts themes and issues through methodologies drawn from several disciplines. Students create major research projects aligned with their personal educational goals, and support and develop their work on these projects through a series of graduate-level supporting study courses or independent studies. For each student, the Master of Arts in 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 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.

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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Management Information Systems (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 Graduate 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)
- MIS 675 Risk Analysis in Information Technology (2 credits)
- MIS 662 Management of Distributed Computing (4 credits) -OR- MIS 657 Database and Client/Server Systems (2 credits) -AND- MIS 658 Advanced Database Administration (2 credits)
- MIS 663 Strategic Management of Technology and Innovation (4 credits) -OR- MIS 668 Strategic Management of Technology and Innovation I (2 credits) -AND- MIS 669 Strategic Management of Technology and Innovation II (2 credits)
- MIS 671 Problem Formulation and Data Presentation (4 credits)
- DSCI 620 Project Management (4 credits)

If the MIS Director 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, agreed upon with the Director).

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 Director, 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 the 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:

- Application
- Non-refundable application fee
- 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 only upon the approval of the Graduate Programs Director in consultation with discipline coordinators.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative

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Management Information Systems (MMIS)

Program Overview

The Master of Management Information Systems 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 students a strong base for the future.

The program is designed to serve several distinct groups of Information Technology 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. Included are:

- 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)
- project management
- systems analysis and design
- social networking strategies for organizations
- business/information analytics and business intelligence technology management
- 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 (programming language can be satisfied concurrently with your first year classes—please contact program for details). You may not take MMIS Phase I, II or III program classes until these prerequisite courses have been successfully 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 and Data Presentation (4 credits)
- MIS 673 Knowledge Management (2 credits)
- MIS 683 Process Analysis and Design (2 credits)
- MIS 685 Data Mining Tools (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 (12 credits)

You will choose 12 elective credits to meet your own IT career goals/needs/choices from the MMIS electives listed in the Schedule. A Two-Year Schedule is provided on the MMIS website 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
- Four (4) credits of a visual programming language or equivalent (concurrent with first year)

Phase I (30 credits)

- MIS 600 Management Information Systems (4 credits)
- MIS 657 Database and Client/Server Systems (2 credits)
- MIS 660 Advanced IT Management, Planning and Systems Delivery (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 website 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 applications for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate business study. Applicants who meet all application requirements, you are given full admission to the program. Applicants who have one or more prerequisite courses to complete and their application otherwise supports the conclusion that they can successfully undertake graduate study, you may be granted conditional admission to the program. Conditionally-admitted students 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 Director, students may register for "special" graduate level prerequisite courses during their last semester of undergraduate studies.

Reapplication for Denied Applicants

If an application for admission to the program is denied, the applicant may reapply for admission only after a minimum of six months has passed after the denial. The applicant 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 the 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. Applicants whose abilities are assessed to be inadequate for graduate study, you may be required to enroll in appropriate undergraduate courses until their 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

Applicants who are fully admitted to a College of Management graduate program will be required to attend a graduate student orientation session before or during their first semester of course work. If they do not attend an orientation session, a hold will be placed on their records preventing them 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:

- Application
- Non-refundable application fee
- Official transcripts for all colleges/universities attended
- 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, students may transfer up to 8 credits into your graduate program. A course is accepted for 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 only upon the approval of the Graduate Programs Director in consultation with Director of MMIS Program.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

Required courses for which a student receives an F must be repeated and passed in order to graduate. College of Management master's and graduate certificate students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in

computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts. No course may be taken more than three times.

Dismissal from the Program Due to Unsatisfactory Academic Standing

Students who receive a grade of F in a required course must re-take the course and pass it in order to complete their program and graduate. They have up to one year (or the next time the course is offered) from the time an F was received to re-take the course. Failure to do so may result in dismissal from the program. If a student who received an F cannot complete the course with a passing grade of C or better within the two allowable re-take opportunities, they will be dismissed from the program.

Appeal of Removal from the Program Due to Unsatisfactory Academic Standing

Students who are removed from the program may appeal their removal to the College of Management Dean. The appeal must be made in writing and provide specific grounds for the appeal. The appeal is due to the Dean within 30 days of the date of the letter notifying them of the decision to remove them from the program. The Dean has 30 days to respond in writing to the appeal. Appeals received after 30 days will not be considered.

Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are made by the College of Management and are not automatic.

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.

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.

MIS Systems Analysis and Design (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 MIS Systems Analysis and Design Graduate 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
- 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)
- MIS 662 Management of Distributed Computing (4 credits) -OR- MIS 657 Database and Client/Server Systems (2 credits) -AND- MIS 658 Advanced Database Administration (2 credits)
- MIS 665 Systems Design and Decision Support (4 credits)
- MIS 667 Telecommunications and Internet Management (4 credits) -OR- MIS 643 Telecommunications and Internet Management-Part One (2 credits) -AND- MIS 644 Telecommunications and Internet Management-Part Two (2 credits)
- DSCI 620 Project Management (4 credits)

If the MIS Director 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, agreed upon with the Director).

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 Director, 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 the 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:

- Application
- Non-refundable application fee
- 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 only upon the approval of the Graduate Programs Director in consultation with discipline coordinators.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when

their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F.

Required courses for which a student receives an F must be repeated and passed in order to graduate. College of Management master's and graduate certificate students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts. No course may be taken more than three times.

Dismissal from the Program Due to Unsatisfactory Academic Standing

Students who receive a grade of F in a required course must re-take the course and pass it in order to complete their program and graduate. They have up to one year from the time an F was received to re-take the course. Failure to do so may result in dismissal from the program. If a student who received an F cannot complete the course with a passing grade within the two allowable re-takes, they will be dismissed from the program.

Appeal of Removal from the Program Due to Unsatisfactory Academic Standing

Students who are removed from the program may appeal their removal to the College of Management Dean. The appeal must be made in writing and provide specific grounds for the appeal. The appeal is due to the Dean within 30 days of the date of the letter notifying them of the decision to remove them from the program. The Dean has 30 days to respond in writing to the appeal. Appeals received after 30 days will not be considered.

Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are not automatic.

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.

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
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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. 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.

Nonprofit Leadership and Management (MNLM)

Program Overview

The Master of Nonprofit Leadership and Management (MNLM) is designed to prepare graduates to lead and manage organizations and programs ethically, strategically, and efficiently for the public good. The program is available in three formats: regular classroom-based courses, a totally online format, and a web-enhanced format with alternating sessions in the classroom and online. You can choose the format you prefer for any course in the program.

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

- Program Fundamentals: Fundamental concepts and skills that undergird the entire MNLM program.
- Strategic Skills and Knowledge: Core competencies for all public and nonprofit professionals.
- Focus Areas: Nonprofit leadership and management courses, plus electives in specific areas of practice.
- Capstone: Final project and MNLM program integration.

Program Outcomes

Graduates of the MNLM program should be able to:

1. Conduct critical analysis of complex issues faced by nonprofit leaders and 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 MNLM students must complete 40 graduate credits.

Program Fundamentals (6 credits): All MNLM students must complete MGMT 600 AND NPM 600

- MGMT 600 Practical Research Methods for Managers (2 cr) must be taken in the first term of study
- NPM 600 Nonprofit Governance and Management (4 cr) must be taken in the first term of study

Strategic Skills and Knowledge (18 credits): All MNLM, MPA and MPNA students must complete these five courses:

- MGMT 620 Organizational Behavior (4 cr)
- ECON 635 Economics of Social Issues (4 cr)
- MPNA 660 Strategic Human Resource Management: Public and Nonprofit (4 cr)
- MPNA 680 Information Management, Evaluation and Public Accountability (4 cr)
- MPNA 690 Public Ethics and the Common Good (2 cr)

Focus Areas (12 credits): All MNLM students must complete the following two courses in Nonprofit Management (in addition to the NPM 600 course), plus 4 credits in electives.

- NPM 650 Resource Development and Strategic Communications (4 cr)
- NPM 675 Nonprofit Financial Management (4 cr)

Electives (4 credits): MNLM students can complete the 4 elective credits by taking:

- Two MPNA Topics courses (a different 2-credit MPNA 699 Topics course is scheduled for every term in the regular academic year (spring, summer, and fall.)
- Any 4-credit public administration course (PADM 600, PADM 650, or PADM 675.)
- Any course in the Arts and Cultural Heritage Management Certificate (ACHM 650, ACHM 660), ACHM 670, or ACHM 680.)
- An appropriate graduate course from elsewhere in the College of Management or the university (this requires approval of their faculty advisor.)

Capstone (4 credits): All MNLM, MPA and MPNA students must complete the capstone course.

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

Admission Assessments

Applicants who have completed the GMAT or GRE may submit an official copy of these scores and by-pass the quantitative admissions assessment. Applicants who have not completed the GMAT or GRE must complete a free quantitative assessment on-site at the College of Management or, for distance learners, proctored at a remote location. All applicants are required to submit an admissions essay, which also serves as a writing assessment. The quantitative assessment and admissions essay must be completed before a final admission decision is made and before any graduate-level classes can be taken. Low assessment scores or low GMAT/GRE scores may generate requirements for admission that include preparatory work in writing or math that does not count toward graduation. The preparatory work ensures that admitted students are ready for high-quality, master's level instruction.

Admission Decisions

The College of Management Graduate Admissions Committee evaluates applications for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate study. Applicants who meet all application requirements are given full admission to the MNLM program. Applicants who meet some, but not all admissions requirements may be granted conditional admission to the program. Conditionally-admitted students must complete selected prerequisite courses prior to registering for any graduate course work. Applicants denied admission may not take graduate level courses in the College of Management.

Reapplication for Denied Applicants

If an application for admission to the program is denied, the applicant may reapply for admission after a minimum of six months has passed since the denial. The applicant will need to demonstrate substantive improvements in the reapplication to be considered for admission.

Applicants who are denied admission may apply for another College of Management graduate program. A new application form must be accompanied by the application fee, a new goals essay, updated resume, two new references and test scores and/or assessment scores appropriate to the degree for which the applicant is applying.

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 applicants must submit:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts from all colleges/universities attended
- Quantitative assessment score
- Resume
- Admissions essay
- Two reference letters from professional or academic sources

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

Orientation

Newly admitted students to the Master of Nonprofit Leadership and Management program will be invited to a new student orientation with all newly admitted students in the public and nonprofit administration programs (MNLM, MPA, and MPNA) at the beginning of their first semester of course work. This orientation will introduce them to other students, alumni, and faculty as well as provide important information to navigate University systems and succeed in their graduate studies. Students who are unable to attend the orientation will be provided with orientation information via the Internet and/or telephone.

Transfer Credits

Once admitted, students may transfer up to 16 graduate level credits into the MNLM program. A course may be considered for transfer only if it is an appropriate substitution for a required course or elective as outlined in the program curriculum, was not included in a previously granted degree, and was awarded a letter grade of B or better. Courses are accepted in transfer upon the approval of the graduate program director.

College of Management Graduate Program Policies

The following policies can be viewed here:

- Academic Standing
- Dismissal Due to Unsatisfactory Academic Standing
- Appeal of Dismissal Due to Unsatisfactory Academic Standing
- Readmission after Dismissal
- Time to Completion

Please also review University Graduate Program Policies and Financial Aid Satisfactory Academic Program Policies by clicking on the hyperlinks.

College of Management Outstanding Student Award

During their final semester of coursework, students 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.

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

The MNLM program curriculum is consistent with the guidelines of the Nonprofit Leadership Alliance (NLA) 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 MNLM has a strong community faculty fully committed to educational excellence in applied scholarship. All community faculty have graduate degrees, either a master's or a doctorate, as well as

professional 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.

Nurse Educator Track (NE)

After careful consideration, Metropolitan State University School of Nursing has elected to suspend admission to the MSN program for both the Nurse Educator and Leadership/Management Program for Fall 2015 and Fall 2016 admission. This suspension includes the post-master's certificate options. We remain committed to our students currently enrolled. Please check back for future updates regarding these programs.

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

Gainful Employment Disclosure

Gainful employment programs are those "that prepare students for gainful employment in a recognized occupation." Public institutions are required to report this information for all undergraduate and graduate programs that are Title IV eligible and that lead to certificates, diplomas, graduate certificates or specialist awards. Degree programs at all levels are not considered to be gainful employment programs. View Gainful Employment Facts.

Core Course Requirements (26 credits)

- NURS 601 Nursing Science (3 credits)
- NURS 604 Research Methodology (3 credits)*
- NURS 605 Health Policy and Leadership (3 credits)
- NURS 608 Epidemiology (2 credits)
- NURS 608P Population Health Practicum (1 credit)
- NURS 609 Pharmacology for Advanced Nursing Practice (3 credits)
- NURS 610 Pathophysiology for Advanced Nursing Practice (3 credits)
- NURS 616 Advanced Health Assessment (2 credits)
- NURS 616L Advanced Health Assessment Lab (1 credit)
- NURS 646 Informatics for Advanced Nursing (2 credits)
- NURS 647 Leadership in Health Care Systems (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.

NURS Education Core Requirements (9 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)

NE Practicum Requirements (2 credits; 200 clock hours)

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

Culminating Experience (1 credits)

- NURS 685 Practicum in Clinical Teaching (1 credit)

Total Nurse Educator Track Requirements: 38 credits

Entry Level Nursing (MSN)

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

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 examination for licensure as 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;
- 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 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 ELMSN program at Metropolitan State University.

- Applicants must have a completed 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 US 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.
- Applicants must have completed the four science prerequisites of chemistry, human anatomy, human physiology and microbiology prior to the application deadline.

Prerequisite Courses

- Chemistry with laboratory component
- Human Anatomy with laboratory component
- Human Physiology with laboratory component
- Microbiology with laboratory component
- Nutrition
- Life span psychology
- Medical Ethics
- Statistics course, which must be:
 - Upper division undergraduate (300-level or above) or graduate-level
 - Completed no more than 4 years prior to the date of program application

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.

The four science prerequisites of chemistry, human anatomy, human physiology and microbiology must be completed prior to the application deadline. The four prerequisites of lifespan psychology, medical ethics, statistics, and nutrition may be pending at the time of application deadline. If an admission offer is made, the remaining prerequisites must be completed with a grade of C or better by the start of the program. As indicated by an official transcript submitted to the School of Nursing prior to the start of the program. All courses must be at least three (3) semester credits. Courses taken under the quarter system must be at least four (4) quarter credits.

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 here. Requirements must be valid for the duration of practicum experiences.

Application Requirements

- Metropolitan State University Graduate Programs Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts from all colleges and universities attended
- Application essay
- Two references
- Prerequisite course form
- Computer proficiency 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 62 credits of nursing coursework, 29 of which are at the undergraduate level and 33 at the graduate level.

- NURS 304 Fundamental Concepts of Professional Nursing (5 credits)
- NURS 306 Essential Concepts of Pharmacology I (1 credit)
- NURS 309 Holistic Nursing Care of the Adult (3 credits)
- NURS 325 Health Assessment (2 credits)
- NURS 400P Intensive Practicum I (2 credits)
- NURS 404 Essential Concepts of Pharmacology II (1 credit)
- NURS 405 Essential Concepts of Pharmacology III (1 credit)
- NURS 409 Holistic Nursing Care of Women, Children, and Families (4 credits)
- NURS 410 Applied Pathophysiology (3 credits)
- NURS 414 Geriatric Nursing (2 credits)
- NURS 460 Mental Health Nursing (3 credits)
- NURS 462 Holistic Care of the Adult II (2 credits)
- NURS 600P Intensive Practicum II (4 credits)
- NURS 601 Nursing Science (3 credits)
- NURS 603 Foundations of Integrative Care (2 credits)
- NURS 604 Research Methodology (3 credits)
- NURS 617 Advanced Health Assessment (1 credit)
- NURS 618 Advanced Pathophysiology (1 credit)
- NURS 619 Advanced Pharmacology (1 credit)
- NURS 646 Nursing Informatics (2 credits)
- NURS 648 Leadership, Quality, and Finance in Nursing (4 credits)
- NURS 656 Nursing in the Community (3 credits)
- NURS 656P Intensive Practicum III (3 credits)
- NURS 690P Capstone Practicum (4 credits)
- NURS 696 Comprehensive Care Seminar (2 credits)

Accreditation/Approval/Endorsement

The master's program at Metropolitan State University is accredited by the Commission on Collegiate Nursing Education.

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

The Entry Level MSN program is approved as a licensure-preparing program by the Minnesota Board of Nursing.

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Minneapolis, MN 55414-3252
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Fax: 612-617-2190
Toll free: 888-234-2690 (MN, IA, ND, SD, WI)
TTY: 800-627-3529
nursing.board@state.mn.us
www.nursingboard.state.mn.us

Graduates of the ELMSN program who hold a registered nurse license in the state of Minnesota are eligible for Public Health Nurse registration. See Minnesota Board of Nursing website for details.

The Entry Level MSN program is endorsed by the American Holistic Nurses Association.

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 (MSN)

After careful consideration, Metropolitan State University School of Nursing has elected to suspend admission to the MSN program for both the Nurse Educator and Leadership/Management Program for admission for fall 2015 and 2016 semesters. This suspension includes the post-masters certificate options. We remain committed to our students currently enrolled. Please check back for future updates regarding these programs.

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

- **MSN (BSN to MSN)** - prepares BSN-educated 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 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 preparation at the Master's level.

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 for the NE track are offered completely online. Offerings for the LMN and PHNL tracks are scheduled in a variety of formats, including face to face, online or in a hybrid format. LMN and PHNL tracks may be completed in a minimum of two years of full time study. Part-time options are available in these tracks. Only a part-time option is available for the NE cohort starting fall, 2013. Plans for both a full time and part time option are underway for cohorts starting fall, 2014 or later. The MSN degree must be completed within five years of admission.

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. 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)

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.

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.

- 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 regionally accredited graduate programs toward their Metropolitan State degree. Students may request up to eight graduate semester credits be applied 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:

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.

Nursing Practice (DNP)

Program Overview

The Doctor of Nursing Practice 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 80 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 February 15 of each year.

The 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 entry level MSN to DNP

BSN to DNP Track

To earn the BSN to DNP degree, the student must complete 80 credits distributed in the following areas. The specific courses that meet these requirements are listed below.

Research/Theory Core Requirements (32 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 Nursing Practice (3 credits)
- NURS 610 Pathophysiology for Advanced Nursing Practice (3 credits)
- STAT 621 Advanced Biostatistics in Health Research (4 credits)
- NURS 646 Nursing Informatics for Advanced Nursing Practice (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 Health Assessment for Advanced Nursing Practice (2 credits)
- NURS 616L Advanced Health Assessment for Advanced Nursing Practice Lab (2 credits)
- NURS 621 Primary Care Nursing I: Primary Prevention Across the Lifespan (3 credits)
- NURS 621P Primary Care Nursing I: Practicum (2 credits)
- NURS 709 Applied Pharmacology (1 credit)
- NURS 722 Primary Care Nursing II: Primary and Secondary Prevention Across the Lifespan (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: Complex Disease Management (3 credits)
- NURS 724P Primary Care Nursing IV Practicum (2 credits)

Capstone Scholarship: (11 credits)

- NURS 741 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: 80 credits

- The BSN to DNP Track Progression may be viewed or downloaded [here](#).
- The ELMSN to DNP Track Progression may be viewed or downloaded [here](#).

Post-Entry level MSN to DNP Track

To earn the Post-Entry level MSN to DNP degree, the student must complete 64 credits distributed in the following areas. The specific courses that meet these requirements are listed below.

Research/Theory Core Requirements (19 credits)

- NURS 607 Family Health Nursing (3 credits)
- NURS 609 Pharmacology for Advanced Nursing Practice (3 credits)
- NURS 610 Pathophysiology for Advanced Nursing Practice (3 credits)
- NURS 700 Advanced Nursing Science (3 credits)
- NURS 703 Evidence-based Practice (4 credits)
- NURS 708 Epidemiology and Population Health (3 credits)

Leadership Core Requirements (9 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 Health Assessment for Advanced Nursing Practice (2 credits)
- NURS 616L Advanced Health Assessment for Advanced Nursing Practice Lab (2 credits)
- NURS 621 Primary Care Nursing I: Primary Prevention Across the Lifespan (3 credits)
- NURS 621P Primary Care Nursing I Practicum (2 credits)
- NURS 709 Applied Pharmacology (1 credit)
- NURS 722 Primary Care Nursing II: Primary and Secondary Prevention Across the Lifespan (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: Complex Disease Management (3 credits)
- NURS 724P Primary Care Nursing IV: Practicum (2 credits)

Capstone Scholarship: (11 credits)

- NURS 741 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)

Total Post-Entry level MSN to DNP Track Requirements: 64 credits

Progression

- The BSN to DNP Track Progression may be viewed or downloaded [here](#).
- The ELMSN to DNP Track Progression may be viewed or downloaded [here](#).

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-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 as a 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).

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

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 RN 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
- Evidence of completion of HIPAA training

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

Metropolitan State University is accredited by the Higher Learning Commission:

Higher Learning Commission

30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
312-263-0456

The DNP program at Metropolitan State University is accredited by the Commission on Collegiate Nursing Education (<http://www.aacn.nche.edu/ccne-accreditation>).

The DNP program is approved as an APRN preparation program by the:

Minnesota Board of Nursing

2829 University Avenue SE #200
Minneapolis, MN 55414-3252
Phone: 612-617-2270
Fax: 612-617-2190
Toll Free: 888-234-2690 FREE (MN, IA, ND, SD, WI)
TTY: 800-627-3529
nursing.board@state.mn.us
www.nursingboard.state.mn.us

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

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**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)

Learn the framework for focusing and implementing solutions ~ register for PMP/CAPM Test Prep.

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

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are made by the College of Management and are not automatic.

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, Adrienne Slaymaker, Joel Wilson, Michael Wilson, Minh Vo, Carol Bormann Young, Kenneth Zapp.

Psychology (MA)

Note: The MA in Psychology program curriculum is currently under review and revision. Therefore we are not accepting applications for fall and spring of 2016. This page will be updated as more information becomes available. Thank you for your understanding as we work to keep our program up to date.

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.)

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 603 Advanced Social Psychology and Applications (4 credits)
- PSYC 610 Applied Research Methods (4 credits)

- Thesis or Project (4 credits)
- 20 elective credits which could include a practicum, additional psychology courses, courses in other departments, and/or approved learning experiences (including up to 9 graduate transfer credits). Possible elective courses include: Attitudes and social influence, Program Evaluation, Prevention, Health Psychology, Political Psychology, Health Psychology, Qualitative Research, Group Dynamics, Program Design and Community Intervention, Cross-Cultural Psychology, Environmental Psychology, Peace Psychology, and Grants in Community-Based Practice.

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:
 - general psychology (e.g., PSYC 100),
 - social or community psychology (e.g., PSYC 336 or PSYC 363),
 - a social science or psychology research methods course (e.g., PSYC 312, PSYC 317, or SSCI 311), and
 - statistics (e.g., STAT 201 or PSYC 307).

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

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.

Transfer Credits

Graduate courses taken elsewhere may be transferred into the master's degree program for up to nine degree credits. Courses to be transferred must be equivalent to courses in the program or be relevant to the student's plan of study. Decisions about transfer credit are made on a case-by-case basis by the student's graduate program advisor.

Academic Standing

To remain in good academic standing in the Master of Arts in Psychology program, you must maintain a grade point average (GPA) of 3.0* and earn at least a B (3.0) in all courses. Only internships are graded as pass or no pass.

If you receive lower than a B grade in a course you will have to repeat the course. Courses can only be repeated once, and students may repeat no more than two graduate courses. Though a graduate course may be repeated, credit for the course is applicable toward the degree only once, and all grades for that course are used in calculating the GPA.

If you receive more than one grade that is below a B, you will receive an Academic Warning letter. If significant academic improvement is not demonstrated within the following semester you will be put on Academic Probation. If significant academic improvement is not demonstrated after the semester on probation you will be dismissed from the program.

*Please see the Financial Aid Satisfactory Academic Progress Policy.

Time to Completion

All requirements for the Master of Arts in Psychology degree must be completed within five years of the first semester of enrollment in the program. A one-time extension of up to one year may be considered, provided a written request is submitted prior to the expiration of the initial five year period. Students requesting this extension must submit a letter to the program coordinator that includes rationale for the request, a detailed plan regarding completion of degree requirements, and a target completion date.

Faculty

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

Public Administration (MPA)

Program Overview

The Master of Public Administration (MPA) is designed to prepare graduates to lead and manage public organizations and programs ethically, strategically, and efficiently for the public good. The program is available in three formats: regular classroom-based courses, a totally online format, and a web-enhanced format with alternating sessions in the classroom and online. You can choose the format you prefer, for any course in the program.

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

- Program Fundamentals: Fundamental concepts and skills that undergird the entire MPA program.
- Strategic Skills and Knowledge: Core competencies for all public professionals.
- Focus Areas: Public Administration leadership and management courses, plus electives in specific areas of practice.
- Capstone: Final project and MPA program integration.

Program Outcomes

Graduates of the MPA program should be able to:

1. Conduct critical analysis of complex issues faced by public administration leaders and 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 MPA students must complete 40 graduate credits.

Program Fundamentals (6 credits): All MPA students must complete MGMT 600 AND PADM 600

- MGMT 600 Practical Research Methods for Managers (2cr) must be taken in the first term of study.
- PADM 600 Public Administration Foundations (4 cr) within the first two terms of study

Strategic Skills and Knowledge (18 credits): All MPA students must complete these five courses:

- MGMT 620 Organizational Behavior (4 cr)
- ECON 635 Economics of Social Issues (4 cr)
- MPNA 660 Strategic Human Resource Management: Public and Nonprofit (4 cr)
- MPNA 680 Information Management, Evaluation and Public Accountability (4 cr)
- MPNA 690 Public Ethics and the Common Good (2 cr)

Focus Areas (12 credits): All MPA students must complete the following two courses in Public Administration (in addition to the PADM 600 course), plus 4 credits in electives.

- PADM 650 Public Policy Analysis (4 cr)
- PADM 675 Public Finance (4 cr)

Electives (4 credits): students can complete the 4 elective credits by taking:

- Two MPNA Topics courses (a different 2-credit MPNA 699 Topics course is scheduled for every term in the regular academic year (spring, summer, and fall.)
- Any 4-credit nonprofit administration course (NPM 600, NPM 650, or NPM 675.)
- Any course in the Arts and Cultural Heritage Management Certificate (ACHM 650, ACHM 660), ACHM 670, or ACHM 680.)
- An appropriate graduate course from elsewhere in the College of Management or the university (this requires approval of their faculty advisor.)

Capstone (4 credits): All MPA, MNLM, and MPNA students must complete the capstone course.

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

Admission Assessments

Applicants who have completed the GMAT or GRE may submit an official copy of these scores and by-pass the quantitative admissions assessment. Applicants who have not completed the GMAT or GRE must complete a free quantitative assessment on-site at the College of Management or, for distance learners, proctored at a remote location. All applicants are required to submit an admissions essay, which also serves as a writing assessment. The quantitative assessment and admissions essay must be completed before a final admission decision is made and before any graduate-level classes can be taken. Low assessment scores or low GMAT/GRE scores may generate requirements for admission that include preparatory work in writing or math that does not count toward graduation. The preparatory work ensures that admitted students are ready for high-quality, master's level instruction.

Admission Decisions

The College of Management Graduate Admissions Committee evaluates applications for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate study. Applicants who meet all application requirements are given full admission to the MPA program. Applicants who meet some, but not all admissions requirements may be granted conditional admission to the program. Conditionally-admitted students must complete selected prerequisite courses prior to registering for any graduate course work. Applicants denied admission may not take graduate level courses in the College of Management.

Reapplication for Denied Applicants

If an application for admission to the program is denied, the applicant may reapply for admission after a minimum of six months has passed since the denial. The applicant will need to demonstrate substantive improvements in the reapplication to be considered for admission.

Applicants who are denied admission may apply for another College of Management graduate program. A new application form must be accompanied by the application fee, a new goals essay, updated resume, two new references and test scores and/or assessment scores appropriate to the degree for which the applicant is applying.

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 applicants must submit:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts from all colleges/universities attended
- Quantitative assessment score
- Current resume
- Goals essay
- Two reference letters from professional or academic sources

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

Orientation

Newly admitted students to the Master of Public Administration program will be invited to a new student orientation with all newly admitted students in the public and nonprofit administration programs (MNLN, MPA, and MPNA) at the beginning of their first semester of course work. This orientation will introduce them to other students, alumni, and faculty as well as provide important information to navigate University systems and succeed in their graduate studies. Students who are unable to attend the orientation will be provided with orientation information via the Internet and/or telephone.

Transfer Credits

Once admitted, students may transfer up to 16 graduate level credits into the MPA program. A course may be considered for transfer only if it is an appropriate substitution for a required course or elective as outlined in the program curriculum, was not included in a previously granted degree, and was awarded a letter grade of B or better. Courses are accepted in transfer upon the approval of the graduate program director.

College of Management Graduate Program Policies

The following policies can be viewed here:

- Academic Standing
- Dismissal Due to Unsatisfactory Academic Standing
- Appeal of Dismissal Due to Unsatisfactory Academic Standing
- Readmission after Dismissal
- Time to Completion

Please also review University Graduate Program Policies and Financial Aid Satisfactory Academic Program Policies by clicking on the hyperlinks.

College of Management Outstanding Student Award

During their final semester of coursework, students 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.

Higher Learning Commission

30 North LaSalle Street, Suite 2400
Chicago, IL 60602-2504
312-263-0456

The MPA program curriculum is consistent with the guidelines of the Association of Schools of Public Affairs and Administration (NASPAA), Metropolitan State University is a member of that organization.

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 MPA has a strong community faculty fully committed to educational excellence in applied scholarship. All community faculty have graduate degrees, either a master's or a doctorate, as well as professional 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.

Public and Nonprofit Administration (MPNA)

Program Overview

The Master of Public and Nonprofit Administration 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.

- Program Fundamentals: Fundamental concepts and skills that undergird the entire MPNA program.
- Strategic Skills and Knowledge: Core competencies for all public and nonprofit professionals.
- Focus Areas: Public Administration or Nonprofit Management tracks, plus Electives in specific areas of practice.
- Capstone: Final project and MPNA program integration.

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 **40 graduate credits**.

1. Program Fundamentals (6 credits): All MPNA students must complete MGMT 600 and either PADM 600 or NPM 600

- MGMT 600 Practical Research Methods for Managers (2 cr) must be taken in the first term of study by all students in the MPNA Program.
-AND-
- PADM 600 Public Administration Foundations (4 cr)
-OR-
- NPM 600 Nonprofit Governance and Management (4 cr)

2. Strategic Skills and Knowledge (18 credits): All MPNA students must complete these five courses:

- MGMT 620 Organizational Behavior (4 cr)
- ECON 635 Economics of Social Issues (4 cr)
- MPNA 660 Strategic Human Resource Management: Public and Nonprofit (4 cr)
- MPNA 680 Information Management, Evaluation and Public Accountability (4 cr)
- MPNA 690 Public Ethics and the Common Good (2 cr)

3. Focus Areas (12 credits): All MPNA students must complete two courses in Public Administration or Nonprofit Management (in addition to a fundamentals course), plus 4 credits in electives.

Students must take at least one course at the 650 level and one at the 675 level:

- 650 courses:
 - PADM 650 Public Policy Analysis (4 cr)
-OR-
 - NPM 650 Resource Development and Strategic Communications (4 cr)
- 675 courses:
 - PADM 675 Public Finance (4 cr)
-OR-
 - NPM 675 Nonprofit Financial Management (4 cr)

Students can complete the 4 Elective credits by taking:

- MPNA 699 Topics in Public Administration and Nonprofit Management (each 2 credits): A different Topics course is scheduled for every term (spring, summer, and fall).

- An extra Public Administration or Nonprofit Management course.
- An appropriate graduate course in the MBA or MMIS programs in the College of Management or from elsewhere in the University.

4. Capstone (4 credits): All MPNA students must complete the capstone course.

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

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 an applicant has 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 admitted students 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 evaluates applications for evidence of undergraduate scholarship, professional experience and demonstrated aptitude for successful graduate study. Applicants who meet all application requirements are given full admission to the MPNA program. Applicants who meet some, but not all admissions requirements may be granted conditional admission to the program. Conditionally-admitted students must complete selected prerequisite courses prior to registering for any graduate course work. Applicants denied admission may not take graduate level courses in the College of Management.

Reapplication for Denied Applicants

If an application for admission to the program is denied, the applicant may reapply for admission only after a minimum of six months has passed since the denial. The applicant will need to demonstrate a substantive difference in the reapplication to be considered for admission.

If an application to the program is denied, the applicant may apply for another College of Management graduate program. A new application form must be accompanied by the application fee, a new goals essay, updated resume, two new references and test scores and/or assessment scores appropriate to the degree for which the applicant is 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. Applicants whose abilities are assessed to be inadequate for graduate study may be required to enroll in appropriate undergraduate courses until their 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 applicants must submit:

- Graduate Application
- Non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts from all colleges/universities attended
- Assessment scores
- Current resume
- Goals essay
- Two reference letters from professional or academic sources

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 admitted, students may transfer up to 16 graduate level credits into the program. A course may be considered for 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 Program Director.

Academic Standing

Students must remain in satisfactory academic standing to continue in a College of Management master's degree or graduate certificate program. Only courses for which they receive a letter grade of C (2.0) or better count toward degree or certificate requirements. The option of a competence/no competence with a narrative transcript is not available to College of Management graduate students. A cumulative grade point average (GPA) of 3.0 and passing grades (i.e., C or better) for all required courses included in any graduate or certificate programs are required for graduation. Academic standing is calculated at the end of each semester.

Students receiving a letter grade of C+ or below in any graduate course, or who have a cumulative GPA that drops below 3.0, will be placed on academic probation. They will be removed from academic probation when their cumulative GPA rises above 3.0 and they have repeated and passed any required courses for which they received an F. Required courses for which a student receives an F must be repeated and passed in order to graduate. College of Management master's and graduate certificate students may repeat courses if they receive a grade of C or C+, upon approval of the Graduate Studies Director. If a course is repeated once, only the higher grade is used in computing the grade point average. If a course is repeated a second time, the grade point average includes grades earned in both of the repeat attempts. No course may be taken more than three times.

Dismissal from the Program Due to Unsatisfactory Academic Standing

Students who receive a grade of F in a required course must re-take the course and pass it with a grade of C or better in order to complete their program and graduate. They have up to one calendar year, or the next time the course is offered from the time an F was received, to re-take the course. Failure to do so may result in dismissal from the program. If a student who received an F cannot complete the course with a passing grade of C or better within the two allowable re-take opportunities, they will be dismissed from the program.

Appeal of Removal from the Program Due to Unsatisfactory Academic Standing

Students who are removed from the program may appeal their removal to the College of Management Dean. The appeal must be made in writing and provide specific grounds for the appeal. The appeal is due to the Dean within 30 days of the date of the letter notifying them of the decision to remove them from the program. The Dean has 30 days to respond in writing to the appeal. Appeals received after 30 days will not be considered.

Readmission after Dismissal

Students who have been dismissed from a graduate program may apply for readmission no sooner than one calendar year after the last semester of study. To reapply, they have to complete the same process that was required for their initial admission and they must meet all the requirements of the Program as of their time of readmission. Readmission decisions are made by the College of Management and are not automatic.

Time to Completion

Students have five years from the first semester of graduate study to complete their degree program requirements. An extension of the time limit may be requested 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 the reason(s) for requesting the extension, a summary of the student's 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, are not automatic, and cannot be appealed.

College of Management Outstanding Student Award

During their final semester of coursework, students 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.

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 676 Advanced 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.

Urban Education (MS)

Program Overview

The Urban Education Master of Science degree is designed for three types of graduate students:

- licensed educators or other professionals working with urban youth and schools who are seeking a general professional development experience
- professionals working with urban youth and schools who are seeking specific areas of professional development in English as a Second Language or Special Education
- individuals seeking to become a licensed secondary teacher in Minnesota with a commitment to working with urban youth and schools

The coursework in this program is designed to examine the racial, socio-economic, cultural, historical, structural and systemic contexts and conditions of urban education. An asset orientation towards urban learners, families, schools, and communities is emphasized. Research on promising efforts to close gaps and create equitable learning opportunities and achievement for E-12 students is analyzed. Courses provide students opportunities to integrate theory, practice, critical reflection and research within a school or community setting to improve E-

12 student learning.

The School of Urban Education offers five areas to choose from depending on the student's professional goals:

- **Curriculum, Pedagogy and Schooling** for those seeking professional development only; not for licensure.
- **Secondary Education Teacher Preparation** for those seeking initial grades 5-12 licensure in one of four core content areas—Communication Arts & Literature, Life/General Science, Mathematics, or Social Studies.
- **Special Education** for those seeking professional development in the areas of learning disabilities or emotional/behavior disorders. For those who are already licensed general education teachers, this concentration is in process of being approved by the Minnesota Board of Teaching to prepare teachers in three K-12 additional licensure endorsements: Learning Disabilities, Emotional/Behavior Disorders or Academic and Behavioral Strategist.
- **English Learner (ESL) Education** for those seeking professional development in working with youth whose first language is not English. For those who are already licensed general education teachers, this concentration is in process of being approved by the Minnesota Board of Teaching to prepare teachers for additional licensure endorsement in the K-12 English as a Second Language (ESL).
- **Reading and Critical Literacies (coming in summer 2017)** for already licensed teachers who are seeking additional license endorsement for teaching K-12 Reading as well as other professionals interested in this concentration but who don't seek K-12 licensure

Program Outcomes

Students completing this program will:

- Examine principles of urban education and effective teaching of diverse youth from various racial, ethnic, cultural, linguistic, and socio-economic backgrounds,
- Critically reflect upon the context and conditions of urban schooling, racial and cultural identity, pedagogical practices, curriculum, and the role of urban educators in closing opportunity and achievement gaps,
- Deepen understanding of the assets urban learners, families and communities to help nurture resilience, self-determination, empowerment, equity and social justice,
- Gain knowledge of relevant research literature, and conduct research or implement a project to address a particular question or issue in urban education,
- Meet the standards/competencies required for state teaching licensure (if pursuing a teacher preparation track/emphases).

Curriculum

- Curriculum, Pedagogy and Schooling Concentration (34 credits)
- English Learner (ESL) Education Concentration (34-44 credits)
- Secondary Education Teacher Preparation Concentration (52-56+ credits)
- Special Education Concentration (42-53 credits)
- Curriculum, Pedagogy & Schooling Concentration (34 credits)

Curriculum, Pedagogy & Schooling Concentration (34 credits)

This concentration is for those seeking professional development only; it is not a licensure program.

Required Courses (19 credits):

- EDU 600 Principles of Urban Education (4cr) OR SPED 600 Socio-Cultural Foundations in Teaching Exceptional Urban Learners (4cr)
- EDU 614 Literacy Education in Urban (Secondary) Schools (3cr)
- EDU 670 Advanced Reflective Practice for Urban Educators (4cr)
- EDU 688 Research Methods in Urban/Cross-Cultural Education (4cr)
- EDU 698 Capstone: Conducting Research Scholarship in Urban Classrooms, Schools and Communities (4cr)

Electives (15 credits):

- EDU 602 Assessing Learning in Urban Grades 5-12: Advanced Theory and Practice (3cr)
- EDU 606 Urban Middle and High School Teaching Methods: Advanced Theory and Practice (4cr)
- EDU 610 Teaching and Assessing Exceptional Urban Learners: Advanced Theory and Practice (3cr)
- EDU 615 Managing Learning in Urban 5-12 Classrooms: Advanced Theory and Practice (3cr)
- EDU 630 Historical, Cultural, and Philosophical Foundations of Urban Education: Advanced Theory (3cr)
- EDU 635 Teaching & Assessing English Learners in Content Area Classrooms: Advanced Theory and Practice (3cr)
- EDU 651 Immigrants and Refugees in Urban Schools (3cr)
- EDU 652 Theories and Methods of Language Learning (3cr)
- EDU 653 Assessment and Curriculum for English Learners in Urban Schools (4cr)
- SPED 600 Socio-Cultural Foundations in Teaching Exceptional Urban Learners (4cr)
- SPED 601 Behavioral and Learning Principles for Exceptional Urban Learners (4cr)
- A graduate course in Ethnic Studies that is part of the Masters of Arts--Liberal Studies program, or a Psychology course related to learning or youth
- Other possible elective courses to be developed include but not limited to the following topics:
 - Critical Pedagogy
 - Critical Race Theory
 - Teacher Leadership & School Change
 - Differentiation in the Urban Classroom
 - Technology for Learning & Teaching
 - Team Teaching & Integrating Curriculum: Teaching Beyond Separate Subjects
 - Professional Learning Communities: Promises, Practices and Pitfalls
 - Systemic Urban School Reform: Past & Present

Secondary Education Teacher Preparation Concentration (52-56+ credits)

This concentration is intended for those seeking initial licensure in one of four core content areas: Communication Arts & Literature, Life/General Science, Mathematics, or Social Studies. All applicants to this concentration are conditionally admitted in the first semester, and fully admitted after the prerequisites listed have been met, typically within the first semester or two.

Prerequisites for Full Program Admission

- At least 8 undergraduate or graduate credits in the content area (e.g., English, Math, Science or Social Studies)
- If your bachelor's degree major was in Biology or any other science, English, Mathematics, History or any social science, you have the minimum 8 undergraduate credits in the content area (e.g., English, Math, Science or Social Studies)
- If you have a minor in any of the above subjects, you have the minimum 8 undergraduate credits in the content area (e.g., English, Math, Science or Social Studies)

- If neither items 1 or 2 apply to you, please email urban.education@metrostate.edu to request a master's program pre-application meeting and transcript review to determine prerequisite completion.
- Ethnic Studies competency (as evidenced by official transcripts) or an approved Ethnic Studies course (4cr) (see approved list of qualifying courses.)
- In first semester of conditional admission, must successfully complete EDU 600 Principles of Urban Education with a grade of B or higher (all or some of which counts toward field experience.)
- In first semester of conditional admission, must successfully complete at least 40 hours of experience working with youth in an urban setting (as evidenced by documentation of field hours and reference from field experience.)

Required Courses for All 5-12 Initial Licensure Programs (34cr)

- EDU 600 Principles of Urban Education (4cr)
- EDU 602 Assessing Learning in Urban Grades 5-12 - Advanced Theory and Practice (3cr)
- EDU 606 Urban Middle and High School Teaching Methods: Advanced Theory and Practice (4cr) with co-requisite EDU 311 Urban Teaching Practicum & Seminar (0cr)
- EDU 610 Teaching and Assessing Exceptional Urban Learners: Advanced Theory and Practice (3cr)
- EDU 614 Literacy Education in Urban (Secondary) Schools - Advanced Theory and Practice (3cr)
- EDU 615 Managing Learning in Urban 5-12 Classrooms - Advanced Theory and Practice (3cr)
- EDU 630 Historical, Cultural, and Philosophical Foundations of Urban Education (3cr)
- EDU 635 Teaching & Assessing English Learners in Content Area Classrooms-Advanced Theory and Practice (3cr)
- EDU 650 Student Teaching in Urban Secondary Schools (8cr)

Additional Required Courses to earn the Master's degree (12cr):

- EDU 670 Advanced Reflective Practice for Urban Educators (4cr)
- EDU 688 Research Methods in Urban/Cross-Cultural Education (4cr)
- EDU 698 Capstone: Conducting Research Scholarship in Urban Classrooms, Schools and Communities (4cr)

Undergraduate Required Courses for 5-12 Licensure (6-10+ credits depending on content area and coursework completed for previous degree)

- EDU 383 Information Technology for K-12 Education (2cr)
- Any content area coursework or its equivalent not yet completed during previous degree(s) and needed to meet licensure standards (contact the School of Urban Education for a transcript review)
- Content Methods Coursework and Advanced Practicum (4-8cr specific to a licensure area, taken just prior to student teaching EDU 650)
 - **Communication Arts & Literature**
 - Content Area Coursework to meet licensure standards
 - LAED 445 Teaching Writing and Communications in Urban Gr 5-12 (4cr)
 - LAED 450 Teaching Language Arts in Urban Middle and High School (4cr)
 - EDU 450 Advanced Urban Teaching Practicum & Seminar (0-1cr, taken as a co-requisite with either LAED methods course)
 - **Life Science/General Science**
 - Content Area Coursework to meet licensure standards
 - SCED 445 Practice of Science (4cr)
 - SCED 450 Science Methods for Urban Grades 5-12 Classrooms and Lab (4cr)
 - EDU 450 Advanced Urban Teaching Practicum & Seminar (0-1cr, taken as a co-requisite with SCED 450)

- **Mathematics**
 - Content Area Coursework to meet licensure standards
 - MAED 440 Teaching Mathematics to Urban Learners in Grades K-8 (4cr)
 - MAED 450 Teaching Mathematics to Urban Learners in Grades 7-12 (4cr)
 - EDU 450 Advanced Urban Teaching Practicum & Seminar (0-1cr, taken as a co-requisite with either MAED methods course)
- **Social Studies**
 - Content Area Coursework to meet licensure standards
 - SSED 450 Teaching Social Studies in Urban Grades 5-12 (4cr)
 - EDU 450 Advanced Urban Teaching Practicum & Seminar (0-1cr, taken as a co-requisite with SSED 450)

Special Education Concentration (42-53 credits)

This concentration is intended for teachers already licensed in MN who are seeking additional licensure endorsement for teaching K-12 Special Education in these areas: Academic and Behavioral Strategist, Emotional-Behavior Disorders, and/or Learning Disabilities. Other professionals may complete this concentration, but cannot earn K-12 special education licensure endorsements unless they are already MN licensed in another general education field.

Please note: as of 03/02/15, the School of Urban Education is approved to offer the master's degree with this concentration, but is still awaiting approval of the program from the MN Board of Teaching to recommend candidates for K-12 Special Education licensure.

Prerequisite (for students seeking K-12 licensure only; other students have no specific prerequisites)

- Existing MN teaching licensure in any general education field.

Required Courses (39cr)

After being accepted into the program, all students will complete 42 credits at the graduate (600) level for the degree including 39 required credits and 3 elective credits. Students seeking licensure with the master's will successfully complete 14 credits of additional coursework for the specific licensure, including 6 credits at the undergraduate level and 8 credits at the graduate level to meet licensure standards.

- SPED 600 Socio-Cultural Foundations in Teaching Exceptional Urban Learners (4cr)
- SPED 601 Behavioral and Learning Principles for Exceptional Urban Learners (4cr)
- SPED 602 Models of Community and Family Involvement in Special Education (3cr)
- SPED 603 Assessment in Urban Special Education (4cr) with co-requisite
 - SPED 610 Practicum in LD Assessment (0-1cr) and/or
 - SPED 611 Practicum in EBD Assessment (0-1cr)
- SPED 604 Instructional, Assistive & Alternative Information Technology for Professional Education Settings (3cr)
- SPED 605 Principles of Educational Collaboration for Instruction and Planning in Urban K-12 Settings (3cr)
- SPED 606 Socio-Cultural and Linguistic Frameworks for Classroom and School System Behavioral and Academic Supports (3cr)
- EDU 614 Literacy Education in Urban Schools (3cr)
- EDU 670 Advanced Reflective Practice for Urban Educators (4cr)
- EDU 688 Research Methods in Urban/Cross-Cultural Education (4cr)
- EDU 698 Capstone: Conducting Research in Urban Classrooms, Schools and Communities (4cr)

Elective Courses (3cr minimum for students seeking degree only, not seeking licensure; choose one of the following courses)

- EDU 610 Teaching and Assessing Exceptional Urban Learners: Advanced Theory and Practice (3cr)
- SPED 607 Characteristics & Instruction of Students with Learning Disabilities (3cr)
- SPED 608 Characteristics of Diverse Students with Emotional/Behavioral Disorders (3cr)

Elective Courses (16cr minimum for students seeking licensure; choose at least one of the following licensure options)***Academic and Behavior Strategist Licensure Endorsement (16cr)***

- EDU 483 Foundations of Teaching Reading in Urban Grades K-6 (3cr)
- EDU 487 Methods of Teaching Reading in Urban Grades K-6 (3cr)
- EDU 610 Teaching and Assessing Exceptional Urban Learners: Advanced Theory and Practice (3cr)
- SPED 609 Special Education Instructional Methods for Students with Diverse Disabilities (4cr) with
- SPED 650 Advanced ABS Practicum (1cr)
- SPED 690 Special Education Student Teaching K-12 (2-8cr)

Emotional Behavior Disorders Licensure Endorsement (16cr)

- EDU 483 Foundations of Teaching Reading in Urban Grades K-6 (3cr)
- EDU 487 Methods of Teaching Reading in Urban Grades K-6 (3cr)
- SPED 608 Characteristics of Diverse Students with Emotional/Behavioral Disorders (3cr)
- SPED 609 Special Education Instructional Methods for Students with Diverse Disabilities (4cr) with
- SPED 651 Advanced EBD Practicum (1cr)
- SPED 690 Special Education Student Teaching K-12 (2-8cr)

Learning Disability Licensure Endorsement (16cr)

- EDU 483 Foundations of Teaching Reading in Urban Grades K-6 (3cr)
- EDU 487 Methods of Teaching Reading in Urban Grades K-6 (3cr)
- SPED 607 Characteristics & Instruction of Students with Learning Disabilities (3cr)
- SPED 609 Special Education Instructional Methods for Students with Diverse Disabilities (4cr) with
- SPED 652 Advanced LD Practicum (1cr)
- SPED 690 Special Education Student Teaching K-12 (2-8cr)

English Learner (ESL) Education Concentration (34-44 credits)

This concentration is intended for teachers already licensed in MN who are seeking additional licensure endorsement for K-12 ESL teaching. Other professionals may complete this concentration, but cannot earn K-12 ESL licensure endorsement unless they are already MN licensed in another general education field.

Please note: as of 03/02/15, the School of Urban Education is approved to offer the master's degree with this concentration, but is still awaiting approval of the program from the MN Board of Teaching to recommend candidates for K-12 ESL licensure.

Prerequisite (only for students seeking K-12 licensure; other students have no specific prerequisites)

- Existing MN teaching licensure in any general education field

Required Courses (34-44cr)

After being accepted into the program, all students will complete 34 credits at the graduate (600) level for the degree. Students seeking licensure with the Master's will successfully complete 44 credits of coursework, including 7 credits at the undergraduate level and 3 additional graduate credits to meet licensure standards. Students only completing the master's do not need to complete LING 316, EDU 483, EDU 656, EDU 657 nor EDU 658

- EDU 600 Principles of Urban Education (4cr)
- EDU 614 Literacy Education in Urban Schools (3cr)
- EDU 635 Teaching & Assessing English Learners in the Content Area Classrooms-Advanced Theory and Practice (3cr)
- EDU 651 Immigrants & Refugees in Urban Schools (3cr)
- EDU 652 Theories and Methods of Language Learning (3cr)
- EDU 653 Assessment and Curriculum for English Learners in Urban Schools (4cr)
- EDU 654 The Urban ESL Professional (2cr)
- EDU 670 Advanced Reflective Practice for Urban Educators (4cr)
- EDU 688 Research Methods in Urban/Cross-Cultural Education (4cr)
- EDU 698 Capstone: Conducting Research in Urban Classrooms, Schools and Communities (4cr)

Additional Courses Required for a K-12 ESL License Endorsement

- LING 316 The Nature of Language (4cr)
- EDU 483 Foundations of Teaching Reading in Urban Grades K-6 (3cr)
- EDU 656 Elementary ESL Practicum (1cr)
- EDU 657 Middle School ESL Practicum (1cr)
- EDU 658 High School ESL Practicum (1cr)

Admission Criteria

Completed application files are reviewed by committee, and decisions about admission to the School of Urban Education are based on the following criteria:

- Earned bachelor's degree (or equivalent) from an accredited college or university (as evidenced by official transcripts)
- Undergraduate or graduate cumulative GPA of 2.75 or higher (as evidenced by official transcripts)
- Articulated commitment to use the degree to teach in an urban setting and/or meet the needs of diverse learners consistent with the mission of the School of Urban Education (as evidenced by letter of application)
- Demonstrated ability to communicate written ideas clearly (as evidenced by letter of application and writing sample)
- Dispositions for successfully completing a graduate degree (as evidenced by persons providing references)

Additional Criteria only for Students Seeking K-12 ESL or SPED Licensure Endorsement

- Existing MN teaching licensure in any general education field (as evidenced by license stated on resume and verified by School of Urban Education staff via online tool through the Office of Educator Licensing, MN Department of Education website.)

Additional Criteria and Program Requirements for Students Seeking Full Admission to Secondary Education Teacher Preparation Concentration for initial 5-12 licensure

- Demonstrated understanding of and respect for the needs of diverse learners in urban communities (as evidenced by successful completion of EDU 600 in first semester, Ethnic Studies competency, and reference from field experience)
- Professional conduct associated with positively interacting with urban youth, families and fellow educators (as evidenced by reference from field experience.)
- Take the Basic Skills Reading, Writing, Math licensing exams or submit results of approved practice tests (passing these and other assessments are required for licensure upon program completion; see advisor for more information.)
- Activate a Taskstream account (see advisor for details.)

Application Requirements

This is a summary listing only. See Applying to the Program for full details on application requirements and the deadline.

- Graduate Application
- \$20 non-refundable application fee (waived for graduates of Metropolitan State University)
- Official transcripts
- Letter of Application
- Resume
- Writing Sample
- Two references
- Teaching license (if earned)

Transfer Credits

With the approval of the School of Urban Education, students may substitute relevant credits earned in other regionally accredited graduate programs toward their Metropolitan State degree. Students may request up to 12 graduate semester credits be applied toward their MS-Urban Education degree completion. This total includes graduate credits taken at Metropolitan State University in other graduate programs. Transfer credits need to have been completed within seven years of beginning the MS-Urban Education program.

Academic Standing

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. See university Graduate Policies & Procedures for more information. In addition, please see the Financial Aid Satisfactory Academic Progress Policy.

Accreditation

Metropolitan State University is accredited by the Higher Learning Commission. The School of Urban Education and Metropolitan State are approved by the Minnesota Board of Teaching (BoT) to offer teacher licensure programs and make licensing recommendations to the Board for persons who complete Board approved programs. The graduate-level initial licensure program in Secondary Education Teacher Preparation is approved by the Minnesota Board of Teaching. (Note: While the ESL and Special Education concentrations are approved

master's degree options, BoT approval is still pending (as of 03/10/2015) for these concentrations as endorsement licensure programs for persons who already hold any MN teaching license.

Time to Completion

Students have seven years from their first semester of graduate study in the program to complete the degree requirements. Students may request an extension of the time limit by writing to the Graduate Program Coordinator. 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.

Faculty

Manuel Barrera, Rosa Fagundes, Nadine Haley, Yun-Ting Hung, Tracey Pyscher, Paul Spies, new faculty being hired, and several community faculty.

CATALOG DESCRIPTIONS

Accounting

ACCT 510, Advanced Financial Reporting, 4 credits

The second course in the two-course financial reporting sequence, this course emphasizes accounting theory and practice including special disclosure and reporting problems; international accounting and foreign currency translation; not-for-profit accounting, governmental accounting; business combinations; and consolidated financial statement preparation and analysis.

Other Information: Note: Read chapters one and two before the first class session. Be prepared to complete a quiz on this reading material.

ACCT 512, Auditing, 4 credits

The audit of corporate financial statements by the independent registered accountant using generally accepted auditing standards of the Public Companies Accounting Oversight Board for publicly traded corporations is the focus of this course. A risk based approach is used with emphasis on both auditing concepts and audit programs.

Prerequisite: ACCT 310 Financial Reporting, ACCT 340 Accounting Information Systems, ACCT 311 Intermediate Accounting I, ACCT 312 Intermediate Accounting II, ACCT 340 Accounting Information Systems

Other Information: Note: Read Chapters 1 and 2 before the first class meeting.

ACCT 520, Advanced Strategic Management Accounting, 4 credits

This course continues the emphasis on the role of financial and nonfinancial information for strategic planning and control decisions from the Strategic Management Accounting course. It focuses on the strategic components of cost/price, quality, time, flexibility and innovation in the learning organization. Coverage of strategic cost management, cost of capacity, kaizen, time-based competition, agility, competitive intelligence, pricing, distribution channels, environmental accounting, cost accumulation systems and comprehensive performance indicators is included.

Prerequisite: ACCT 320 Strategic Management Accounting

Other Information: Note: Refer to the course syllabus located in the Content section of the course D2L Web site and prepare the assignment for the first class meeting.

ACCT 530, Business Taxation, 4 credits

This course focuses on identifying issues that affect the taxation of businesses. Ten Chapters 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 311 Intermediate Accounting I, ACCT 312 Intermediate Accounting II

Other Information: Note: Read chapter one before first class meeting.

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

Arts and Cultural Heritage Management

ACHM 660, Marketing and Communications Management, 4 credits

Marketing and Communications Management would prepare students to manage the design and implementation of an integrated marketing and communications plan. This course would provide students with the knowledge and skills to position an organization in the marketplace, to determine sustainable revenue flows, and to advance participation and appreciation in all areas of arts and cultural heritage expression.

Criminal Justice

CJS 620, Causation and Prevention of Crime, 2 credits

This course applies criminological and other related theories to programs and policies in order to develop solutions to crime and its associated problems. Theories, as well as empirical findings and statistics, are discussed in order to help ground recommendations for policies and program to be implemented, changed, or continued.

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: Prerequisite: Admission to Graduate Program or instructor's consent.

CJS 610, Applied Graduate Research Methods in Criminal Justice, 4 credits

This course will provide criminal justice practitioners with the tools to be critical consumer of research. Students will learn methods of research and how to critically analyze studies and reports. Grant writing will also be discussed in this class.

CJS 690, Praxis Seminar II, 2 credits

The course is the continuation of CJS 680 and the culmination of the Master of Science degree in Criminal Justice. Students work independently with faculty to complete their individualized teaching, applied, or thesis project. Competence Statement Students will understand the interaction between theory and practice in the criminal justice system to the extent that they will be able to identify problems in need of solutions and propose research projects that address these problems. Students will determine and make progress towards their final project for their master's degree. Students can chose from 3 options: 1. Thesis 2. Applied Project 3. Teaching Preparation

Prerequisite: CJS 680 Praxis Seminar I

Other Information: Note: The course should be taken the semester the student graduates. Grading is Pass/No Credit only.

Dental Hygiene

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 650, Community-Based Primary Oral Healthcare II, 4 credits

This lecture and laboratory based course builds upon the concepts and skills the oral health care practitioner student learned in Community-Based Primary Oral Healthcare I. The course emphases are complex amalgam tooth preparations and restorations; pre-formed crown preparations and restorations; provisional restorations; preventive mouth guards; and pediatric restorative dentistry, atraumatic restorative dentistry, and pulpotomies in a simulation laboratory setting. Concepts and strategies include behavior management; treatment planning; prevention; restorative care; and space maintenance for pediatric and adolescent patients. Within the context of advance dental therapy practice indications for professional referral to provide comprehensive patient care are also a course focus.

Other Information: Lab fees apply.

DENH 660, Community-Based Primary Oral Healthcare III, credits

This course consists of lecture, laboratory, and clinical components. The course addresses the basic principles of uncomplicated primary and permanent tooth exodontia, in accordance with MN Statute 150A.106, as well as dressing changes, and suture removal techniques. Indications and fabrication of soft occlusal guards, repair of defective removable prosthetics, tissue conditioning, and soft relines of removable prosthetics are also addressed. The clinical component of this course provides the oral health care practitioner student their initial advanced dental therapy clinical experiences under professional supervision by dentists. Introduction to the clinical employment of teledentistry, professional referrals/consultations, and collaborative management agreements to ensure comprehensive patient care is also emphasized.

Prerequisite: DENH 650 Community-Based Primary Oral Healthcare II

Other Information: Lab fees apply. , Community Engagement

DENH 690, Advanced Dental Specialty Practices, 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

Decision Science

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 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.

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.

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: 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. , Community Engagement

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: 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 306. Co-Requisite: EDU 311 Urban Teaching Practicum and Seminar

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 or Department approval required to register. Students are required to have completed at least 12 credits in the teaching major-Math, Life Science, Social Studies or English. 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: Note: Admission to Urban Teacher Program as a post-baccalaureate student required to register. Clinical field experience hours are part of the course requirements. , Community Engagement

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 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: Fee: \$275 for required edTPA submission. Note: Application and approval required to student teach. Placements are made by arrangement by the Director of Field Experience. Field experiences are in urban classrooms and are typically Monday through Friday for 12 full-time weeks during the school day. , Community Engagement

EDU 652, Theories and Methods of Language Learning, 3 credits

This course starts with the fundamentals of the first and second language acquisition, and differences between child, adolescent, and adult language acquisition. Students will learn and demonstrate strategies to develop skills in listening, speaking, reading, and writing across the K-12 curriculum. Other topics are: differences between literacy development in the first language and the second language and implications for teaching English learners; and communication techniques that enhance student learning. Students will become familiar with a variety of methods, approaches, techniques, and programs; and will investigate issues related to the full inclusion of English learners in the school setting; and that both language learning and subject matter learning are essential to student success. The teaching of reading and writing across the curriculum will be emphasized, as well as the use of technology. Urban field experience in grades K-12 is part of the course requirements.

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

EDU 688, Research Methods in Urban/Cross-Cultural Education, 4 credits

The course engages students in the variety of educational research designs, analyses and conceptual frameworks appropriate for research in diverse and urban educational settings. The course examines approaches to research for improving classroom or school practices and/or connections with diverse urban or cross-cultural communities. Research methods learned include responsible conduct of research and human subject's protections, quantitative, qualitative, and mixed methods along with issues of sampling, measurement, and technical adequacy of observed research results in urban educational settings.

Other Information: Note: Students are expected to be close to finishing their master's degree plan and have completed at least 18 credits of graduate study approved for the degree before taking this class.

EDU 651, Immigrants and Refugees in Urban Schools, 3 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

Finance

FIN 511, Investments and Portfolio Analysis, 4 credits

This course focuses on the risk of, and return on, financial securities and the fundamental concepts of Modern Portfolio Theory (MPT) as they relate to diversification and asset allocation within portfolios of financial and other assets. Topics include security markets, equity and fixed income securities, derivatives, portfolio management, and portfolio management performance evaluation.

Prerequisite: FIN 392 Corporate Finance

Other Information: Note: The Pre-requisite FIN 392 may be taken at the same time as FIN 511.

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 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

FIN 550, International Finance, 4 credits

This course is an introduction to the international dimensions of corporate financing, investment, and risk management decisions. Topics include foreign exchange markets, international financial systems, foreign exchange rate determination, currency risk, spot and forward rates, hedging, international monetary and trade flows, multinational capital budgeting, and cost of capital in emerging economies. Overlap: IBUS 550 International Financial Management.

Prerequisite: FIN 390 Principles of Finance

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 560, Financial Markets and Institutions, 4 credits

This course provides an overview of financial markets and institutions. Topics include the workings of various financial markets, the functions of different types of financial institutions, and the regulatory framework for the financial sector. The course concludes with an introduction to the types of risks faced by institutions and the basic tools and concepts to manage these risks. Further, the course will include topics of current interest.

Prerequisite: ECON 201 Macroeconomics, FIN 392 Corporate Finance

Other Information: Note: The Prerequisite FIN 392 may be taken at the same time as FIN 560.

FIN 560G, Financial Markets and Institutions, 4 credits

This graduate course meets jointly with FIN 560. The course examines the same topics as FIN 560, but with greater breadth, in greater depth, and with additional assignments. This course provides an overview of financial markets and institutions. Topics include the workings of various financial markets, the functions of different types of financial institutions, and the regulatory framework for the financial sector. The course concludes with an introduction to the types of risks faced by institutions and the basic tools and concepts to manage these risks. Further, the course will include topics of current interest.

Prerequisite: ECON 201 Macroeconomics, ECON 202 Microeconomics, FIN 601 Financial Management, MATH 115 College Algebra

Human Resource Management

HRM 520, Staffing Organizations, 4 credits

This course examines the concepts and methods of human resource forecasting, planning and alternative staffing strategies within an organization. It addresses staffing needs under varying organizational conditions such as mergers, downsizing, and acquisitions. Selected topics include job analysis, recruitment methods, selection techniques, training needs, termination procedures, and the ethical and legal implications of staffing policies.

Prerequisite: HRM 310 Human Resource Management: A Strategic Framework

Other Information: Recommended: MGMT 310 Principles of Management or MGMT 320 Organizational Behavior.

HRM 530, Employee Development and Training, 4 credits

This course, specifically designed for students interested in human resource management or general management, focuses on human resource development in organizations and stresses applications to improve productivity and meet organizational goals. Topics include the evolution of training and development, needs assessment, the learning process, selecting training and development methods, and evaluating training and development.

Prerequisite: HRM 310 Human Resource Management: A Strategic Framework

Other Information: Recommended: MGMT 310 Principles of Management or MGMT 320 Organizational Behavior.

HRM 540, Compensation Management, 4 credits

This course examines principles and practices of compensation management to support organizational mission and goals. Topics include job analysis, job evaluation, external market analysis, pay structures, salary administration, motivation theories and legal principles. It covers the concept of total compensation by examining the integrated roles of base pay, employee benefits, and incentive programs within an organization. It is intended for people who will design, develop, implement and/or administer compensation programs.

Prerequisite: HRM 310 Human Resource Management: A Strategic Framework

Other Information: Recommended: MGMT 310 Management Principles or MGMT 320 Organizational Behavior.

HRM 544, Employee Benefits Management, 4 credits

This course emphasizes the design, administration and communication of employee benefit plans to support organizational mission and goals. Students are taught to set program objectives, understand the dynamic regulatory environment which governs benefits, and learn basic design features for various benefits including medical/dental, life, disability, retirement and flexible benefit plans. The course also examines methods used to communicate and administer benefit programs.

Prerequisite: HRM 310 Human Resource Management: A Strategic Framework

Other Information: Recommended: MGMT 310 Management Principles or MGMT 320 Organizational Behavior and Finance 390 Principles of Finance.

Human Service Chemical Dependency

HSCD 601, Theory and Practice of Cognitive Behavioral Therapies, 3 credits

In this course, students explore cognitive-behavioral therapies (CBTs) and their application to substance use disorders counseling (SUDC) and co-occurring disorders counseling (CODC). Theory, research base and practice are all emphasized. In considering the theoretical base of CBTs, students investigate the research and service gaps in multicultural application of these interventions. The course includes a practice dimension that allows students to advance their skills in using multiple cognitive-behavioral approaches with clients in SUDC and CODC.

Prerequisite: HSCD 600 Foundations, Models and Evidence-Based Practices

HSCD 602, Advanced Motivational Interviewing: Practice and Supervision, 2 credits

This course focuses on motivational interviewing (MI) skills. Students consider the theory, research base and practice of MI. Building on this knowledge, students are guided through practice exercises and skill-building sessions. These include recording and coding of mock counseling sessions, which are designed to build student proficiency in utilization of this key component of alcohol and drug counseling.

Prerequisite: HSCD 600 Foundations, Models and Evidence-Based Practices

HSCD 610, Evidence-Based Group Counseling, 3 credits

In this course, students investigate group theories, dynamics and processes at an advanced level. Emphasis is placed on the foundations of group facilitation and on application of motivational interviewing skills, cognitive behavioral strategies and other evidence-based practices to group counseling. Students gain advanced knowledge and capacities in process, dynamics, developmental stages, leadership and ethical issues involved facilitating group work in substance use disorders counseling (SUDC) and co-occurring disorders counseling (CODC). Students participate in a classroom-based skills development group as part of this course.

Prerequisite: HSCD 600 Foundations, Models and Evidence-Based Practices

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 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.

Information Computer Science

ICS 690, Special Topics: 4 credits

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

Prerequisite: ICS 462 Operating Systems

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. This course may be taken multiple times for credit.

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.

Law Enforcement

LAWE 502, 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.

Prerequisite: CJS 101 Introduction to Criminal Justice, CJS 302 Juvenile Justice

Linguistics

LING 547, History of the English Language, 4 credits

This course emphasizes the evolution of English in connection with historical, social, literary and linguistic forces. Topics addressed include Old English language in the Anglo-Saxon culture; the effects on English of the Norman Conquest, the Renaissance and the invention of printing; British colonialism; the spread of English to Asia, Africa and America; the modern development of the language; and underlying principles of change ruling various types of linguistic phenomena that take place during the natural historical development of a language.

MnTC (GELS): Upper Division Liberal Studies Goal (LS), General Education/Liberal Studies Elect. Goal (EL)

Other Information: Community Engagement

Masters of Advocacy and Political Leadership

MAPL 621, Advocacy, Organizing and Lobbying in the Nonprofit Sector, 4 credits

MAPL 621 is a concentration course in the Advocacy and Political Leadership (MAPL) track within the Master of Public and Nonprofit Administration Program. Nonprofits are essential players in providing all people a voice at all levels of American government. This class focuses on one level of that government, the state, and specifically will follow and engage in the work of the 2015 Minnesota State Legislative Session. Students are expected to learn how lobbying works through closely tracking specific issues and learning from the advocates and lawmakers involved in those issues. Besides following issues, students are expected to learn in class about the skills required for direct lobbying and for grassroots organizing and advocacy, about media relations on issues, and about the rules governing direct lobbying for nonprofits.

MAPL 630, Labor Organizing, 4 credits

MAPL 630 is a concentration course in the Advocacy and Political Leadership (MAPL) track within the Master of Public and Nonprofit Administration (MPNA) Program. The course will examine why and how working people form and join labor unions, historical background, applicable laws, basic organizing concepts, different

organizing models, types of unions and how they operate, current state of the unions, challenges for organizing and innovative approaches to meeting those challenges.

MAPL 650I, Masters in Advocacy and Political Leader Internship, credits

MAPL 690 is a required internship course in the Advocacy and Political Leadership (MAPL) track within the Master of Public and Nonprofit Administration (MPNA) Program. Students will take 180 hours of supervised direct experience with an individual or organizational sponsor in advocacy. A written agreement specifying the work the student will complete, a supervisor evaluation, and a capstone paper, evaluated by the program, that describes what the student has learned about advocating for policy change, are required at the completion of the internship credits.

MAPL 610, Political Process and Public Policy, 4 credits

MAPL 610 is the first required core course in the Master of Advocacy and Political Leadership (MAPL) Program. Its aim is to help student advocates understand the history of policy development in the United States and particularly in the states of Minnesota and Wisconsin. The course examines the classic study of policy development and implementation on a national basis, then looks closely at the more ideological take on policy formulation and implementation used in the 2000s. More locally, students examine the political cultures of Minnesota and Wisconsin and hear from leaders from those states involved in policy development and implementation. Each student prepares and presents a policy change project, some action they think desirable and in the public interest.

MAPL 611, Political and Advocacy Leadership, 4 credits

MAPL 611 is a required core course in the Master of Advocacy and Political Leadership (MAPL) Program. The course provides the knowledge and skills needed to help advocates strengthen their abilities to lead wisely, ethically and effectively in political and community settings. It provides an interdisciplinary framework to explore the principles of power and leadership, and features effective leaders from Minnesota and other states discussing their principles of leadership.

MAPL 612, Organizing and Communication for Advocacy, 4 credits

MAPL 612 is a core course in the Master of Advocacy and Political Leadership (MAPL) Program. This course is designed to provide students with a foundation of the history and techniques of grassroots political organizing, plus honing the writing and speaking skills needed by advocates. The focus will primarily be on the power of communication for advocates and organizers who must mobilize others and change minds.

MAPL 620, Nonprofits as Agents of Democracy, 4 credits

MAPL 620 is a concentration course in Master of Advocacy and Political Leadership (MAPL) Program. The course focuses on understanding the nonprofit sector and its many relationships with governments. Nonprofits and governments can be partners, adversaries, or sectors working on parallel paths. Students gain a better understanding of the nonprofit sectors history, revenue sources, historic and current relationships with government, and strategies for positioning nonprofits for leadership in nonprofit and governmental interactions.

MAPL 641, Advocacy in the Public Sector: Service in the Executive Branch, 4 credits

MAPL 641 is a concentration course in Master of Advocacy and Political Leadership (MAPL) Program. This is the second of two required segments of the MAPL concentration, Advocacy in the Public Sector, designed for use by students wishing to work in government. This class prepares students who have or will have careers in the executive branches of government, at the local, regional, state or national levels as elected officials, as political staff to these various elected officials, or as members of the bureaucracy. Students will become familiarized with how to find and use the best administrative practices as they related to personnel, resource and information management, with special emphasis on finding innovative solutions to management problems.

MAPL 631, Labor and the Political Economy, 4 credits

MAPL 631 is a labor concentration course in the Master of Advocacy and Political Leadership (MAPL) Program. The course will study the history and current status of collective bargaining issues through the lens of the political economy, i.e. the intersection of economics and politics. Early sessions of the course will provide a theoretical and historical grounding in basic concepts in the political economy of labor, both generally and in the specific context of the United States. In later classes, we will consider a number of contemporary political-economic issues in light of these concepts, issues like the minimum wage, the right to work, and whether employees should have any control over the compensation for and conditions of their jobs. Students will examine and debate these issues from several political-economic perspectives.

MAPL 640, Advocacy in the Public Sector: Service in the Legislative Branch, 4 credits

MAPL 640 is the first of two required segments of the Concentration, Advocacy in the Public Sector. The class prepares students who have or will have careers in the elected branches of government, at the local, regional, state or national level. Those careers can be either as elected members of councils, boards, the Legislature or Congress themselves, or as staff to those elected. Familiarizes students with three essential skills for persons interested in such careers, instruction on understanding and using public opinion measurement, instruction on best practices for those operating as staff to elected or appointed officials, and instruction on media relations in a political setting; all three skills-oriented segments will be taught by guest lecturers with outstanding credentials; the first and last three-hour periods of the class will discuss the ethical dimensions of working in the political realm. The course is always offered in the Spring Semester, to coincide with Minnesota's legislative session.

MAPL 668, Topics in Advocacy, 4 credits

MAPL 668 is an elective course in the Master of Advocacy and Political Leadership (MAPL) Program. This course will provide students with in-depth insight into timely political advocacy issues of the day. Students will become proficient in the context, the arguments, and the specific techniques used to advocate for and against these specific issues.

MAPL 670, Political Theory for Reflective Activists, 4 credits

There are theorists who are merely armchair activists; there are activists who are merely into action for actions sake. Reflective activists understand that contemplation and action are a dialectical dance that informs social change. This course uses a comparative method to examine some exemplary masters of reflective activism: Antonio Gramsci, Emma Goldman, Max Weber, Reinhold Niebuhr, W.E.B. Du Bois, Jane Addams, Franz Fanon and Hannah Arendt. Embedded in the course content are graduate-level cognitive skills of deep reading, dialogic conversation, analytical writing, and higher-order thinking.

Media Studies

MDST 583, 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.

Prerequisite: WRIT 372 Document and Information Design I and junior standing; Recommendation of WRIT 373 Writing and Designing for the Web I.

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.

Management

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.

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.

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 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 student's 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 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 683, Process Analysis and Design, 2 credits

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

Prerequisite: MIS 600 Management Information Systems

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 preparation/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 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

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 portfolio and develop strategies for managing the many risk types discussed: Prerequisites: MIS 600.

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 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 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 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.

Marketing

MKTG 600, Marketing Management, 4 credits

This course examines activities through which organizations provide goods and services to serve the needs of the marketplace. Some of the topics included are analysis of internal and external factors of an organization that

contribute to a successful marketing campaign, consumer behavior, positioning, , setting marketing objectives, designing marketing strategies and tactics, integrated marketing communications, pricing, and elasticity of demand.

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.

Master of Liberal Studies

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.

Other Information: Note: MLS 620 is usually restricted to graduate students admitted into the Master of Liberal Studies program. Contact Dr. Lawrence Moe, Director, for more information

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 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.

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.

Nonprofit Management

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.

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

Nursing

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 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 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: Prerequisite: Admitted MSN or MS:OHCP student or instructor's consent. , 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 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 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 partner's 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 521, 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 permission. Note: Course offered through our partner's 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 partner's 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 522, 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 partner's 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 partner's 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 523, 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 partner's 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 521P, WOC Nursing, Skin and Wound Management Practicum, .5 credits

The practicum will focus on the development of the certified WOC nurse with special emphasis on the care and management of the client with a wound across the life span. Students will integrate knowledge of anatomy and physiology, pathophysiology, family, community and levels of evidence as they plan the nursing care and management for this unique patient population.

Other Information: Prerequisite: Admitted MSN student or instructor's consent. Note: Course offered through our partner's webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments. This course includes a practicum component. Students arrange the practicum in their own community with the approval of webWOCnursing Education Program. If there is a fee required, the fee is the student's responsibility.

NURS 522P, WOC Nursing, Ostomies and Continent Diversions Practicum, .5 credits

The practicum will focus on the development of the certified WOC nurse with special emphasis on the care and management of the client with an ostomy or continent diversion across the life span. Students will integrate knowledge of anatomy and physiology, pathophysiology, family, community and levels of evidence as they plan the nursing care and management for this unique patient population.

Other Information: Prerequisite: Admitted MSN student or instructor's consent. Note: Course offered through our partner's webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments. This course includes a practicum component. Students arrange the practicum in their own community with the approval of webWOCnursing Education Program. If there is a fee required, the fee is the student's responsibility.

NURS 523P, WOC Nursing, Bowel and Bladder Continence Practicum, .5 credits

The practicum will focus on the development of the certified WOC nurse with special emphasis on the care and management of the client with incontinence across the life span. Students will integrate knowledge of anatomy and physiology, pathophysiology, family, community and levels of evidence as they plan the nursing care and management for this unique patient population.

Other Information: Prerequisite: Admitted MSN student or instructor's consent. Note: Course offered through our partner's webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments. This course includes a practicum component. Students arrange the practicum in their own community with the approval of webWOCnursing Education Program. If there is a fee required, the fee is the student's responsibility.

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 partner's 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 520, 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 partner's 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 681, Innovative Teaching Strategies, 3 credits

The 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 NURS 682: Curriculum Design and NURS 683: Assessment and Evaluation in Nursing Education. This course is designed to provide students with experiential learning opportunities focused on planning, application, modification, and evaluation of contemporary student-centered instructional methods. Problem-based learning, distance education, and other evidence-based approaches to learning are reviewed. Course content continues to build nurse educator knowledge and competencies identified by the National League for Nursing. This course is foundational for the practicum course.

Prerequisite: NURS 682 Curriculum Design and Evaluation, NURS 683 Foundations in Program Evaluation for Nursing Education

Other Information: Corequisite: NURS 684P and NURS 685.

NURS 529P, WOC Wound Practicum Portfolio Evaluation, .5 credits

This course is an assessment of prior learning to validate specialty nursing competency in the care of the patient with a wound or skin care needs. Emphasis is placed on mastering entry level skills and integrating knowledge of pathophysiology into effective care of the patient with wound and skin care needs. Following the completion of the prerequisite courses and requirements, learner submits material for review to validate completion of the course objectives.

Prerequisite: NURS 520 Foundations of WOC Nursing, NURS 521G WOC Nursing, Skin and Wound Management Admitted student or instructor's consent and completion of the required minimum of 50 hours of wound care, including 10 hours in role development with a qualified preceptor. , NURS 520G Foundations of WOC Nursing, NURS 521 WOC Nursing, Skin and Wound Management

Other Information: Prerequisite: Admitted MSN student or instructor's consent. Note: Course offered through our partner's webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments. This course follows the completion of practicum hours with a qualified preceptor.

NURS 531P, WOC Ostomy and Continent Diversions Practicum Portfolio Evaluation, .5 credits

This course is an assessment of prior learning to validate specialty nursing competency in the care of the patient with an ostomy or continent diversion. Emphasis is placed on mastering entry level skills and integrating knowledge of pathophysiology into effective care of the patient with an ostomy or continent diversion. Following the completion of the prerequisite courses and requirements, learner submits material for review to validate completion of the course objectives.

Prerequisite: NURS 520 Foundations of WOC Nursing, NURS 522G WOC Nursing, Ostomies and Continent Diversion Admitted student or instructor's consent and completion of the required minimum of 50 hours of ostomy care, including 10 hours in role development with a qualified preceptor. , NURS 520G Foundations of

WOC Nursing, NURS 522 WOC Nursing, Ostomies and Continent Diversion

Other Information: Prerequisite: Admitted MSN student or instructor's consent. Note: Course offered through our partner's webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments. This course follows the completion of practicum hours with a qualified preceptor.

NURS 532P, WOC Bower and Bladder Continence Practicum Portfolio, .5 credits

This course is an assessment of prior learning to validate specialty nursing competency in the care of the patient with bowel or bladder control problems. Emphasis is placed on mastering entry level skills and integrating knowledge of pathophysiology into effective care of the patient with bowel or bladder incontinence. Following the completion of the prerequisite courses and requirements, learner submits material for review to validate completion of the course objectives.

Prerequisite: NURS 520 Foundations of WOC Nursing, NURS 523G WOC Nursing, Bowel and Bladder Continence Admitted student or instructor's consent and completion of the required minimum of 50 hours of continence care, including 10 hours in role development with a qualified preceptor. , NURS 520G Foundations of WOC Nursing, NURS 523 WOC Nursing, Bowel and Bladder Continence

Other Information: Prerequisite: Admitted MSN student or instructor's consent. Note: Course offered through our partner's webWOCnursing Education Program. Special tuition applies; visit www.webWOCnurse.com for program and tuition information. There are required online activities and assignments. This course follows the completion of practicum hours with a qualified preceptor.

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 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, 3 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 clients/aggregates in multicultural settings in the community are the basis for discussion of systems theory, public health nursing, and population-based practice. Students work collaboratively in small groups to assess and diagnose the health needs of an actual community, develop a community project, and meet with local leaders or "change agents" to address systems level change.

NURS 648, Leadership, Quality, and Finance in Nursing, 4 credits

This course focuses on the theoretical foundation needed for a generalist master's degree graduate to be a leader/advocate/change agent in a variety of health care settings. Topics include leadership, health care quality/safety, health care finance, professional development, policy, and human resource management.

Prerequisite: NURS 405 Essential Concepts of Pharmacology III, NURS 460 Mental Health Nursing, NURS 601 Nursing Science

Other Information: Note: This course is for the ELMSN program only.

NURS 610, Pathophysiology for Advanced Nursing 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 656P, Intensive Practicum III, credits

This course focuses on the complex and collaborative nursing care of diverse populations. 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 communities.

Other Information: Community Engagement

NURS 621, Primary Care Nursing I: Primary Prevention across the Lifespan, 3 credits

This course introduces the application of nursing science in evidence-based primary prevention, risk assessment and health maintenance across the lifespan. Students will also learn the management of select common acute health concerns. Students utilize assessment and diagnostic reasoning skills in the interpretation of subjective and objective data. Students will develop differential diagnosis skills and begin to develop individualized holistic treatment plans. Competence Statement: Knows primary prevention concepts and select acute care concepts well enough to provide evidence based preventive care services across the lifespan.

Prerequisite: NURS 609 Pharmacology for Advanced Nursing Practice, NURS 741 Pre-Scholarship

Corequisite: NURS 621P Primary Care Nursing I Practicum

NURS 621P, Primary Care Nursing I Practicum, 2 credits

This clinical practicum course builds on the clinical reasoning skills learned in N616 and facilitates application of content of NURS 621. In a clinical setting serving primarily adults, student will perform histories and physicals, determine differential diagnoses, and develop 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 150 clinical hours with approved preceptor(s) are required. Competence Statement: Knows primary prevention concepts and select acute care concepts well enough to develop and implement a health maintenance plan and provide basic primary care for select acute problems.

Prerequisite: NURS 609 Pharmacology for Advanced Nursing Practice, NURS 741 Pre-Scholarship

Corequisite: NURS 621 Primary Care Nursing I: Primary Prevention Across the Lifespan

NURS 685, Graduate Capstone Seminar, 1 credits

This seminar course focuses on the synthesis of content from prior courses and practicum experiences to demonstrate knowledge of advanced nursing roles. Issues related to quality and safety in nursing education, practice, leadership, communication, and collaboration are highlighted. Students develop a scholarly presentation based upon the practicum project, resulting in a plan for future advanced nursing role development. Competence Statement: Knows theories and principles of advanced nursing practice well enough to analyze previous learning and practicum activities to develop a plan for future practice.

Prerequisite: NURS 682 Curriculum Design and Evaluation, NURS 683 Foundations in Program Evaluation for Nursing Education

Other Information: Note: Restricted to major code: Admitted MSN student.

NURS 684P, Practicum in Nursing Education, 2 credits

This practicum provides students with a guided experience in the processes of teaching and student evaluation in a classroom or clinical setting. Students will apply the teaching/learning concepts studied in NURS 682 and NURS 683 in a selected nursing course. Students will work with a preceptor in the planning and implementation of curriculum or a course, specifically including the evaluation of learning outcomes of students who are participating in course room or real/simulated clinical settings. Practicum experiences will be individually designed through the use of learning contracts in consultation with the N 684P instructor and preceptor. The student completes at least 200 practicum hours in the educational site under the supervision of the preceptor. Competence Statement: Knows and can apply principles of teaching and learning well enough to teach in classroom/online or in clinical settings, and evaluate students.

Prerequisite: NURS 682 Curriculum Design and Evaluation, NURS 683 Foundations in Program Evaluation for Nursing Education

Other Information: Co-Requisite: NURS 681 and NURS 685.

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 management 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.

Psychology

PSYC 560, Friday Forum Topics, credits

The Friday Forum series, which the Metropolitan State University Psychology Department cosponsors with the Minnesota Psychological Association, is being offered for academic credit by Metro State. Each forum is on a topic of current professional importance in the field of psychology. Descriptions and dates of offerings are published in the Class Schedule and Catalyst. Note: At least 12 credits in psychology, human services, or social work prior to registration.

Other Information: Prerequisite: Graduate Standing. Note: At least 12 credits in psychology, human services, or social work prior to registration. Grading is Pass/No Credit only. MPA fee is \$15.

PSYC 508, Mental Health 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, the right to treatment and to refuse treatment, 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.

Prerequisite: PSYC 100 General Psychology or equivalent with instructor's consent.

PSYC 618, Program Evaluation, 4 credits

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

Prerequisite: PSYC 610 Applied Research Methods

Other Information: Prerequisite: Graduate Standing.

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 580, 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 507, Jungian: Myth, Soul and Culture, 4 credits

This course is for students interested in learning about Jungian psychology's study of mythology both on a general, introductory level and on a more focused level for those with some background or vocational interest. Concepts of the analytic psychology of C.G. Jung and the study of myth by such figures as Joseph Campbell are pursued to help students recognize and think in terms of mythic elements' influence on the world today.

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.

Social Work

SOWK 522, Social Work Practice II, 5 credits

This course emphasizes the theories and skills necessary for social workers to practice effectively at the community and governmental levels and professional ethics and legal responsibilities in individual and family work. Using a case study approach, students apply change and comparative analysis theories in multicultural community projects and in the state legislature. Students also critique psychosocial assessments and interventions of simulated case studies using social work ethics and legal responsibilities as a guide.

Prerequisite: SOWK 321 Social Work Practice I, SOWK 331 Human Behavior in the Social Environment I, SOWK 332 Human Behavior in the Social Environment II, SOWK 341 Comparative Racial/Ethnic Analysis I, SOWK 351 Social Research, SOWK 360 Social Welfare History and Policy, SOWK 381 Community Learning Center Seminar, SOWK 391 Community Learning Center Practicum and admission to the social work major.

Other Information: Community Engagement

SOWK 552, Community Research and Advocacy, credits

This course is the second course in the research sequence and is offered at the end of the senior year. Students conduct a major advocacy research project focusing on an issue of concern to a community of color within the Twin Cities. Students learn to apply research theories, practice racial/ethnic analysis and social change to a real-life situation.

Prerequisite: SOWK 351 Social Research, SOWK 522 Social Work Practice II, SOWK 542 Comparative Racial/Ethnic Analysis II, STAT 201 Statistics I

Other Information: Community Engagement

SOWK 591, Social Work Senior Practicum, credits

Social work majors are involved in supervised social work practice in the Twin Cities for 20 hours weekly during the last semester of their senior year. Faculty assign students to an agency or setting based on students' needs

and interests, and the capacity of the agency or setting to meet those needs. Students practice social work in at least two of the following categories: individuals, families, groups, organizations or communities. Master's-prepared community social workers supervise the students' practica. Students are expected to contribute their knowledge of social work practice with people of color, acquired through their junior year social work curriculum to enrich the agency or setting and its services. Prerequisites: Completion of all major requirements. *Corequisite:* SOWK 582 Social Work Capstone Seminar
Other Information: Prerequisites: Completion of all major requirements.

SOWK 542, Comparative Racial/Ethnic Analysis II, 2 credits

This course, taken at the beginning of a social work student's senior year, expands the structural framework for comparative racial/ethnic analysis learned in SOWK 370 Comparative Racial/Ethnic Analysis I. Students examine the strengths and limitations of a major social work intervention theory and develop strategies for combining theoretical and practical approaches to respond to real-world situations, settings, clients and cultures within communities of color and other populations at risk.

Prerequisite: SOWK 321 Social Work Practice I, SOWK 331 Human Behavior in the Social Environment I, SOWK 332 Human Behavior in the Social Environment II, SOWK 341 Comparative Racial/Ethnic Analysis I and admission to the social work major.

SOWK 582, Social Work Capstone Seminar, credits

Students examine the field practicum experience in a mainstream agency, applying theories they have acquired throughout the program. Students write a major integrating paper on generalist multicultural social work practice. Note: Should be taken along with SOWK 552 Community Research and Advocacy.

Corequisite: SOWK 591 Social Work Senior Practicum

Other Information: Note: Should be taken along with SOWK 552 Community Research and Advocacy.

SOWK 583, Analysis Application of Social Work Knowledge and Skills, 1 credits

Social workers review in a structured supportive environment the knowledge and skills necessary to provide a safe level of practice in accord with the Minnesota State Board of Social Work requirements for B.S.W. level licensure. Prerequisite: B.S.W. degree or senior status in social work major.

Other Information: Prerequisite: B.S.W. degree or senior status in social work major.

SOWK 584, Multicultural Child Welfare Field Seminar, credits

This course is designed to facilitate student learning through small student groups assigned to a special multicultural child welfare learning center. The Multicultural Field Seminar offers students the opportunities to explore and discuss the various facets of public child welfare, while integrating social work knowledge, theories and skills through a multicultural framework. This seminar discusses real clients, with real life changing needs. Students will be required to apply their cultural competency and critical thinking skills in processing client experiences at the micro, meso and macro levels. Students are further expected to develop learning contracts that guide their own development in the field practicum; work together on a group project; share knowledge and process experiences, and continually discuss their adjustment in the field practicum. Prerequisites: Senior status in the Social Work program

Other Information: Community Engagement, Prerequisites: Senior status in the Social Work program.

SOWK 592, Multicultural Child Welfare Senior Practicum, credits

Senior social work majors who are admitted to the Multicultural Child Welfare Project are placed for their senior practicum at Ramsey County Community Human Services for an extensive child welfare experience. Students are involved in supervised social work practice in this setting for 20 hours weekly during the last semester of their senior year. Students will have the opportunity to practice social work in at least two of the following categories: individuals, families, groups, organizations or communities. The scope of the environmental experience is from family preservation and child protection to foster care and adoption. A master's-prepared social worker will supervise the students' practica. Students are expected to contribute their knowledge of social work practice with people of color, acquired through their junior year social work curriculum to enrich the agency or setting and its services. Prerequisites: Completion of all major requirements.

Other Information: Prerequisites: Completion of all major requirements. , Community Engagement

Special Education

SPED 600, Socio-Cultural Foundations in Teaching Exceptional Urban Learners, 4 credits

The course shall provide students with an overview of student exceptionality: students with disabilities and students with gifts and talents. Special emphasis will be placed on characteristics of exceptional children; the legal aspects of educating students with disabilities; and assessment, instructional, and collaborative strategies. An important outcome of this course is to foster participant dispositions toward appreciating the diverse talents of all learners with exceptionalities and to value flexibility and collaboration in adapting instruction for students with diverse needs. The content and skills learned and practiced in this course are designed to meet Minnesota standards of effective teaching practice in the area of special education. This course contributes to the mission, vision, and guiding principles of the Metropolitan State Urban Teacher Program. In addition the course is designed for students to integrate knowledge through content reflection and discussion and skill development through course assignments.

SPED 601, Behavioral and Learning Principles for Exceptional Urban Learners, 4 credits

This course is designed for special education professionals to build knowledge and skill in examining the characteristics and risk factors leading to chronic learning, behavioral, and mental health issues of diverse students with disabilities. Included in this course is identification and examination of cultural, linguistic, and gendered factors that must comprise support for self-determination and self-advocacy of students with disabilities. Participants will learn mediating practices that support students with disabilities from an ecological perspective that examines, service integration, and individual social integration support to promote lifelong social and academic learning. Foundational principles of learning and behavior through a continuum of positive behavior enhancement to behavioral reduction will be reviewed and methods of reinforcement scheduling toward improved social and academic behavior will be practiced.

Social Science

SSCI 501, Great Ideas: Classics of Social Science, 4 credits

The social sciences have been shaping views of the human condition for more than 150 years. This seminar explores those ideas that continue to engage and perplex thoughtful observers of social life. Students become acquainted with writing by major thinkers like Karl Marx, Max Weber, Emile Durkheim, Georg Simmel, Sigmund Freud, Ruth Benedict, Frantz Fanon and Hannah Arendt. The course addresses the social and historical roots of

the great ideas as well as the moral aspirations and creative impulses of these social scientists.

Prerequisite: SSCI 300 Seeing Like a Social Scientist, SSCI 311 Research Methods in Social Science, WRIT 231 Writing II

Other Information: Note: Senior status required.

Theater

THEA 540, Directing and Creating Theater, 4 credits

Learn to analyze script, work with actors, construct a prompt book, and use the director's tools to elevate the written script to dramatic action. Students initially explore the possibilities of realistic drama with the option in the second half, to move on to original creations, collaborations or other styles of theater. All work is under the guidance of a director, toward the evolution of the specific theater piece. This class may be taken twice for credit.

Other Information: Community Engagement

Writing

WRIT 583, Writing Major Projects, 4 credits

This independent study examines the principles and techniques of writing substantial professional or creative projects such as longer business documents, articles, grant applications, proposals, and works of fiction or creative non-fiction. 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. Course may be repeated for credit.

MnTC (GELS): Upper Division Liberal Studies Goal (LS), General Education/Liberal Studies Elect. Goal (EL)

Other Information: Prerequisite: A 300-level writing course or instructor's consent.

WRIT 571G, Advanced Editing, 4 credits

In this course, students hone and refine editing skills on a variety of levels. Topics include electronic editing, using electronic resources, dynamics of the editor-writer relationship, editing information graphics, advanced copyediting and developmental editing. Class exercises cover grammar, punctuation, and usage issues. Each student works with a writer to edit and develop an original text.

Prerequisite: WRIT 371 Editing or graduate exemption.

Other Information: Prerequisite: Graduate Status.

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 583G, Writing Major Projects, 4 credits

This independent study examines the principles and techniques of writing substantial professional or creative projects such as longer business documents, articles, grant applications, proposals, and works of fiction or

creative non-fiction. 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. Course may be repeated for credit. Graduate status required.

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 571, Advanced Editing, 4 credits

In this course, students hone and refine editing skills on a variety of levels. Topics include electronic editing, using electronic resources, dynamics of the editor-writer relationship, editing information graphics, advanced copyediting and developmental editing. Class exercises cover grammar, punctuation, and usage issues. Each student works with a writer to edit and develop an original text.

MnTC (GELS): Upper Division Liberal Studies Goal (LS), General Education/Liberal Studies Elect. Goal (EL)

Prerequisite: WRIT 280 Digital Tools for Writing and Communication, WRIT 371 Editing or instructor's permission.

WRIT 575, 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.

MnTC (GELS): Upper Division Liberal Studies Goal (LS), People/Environment Goal(10)

Prerequisite: WRIT 231 Writing II, WRIT 261 Business Writing, WRIT 271 Technical Writing or equivalent with instructor's consent.

Other Information: Pre-Requisite: Successful completion of Goal 1 Communication. , 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 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?

Other Information: Community Engagement, Prerequisite: Graduate status.

WRIT 573, Writing and Designing for the Web II, 4 credits

This course builds on knowledge and skills learned in WRIT 373 (e.g., HTML, CSS, web writing) and expands training of technical skills and Web development strategy. Advanced topics include content strategy, responsive design for mobile interfaces, information architecture, user experience, and extensive training of HTML, CSS, JavaScript and jQuery. Elements of Web strategy and collaborative work are also covered. Students use

professional software tools. Students must possess intermediate or advanced digital skills.

MnTC (GELS): Upper Division Liberal Studies Goal (LS), General Education/Liberal Studies Elect. Goal (EL)

Prerequisite: WRIT 373 Writing and Designing for the Web I or equivalent experience with instructor permission.

Other Information: Note: Students are responsible to both be aware of and abide by prerequisites for WRIT courses for which they enroll, and will be administratively dropped from a course if they have not met prerequisites. Contact CWA Advising at 651.999.5965 for information.

WRIT 599, Advanced Topics, credits

This course presents topics of interest to students in the undergraduate and graduate Technical Communication and Professional Writing programs. Topics vary with each offering of this course. Check the class schedule for details about topics and course prerequisites. This course may be taken any number of times for credit as long as the topic is different.

MnTC (GELS): Upper Division Liberal Studies Goal (LS), General Education/Liberal Studies Elect. Goal (EL)

Other Information: Prerequisite: A 300-level writing course or instructor's consent.

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 577, Design of User Experience, 4 credits

This course introduces students to design of user experience. Students learn how to discover user needs and desires and conceptualize designs that provide excellent user experience.

MnTC (GELS): Upper Division Liberal Studies Goal (LS), General Education/Liberal Studies Elect. Goal (EL)

Prerequisite: WRIT 372 Document and Information Design I or instructor permission.