

# COLLEGE OF PUBLIC AFFAIRS

Roger E. Hartley, dean

Laura Wilson-Gentry, associate dean

Megan Manley, assistant dean for advising, enrollment and student success

Nikita Anderson, academic program coordinator

Tylis Cooper, academic program coordinator

[ubalt.edu/cpa](http://ubalt.edu/cpa)

The College of Public Affairs awards certificates and bachelor's, master's and doctoral degrees that prepare students for successful professional careers in the complex and diverse workplace of today and tomorrow. Students acquire the theoretical knowledge and substantive skills they need to succeed and thrive in the organizations in which they work and to apply those skills to the problems they encounter. They learn to analyze administrative decisions, organizational issues and societal problems from multiple perspectives, and clearly communicate their thoughts and rationale to colleagues, senior management and stakeholders in ways that promote successful resolutions to problems.

The College of Public Affairs' faculty members improve their fields through the students they teach and the research they contribute to expanding the knowledge base. They apply their expertise by helping public, nonprofit, health care and third-sector organizations, and by addressing pressing policy issues. They bring what they learn in the field back to the University to inform and enhance their students' classroom experiences.

The college was established in 2010—incorporating existing, long-standing degree programs—as part of the University's initiative to enhance UB's distinction in the fields of public administration, criminal justice, and health and human services; build upon institutional strengths in public service, applied research and interdisciplinary collaboration; and continue the development of distinctive, robust and contemporary degree programs.

The college is home to the Schaefer Center for Public Policy. Established in 1985, the center's mission is to bring the University's academic expertise to bear in solving problems faced by local, state, federal and nonprofit organizations. The center has a reputation for excellence in providing research, consulting and professional development services to help leaders and policymakers in the Baltimore metropolitan area, Maryland and beyond better manage their resources and programs. Through hundreds of sponsored research projects over the past 25 years, the center has provided opportunities for faculty members and students to engage in applied learning and research, positively impacting Maryland's public sector.

## SCHOOLS WITHIN THE COLLEGE

The College of Public Affairs is multidisciplinary in nature and comprises three distinct academic units. Faculty and staff members come from a variety of academic backgrounds, including criminal justice, health, public administration, public policy, human services administration, conflict management, political science and international affairs. Through its teaching, research and public service activities, the college educates tomorrow's leaders, informs public policymakers, and improves the management effectiveness and operational efficiency of public and nonprofit organizations.

- **School of Criminal Justice**

Debra Stanley, executive director

Gabriela Wasileski, program director, B.S. in Criminal Justice

Charles Tumosa, program director, B.S. in Forensic Studies, Certificate in Forensic Document Analysis and Certificate in Crime Scene Investigation

Heather Pfeifer, program director, M.S. in Criminal Justice

Frank Xu, program director, M.S. in Forensic Science – Cyber Investigations (Baltimore campus)

Nima Zahadat, program director, M.S. in Forensic Science – Cyber Investigations (Universities at Shady Grove)

With its vibrant, urban location, the University of Baltimore is strategically positioned to take full advantage of its stimulating environment, promoting practical applications of its programs of study. The School of Criminal Justice orients its academic priorities toward integration with the real world, capitalizing on the very real city that acts as an extended classroom. With complementary emphases on applied research, policy and administration, the School of Criminal Justice offers undergraduate programs leading to degrees in criminal justice and forensic studies, certificates in crime scene investigation and forensic document analysis, and graduate programs leading to degrees in criminal justice, forensic science – high technology crime, and justice leadership and management. The School of Criminal Justice also offers a graduate Trauma-Informed Certificate. In collaboration with the UB School of Law, the school offers a dual-degree J.D./M.S. in Criminal Justice. The University was the second institution in the nation to have both its graduate and undergraduate programs in criminal justice certified by the Academy of Criminal Justice Sciences.

- **School of Health and Human Services**

Tina DiFranco, executive director

Alan Weisman, program director, B.S. in Health Systems Management

Amrita Shenoy, program director, M.S. in Health Systems Management

Tiffany Parkman, program director, B.A. in Human Services Administration

Bridal Pearson, program director, M.S. in Human Services Administration

With our nation's health care system increasingly in the public eye and under scrutiny, management of our health and human services has never been so important. The School of Health and Human Services' programs incorporate interdisciplinary, practical approaches—emphasizing in-service learning through internships and field experiences—into managing health care and human services in the public, private and nonprofit sectors. The school offers undergraduate programs in health systems management and human services administration. An accelerated bachelor's/master's option is also offered in both fields. The school offers graduate programs in health systems management and human services administration, as well as a postbaccalaureate Certificate in Health Systems Management.

- **School of Public and International Affairs**

Ivan Sascha Sheehan, executive director

Lorenda Naylor, program director, B.A. in Policy, Politics and International Affairs  
Jessica Sowa, program director, Master of Public Administration (M.P.A.) and M.S. in Nonprofit Management and Social Entrepreneurship  
Rae Tan, program director, M.S. in Negotiations and Conflict Management  
Jennica Larrison, M.A. in Global Affairs and Human Security  
Aaron Wachhaus, program director, Doctor of Public Administration (D.P.A.)

With its abundance of government, public-sector and nonprofit organizations, the Baltimore-Washington metropolitan region is an ideal location to immerse oneself in public and international affairs. The School of Public and International Affairs offers an undergraduate program leading to a degree in policy, politics, and international affairs. It also offers graduate programs leading to master's degrees in public administration (accredited by the Network of Schools of Public Policy, Affairs and Administration), in negotiations and conflict management and in global affairs and human security, as well as a doctoral degree in public administration and both an M.P.A./J.D. or M.S. in Negotiations and Conflict Management/J.D. offered in collaboration with the UB School of Law.

## **SCHAEFER CENTER FOR PUBLIC POLICY**

Ann Cotten, director

Mary Lovegrove, assistant director

As the pre-eminent public policy research center in Maryland, the Schaefer Center for Public Policy is committed to providing unbiased, nonpartisan research and professional development services; connecting faculty members with public-sector organizations through applied research and professional development programs; and providing students with opportunities to apply what they learn in the classroom to real-world challenges. The center's principal services include program evaluation, policy research, strategic planning, needs assessment, staffing analysis and work force planning, opinion research, conflict management consulting and professional development.

The center enhances the University's academic environment by encouraging faculty and student applied research, fostering interdisciplinary research teams and supporting educational conferences. In addition, the center offers annual graduate fellowships and student employment experiences that provide students with unique opportunities to work closely with faculty members and researchers while gaining real-world experience through participation in center projects.

For more information, visit [ubalt.edu/schaefercenter](http://ubalt.edu/schaefercenter).

## **STUDENTS**

The approximately 1,450 men and women enrolled in the College of Public Affairs represent about 28 percent of the total University of Baltimore student population.

Nearly 60 percent of the graduate students enrolled in the College of Public Affairs are 30 and older, and 70 percent are women. While some of the college's graduate students entered UB's master's degree programs immediately following their undergraduate studies, most are already working in a wide variety of careers. Some students are seeking to advance their current careers, while others are preparing to

change careers. This diversity of age and experience is an important and invigorating part of classroom and campus life.

## **FACULTY**

College of Public Affairs faculty members are leaders in teaching, research, scholarship and service to the community. Full-time faculty members teach graduate and undergraduate courses; conduct sponsored research; publish papers and articles; and engage in public service as consultants, board members and volunteers. The college's teaching faculty also includes a cadre of adjunct professors who are leading professionals in dozens of professions in government, nonprofit organizations and businesses. These adjunct faculty members help to ensure that our students are well-prepared to meet the challenges of today's professional workplace.

## **FACILITIES**

Classrooms, laboratories and faculty offices for the College of Public Affairs are located in the Liberal Arts and Policy Building, the Academic Center and the Learning Commons. The college shares the University of Baltimore's Robert L. Bogomolny Library and the Office of Technology Services with other components of the University.

The fourth floor of the Academic Center houses the state-of-the-art Jami R. Grant Forensic Laboratories—forensics instrumentation and microscopy laboratories—with classroom space. The labs were developed to serve as overflow labs for the Baltimore Police Department.

## **GRADUATE PROGRAMS**

### **Doctoral Program**

- Public Administration (D.P.A.)

### **Master's Programs**

- Criminal Justice (M.S.)
- Forensic Science – Cyber Investigations (M.S.)
- Global Affairs and Human Security (M.A.)
- Health Systems Management (M.S.)
- Human Services Administration (M.S.)
- Negotiations and Conflict Management (M.S.)
- Nonprofit Management and Social Entrepreneurship (M.S.)
- Public Administration (M.P.A.)

### **Dual-Degree Programs**

- J.D./M.S. in Criminal Justice
- J.D./M.P.A.
- J.D./M.S. in Negotiations and Conflict Management

### **Graduate Certificate Programs**

- Certificate in Health Systems Management
- Trauma-Informed Certificate

- Public Safety Leadership (pending MHEC approval)

The graduate programs in the College of Public Affairs are designed to advance professional education, public and professional service, and basic and applied research relevant to public administration, criminal justice, health administration and policy, and negotiations and conflict management. These graduate programs educate and prepare students for public service careers, and for research and management positions in federal, state and local agencies, and in health and nonprofit organizations.

The College of Public Affairs also encourages students to develop specializations that combine elements of two or more master's programs across the college and the University. For example, students in the M.S. in Negotiations and Conflict Management program may take courses in applied psychology, legal and ethical studies, criminal justice, management or public administration to develop individual/interpersonal, managerial/governmental or cultural/ethical perspectives.

Similarly, students in the M.S. in Human Services Administration program can take courses in negotiations and conflict management, health systems management, and public administration, while D.P.A. students can select specializations focusing on criminal justice, global affairs and human security, or health administration. Such combinations offer an exceptionally broad range of opportunities, and the college continues to develop formal specializations that cross and integrate the academic divisions.

The M.P.A., the M.S. in Criminal Justice, and the M.S. in Negotiations and Conflict Management programs also offer dual-degree J.D. programs in collaboration with the UB School of Law.

## ADMISSION

Applicants to all programs must have received a bachelor's degree from a regionally accredited college or university and must satisfy the additional admission requirements of individual programs. Some programs admit degree-seeking students on a conditional basis. For more information, see the [Graduate Admission](#) section of this catalog.

Some undergraduate students in the College of Public Affairs may participate in accelerated bachelor's/master's programs or take graduate courses. See the [University of Baltimore Undergraduate Catalog](#) for more information.

**Note:** Applicants to doctoral and combined degree programs are subject to the specific admission requirements of those programs, as noted in their program descriptions.

## ACCELERATED BACHELOR'S/MASTER'S OPTION

Undergraduate students of recognized academic ability and educational maturity may fulfill the combined requirements of the college's bachelor's and master's degrees via a variety of accelerated bachelor's/master's options. This is different from applying to enroll in graduate courses as part of the undergraduate degree, as described above.

This accelerated option requires a minimum of 141 credits to complete both degrees, depending on the requirements of individual programs. A maximum of 9 graduate credits, completed at the undergraduate level, may be applied simultaneously to the requirements for the bachelor's and master's degrees. In some cases, students may cross disciplines. Those interested should discuss their proposals with the appropriate program directors.

To qualify for an accelerated pathway at UB, students must have an undergraduate grade point average of at least 3.5, with at least 15 credits earned at UB, and be admissible to the graduate program to which they are applying for the accelerated option. The undergraduate GPA is calculated using all

graded collegiate credits attempted at UB and other institutions over the past five years. At least 15 credits must be upper-division credits (300-level or above). Individual programs may require a certain number of credits to be upper-division credits in the major and for those credits to achieve a certain grade point average. Students should apply for the accelerated option prior to beginning the last 30 credits of their bachelor's degree so that if accepted, they may attempt the graduate credits during the last 30 credits of that degree. Students may not apply before they have successfully completed at least 75 credits, and the grade point average for acceptance will not be calculated until at least 87 credits have been completed. Students interested in an accelerated option should consult with an adviser as soon as possible.

To take advantage of the option, students need to submit an application, available on the UB website, for an accelerated bachelor's/master's program. The application has signature areas for the approval of the appropriate dean and the graduate and undergraduate program directors. Students must elect to take advantage of the option prior to beginning the last 30 credits of their undergraduate degree.

Students taking advantage of this accelerated option may register for up to 9 credits of graduate coursework during the last 30 hours of their undergraduate degree. The undergraduate and graduate program directors will select the appropriate graduate courses for each student upon election of the option. These courses may not include independent study or research, individual research, directed study, thesis, internship or practicum courses. Changes in the program of study require approval of both the undergraduate and graduate program directors.

Students must be in continuous enrollment at the University of Baltimore for this agreement to remain in effect. They must also maintain a 3.5 undergraduate GPA and at least a 3.0 graduate GPA. Those who fail to maintain the eligibility requirements will be dropped from the accelerated option. Applicability (if any) of graduate courses to the undergraduate degree will be determined on an individual basis. Students should be aware that graduate courses applied to both undergraduate and graduate degrees at the University may not transfer as graduate credits to another institution.

In addition to electing the accelerated bachelor's/master's option, a separate application for admission to the graduate program (including payment of applicable fees) must be completed during the final semester of the bachelor's degree program. Admission to the graduate program must be effective the first regular semester after completing the credits required for the bachelor's degree so that there is no break in studies.

## **ACADEMIC POLICIES AND INFORMATION**

### **Transfer Credits**

A maximum of 12 relevant graduate credits may be transferred from another program or regionally accredited college or university toward the graduate or doctoral degree, subject to the approval of the program director. Certain programs permit fewer than 12 credits, as noted in their descriptions.

### **Completion Time**

All requirements for the degree must be completed within seven calendar years of enrollment in the program.

### **Scholastic Standards**

Graduate students must maintain an overall grade point average of at least 3.0. Students failing to do so may be placed on probation, suspended or dismissed from the degree program.

Students whose cumulative grade point average (calculated only from courses taken at the University of Baltimore) drops below 3.0 shall be placed on academic probation and must meet with the program director for schedule approval prior to registration for the next semester. Students on academic probation will be suspended from the program if they fail to achieve a minimum grade point average of 3.0 within their subsequent 6 academic credits attempted.

Certain programs have additional academic standards, as noted in their descriptions. More information about academic policies is available in the [Academic Policies](#) section of this catalog.

## **ADVISEMENT NOTICES**

Students are advised that any deviation from the program of study as stated in the catalog must be approved in writing by the graduate program director and by the dean of the College of Public Affairs. When applying for readmission following a period of absence of more than two semesters from the University, a student's program of study must be reviewed by the graduate program director. See also the [Advising](#) section of this catalog.

# Programs Offered by the School of Criminal Justice

## MASTER OF SCIENCE IN CRIMINAL JUSTICE

[ubalt.edu/criminaljustice](http://ubalt.edu/criminaljustice)

Heather L. Pfeifer, program director

FACULTY: Cantora, Hughes, Pfeifer, Ross, Seabrook, Stanley, Tumosa, Wasileski, Wright

ADJUNCT FACULTY: Kelly, Rapp

The University of Baltimore is only the second institution in the nation to have both its graduate and undergraduate programs in criminal justice certified by the Academy of Criminal Justice Sciences.

The UB campus is ideally situated to offer the M.S. in Criminal Justice program, as the metropolitan Baltimore area houses the headquarters of the Governor's Office of Crime Control and Prevention, the Maryland State Police, the Baltimore Police Department, the Maryland Department of Juvenile Services, the Maryland Department of Public Safety and Correctional Services, numerous federal agencies, federal and state courts, and a host of community-based agencies that assist adult and juvenile offenders and crime victims. Many employees of these agencies are currently enrolled in the undergraduate and graduate criminal justice programs.

The 33-credit M.S. in Criminal Justice program assists students in critically evaluating each component of the criminal justice system and corresponding policies and programs that have been adopted to address crime. As such, the program is designed to:

- broaden students' knowledge of the entire justice system and process
- teach students how to integrate knowledge and evaluate scientific and scholarly literature
- develop students' skills in the planning, implementation and analysis of criminal justice policies and programs.

Classes are offered evenings.

## UNCONDITIONAL ADMISSION STANDARDS

For unconditional acceptance into the M.S. in Criminal Justice program, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university; the major or specialization should be relevant to criminal justice
- successfully completed undergraduate courses in research methods, statistics and criminological theory with a grade of B or better.

## CONDITIONAL ADMISSION STANDARDS

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students will be notified of the requirements they must meet to achieve unconditional status.

After being conditionally admitted, students may be required to take additional undergraduate preparatory work that is relevant to criminal justice; no credit toward the graduate degree will be granted for this work. Conditional admission also requires completion of the first 12 credits of graduate work in the program with a minimum grade point average of 3.0.

For detailed information about specific admission requirements, visit [ubalt.edu/criminaljustice](http://ubalt.edu/criminaljustice).



## DEGREE REQUIREMENTS

Completion of the M.S. may be accomplished through one of two plans:

- Plan I: successful completion of 27 credits and a 6-credit thesis, for a total of 33 credits
- Plan II: successful completion of 30 credits and a 3-credit capstone experience, for a total of 33 credits.

Under either plan, students must complete at least 27 credits of graduate criminal justice coursework at the University of Baltimore, including the six core courses, one specialization course and at least two preapproved courses related to the chosen specialization. Specialization areas include law enforcement, courts and law, corrections, juvenile justice, justice leadership, and victimology and victim services.

No more than 6 credits with passing grades lower than B- can be applied to the degree.

### **Core Courses (18 credits)**

CRJU 600	Ethics in Criminal Justice (3)
CRJU 601	Crime and Policy Development (3)
CRJU 604	Research Analysis for Criminal Justice (3)
CRJU 620	Management and Supervision in Criminal Justice (3)
CRJU 708	Leadership Development in Criminal Justice (3)
CRJU 710	Advanced Criminology (3)

### **Specialization Requirements (9 credits)**

*Choose one from the following:*

CRJU 606	Contemporary Court Issues (3)
CRJU 611	Contemporary Issues in Corrections (3)
CRJU 631	Contemporary Issues in Policing (3)
CRJU 635	Contemporary Issues in Juvenile Justice (3)
CRJU 702	Contemporary Issues for Victims of Crime (3)
CRJU 718	Leadership in Public Safety Organizations (3)

In addition, choose two more courses related to your specialization.

### **Internship (3 credits)**

CRJU 605 Graduate Internship (to be completed in agency/organization related to specialization)

**Note:** Students presently working in the field may petition the program director to waive the fieldwork requirement. Documentation must be provided. If granted, an additional elective is required.

### **Culminating Coursework (3-6 credits)**

CRJU 777 Capstone in Criminal Justice (3)

**or**

CRJU 799 Thesis (6)

**Note:** If students opt to complete thesis, they are exempt from internship.

### **The Master's Thesis**

Students apply to the program director for eligibility (requirements: a 3.3 overall grade point average and B [3.0] or better in the following core courses: CRJU 604 and 710). If eligible, students prepare a five- to seven-page proposal for submission to the thesis admission committee. Once the proposal is approved, students select an adviser from among the full-time faculty, register for the first 3 credits of CRJU 799: Thesis and begin work on their thesis.

A three-member thesis committee oversees each student's thesis research. Students conduct an intermediate defense of their full thesis proposal (chapters 1-3). When this is approved, students register for the final 3 thesis credits. Following the completion of their written thesis, an oral defense—open to the University community—is scheduled. The thesis is complete when the three-member committee unanimously approves it. See the [Theses and Final Projects](#) and the [Continuous Enrollment](#) sections of this catalog, and the M.S. in Criminal Justice program student handbook for details.

### **Capstone Experience**

The 3-credit capstone course, CRJU 777: Capstone in Criminal Justice, offers students an opportunity to demonstrate their mastery of knowledge in the field of criminology and criminal justice gained while working toward the completion of the graduate degree. The course is designed to be an integrative experience where students combine their knowledge of criminological theory and justice policy with practical skills to develop a comprehensive approach to a project that requires systematic and sound problem-solving.

## **POSTBACCALAUREATE CERTIFICATE IN PUBLIC SAFETY LEADERSHIP\***

*\*Pending MHEC approval in summer 2019*

Patrick Hughes, program director

This certificate program is intended for professionals in public safety and criminal justice organizations and agencies, and for those employed or seeking employment in the field. Individuals from federal, state and local governmental public safety agencies who desire to advance their competencies in leadership and management are ideal candidates for this program. Successful completion of this program will provide foundations for students interested in leadership roles in:

- law enforcement
- corrections
- parole and/or probation
- victim services
- emergency and disaster recovery
- fire and emergency services
- homeland security
- military
- private and corporate security
- other related agencies.

Leadership is not simply the actions of a person; effective leadership begins with an understanding of where and how change has an impact. The program examines the process of leadership systemically, organizationally and individually. Designed to model the process of leadership, the Certificate in Public Safety Leadership program develops students' organizational leadership knowledge and skills. It is delivered in an online format available 24/7 that is flexible for the nontraditional academic schedules and needs of working professionals in this field.

## **PROGRAM REQUIREMENTS**

The Certificate in Public Safety Leadership requires the successful completion of four required 3-credit graduate courses:

CRJU 676	Systems and Applications in Criminal Justice (3)
CJRU 708	Leadership Development in Criminal Justice (3)
CRJU 718	Leadership in Public Safety Organizations (3)
CRJU 722	Strategic and Crisis Management (3)

**Note:** The four courses (12 credits) in this certificate would count toward and accelerate completion of the 33-credit M.S. in Criminal Justice (leadership track).

## **ADMISSION STANDARDS**

The admissions standards will be consistent with other UB graduate-level programs in requiring a minimum undergraduate GPA of 3.0. Students with a GPA of less than 3.0 may be granted conditional admission and may be required to complete undergraduate coursework that is necessary to be successful in this program.

## **JURIS DOCTOR/MASTER OF SCIENCE IN CRIMINAL JUSTICE**

Heather L. Pfeifer, program director  
Dionne Koller, associate dean, School of Law

The University of Baltimore School of Law and the School of Criminal Justice offer students the opportunity to obtain a J.D. and an M.S. in Criminal Justice by completing courses over a three- to four-year period.

Students seeking the dual degree will find the training useful in managerial and legal positions in federal, state and local criminal justice agencies. Students in the dual-degree program are required to complete a minimum of 78 credits in the law school and a minimum of 30 to 33 credits in the M.S. program.

The School of Law recognizes 9 credits of the criminal justice requirements as transferable to its program (or 6 credits if the degrees are not completed within the same academic year), and the Criminal Justice program reciprocally allows the transfer of up to 9 credits of law school courses to satisfy coursework requirements in its program. Thus, students who are admitted to this program have the opportunity to obtain both the J.D. and the M.S. in Criminal Justice for 15 to 18 fewer credits than would be required were the two degrees obtained independently.

All other requirements for the J.D. apply to students in this program. Students in the dual-degree program must also successfully pass the criminal justice comprehensive examinations or defend a master's thesis.

## **ADVISEMENT**

Responsibility for the overall administration of the dual J.D./M.S. in Criminal Justice program is vested in the associate dean of the School of Law and in the M.S. in Criminal Justice program director. Students who have an interest in the program should contact the associate dean of the School of Law (or that administrator's designee) and the M.S. program director (or the director's designee).

## **ADMISSION STANDARDS**

Applicants for the dual-degree program must meet the admission standards of both the School of Law and the M.S. in Criminal Justice program. In addition, students may apply to the dual-degree program after having enrolled in either the J.D. or the M.S. program; however, to obtain the full benefit of credit sharing under the dual-degree program, criminal justice students should enter the law school program no later than after the completion of 15 credits in the M.S. program.

## **APPLICATION PROCESS**

The law school application form should be completed and returned to the Office of Law Admissions together with a nonrefundable application fee. Applicants are encouraged to use the online application, available at [law.ubalt.edu/apply](http://law.ubalt.edu/apply). All first-year applicants must take the LSAT and register with the Credential Assembly Service. A transcript from each college and university attended must be submitted to the Credential Assembly Service, which will prepare an official report for each law school candidate containing the LSAT test score, transcripts and computation of a uniform undergraduate grade point average for use by the law school in evaluating the application.

The completed graduate application form, the application fee and an official transcript from each college or university attended must be submitted to the Office of Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)). For a list of other required materials, visit [ubalt.edu/criminaljustice](http://ubalt.edu/criminaljustice).

Although candidates are required to file applications to both programs, admission to the dual J.D./M.S. program is contingent upon a favorable action of the School of Law Admissions Committee.

## **LAW SCHOOL CRITERIA**

Admission to the School of Law is determined by the School of Law Admissions Committee, which bases its decisions on a variety of factors. This committee of faculty members evaluates all material in an applicant's file but places substantial emphasis on the cumulative undergraduate grade point average and the LSAT score. Nevertheless, the committee also recognizes nontraditional factors that may be relevant in determining the applicant's ability to complete law school successfully.

The committee seeks to include people of diverse racial, ethnic and cultural backgrounds. It considers the level of difficulty of the undergraduate field of study, graduate degrees and other indications not susceptible to measurement by traditional academic criteria, such as demonstrated ability to overcome adversity, individual achievement, motivation, work experience and character.

## **M.S. IN CRIMINAL JUSTICE CRITERIA**

Admission to the graduate Criminal Justice program is determined by the graduate program director, with the assistance of the faculty. A student may be admitted to the program in one of two different categories:

### **Unconditional Admission Standards**

For unconditional acceptance into the M.S. in Criminal Justice program, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university; the major or specialization should be relevant to criminal justice
- successfully completed undergraduate courses in statistics and criminological theory.

### **Conditional Admission Standards**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students will be notified of the requirements they must meet to achieve unconditional status.

After being conditionally admitted, students may be required to take additional undergraduate preparatory work that is relevant to criminal justice; no credit toward the graduate degree will be granted for this work. Conditional admission also requires completion of 12 credits of graduate work in the program with a minimum grade point average of 3.0.

For detailed information about specific admission requirements, visit [ubalt.edu/criminaljustice](http://ubalt.edu/criminaljustice).

## **CURRICULUM**

The dual J.D./M.S. in Criminal Justice program is divided into required courses and electives for a total of 108 to 111 credits. Students must successfully complete 43 credits of required law courses in addition to fulfilling the upper-level writing and advocacy requirements, for a total of 78 law credits. They must also successfully complete 24 to 27 credits of required criminal justice courses and either the thesis or the capstone course.

In this program, students begin master's program work during the summer preceding enrollment in the law school or during the summer after finishing the first year of law school. No student may take courses within the master's program during the fall and spring semesters of the first year of law school.

The following are the requirements for students in the dual J.D./M.S. program.

### **Law School Courses—Required**

LAW 600	Civil Procedure I (3)
<b>or</b>	
LAW 612	Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3)
<b>or</b>	
LAW 611	Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3)
<b>or</b>	
LAW 614	Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4)

**or**

LAW 610	Introduction to Lawyering Skills/Torts (7) <sup>1</sup>
LAW 613	Introduction to Advocacy (2)
LAW 650	Constitutional Law I (4)
LAW 651	Evidence (3)
LAW 652	Professional Responsibility (3)
LAW 655	Constitutional Law II (2)

*one Law in Context class:*

LAW 620	Jurisprudence (3)
LAW 621	American Legal History (3)
LAW 622	Comparative Law (3)
LAW 623	Critical Legal Theory (3)
LAW 624	Law and Economics (3)

<sup>1</sup> Students must take the 3-credit Introduction to Lawyering Skills course through one of four course-pairing options.

Students must also fulfill the School of Law advocacy and upper-level writing requirements.

### **Law School Courses—Strongly Encouraged**

LAW 711	Constitutional Criminal Procedure I (3)
LAW 717	Business Organizations (4)
LAW 740	Constitutional Criminal Procedure II (3)
LAW 742	Commercial Law (4)

Choose additional electives for a total of 78 law credits.

### **Criminal Justice Courses (18 credits)**

CRJU 600	Ethics in Criminal Justice (3)
CRJU 601	Crime and Policy Analysis (3)
CRJU 604	Research Analysis for Criminal Justice (3)
CRJU 620	Management and Supervision in Criminal Justice (3)
CRJU 708	Leadership Development in Criminal Justice (3)
CRJU 710	Advanced Criminology (3)

### **Internship (3 credits)**

CRJU 605	Graduate Internship
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Students presently working in the field may petition the program director to waive the fieldwork requirement. (Documentation must be provided.) If granted, an additional elective is required.

### **Culminating Coursework (3-6 credits)**

CRJU 777	Capstone in Criminal Justice (3)
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**or**

CRJU 799	Thesis (6)
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**Note:** If students opt for thesis, they are exempt from internship.

### **Electives (3)**

The number of electives will vary from one to three depending on whether the student is waived from fieldwork.

Total Credits: 108

LAW Credits: 78

CRJU Credits: 30

## **MASTER OF SCIENCE IN FORENSIC SCIENCE – CYBER INVESTIGATIONS**

[ubalt.edu/cyberinvestigations](http://ubalt.edu/cyberinvestigations)

Frank Xu, program director (Baltimore campus)

Nima Zahadat, program director (Universities at Shady Grove)

FACULTY: De la Cruz, Tumosa, Xu, Zahadat

ADJUNCT FACULTY: Catzen, Darke, Hall, Njoh, Rosenblatt

The University of Baltimore and the College of Public Affairs excel in the preparation and the delivery of education that has practical application. The goal has largely been to prepare students for opportunities at the local, regional and national levels. The School of Criminal Justice is uniquely situated to provide education to students who seek careers in forensic investigations, and the M.S. in Forensic Science – Cyber Investigations program is a 21st-century reflection of the University's mission to impart knowledge that works and to provide students an opportunity to be agents of positive change.

The 30-credit M.S. in Forensic Science – Cyber Investigations program is designed to provide students with a broad-based practical understanding of high-technology crimes. The core of the program exposes students to forensic investigation techniques and skills, computer and digital information crimes, financial and health care fraud, prevention and security management strategies, and legal interventions and resolutions. The degree is a uniquely defined area within the forensic discipline because of its emphasis on high-technology crime, particularly that which occurs in the workplace.

The program requires the successful completion of 10 core courses. Students will complete a required core of courses that examine the history, theory and practical application of forensic investigations as they relate to high-technology crimes. Students will acquire forensic investigations techniques and skills as they relate to computer and digital information crime, and to financial and health care fraud.

Courses are taught in the Jami R. Grant Forensic Laboratories at the University of Baltimore's main campus and at the Universities at Shady Grove.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Forensic Science – Cyber Investigations program, applicants are expected to have a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university.

For detailed information about specific admission requirements, visit [ubalt.edu/cyberinvestigations](http://ubalt.edu/cyberinvestigations).

## DEGREE REQUIREMENTS

### Core Courses (30 credits)

FSCS 601	Legal Issues in High-Technology Crime (3)
FSCS 610	Identifying Organizational Liabilities and Crime (3)
FSCS 615	Information Retrieval: Paper and Electronic (3)
FSCS 620	Forensic Investigative Techniques I (3)
FSCS 630	Security Analysis and Introduction to Cryptography (3)
FSCS 720	Forensic Investigative Techniques II (3)
FSCS 724	Protection of Data/Information (3)
FSCS 727	Computer and Digital Forensics (3)
FSCS 728	Information Systems, Threats, Attacks and Defense Strategies (3)
FSCS 730	Incident Response I (3)

## POSTBACCALAUREATE TRAUMA-INFORMED CERTIFICATE\*

[ubalt.edu/traumainformed](http://ubalt.edu/traumainformed)

Debra Stanley, program director

FACULTY: Pfeifer, Stanley, Wasileski

ADJUNCT FACULTY: Chase, McGregor, Witman

The postbaccalaureate Trauma-Informed Certificate is designed specifically for professionals who are or plan to be working in the criminal justice field. Available to graduate students in the M.S. in Criminal Justice program, the certificate is intended to provide students with the fundamental understanding of trauma and the tools for making appropriate referrals for treatment of people involved in the criminal justice system.

This 12-credit certificate requires the completion of four courses offered in the School of Criminal Justice. The required courses present the specific skills needed for a nonclinical, trauma-informed specialist. Upon completion, Trauma-Informed Certificate students will understand the foundations and manifestations of trauma and its impact within criminal justice organizations, and will acquire the necessary skills to better manage criminal justice populations and execute strategies to address the issues of trauma before they translate into further behavior problems and repeat offending.

## ADMISSION STANDARDS

For unconditional acceptance into the postbaccalaureate Trauma-Informed Certificate program, applicants are expected to have a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university.

## CERTIFICATE REQUIREMENTS

CRJU 680	Foundations and Impact of Trauma (3)
CRJU 682	Trauma-Informed Organizations (3)
CRJU 684	Responding to Trauma (3)
CRJU 686	Trauma Intervention and Best Practices (3)



# Programs Offered by the School of Health and Human Services

## MASTER OF SCIENCE IN HUMAN SERVICES ADMINISTRATION

[ubalt.edu/humanservices](http://ubalt.edu/humanservices)

Bridal Pearson, program director, University of Baltimore

John Hudgins, program director, Coppin State University

FACULTY: Cartwright (CSU), DiFranco (UB), Federman (UB), Gillingham (UB), Harris (CSU), Hudgins (CSU), Molinari, (UB), Pearson (UB), Phillips (CSU), Sheehan (UB), Sowa (UB), Spry (CSU), Taylor (CSU), Trotter (UB), Wyatt-Nichol (UB)

ADJUNCT: Walker (UB)

The M.S. in Human Services Administration program is a collaborative effort between UB and Coppin State University (CSU), the only one of its kind in Maryland. Under the guidance of the program directors, students take courses on both campuses and receive a joint degree issued by both universities.

The 36-credit curriculum prepares students for professional careers in the field of human services administration in a variety of settings (corporate, governmental, nonprofit and community). Through 18 credits of required coursework, students will have the opportunity to develop administrative abilities in the areas of program planning, implementation and evaluation; grant writing; fundraising, personnel and fiscal administration; community outreach; and leadership and decision-making.

Students then individualize their studies by choosing 12 credits of coursework in an approved human services content area, such as addictions counseling, family counseling, health care delivery systems, negotiations and conflict management, rehabilitation counseling, and special education. The capstone experience is the student's choice of 6 credits of field experience or 6 credits of research in program planning, implementation and evaluation.

The market demand for human service administrators is high. Nationally and in Maryland, the job opportunity growth rate is outpacing the number of trained professionals. Those with master's degrees in human services administration will be uniquely positioned to take advantage of this growing sector of the economy while making significant contributions to human service agencies.

Classes are offered evenings.

## UNCONDITIONAL ADMISSION STANDARDS

For unconditional acceptance into the M.S. in Human Services Administration program, applicants are expected to have a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university.

## CONDITIONAL ADMISSION STANDARDS

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, a student with a grade point average lower than 3.0 but at least 2.5 may be admitted on a conditional basis. Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 9 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/humanservices](http://ubalt.edu/humanservices).

## TRANSFER CREDITS

A maximum of 6 relevant graduate credits may be transferred from another program or regionally accredited college or university toward this graduate degree, subject to the approval of the program director.

## DEGREE REQUIREMENTS

No more than 6 credits with passing grades lower than B- can be applied to the degree.

### **Core Courses (18 credits)**

All courses are required, but each course is offered at only one of the participating campuses—UB or CSU—as indicated.

#### **Historical and Contemporary Issues**

- HSAD 602 History and Foundations of Human Service Systems (3) (UB)
- HSAD 603 Contemporary Issues in Human Service Administration (3) (CSU)

#### **Planning and Evaluation**

- HSAD 610 Strategies for Human Services Program Planning (3) (UB)
- HSAD 611 Program Evaluation and Policy Analysis (3) (CSU)

#### **Leadership and Decision-Making**

- HSAD 620 Human Services Leadership and Supervision (3) (CSU)
- HSAD 621 Administrative Decision-Making in Human Service Agencies (3) (UB)

### **Elective Content Areas (12 credits)**

In consultation with an adviser, the student chooses four courses from one of the following approved elective content areas related to human services. Each elective content area is offered at only one of the participating campuses—UB or CSU—as indicated.

#### **Addictions Counseling (CSU)**

- PSYC 612 Group Counseling (3)
- PSYC 622 Addiction Prevention Techniques for the Individual, Family, School and Community (3)
- PSYC 641 Advanced Individual Counseling, Diagnosis and Assessment of the Addicted Client (3)
- PSYC 642 Advanced Group Counseling, Diagnosis and Assessment of the Addicted Client (3)

- PSYC 643 Action Research on Alcoholism and Multiple Addictions in the Inner City (3)  
 PSYC 644 Management of Addiction Treatment Programs (3)

**Family Counseling (CSU)**

- PSYC 508 Child Abuse and Spousal Abuse (3)  
 PSYC 529 Human Growth and Development (3)  
 PSYC 612 Group Counseling (3)  
 PSYC 614 Techniques of Marriage and Family Counseling (3)

**Health Care Delivery Systems (UB)**

- HSMG 630 The Legal Environment of Health Care Management (3)  
 HSMG 766 Health Systems Management: Organizational Design and Human Resources (3)  
 MGMT 765 Management of Health Care Organizations and Professionals (3)  
 HSMG 750 Health Care Systems, Organization and Management (3)  
 HSMG 753 Policy Issues in Health Care (3)  
 HSMG 755 Health Administration (3)  
 HSMG 756 Managed Care Administration (3)  
 HSMG 757 Strategic Management for Health Care (3)

**Negotiations and Conflict Management (UB)**

- CNCM 506 Understanding and Assessing Conflict (3)  
 CNCM 508 Approaches to Managing Conflict/Methods of Dispute Resolution (3)  
 CNCM 513 Negotiations: Theory and Practice (3)  
 CNCM 515 Mediation: Theory and Practice (3)  
 MGMT 725 Labor Relations and Conflict Management (3)

**Rehabilitation Counseling (CSU)**

- REHB 504 Psychosocial Aspects of Disability (3)  
 REHB 513 Introduction to Rehabilitation (3)  
 REHB 516 Theories and Techniques of Counseling (3)  
 REHB 536 Casework/Caseload Management (3)  
 REHB 610 Organization and Administration of Counseling and Rehabilitation Programs (3)  
 REHB 636 Multicultural Counseling (3)

**Special Education (CSU)**

- SPED 511 Group Dynamics: The Educator's Role (3)  
 SPED 512 Administration and Supervision of Special Education Programs (3)  
 SPED 514 Seminar in Interdisciplinary Information (3)  
 SPED 587 Teaching Exceptional Children in the Regular Classroom (3)  
 SPED 700 Legal Aspects of Special Education (3)

**Capstone Experience (6 credits)**

Choose both courses in one of the following options; note that each course is offered at only one of the participating campuses—UB or CSU—as indicated:

### **Internship Option**

- HSAD 695      Field Practicum I: Human Services Administration (3) (UB)  
HSAD 696      Field Practicum II: Human Services Administration (3) (CSU)

### **Research Option**

- HSAD 698      Research Practicum I: Program Planning, Implementation and Evaluation (3) (CSU)  
HSAD 699      Research Practicum II: Program Planning, Implementation and Evaluation (3) (UB)

## **MASTER OF SCIENCE IN HEALTH SYSTEMS MANAGEMENT**

[ubalt.edu/healthsystems](http://ubalt.edu/healthsystems)

Tina DiFranco, co-program director

Amrita Shenoy, co-program director

FACULTY: DiFranco, Kang, Lyles, Molinari, Shenoy, Weisman

The M.S. in Health Systems Management program is designed to provide graduate education to those fulfilling or seeking careers in health systems administration. Through a comprehensive program of quantitative and qualitative approaches to health systems management, students obtain balanced professional development in the core disciplines of management, including finance, epidemiology, quantitative methods, organizational behavior, ethics, law and information systems. One of this program's strengths is its focus on multidisciplinary approaches, employing concepts and experiences from political, sociocultural, financial and administrative disciplines. The 39- to 45-credit curriculum addresses the various content areas recommended by the Association of University Programs in Health Administration.

Classes are offered Saturdays during the day at both the main campus location and at the Universities at Shady Grove in a 10-week session, held once each in the fall and spring semesters, and during summer session. Additionally, a portion of the program's classes are offered online.

### **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Health Systems Management program, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university
- experience in a health systems organization (highly recommended), but other educational, work and life experience will be considered.

### **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 12 credits of study to achieve unconditional status and to continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/healthsystems](http://ubalt.edu/healthsystems).

## DEGREE REQUIREMENTS

Students with relevant satisfactory coursework and/or professional experience may petition a waiver of HSMG 750: Health Care Systems, Organization and Management (3 credits).

Students who lack work experience in the health care field are required to complete an internship (3 credits). Students who have been employed for more than one year in a midlevel health care administrative position may petition the graduate program director to have the internship requirement waived.

The program comprises three core content areas: management, quantitative methods and financial/information technology.

### **Management Core Courses (18 credits)**

HSMG 630	The Legal Environment of Health Care Management (3)
HSMG 750	Health Care Systems, Organization and Management (3) <sup>1</sup>
HSMG 753	Policy Issues in Health Care (3)
HSMG 755	Health Administration (3)
HSMG 757	Strategic Management in Health Care (3)
HSMG 766	Health Systems Management: Organizational Design and Human Resources (3)

<sup>1</sup> Students with relevant satisfactory coursework and/or professional experience may petition a waiver of this course.

### **Epidemiology Core Course (3 credits)**

HSMG 643	Epidemiology of Health Services (3)
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### **Quantitative Core Courses (9 credits)**

HSMG 632	Quantitative Tools for Health Systems Management I (3)
HSMG 650	Quantitative Tools for Health Systems Management II (3)

and one course from the following:

HSMG 651	Survey Research and Data Analysis for Health Administrators (3)
HSMG 691	Health Planning and Program Evaluation (3)

### **Financial/Information Technology Core Courses (12 credits)**

HSMG 695	Health Care Management Information Systems (3)
HSMG 697	Health Insurance and Prepaid Health Care (3)

and two courses from the following:

HSMG 699	Health Finance (3)
HSMG 701	Health Economics (3)
ACCT 761	Accounting for Health Care Organizations (3)

### **Additional Degree Requirement (3 credits)**

HSMG 752	Internship (3)
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The internship serves to build a bridge between theory and practice. Students have the opportunity to apply their knowledge and acquire insights into the management of health services organizations.

Students who have been employed for more than one year in a midlevel health care administrative position may petition the graduate program director to have this requirement waived.

## **CERTIFICATE IN HEALTH SYSTEMS MANAGEMENT\***

[ubalt.edu/healthsystemscertificate](http://ubalt.edu/healthsystemscertificate)

Tina DiFranco, program director

FACULTY: DiFranco, Kang, Lyles, Molinari, Shenoy

The 12-credit postbaccalaureate Certificate in Health Systems Management is designed for degreed students interested in qualifying for entry-level management positions in health services organizations or for transitioning into management from purely clinical disciplines. The program requires four courses: Health Care Systems, Organization and Management; the Legal Environment of Health Care Management; Health Finance; and Health Economics, for a total of 12 credits.

Health services managers plan, organize, direct and coordinate medical and health services in a variety of settings in the public and private sectors. The Certificate in Health Systems Management seeks to address the need for new health services managers and professionals in the work force by offering courses with a focus on health administration and management, the legal and regulatory environment of the United States health care system and its impact on administrative and management decisions, finance principals and how they drive managerial decision-making, and how economic theory predicts the supply, demand and consumption of health care.

### **ADMISSION STANDARDS**

For acceptance into the Certificate in Health Systems Management, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university
- experience in a health systems organization (highly recommended), but other educational, work and life experience will be considered.

### **CERTIFICATE REQUIREMENTS**

HSMG 632	Legal Environment of Health Care Management (3)
HSMG 699	Health Finance (3)
HSMG 701	Health Economics (3)
HSMG 750	Health Care Systems, Organization and Management (3)

Students with an undergraduate degree in health care administration or with significant work experience in the health systems field can substitute HSMG 766: Health Systems Management: Organizational Design and Human Resources for HSMG 750: Health Care Systems, Organization and Management with the approval of the program director.

## **Programs Offered by the School of Public and International Affairs**

# MASTER OF ARTS IN GLOBAL AFFAIRS AND HUMAN SECURITY

[ubalt.edu/globalaffairs](http://ubalt.edu/globalaffairs)

Jennica Larrison, program director

FACULTY: Federman, Havewala, Haynes, G. Julnes, Larrison, Lyles, Molinari, Ross, Sheehan, Stanley, Tan, Wyatt-Nichol

The 36-credit M.A. in Global Affairs and Human Security program is designed for students interested in contemporary international issues related to international development, good governance, transnational problem-solving and the promotion of human security. Students examine the ways in which nongovernmental organizations (NGOs), supranational organizations, intergovernmental bodies and global actors work together to address issues of human well-being while confronting challenges that are beyond the scope of single governments to resolve.

Human security is a paradigm for understanding global vulnerabilities. Its proponents challenge traditional notions of national security by arguing that responsibility for national, regional and global security should lie with the individual rather than the state, and that the scope of global security should be expanded to include economic, food, health, environmental, personal, community and political security.

Classes are offered evenings, and some courses are offered online.

## UNCONDITIONAL ADMISSION STANDARDS

For acceptance into the M.A. in Global Affairs and Human Security program, applicants are expected to have:

- a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university
- at least a B average in prior coursework if transferring from another graduate program.

## CONDITIONAL ADMISSION STANDARDS

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 6 credits of study to achieve unconditional status and to continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/globalaffairs](http://ubalt.edu/globalaffairs).

## DEGREE REQUIREMENTS

### Foundation Courses (6 credits)

GAHS 504 Seminar in Globalization and Social Change (3)  
GAHS 508 International Organization (3)

### Core Courses (15 credits)

GAHS 600 Managing NGOs (3)  
CNCM 506 Understanding and Assessing Conflict (3)  
CNCM 710 Terrorism, Counterterrorism and International Conflict Management (3)

CNCM 740 Ethnic and Cultural Factors in Conflict (3)  
GAHS 610 International Development (3)  
PUAD 629 Public Program Evaluation  
**or**  
CNCM 510 Research Methods (3)<sup>1</sup>

<sup>1</sup> Students who do not demonstrate knowledge of elementary statistics are required to take PUAD 628: Statistical Applications in Public Administration before taking PUAD 629.

### **Electives (6 credits)**

Students choose two courses from the following:

GAHS 510 International Migration and Human Security (3)  
GAHS 605 International Political Economy and Development  
HSMG 766 Health Systems Management: Organizational Design and Human Resources (3)  
PUAD 709 Individual Research (3)  
Other courses as approved by the program director

### **Culminating Courses (6 credits)**

GAHS 740 Seminar in Human Security (3)  
GAHS 760 Internship/Field Placement Seminar (3)<sup>2</sup>

<sup>2</sup> The final integrative component of the program is an internship/field placement. No thesis is required.

## **MASTER OF SCIENCE IN NEGOTIATIONS AND CONFLICT MANAGEMENT**

[ubalt.edu/negotiations](http://ubalt.edu/negotiations)

Rae Tan, program director

FACULTY: Federman, Sheehan, Tan

ADJUNCT FACULTY: members of various University of Baltimore schools and colleges

The 36-credit curriculum of the M.S. in Negotiations and Conflict Management program is intensely interdisciplinary, drawing on the courses and expertise of three of the University's academic units: the Merrick School of Business, the College of Public Affairs, and the Yale Gordon College of Arts and Sciences.

In addition to specialized courses in conflict theory and methods of dispute prevention and resolution, the program involves courses in a variety of disciplines that provide a specific focus on the settings in which conflicts arise and on the potential alternatives for resolving or settling these conflicts in those contexts. The program's infusion of legal, business, social science and humanities perspectives challenges students to gain a broad, rich understanding of conflict and conflict management. Such understanding enhances their ability to develop successful careers in this rapidly growing field of scholarship and professional practice, which spans both the public and private sectors.



Comprising theoretical and practical components designed to enhance students' understanding of conflict and to increase their ability to manage it effectively in a variety of settings, the program requirements lead students through three levels of coursework and experience:

- Level one includes a series of 3-credit core courses that introduce students to the field and enable them to develop the skills necessary for a career in negotiations and conflict management.
- Level two is composed of a series of advanced perspective courses and electives that deepen students' appreciation of the impact of the contextual setting on the nature, prevention and resolution of conflict. They also promote understanding of the distinction between conflict settlement and conflict resolution. When appropriate, special topics courses in various disciplines may be taken. Although some overlap is inevitable, level two courses are categorized according to their focus on one of three distinct perspectives: individual and interpersonal; managerial and governmental; and cultural, ethical and policy.
- Level three is the Capstone Experience, which consists of two components: an internship experience chosen in conjunction with a faculty member acting as internship director, and a capstone course that integrates learning from the core courses of the program, the electives taken, the internship experience and any other experiences pertinent to students' understanding of conflict management.

Classes are offered evenings, and some courses are offered in the summer for continuing students.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Negotiations and Conflict Management program, applicants are expected to have a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university.

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirement for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 12 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/negotiations](http://ubalt.edu/negotiations).

## **DEGREE REQUIREMENTS**

### **Level One: Core Courses (24 credits)**

CNCM 504	The Conflict Management Profession (3)
CNCM 506	Understanding and Assessing Conflict (3)
CNCM 508	Approaches to Managing Conflict/Methods of Dispute Resolution (3)
CNCM 510	Research Methods (3)
CNCM 513	Negotiations: Theory and Practice (3)
CNCM 515	Mediation: Theory and Practice (3)
CNCM 730	Organizational Conflict and Conflict Management Systems (3)
CNCM 740	Ethnic and Cultural Factors in Conflict (3)

### **Level Two: Advanced Perspective Courses (6 credits)**

Students complete two elective courses consistent with academic and professional goals within the CNCM program or allied disciplines (as approved by CNCM program director or program adviser).

### **Level Three: Internship and Capstone (6 credits)**

CNCM 790 Internship (3)

In consultation with the internship director, students select an appropriate internship after completing at least 30 credit hours of coursework.

CNCM 798 Capstone Course (3)

This course integrates learning from the core courses of the program, the advanced perspective courses, the internship experience and any other applicable knowledge gained to achieve a comprehensive understanding of conflict management.

## **JURIS DOCTOR/MASTER OF SCIENCE IN NEGOTIATIONS AND CONFLICT MANAGEMENT**

[ubalt.edu/conflictmanagementjointdegree](http://ubalt.edu/conflictmanagementjointdegree)

Rae Tan, program director

Dionne Koller, associate dean, School of Law

The University of Baltimore School of Law offers students the opportunity to earn a J.D. and M.S. in Negotiations and Conflict Management by completing an integrated sequence of courses over a three- to four-year period.

Students in the dual-degree program will find the training useful in a variety of positions in government, nonprofit and private organizations that require knowledge of the law and an ability to manage conflict. Students in the dual-degree program are required to complete a minimum of 78 credits in law school and a minimum of 33 credits in the M.S. program.

The School of Law recognizes 9 credits of the M.S. program (6 credits if the degrees are not completed within the same academic year), and the M.S. program reciprocally allows the transfer of 9 credits of law school courses to satisfy requirements in its program. Students admitted to this program have the opportunity to obtain both the J.D. and M.S. for 18 fewer credits than would be required if they were to obtain the two degrees independently. All other requirements for the J.D. apply to students in this program.

### **ADVISEMENT**

Responsibility for the overall administration of the dual J.D./M.S. program is vested in the associate dean of the School of Law and in the M.S. in Negotiations and Conflict Management program director. Students who have an interest in the program should contact the associate dean of the School of Law (or that administrator's designee) and contact the M.S. program director (or the director's designee).

### **ADMISSION STANDARDS**

Applicants for the dual-degree program must meet the admission standards of both the School of Law and the M.S. in Negotiations and Conflict Management program. In addition, students may apply to the dual-degree program after having enrolled in either the J.D. or M.S. program; however, to obtain the full

benefit of credit sharing under the dual-degree program, Negotiations and Conflict Management students should enter the law school program no later than after the completion of 15 credits in the M.S. program.

## **APPLICATION PROCESS**

The law school application form should be completed and returned to the Office of Law Admissions together with a nonrefundable application fee. Applicants are encouraged to use the online application, available at [law.ubalt.edu/apply](http://law.ubalt.edu/apply). All first-year applicants must take the LSAT and register with the Credential Assembly Service. A transcript from each college and university attended must be submitted to the Credential Assembly Service, which will prepare an official report for each law school candidate containing the LSAT test score, transcripts and computation of a uniform undergraduate grade point average for use by the law school in evaluating the application.

The completed graduate application form, the application fee and an official transcript from each college or university attended must be submitted to the Office of Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)). For a list of required materials, visit [ubalt.edu/negotiations](http://ubalt.edu/negotiations).

Although candidates are required to file applications to both programs, admission to the dual J.D./M.S. program is contingent upon a favorable action of the School of Law Admissions Committee.

## **LAW SCHOOL CRITERIA**

Admission to the School of Law is determined by the School of Law Admissions Committee, which bases its decisions on a variety of factors. This committee of faculty members evaluates all material in an applicant's file but places substantial emphasis on the cumulative undergraduate grade point average and the LSAT score. Nevertheless, the committee also recognizes nontraditional factors that may be relevant in determining the applicant's ability to complete law school successfully.

The committee seeks to include people of diverse racial, ethnic and cultural backgrounds. It considers the level of difficulty of the undergraduate field of study, graduate degrees and other indications not susceptible to measurement by traditional academic criteria, such as demonstrated ability to overcome adversity, individual achievement, motivation, work experience and character.

## **M.S. IN NEGOTIATIONS AND CONFLICT MANAGEMENT CRITERIA**

Admission to the M.S. in Negotiations and Conflict Management program is determined by the graduate program director with the assistance of the faculty. A student may be admitted to the program in one of two different categories:

### **Unconditional Admission Standards**

For unconditional acceptance into the M.S. in Negotiations and Conflict Management program, applicants are expected to have a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university.

### **Conditional Admission Standards**

Applicants not meeting the requirement for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis. Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 12 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/negotiations](http://ubalt.edu/negotiations).

## CURRICULUM

The J.D./M.S. curriculum is divided into required courses and electives for a total of 111 credits. Students must successfully complete 43 credits of required law courses in addition to fulfilling the upper-level writing and upper-level advocacy requirements, for a total of 78 law credits. They must also successfully complete 33 credits of required M.S. courses.

In this program, students begin master's program work during the summer preceding enrollment in law school studies or during the summer after finishing the first year of law school. No student may take courses within the master's program during the fall and spring semesters of the first year of law school. The following are the requirements for students in the dual J.D./M.S. program.

### **Law School Courses—Required**

LAW 600	Civil Procedure I (3)
<b>or</b>	
LAW 612	Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3)
<b>or</b>	
LAW 611	Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3)
<b>or</b>	
LAW 614	Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4)
<b>or</b>	
LAW 610	Introduction to Lawyering Skills/Torts (7) <sup>1</sup>
LAW 613	Introduction to Advocacy (2)
LAW 650	Constitutional Law I (4)
LAW 651	Evidence (3)
LAW 652	Professional Responsibility (3)
LAW 655	Constitutional Law II (2)

#### *one Law in Context class:*

LAW 620	Jurisprudence (3)
LAW 621	American Legal History (3)
LAW 622	Comparative Law (3)
LAW 623	Critical Legal Theory (3)
LAW 624	Law and Economics (3)

<sup>1</sup> Students must take the 3-credit Introduction to Lawyering Skills course through one of four course-pairing options.

Students must also fulfill the School of Law advocacy and upper-level writing requirements.

### **Law School Courses—Strongly Recommended**

LAW 711	Constitutional Criminal Procedure I (3)
LAW 717	Business Organizations (4)
LAW 740	Constitutional Criminal Procedure II (3)
LAW 742	Commercial Law (4)

Choose additional electives for a total of 78 law credits.

### **Negotiations Courses**

CNCM 504	The Conflict Management Profession (3)
CNCM 506	Understanding and Assessing Conflict (3)
CNCM 508	Approaches to Managing Conflict/Methods of Dispute Resolution (3)
CNCM 510	Research Methods (3)
CNCM 513	Negotiations: Theory and Practice (3)
CNCM 515	Mediation: Theory and Practice (3)
CNCM 730	Organizational Conflict and Conflict Management Systems (3)
CNCM 740	Ethnic and Cultural Factors of Conflict (3)
CNCM 790	Internship (3)
CNCM 798	Capstone Course (3)
	one CNCM elective (3)

Total Credits: 111

LAW Credits: 78

CNCM Credits: 33

## **MASTER OF SCIENCE IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP**

[ubalt.edu/nonprofit](http://ubalt.edu/nonprofit)

Jessica Sowa, program director

FACULTY: G. Julnes, Pearson, Sowa, Stickney, Weiss, Wyatt-Nichol

ADJUNCT FACULTY: Cotten, Hickey, Kessler

The M.S. in Nonprofit Management and Social Entrepreneurship program provides specialized, interdisciplinary training for students who wish to work as managers of nonprofit or social enterprise organizations. Offered jointly by the University's Merrick School of Business and College of Public Affairs, the program draws upon the strengths of both units to provide a comprehensive foundation in nonprofit management education.

The program teaches students to understand the role of the nonprofit sector, including its scope, economics, significance and history; analyze issues related to the unique legal, ethical and governance structures of the nonprofit sector; develop financial models to ensure sustainability of nonprofits, including different types of revenue streams, fundraising, philanthropic gifts and use of social enterprise mechanisms; and identify the different types of accountability under which nonprofit organizations must operate (financial accountability and accountability to multiple stakeholders for organizational mission).

The program comprises 36 to 39 credits, including a core of 27 credits and 9 elective credits in one of three specialization tracks (global affairs, health management and general management). Students who have not had extensive management or leadership experience in the nonprofit sector benefit from a required 3-credit internship.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.S. in Nonprofit Management and Social Entrepreneurship program, applicants are expected to have a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university.

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, the admission committee will exercise discretion in considering other relevant factors in the admission process; additional criteria may apply. Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 12 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/nonprofit](http://ubalt.edu/nonprofit).

## **DEGREE REQUIREMENTS**

### **Core Courses (24 credits)**

HSAD 600	Fundraising and Grantwriting (3)
PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 629	Public Program Evaluation (3)
PUAD 700	Concepts and Practices of Nonprofits (3)
PUAD 734	Strategic Planning (3)
PUAD 776	Legal Aspects of Nonprofit Administration (3)
ACCT 505	Accounting Essentials (1.5)
MGMT 605	Leading with Integrity (1.5)
MGMT 615	Managing in a Dynamic Environment (3)

### **Specializations (9 credits)**

*Choose three courses within one of the following specializations:*

#### **Global Affairs**

GAHS 504	Seminar in Globalization and Social Change (3)
GAHS 508	International Organization (3)
GAHS 600	Managing NGOs (3)
MGMT 780	Leading Across Cultures (3)
PUAD 704	Managing Diversity (3)

#### **Health Management**

HSMG 630	The Legal Environment of Health Care Management (3)
HSMG 697	Health Insurance and Prepaid Health Care (3)

HSMG 755 Health Administration (3)  
HSMG 756 Managed Care Administration (3)

**General Management**

MGMT 730 Leadership, Learning and Change (3)  
MGMT 745 Managing the Sustainable Enterprise (3)  
ENTR 771 The Design/Business Link (3)  
HSAD 610 Strategies for Human Services Program Planning (3)  
MKTG 742 Social, Nonprofit and Public-Sector Marketing (3)  
PUAD 704 Managing Diversity (3)  
PUAD 785 Public-Sector Performance Management (3)  
PUAD 797 Nonprofit Management: Applied Skills Seminar (3)

**Capstone Experience (3 credits)**

ENTR 760 Social Enterprise and Entrepreneurship (3)

**Internship (3 credits)**

Students without significant management and leadership work experience in the nonprofit sector will be required to complete a 3-credit internship in addition to core, specialization and capstone requirements.

## **MASTER OF PUBLIC ADMINISTRATION (M.P.A.)**

[ubalt.edu/publicadministration](http://ubalt.edu/publicadministration)

Jessica Sowa, program director

FACULTY: Darling, E. Gibson, Gourrier, Havewala, Henderson (emeritus), G. Julnes, Nam, Naylor, Sowa, Swaim (emeritus), Thomas, Uzochukwu, Wachhaus, Wilson-Gentry, Wyatt-Nichol

AFFILIATED FACULTY: Cotten, Haynes, Lyles

ADJUNCT FACULTY: Adler, Hickey, Kelley

The M.P.A. is a 42- to 45-credit professional degree designed to provide graduate education for people currently holding or seeking administrative careers in the public sector or nonprofit organizations. Students with all types of undergraduate backgrounds are considered for admission.

The objective of the program is to prepare students for administrative positions in agencies and departments at all levels of government and in private or nonprofit organizations. Based on this premise, the program is designed to improve students' understanding of the political and legal environment in which public managers function, enhance their knowledge of managerial processes and organizational behavior, and improve their skills in research methods and quantitative techniques.

The M.P.A. program is also designed to increase the potential for promotion of in-service personnel, prepare students for further graduate study in Ph.D. and D.P.A. programs, and provide pre-service students with on-the-job training through an internship program.

Classes are offered evenings, and some courses are offered in the summer for continuing students. The program is also offered weekends and online at the Universities at Shady Grove. In addition, the program can be completed exclusively through online study.

## **NASPAA ACCREDITATION**

The University of Baltimore's M.P.A. program is accredited by the Network of Schools of Public Policy, Affairs and Administration. Programs seeking NASPAA accreditation undergo a lengthy evaluation involving a detailed self-study, a site visit and an examination by a peer group review committee that comprises NASPAA members from other universities.

The evaluation is based on the following criteria: quality of faculty, content of the curriculum, policies for admission, library and computer facilities, and placement opportunities for students.

## **UNCONDITIONAL ADMISSION STANDARDS**

For unconditional acceptance into the M.P.A. program, applicants are expected to have:

- A bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university, or an undergraduate degree and a B average in 12 credits of graduate study
- proficiency in the use of office computer applications, such as word processing, spreadsheet and database programs, and the internet.

## **CONDITIONAL ADMISSION STANDARDS**

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, the admission committee will exercise discretion in considering other relevant factors in the admission process; additional criteria may apply.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 12 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/publicadministration](http://ubalt.edu/publicadministration).

## **PREREQUISITES**

The M.P.A. program requires all incoming students to be computer and information literate. Students should be comfortable operating a computer for such basic tasks as word processing, internet searching, file downloading and emailing. Competence in a specific computer application program, such as Microsoft Excel, is stipulated as a prerequisite for enrollment in some courses. Students lacking either the basic or advanced skills needed to achieve the required levels of computer competency are required to avail themselves of the instructional resources provided by the University's Academic Resource Center or any other comparable remedial course.

## **DEGREE REQUIREMENTS**

Students with little or no public-sector work experience must successfully complete a 3-credit internship, for a total of 45 credits, while students who have been employed for more than one year as midlevel managers, supervisors, systems analysts, personnel specialists, budget examiners or in similar managerial positions are not required to complete the internship.

The M.P.A. curriculum is divided into core and specialization courses. Core courses are required of all students and are designed to provide general background in administrative theory, public policy and program management; understanding of the ethics, role and methods of public administrators in achieving policy objectives; thorough knowledge of the political, economic and legal processes that affect



administrators; and specialized training in research methods, management information systems and quantitative techniques. It is recommended that students take PUAD 619, PUAD 620, PUAD 621, PUAD 623 and PUAD 627 early in their program. Students must complete PUAD 628: Statistical Applications in Public Administration within the first 15 credit hours. Students must earn a grade of B or better in PUAD 798: Problem-Solving Seminar in Public Administration to meet degree requirements.

### **Core Courses (33 credits)**

PUAD 619	Public Management (3)
PUAD 620	Public Policy (3)
PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 622	Public Budgeting and Fiscal Administration (3)
PUAD 623	Bureaucracy and the Political Process (3)
PUAD 626	Information Resource Management (3)
PUAD 627	Legal and Ethical Environment of Public Administration (3)
PUAD 628	Statistical Applications in Public Administration (3)
PUAD 629	Public Program Evaluation (3) <sup>1</sup>
PUAD 630	Analytical Techniques in Public Administration (3) <sup>1</sup>
PUAD 798	Problem-Solving Seminar in Public Administration (3) <sup>1, 2</sup>

<sup>1</sup> prerequisite: PUAD 628

<sup>2</sup> Students may not take PUAD 798 unless they have completed all core courses, except PUAD 626, with a grade of B- or better by the start of the course or have the permission of the program director.

### **Specializations (9 credits)**

Based on their personal interests and career objectives, students are required to choose an area of specialization within public administration or within another graduate program offered by the University of Baltimore, such as applied psychology, criminal justice, legal and ethical studies, or business.

Specializations outside public administration must be developed in consultation with M.P.A. faculty advisers and approved by the M.P.A. program director. Students are required to complete at least 9 credits of electives within the specialization of their choice. (For pre-service students, the internship course does not substitute for one of the required three electives.)

Within public administration, the possible areas of specialization are public policy and administration, health care policy and administration, budgeting and fiscal administration, public and nonprofit management, global affairs and human security, and negotiations and conflict management. (The courses composing these specializations come from public administration and other graduate programs at the University of Baltimore.) These specializations provide instruction in important subject areas and respond to the career interests of students in the M.P.A. program. The areas of specialization are as follows:

#### **Public Policy and Administration**

This specialization covers a variety of topics in the field of public administration. The coursework provides students with knowledge in the formulation, implementation and evaluation of public policies. Students in this area would most likely seek employment in a public agency that operates within the policy area of their interest.

### **Health Care Policy and Administration**

This specialization provides students with an understanding of major administrative concerns in the health care arena, including the roles of managed care programs, financing the health care system, health care planning and strategic planning for health care. It includes courses on health administration, health policy, health systems, health finance, managed care administration and strategic health care evaluation. The program is designed for those seeking preparation for or advancement in a career in public or private health care organizations.

### **Budgeting and Fiscal Administration**

This specialization covers the governmental budgeting process, the techniques of budget analysis and fiscal management. It also includes courses that deal with accounting, public finance, public economics, cost-benefit analysis and taxation policy. This specialization is designed for students who currently hold or anticipate taking a position as a budget analyst in a governmental agency.

### **Public and Nonprofit Management**

This specialization, the only one available to students at the Universities at Shady Grove and in the exclusively online program, deals with the processes by which public agencies and nonprofit organizations are structured and managed. Fundamental management issues, such as planning, decision-making, control, leadership, personnel motivation and ethics, are examined. It also includes courses on organizational design, change and conflict. Students who are interested in nonprofit management can explore topics such as risk, volunteer and board management. This specialization is designed for students who presently administer or envision administering programs in the public or nonprofit sectors.

### **Negotiations and Conflict Management**

This specialization provides students with an understanding of the conflict management profession. Students will study conflict at multiple levels and in different settings, engage in conflict analysis, and propose appropriate conflict management resolutions. Practice coursework in negotiation and mediation will provide applied skills.

### **Global Affairs and Human Security**

This specialization provides students with basic knowledge of global affairs and human security through coursework in globalization and international organizations. Students will have an opportunity to integrate their knowledge through the preparation of a research paper that serves as a bridge between their coursework and postgraduate plans.

### **Specialization courses may be selected from the following:**

PUAD 701	Public Administration and Public Finance (3)
PUAD 702	Public Financial Management (3)
PUAD 703	Urban Management (3)
PUAD 704	Managing Diversity (3)
PUAD 705	Special Topics in Public Administration (3)
PUAD 708	Government and Aging Policy (3)
PUAD 709	Individual Research (1-4) <sup>3</sup>
PUAD 720	Urban Politics and Policy Planning (3)
PUAD 725	Fundamentals of Geographic Information Science and Systems (3)

PUAD 730	State and Local Personnel Management (3)
PUAD 731	Public Employee Union Labor Relations and Collective Bargaining (3)
PUAD 732	Leadership and Organizational Change (3)
PUAD 733	Managing Public-Sector Projects (3)
PUAD 734	Strategic Planning (3)
PUAD 740	Administrative Law and Regulation (3)
PUAD 752	Special Topics in Public Health Administration (3)
PUAD 760	Regulatory Policy and Administration (3)
PUAD 761	Environmental Policy and Administration (3)
PUAD 763	Public Policymaking (3)
PUAD 764	Public Policy Implementation (3)
PUAD 770	Government-Business Cooperation in Community Development (3)
PUAD 775	Intergovernmental Administration (3)
PUAD 777	Political Economy of Nonprofit Organizations (3)
PUAD 780	Public Information Management: Organizational and Policy Issues (3)
PUAD 781	Information Technology: Public-Sector Applications (3)
PUAD 785	Public-Sector Performance Measurement (3)
PUAD 786	Activity-Based Costing for Public Administrators (3)
PUAD 789	Business Process Re-Engineering in the Public Sector (3)
PUAD 795	Advanced Quantitative Techniques in Public Administration (3)
CNCM 506	Understanding and Assessing Conflict (3)
CNCM 513	Negotiations: Theory and Practice (3)
CNCM 515	Mediation: Theory and Practice (3)
GAHS 504	Seminar in Globalization and Social Change (3)
GAHS 508	International Organization (3)
GAHS 510	International Migration and Human Security (3)
GAHS 740	Seminar in Human Security (3)
HSMG 660	Comparative Global Health and Human Security (3)
HSMG 750	Health Care Systems, Organization and Management (3)
HSMG 753	Policy Issues in Health Care (3)
HSMG 755	Health Administration (3)
HSMG 755	Health Administration (3)
HSMG 757	Strategic Management for Health Care (3)
HSMG 766	Health Systems Management: Organizational Design and Human Resources (3)

<sup>3</sup> PUAD 709 can be completed one time for a total of 3 credits.

### **Internship (possible 3 credits)**

PUAD 790 Internship (3)

An essential part of the program is a 3-credit internship for students who lack significant public-sector work experience. Internships are designed to enable students to gain practical experience as productive members of governmental or nonprofit organizations. There are numerous opportunities in the Baltimore-Washington area for internships in federal, state, county, city or nonprofit agencies.

# JURIS DOCTOR/MASTER OF PUBLIC ADMINISTRATION

[ubalt.edu/publicadministrationjointdegree](http://ubalt.edu/publicadministrationjointdegree)

Jessica Sowa, program director

Dionne Kohler, associate dean, School of Law

The University of Baltimore School of Law and the School of Public and International Affairs within the College of Public Affairs offer students the opportunity to obtain a J.D. and M.P.A. by completing an integrated sequence of courses over a three- to four-year period.

Students seeking the dual degrees will find their training useful in managerial and legal positions in federal, state or local government agencies, and in nonprofit or quasigovernmental organizations.

Students in the dual-degree program will be required to complete a minimum of 78 credits in the law school and a minimum of 30 credits in the M.P.A. program.

The School of Law recognizes 9 credits of the M.P.A. core requirements as transferable to its program (6 credits if the degrees are not completed within the same academic year), and the M.P.A. program reciprocally allows the transfer of 12 credits of law school courses to satisfy course requirements in its program. Specifically, the M.P.A. program agrees to waive PUAD 627 Legal and Ethical Environment of Public Administration for students in the dual-degree program as well as 9 specialization credit hours.

Thus, students who are admitted to this program have the opportunity to obtain both the J.D. and M.P.A. for 18 to 21 fewer credits than would be required if they were to obtain the two degrees independently. All other requirements for the J.D. apply to students in this program.

## ADVISEMENT

Responsibility for the overall administration of the dual J.D./M.P.A. program is vested in the associate dean of the School of Law and in the M.P.A. program director. Students who have an interest in the program should:

- Contact the associate dean of the School of Law (or that administrator's designee).
- Contact the M.P.A. program director (or the director's designee).

## ADMISSION STANDARDS

Applicants for the dual-degree program must meet the admission standards of both the School of Law and the M.P.A. program. Each program requires a separate application, and students indicate on each application their interest in the dual-degree program. In addition, students may apply to the dual-degree program after having enrolled in either the J.D. or M.P.A. program; however, to obtain the full benefit of the credit sharing under the dual-degree program, public administration students should enter the law school program no later than after the completion of 15 credits in the M.P.A. program.

## APPLICATION PROCESS

The law school application form should be completed and returned to the Office of Law Admissions together with a nonrefundable application fee. Applicants are encouraged to use the online application, available at [law.ubalt.edu/apply](http://law.ubalt.edu/apply). All first-year applicants must take the LSAT and register with the Credential Assembly Service. A transcript from each college and university attended must be submitted to the Credential Assembly Service, which will prepare an official report for each law school candidate

containing the LSAT test score, transcripts and computation of a uniform undergraduate grade point average for use by the law school in evaluating the application.

The completed graduate application form, the application fee and an official transcript from each college or university attended must be submitted to the Office of Admission (410.837.4777, [admission@ubalt.edu](mailto:admission@ubalt.edu)). For a list of required materials, visit [ubalt.edu/publicadministration](http://ubalt.edu/publicadministration).

Although candidates are required to file applications for both programs, admission to the dual J.D./M.P.A. program is contingent upon a favorable action of the School of Law Admissions Committee.

## LAW SCHOOL CRITERIA

Admission to the School of Law is determined by the School of Law Admissions Committee, which bases its decisions on a variety of factors. This committee of faculty members evaluates all material in an applicant's file but places substantial emphasis on the cumulative undergraduate grade point average and the LSAT score. Nevertheless, the committee also recognizes nontraditional factors that may be relevant in determining the applicant's ability to complete law school successfully.

The committee seeks to include people of diverse racial, ethnic and cultural backgrounds. It considers the level of difficulty of the undergraduate field of study, graduate degrees and other indications not susceptible to measurement by traditional academic criteria, such as demonstrated ability to overcome adversity, individual achievement, motivation, work experience and character.

## M.P.A. CRITERIA

Admission to the M.P.A. program is determined by the program director and/or by the admission committee. Students may be admitted to the program in one of two different categories:

### Unconditional Admission Standards

For unconditional acceptance into the M.P.A. program, applicants are expected to have:

- a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university or an undergraduate degree and a B average in 12 credits of graduate study
- proficiency in the use of office computer applications, such as word processing, spreadsheet and database programs, and the internet.

### Conditional Admission Standards

Applicants not meeting the requirements for unconditional admission may, with the approval of the program's admission committee, be accepted on a conditional basis.

Under certain conditions, a student with a lower grade point average may be admitted on a conditional basis. In the case of practicing administrators, a record of accomplishment in administrative performance will be considered in combination with this criterion.

Conditionally admitted students must demonstrate the ability to maintain a 3.0 grade point average during the first 12 credits of study to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit [ubalt.edu/publicadministration](http://ubalt.edu/publicadministration).

## CURRICULUM

The J.D./M.P.A. curriculum is divided into required courses and electives for a total of 108 credits. Students must successfully complete 43 credits of required law courses, in addition to fulfilling the upper-

level writing and advocacy requirements, for a total of 78 law credits. They must also successfully complete 30 credits of required M.P.A. courses.

In this program, students begin master's program work during the summer preceding the beginning of their law school career or during the summer after finishing the first year of law school. No student may take courses within the master's program during the fall and spring semesters of the first year of law school. The following are the requirements for students in the dual J.D./M.P.A. program.

### **Law School Courses—Required**

LAW 600	Civil Procedure I (3)
<b>or</b>	
LAW 612	Introduction to Lawyering Skills/Civil Procedure I (6) <sup>1</sup>
LAW 601	Civil Procedure II (3)
LAW 602	Contracts I (3)
<b>or</b>	
LAW 611	Introduction to Lawyering Skills/Contracts I (6) <sup>1</sup>
LAW 603	Contracts II (3)
LAW 604	Criminal Law (3)
<b>or</b>	
LAW 614	Introduction to Lawyering Skills/Criminal Law (6) <sup>1</sup>
LAW 607	Property (4)
LAW 608	Torts (4)
<b>or</b>	
LAW 610	Introduction to Lawyering Skills/Torts (7) <sup>1</sup>
LAW 613	Introduction to Advocacy (2)
LAW 650	Constitutional Law I (4)
LAW 651	Evidence (3)
LAW 652	Professional Responsibility (3)
LAW 655	Constitutional Law II (2)

*one Law in Context class:*

LAW 620	Jurisprudence (3)
LAW 621	American Legal History (3)
LAW 622	Comparative Law (3)
LAW 623	Critical Legal Theory (3)
LAW 624	Law and Economics (3)

<sup>1</sup> Students must take the 3-credit Introduction to Lawyering Skills course through one of four course-pairing options.

Students must also fulfill the School of Law advocacy and upper-level writing requirements.

### **Law School Courses—Strongly Recommended**

LAW 711	Constitutional Criminal Procedure I (3)
LAW 717	Business Organizations (4)
LAW 740	Constitutional Criminal Procedure II (3)
LAW 742	Commercial Law (4)

Choose additional electives for a total of 78 law credits.

### **M.P.A. Courses**

PUAD 619	Public Management (3)
PUAD 620	Public Policy (3)
PUAD 621	Public Personnel and Human Resource Management (3)
PUAD 622	Public Budgeting and Fiscal Administration (3)
PUAD 623	Bureaucracy and the Political Process (3)
PUAD 626	Information Resource Management in Public Administration (3)
PUAD 628	Statistical Applications in Public Administration (3)
PUAD 629	Public Program Evaluation (3) <sup>2</sup>
PUAD 630	Analytical Techniques in Public Administration (3) <sup>2</sup>
PUAD 798	Problem-Solving Seminar in Public Administration (3) <sup>3</sup>

<sup>2</sup> prerequisite: PUAD 628

<sup>3</sup> Students may not take PUAD 798 unless they have completed with a grade of B- or better all core courses, except PUAD 626, by the start of the course or have the permission of the program director.

Total Credits: 108  
LAW Credits: 78  
M.P.A. Credits: 30

## **DOCTOR OF PUBLIC ADMINISTRATION**

[ubalt.edu/publicadministrationdoctorate](http://ubalt.edu/publicadministrationdoctorate)

Aaron Wachhaus, program director

FACULTY: Darling, E. Gibson, Henderson, G. Julnes, Lyles, Naylor, Thomas, Uzochukwu, Wachhaus, Wilson-Gentry, Wyatt-Nichol

ADJUNCT FACULTY: Cotten

The 48-credit D.P.A. program is geared toward working public administration professionals and designed to provide them with the substantive skills, knowledge and values necessary in this era. Students develop a thorough knowledge of the legal, ethical and political environments of public administrators; gain an understanding of the administrative functions of governmental agencies; and garner expertise in strategic planning, program evaluation, advanced management techniques, program implementation and results-based leadership.

The D.P.A. is a rigorous program designed to provide senior-level public managers and prospective faculty members with the substantive skills, knowledge and values necessary to become leaders in the government, public-sector or nonprofit arenas, or a professor at the university level. Students specialize in one of four areas: program administration, program evaluation, health care systems administration or administration of justice. Students are also required to write and publish a dissertation that makes a theoretical and practical impact on the field.

The Schaefer Center for Public Policy offers selective fellowships for full-time students to work on its applied research projects. In addition, there are opportunities for students to work as student assistants or research assistants on various center projects.

Core classes are offered weekends on the Baltimore campus and at the Universities at Shady Grove. Electives are offered online and on the Baltimore campus in the evenings, and in the summer for continuing students.

## ADMISSION STANDARDS

For acceptance into the D.P.A. program, applicants are expected to have:

- a bachelor's degree from a regionally accredited college or university
- a master's degree in public administration, public affairs, policy analysis, public health or nonprofit management from a regionally accredited college or university

**or**

If the master's degree is not in one of those fields, at least five years of significant public management or related work experience: Applicants may be required to complete additional coursework in public administration prior to enrolling in doctoral-level coursework.

- GRE scores from the verbal, quantitative and analytical tests that are no more than five years old: If applicants have taken the GMAT but not the GRE, those scores (no more than five years old) may be substituted.

The D.P.A. Admission Committee will have four scheduled dates for reviewing applications: Nov. 15 (with spring enrollment possible), Jan. 15, March 15 and May 15. Those with applications fully complete by the dates listed above will be reviewed by the D.P.A. Admission Committee, with those judged to be appropriate candidates being invited within 10 days to participate in an interview with the committee. Final decisions will be reported out within three weeks of the deadline. To maintain the doctoral experience and not exceed faculty dissertation capacity, there is a limit on the number of D.P.A. students that can be enrolled in a given year. Once that maximum is reached, all subsequent applications will be considered for only for the following year. If the maximum number of admissions is not reached after the May 15 application review or if those previously confirming enrollment later withdraw, there may be additional admission review opportunities after the May 15 deadline.

For detailed information about specific admission requirements, visit [ubalt.edu/publicadministrationdoctorate](http://ubalt.edu/publicadministrationdoctorate).

## TRANSFER CREDITS

A maximum of 9 relevant graduate credits may be transferred from another program or regionally accredited college or university toward this graduate degree, subject to the approval of the program director. These credits must not have been applied to the completion of a different degree. They can be used toward a specialization but cannot replace core courses.

## PREREQUISITE

Students are expected to have enough academic and work experience in public administration to understand the basics of budgeting, human resources and related managerial functions. If the D.P.A. program director determines that an incoming student is deficient in some of the basic skills needed to



perform well in doctoral-level core courses, one or more M.P.A. core courses (see [relevant section](#) of this catalog) might be required as prerequisites.

## **DEGREE REQUIREMENTS**

Students must maintain a grade point average of at least a B (3.0). Students who complete at least 6 credit hours (core courses and/or electives) toward the D.P.A. and who have a grade point average below 3.0 will be placed on probation. Such students have 6 additional credit hours to recover at least a 3.0 grade point average or they will be dismissed from the program. If the grade point average drops below 3.0 a second time, the student is automatically dismissed. Students may not repeat any course and may apply no more than two passing grades of B- or lower toward the degree. Earning more than two passing grades of B- or lower will result in dismissal from the program.

### **Core Courses (21 credits)**

PUAD 810	Foundations of Public Administration (3)
PUAD 811	Strategic Management in the Public Sector (3)
PUAD 813	Seminar in Doctoral Research (3)
PUAD 814	Seminar in Policy Making and Implementation (3)
PUAD 815	Public-Sector Financial Analysis (3)
PUAD 817	Seminar in Program and Policy Evaluation (3)
PUAD 824	Doctoral Seminar in Organizational Theory (3)

### **Advanced Methodology Courses (6 credits)**

PUAD 831	Case Study and Qualitative Methods (3)
PUAD 832	Quantitative Methods (3) <sup>1</sup>

<sup>1</sup> Course may be substituted with the approval of the program director.

### **D.P.A. Specializations (9 credits)**

Students complete three courses in one of the following specialization fields or can create their own specialization with the approval of the program director.

#### **Program Administration**

PUAD 701	Public Administration and Public Finance (3)
PUAD 730	State and Local Personnel Management (3)
PUAD 732	Leadership and Organizational Change (3)
PUAD 740	Administrative Law and Regulation (3)
PUAD 777	Political Economy of Nonprofit Organizations (3)
PUAD 785	Public-Sector Performance Measurement (3)
PUAD 816	Advanced Public-Sector Management and Decision Techniques (3)
PUAD 875	Doctoral Seminar in Federalism and Intergovernmental Relations (3)

#### **Program Evaluation**

PUAD 834	Advanced Seminar in Evaluation: Theories and Techniques (3)
PUAD 835	Practicum in Program Evaluation (3)

*and one of the following:*

PUAD 785	Public-Sector Performance Measurement (3)
PUAD 816	Advanced Public-Sector Management and Decision Techniques (3)
PUAD 830	Survey Research (3)
ECON 640	Economics, Public Policy and Corporate Social Responsibility (3)

### **Health Care Systems Administration**

Students complete the following course unless they have completed relevant coursework and/or have relevant work experience:

HSMG 750	Health Care Systems, Organization and Management (3)
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*Then, students complete the following courses:*

HSMG 697	Health Insurance and Prepaid Health Care (3)
HSMG 699	Health Finance (3)
HSMG 753	Policy Issues in Health Care (3)

### **Administration of Justice**

CRJU 611	Contemporary Issues in Corrections (3)
CRJU 640	Managing Police Organizations (3)
CRJU 642	Managing Correctional Organizations (3)
CRJU 703	Seminar in Criminal Justice (3)
CRJU 713	Seminar in Judicial Administration (3)

### **Global Affairs and Human Security**

CNCM 506	Understanding and Assessing Conflict (3)
CNCM 710	Terrorism and Counterterrorism (3)
CNCM 740	Ethnic and Cultural Factors in Conflict (3)
GAHS 610	International Development (3)
GAHS 600	Managing NGOs (3)
GAHS 605	International Political Economy and Development (3)

### **Dissertation Research (12 credits)**

PUAD 899	Dissertation Research (3-12)
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Students must complete all 36 credits of coursework prior to registering for PUAD 899. To fulfill the requirements of this course, students must:

- Prepare and successfully defend before their Dissertation Committee a research proposal that includes a well-defined research design.
- Prepare and successfully defend a dissertation before their Dissertation Committee.

The Dissertation Committee must consist of at least three faculty members. It is led by a committee chair (typically, a student's major professor) and includes faculty members selected for their expertise in the substantive and/or methodological focus of the dissertation. One committee member may be from outside the core faculty of the College of Public Affairs. Where appropriate and upon approval, the Dissertation Committee can include a faculty member from another institution. The committee must be approved by the program director.

The dissertation should consist of a scholarly examination of an important public administration problem or issue. It is expected to have a solid conceptual framework and should critically review the existing scholarly literature in the field of public administration. The findings should be of interest to the intellectual community, practitioners and all concerned with the topic of the dissertation.

Students are expected to complete all requirements for the doctoral degree within seven years of enrollment in the D.P.A. program.