

University of Baltimore Graduate Catalog 2012-14



Table of Contents

Academic Calendar	3
About the University	4
Tuition and Fees	12
Admission	12
Academic Advising, Registration and Academic Policies	19
<i>Academic Advising</i>	19
<i>Registration</i>	21
<i>Academic Policies</i>	22
College of Public Affairs	32
Merrick School of Business	61
Yale Gordon College of Arts and Sciences	82
Course Descriptions	105
Policies	157
Index	160

Please note: Throughout this catalog, you will find information about facilities, services, policies and academic programs. Refer to the listed websites for more extensive and up-to-date information.

Academic Calendar Fall 2012–Spring 2014

Fall semester 2012

Classes begin	Aug. 27
End of semester	Dec.16*

Spring semester 2013

Classes begin	Jan. 23
Spring break	March 17-24
End of semester	May 17*

Summer session 2013

Classes begin	May 28
End of semester	July 23

Fall semester 2013

Classes begin	Aug. 28
End of semester	Dec. 20*

Spring semester 2014

Classes begin	Jan. 27
Spring break	March 16-23
End of semester	May 21*

* last day of finals

Calendars shown are proposed and subject to change.

Up-to-date, detailed academic calendars can be found at www.ubalt.edu/academiccalendar.

ABOUT THE UNIVERSITY

LEADERSHIP IN PROFESSIONAL EDUCATION

Founded in 1925 as a private, coeducational institution, the University of Baltimore affiliated with the University System of Maryland on UB's 50th anniversary. UB has a clear mission: to provide outstanding educational programs for professionally oriented students. The University's schools—the College of Public Affairs, the Merrick School of Business, the School of Law and the Yale Gordon College of Arts and Sciences—attract students with strong career ambitions and provide them with the latest skills and techniques in their chosen fields. UB students graduate with a broad foundation of knowledge and are prepared to meet the rapidly changing conditions of today's work environment.

Nearly 59,000 alumni serve as testimony to the University's success in its educational endeavors. UB graduates are highly visible throughout the legal, industrial, corporate and civic communities, and their achievements have helped to build the University's outstanding reputation among employers.

The University of Baltimore is a leader among Maryland's many colleges and universities in the quality of its faculty and library resources. With a student-faculty ratio of 20:1 and a personalized system of student advising, UB programs emphasize one-on-one interaction and individual attention for both graduate and undergraduate students. Approximately 86 percent of the full-time faculty hold terminal degrees (Ph.D., J.D., LL.B., D.B.A., D.P.A. and Ed.D.), and most full-time and adjunct faculty members are actively engaged in research, civic and professional activities related to their fields. A number of faculty supplement their teaching with research, consulting and service activities in the public and private sectors, helping to further enhance the University's reputation.

UB's Langsdale Library compares favorably with those of its peer institutions in Maryland in both the breadth and quantity of its holdings. The facility also offers several special collections and provides the convenience of off-campus access to electronic resources and interlibrary loan services with many other institutions.

A STRATEGIC LOCATION

The University is situated in Baltimore's lively midtown neighborhood within the revitalized North Charles Street corridor. UB is surrounded by a variety of noteworthy neighbors, including the Maryland Institute College of Art, the Patricia and Arthur Modell Performing Arts Center at the Lyric and the Joseph Meyerhoff Symphony Hall. Together, these cultural and educational institutions attract thousands of people to the neighborhood every week for concerts, plays, films, exhibits, lectures, seminars, social events and civic and professional meetings.

Nearly all of midtown Baltimore, including parts of the University of Baltimore campus, serves as host for Artscape, the city's annual summer festival of the visual and performing arts. The University's Gordon Plaza, a park-like setting on the corner of Mount Royal and Maryland avenues, is the center for numerous University-sponsored outdoor events and activities. Also convenient to the University are The Walters Art Museum, the Baltimore Museum of Art and an array of other cultural and historical attractions.

The University's urban location enhances cultural and educational opportunities and offers students an accessible learning and experiential laboratory. Through a long-established affiliation with Baltimore's corporate, government and professional communities, UB brings the region into the classroom and into the leadership of the University. Leaders in both the public and private sectors serve on the advisory boards of the College of Public Affairs, the Merrick School of Business, the School of Law and the Yale Gordon College of Arts and Sciences, advising the faculty and administration on curricular and related matters. The involvement of these outstanding men and women, along with the University's strong traditions and connections as a professionally oriented institution, offer UB students a wide array of opportunities to work and study within the context of local business, government and nonprofit agencies.

ACCREDITATION

The University of Baltimore is accredited by the Middle States Commission on Higher Education, 3624 Market St., Philadelphia, PA 19104-2680; tel.: 215.662.5606. It also is recognized by the Maryland Higher Education Commission.

All undergraduate and graduate programs within the Merrick School of Business are accredited by AACSB International—The Association to Advance Collegiate Schools of Business.

The Master of Public Administration degree is accredited by the National Association of Schools of Public Affairs and Administration. The undergraduate Health Systems Management program is certified by the Association of University Programs in Health Administration. The University of Baltimore's graduate and undergraduate programs in criminal justice are certified by the Academy of Criminal Justice Sciences.

The School of Law is accredited by the American Bar Association and holds membership in the Association of American Law Schools.

BUILDINGS AND FACILITIES

The Academic Center, the Liberal Arts and Policy Building, the William H. Thumel Sr. Business Center and the John and Frances Angelos Law Center are the primary instructional buildings at the University of Baltimore and include classrooms, faculty and administrative offices, labs and other services. All buildings have wireless access and all classrooms have technology that supports faculty instruction.

Additional University buildings and facilities include:

University of Baltimore Student Center

21 W. Mt. Royal Ave.

The University of Baltimore Student Center is a 38,000-square-foot, five-story facility featuring a 200-seat theater with panoramic city views, retail shops, student organization offices and areas for group study, recreation and quiet contemplation. The University of Baltimore Student Center serves as a hub for the UB community and its guests to engage in social, cultural and educational pursuits.

Barnes & Noble at the University of Baltimore

62 W. Oliver St.

Tel: 410.837.5604

Web: www.ubalt.edu/bookstore

The Barnes & Noble at the University of Baltimore, part of the Fitzgerald at UB Midtown residential/retail site, is located right around the corner from UB's main academic buildings and carries a huge selection of popular titles as well as textbooks and UB merchandise. The store also offers free Wi-Fi and a cafe featuring Starbucks Coffee.

Langsdale Library

1420 Maryland Ave.

Tel: 410.837.4260

Web: <http://langsdale.ubalt.edu>

Langsdale Library serves the UB community through a variety of services and programs, including personalized reference consultations and instruction in research strategies as well as reciprocal borrowing privileges with other Baltimore-area libraries and libraries of the University System of Maryland. Langsdale Library maintains a collection of more than 165,000 volumes consisting of books, periodicals, government documents, archival collections containing primary sources, DVDs and a gaming collection; it also subscribes to more than 34,000 e-journals and 20,000 e-books.

Langsdale Library's website is the portal to anytime, anywhere access of its numerous e-resources. In addition, the online catalog allows users to search its collections as well as thousands of libraries around the world. The library also provides a variety of study spaces, including quiet and collaborative areas, computer work stations, presentation practice rooms and leisure reading areas.

DIRECTIONS, PARKING AND PUBLIC TRANSPORTATION

Directions

Web: www.ubalt.edu/directions

The University's main address is 1420 N. Charles St., Baltimore, MD 21201.

Parking

Office of Parking and Shuttle Management

1104 Maryland Ave.

Tel: 410.837.6673

Email: parking@ubalt.edu

Web: www.ubalt.edu/parking, www.ubalt.edu/shuttle

Hours: Monday-Thursday, 8 a.m.-8 p.m.; Friday, 8 a.m.-4 p.m.

Public Transportation

The University provides parking facilities for visitors, students and staff who drive to campus. Shuttle arrival times are provided by the NextBus system.

The University of Baltimore can also be reached by public transportation, including AMTRAK, the Light Rail, Metro Subway, the Charm City Circulator and MARC.

Visit the Web pages listed above for directions and for more information on parking (including maps) and mass transportation.

DIRECTORIES

Information for contacting offices, staff and faculty can be found by searching via the Directory link at the top of the University's home page at www.ubalt.edu.

ACHIEVEMENT AND LEARNING CENTER

Academic Center, Room 113

Tel: 410.837.5383

Fax: 410.837.6244

Email: alc@ubalt.edu

Web: www.ubalt.edu/alc

The services provided by the Achievement and Learning Center help clarify and reinforce what students learn in the classroom, enhance specific skills (e.g., math, writing, exam-taking, computer skills and memory) and provide a network of support for students' academic aspirations. Services include peer tutoring, professional consultations, workshops, prerequisite reviews, peer mentoring and preparation for placement and graduate admission exams.

ALUMNI ASSOCIATION

UB Foundation Building

1130 N. Charles St.

Tel: 410.837.6131

Email: alumni@ubalt.edu

Web: www.ubalt.edu/alumni

The University of Baltimore Alumni Association's mission is one of service—to its members and to the University. The association is a non-dues-based organization, and every student receives a lifetime membership upon graduation.

CAMPUS CARD

Office of Campus Card Operations

Academic Center, Room 105

Tel: 410.837.4BEE (4233)

Email: beecard@ubalt.edu

Web: www.ubalt.edu/beecard

The University of Baltimore Bee Card is a vital part of UB life and has multiple uses. The card serves as your official campus photo ID and library card; provides access to the parking garages, campus facilities and special events; and can be used for purchases on and around the UB campus.

CAMPUS RECREATION AND WELLNESS

Academic Center, Room 311
Main office: 410.837.5598
Email: campusrec@ubalt.edu
Web: www.ubalt.edu/campusrec

Recreation Center front desk: 410.837.5591
Wellness Center: 410.837.5305
Email: wellness@ubalt.edu

Campus Recreation and Wellness strives to create a healthy and active learning community that complements and supports the University's mission. Campus Recreation and Wellness has four major programming areas—facilities, fitness and wellness, intramural sports and sports clubs—and offers a variety of programs, resources and services that are dedicated to improving the quality of life and well-being for members of the University community.

CAREER AND PROFESSIONAL DEVELOPMENT CENTER

UB Student Center, Room 306
Tel: 410.837.5449
Fax: 410.837.5566
Email: careercenter@ubalt.edu
Web: www.ubalt.edu/careercenter

The Career and Professional Development Center offers a wide variety of career development services to students and alumni. These services include career coaching, professional workshops and events, job search resources and strategies, employment connections (jobs and internships) and self-assessments to assist in discovering where you are in your career cycle.

CENTER FOR EDUCATIONAL ACCESS

Academic Center, Room 139
Tel: 410.837.4775
Fax: 410.837.4932
Email: cea@ubalt.edu
Web: www.ubalt.edu/cea

The Center for Educational Access coordinates services for students with disabilities. Both full- and part-time students are eligible to use services based on approved documentation of the disability. Services can include but are not limited to sign-language interpreters, accommodated testing, note-takers and alternate formats for textbooks. The center is also responsible for providing support and services to students who are veterans, active-duty service members or reservists.

HENRY AND RUTH BLAUSTEIN ROSENBERG CENTER FOR STUDENT INVOLVEMENT

UB Student Center, Room 303
Tel: 410.837.5417
Fax: 410.837.5431
Email: csi@ubalt.edu
Web: www.ubalt.edu/csi

The Henry and Ruth Blaustein Rosenberg Center for Student Involvement offers a range of opportunities for every student at the University of Baltimore through student activities, student organizations, leadership and community engagement. Options include the Student Government Association, the Student Events Board, leadership programs, volunteer opportunities and a wide variety of student organizations.

CENTERS AND INSTITUTES

The University of Baltimore's centers and institutes forge connections with the surrounding communities to provide special research and study opportunities for students. For a complete listing and contact information, visit www.ubalt.edu/centers.

COMPUTER LABS AND WIRELESS ACCESS

Web: www.ubalt.edu/ots

Office of Technology Services Call Center

Tel: 410.837.6262

Email: callcenter@ubalt.edu

Computer Lab Help Desk

Tel: 410.837.5489

Email: labassist@ubalt.edu

The Office of Technology Services enables the use of technology for teaching, learning and administration. Specific services include email, general-purpose computing labs, wireless networks, the MyUB Portal, file and print servers and the telephone system. This office also provides audio/visual support for campus events and smart classrooms as well as call-center services and administrative and academic applications.

For more information, including computer lab hours, visit www.ubalt.edu/ots. A University of Baltimore network account is required to access lab computers and the wireless network, both of which are available throughout the campus.

COUNSELING CENTER

Academic Center, Room 111

Tel: 410.837.5159

Email: counseling@ubalt.edu

Web: www.ubalt.edu/counseling

The Counseling Center delivers mental health services that promote students' personal, social and academic growth. Services include individual and group counseling, crisis intervention, prevention workshops, referral resources and consultation with faculty and staff.

DIVERSITY AND CULTURE CENTER

UB Student Center, Room 002

Tel: 410.837.5744

Fax: 410.837.5039

Email: diversity@ubalt.edu

Web: www.ubalt.edu/diversity

The purpose of the Diversity and Culture Center is to provide services, resources and initiatives that support diversity and promote cross-cultural learning, appreciation and understanding. The center assists students with successful transitions and meaningful experiences that promote recognition and appreciation of the different cultural threads that make up the UB community.

The Diversity and Culture Center offers personal, social and cultural support to students and creates opportunities for them to embrace, celebrate and learn about multiculturalism and internationalism.

FINANCIAL ASSISTANCE

Office of Financial Aid
Academic Center, Room 123
Tel: 410.837.4763
Fax: 410.837.5493
Email: financialaid@ubalt.edu
Web: www.ubalt.edu/financialaid

The University of Baltimore recognizes the need for financial aid to help students meet the cost of higher education. Funds are available in the form of grants, scholarships, employment and loans and are provided through federal, state and institutional sources. The Office of Financial Aid is committed to helping students identify the financial resources for which they may be eligible and can assist students and their families in developing financial plans.

OFFICE OF GRADUATE AND INTERNATIONAL ADMISSION AND ENROLLMENT

Academic Center, Room 117
Tel: 410.837.4756, 1.877.ApplyUB (toll free)
Fax: 410.837.6676
Email: [intladsms@ubalt.edu](mailto:intladms@ubalt.edu)
Web: www.ubalt.edu/international

The Office of Graduate and International Admission and Enrollment offers a variety of services to the students, faculty, staff, scholars and researchers who study or work at UB. This office coordinates the immigration and personal advising of international students.

HEALTH INSURANCE

Office of Community Life and the Dean of Students
Academic Center, Room 112
Tel: 410.837.4755
Email: studentaffairs@ubalt.edu
Web: www.uobstudentinsurance.com

The University of Baltimore Student Health and Accident Insurance Plan is designed to help students meet medical costs in Baltimore or outside the area. All part- and full-time students are eligible to enroll. The individual premium covers only the student; however, eligible students may also enroll their dependents.

HELEN P. DENIT HONORS PROGRAM

Office of the Helen P. Denit Honors Program
Academic Center, Room 129
Tel: 410.837.6583
Email: honorsprogram@ubalt.edu
Web: www.ubalt.edu/honors

The Helen P. Denit Honors Program was established by a generous gift from the Helen P. Denit Charitable Trust in 1993.

The Helen P. Denit Honors Program is designed for students who have demonstrated an interest in and ability for engaging in exceptional learning opportunities. Our distinctive courses are small and focus on learning by discussing and doing. We encourage student development outside the classroom by financially supporting students to, among other things, travel to conferences, study abroad and engage in unpaid internships.

The Helen P. Denit Business and Accounting Honors Programs, which are built on the larger University honors program, offer special opportunities for students seeking a career in business or accounting. For more information, including eligibility requirements, visit the program's [Web pages](#).

UB HOUSING

Academic Center, Room 115
Tel: 410.837.5434
Email: housing@ubalt.edu
Web: www.ubalt.edu/housing

UB Housing works with students to find their ideal place to live based on their individual needs. Staff members assist students with finding apartments, navigating the leasing process and finding roommates through the roommate connector service.

The fall 2012 semester marked the opening of a brand-new luxury apartment building, the Varsity at the University of Baltimore. The Varsity offers studios and two- or four-bedroom apartments. Each apartment is completely furnished and has a full-size kitchen, microwave, stovetop, oven and washer and dryer. Visit www.campusapts.com/thevarsityub for more information and contact UB Housing to arrange a tour.

JUDICIAL ISSUES

Office of Community Life and the Dean of Students
Academic Center, Room 112
Tel: 410.837.4755
Email: studentaffairs@ubalt.edu
Web: www.ubalt.edu/deanofstudents

Student violations of University regulations—either academic or nonacademic—are referred to the dean of students for adjudication.

Academic Integrity Policy

All members of the University community (students, faculty, administration and staff) must take academic honesty seriously by being well informed, contributing to a climate in which honesty is valued and taking responsible action to discourage dishonesty in the work of others. No member will condone or tolerate cheating, plagiarism, falsification or other acts of academic dishonesty, as these activities negatively affect the community and all its members. For more specific information regarding the policy, view the University's Student Policy and Procedures Handbook at www.ubalt.edu/studenthandbook or contact the dean of students at 410.837.4755.

Code of Conduct

Students are expected to maintain a high standard of conduct. Since the University's role is to provide the best possible atmosphere for learning, individuals who violate its rules or regulations are subject to discipline. To the extent described below, the president of the University delegates authority over student discipline to the provost and to the dean of students.

The code of conduct applies to all undergraduate, graduate and professional students of the University and to all people who are registered or enrolled in any credit or noncredit course or program offered by the University. No student may withdraw from a course while allegations of misconduct are being investigated and adjudicated.

The code of conduct applies to acts of misconduct by students, whether committed on or off campus. For specific information regarding the code, view the University's Student Policies and Procedures Handbook at www.ubalt.edu/studenthandbook.

Student Grievances

The University of Baltimore encourages students who feel they have been inappropriately treated to raise their concerns directly with the other person or people involved at the earliest possible time. Many problems can be understood and solved through direct discussion. Attempting to do so early increases the chance that any differences will be addressed in a healthy and constructive manner. When it is not possible to resolve matters between parties, students may use the University grievance procedures to seek review of complaints involving University faculty, administrators, staff or students, and to obtain a fair and timely resolution. Students may file a grievance with regard to University policies, academic grades,

and decisions made by or practices of faculty, administrators or staff members that the student alleges to be unfair.

Specific procedures for each type of grievance are outlined in the University's Student Policies and Procedures Handbook, found at www.ubalt.edu/studenthandbook.

UB LIVING

Academic Center, Room 112

Tel: 410.837.4755

Email: studentaffairs@ubalt.edu

Web: www.ubalt.edu/deanofstudents

UB Living supports students who reside in and around the UB Midtown area by providing experiences that emphasize community involvement, service and learning. Students will have the opportunity to meet others living in the area, to develop skills that will help them be successful in their academic careers and to explore the importance of civic engagement and good citizenship.

UB Living provides opportunities to participate in educational programs, community initiatives and service-learning projects that both help students better understand the impact their actions have on their local community and foster a sense of belonging and interdependence among those living in the area.

OFF-CAMPUS PROGRAMS AT THE UNIVERSITIES AT SHADY GROVE

Web: www.ubalt.edu/shadygrove

The University of Baltimore's College of Public Affairs and Yale Gordon College of Arts and Sciences offer a selection of undergraduate, graduate and doctoral programs at the Universities at Shady Grove in Rockville, Md.

The University System of Maryland developed this collaborative effort among eight public, degree-granting institutions in the system to offer upper-level and graduate programs at a single facility in Montgomery County. Shady Grove provides all of the services and facilities necessary for a successful university career, including academic advising, career services, disability support services, library and media support facilities and tutoring.

Offered in convenient day, evening, weekend and online formats, the courses in UB's programs at Shady Grove are taught by the same recognized UB faculty who teach at the Baltimore campus, and students earn degrees granted by the University of Baltimore.

Students enrolled in UB programs at Shady Grove are charged the same tuition and have the same financial aid opportunities as do those attending the Baltimore campus but may have differing fees based on their home campus. Scholarships are also available.

UNIVERSITY OF BALTIMORE POLICE DEPARTMENT

Tel: 410.837.5520

Email: ubpolicedepartment@ubalt.edu

Web: www.ubalt.edu/ubpolice

The University of Baltimore Police Department is a legislated police agency, and University police officers are vested with full police authority under Maryland law. Uniformed security officers regularly patrol University buildings and parking facilities.

The department endeavors to enhance the quality of campus life through the creation of a safe and secure environment. It has established a strong presence in the community and has built relationships with the Baltimore City Police Department and with other local law enforcement.

The department provides many services to the campus community, including compliance with the [Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act](#), safety awareness programs, a campus text-alert system, a bike registration program, a security escort program and 24/7 campus patrol. For a complete list of services and more information, visit www.ubalt.edu/ubpolice.

TUITION AND FEES

Office of the Bursar

Tel: 410.837.4848

Email: ubbursar@ubalt.edu

Web: www.ubalt.edu/bursar

Information concerning tuition and fees, payment policies, refund schedules, waivers, third-party billing and more is available on the office's [Web pages](#).

Tuition and fees at the University of Baltimore are subject to change at any time when such changes are deemed necessary by the University System of Maryland Board of Regents.

ADMISSION

Office of Graduate and International Admission and Enrollment

Tel: 410.837.6565, 1.877.ApplyUB (toll free); Fax: 410.837.4774

Email: gradadmissions@ubalt.edu

Web: www.ubalt.edu/gradadmissions

GENERAL POLICY

Admission to graduate study at the University of Baltimore may be granted to any applicant with a baccalaureate degree from a regionally accredited institution whose academic qualifications indicate promise of success in advanced study. Meeting the minimum requirements does not guarantee admission to the University.

Admission to the University of Baltimore is determined without regard to race, color, religion, national origin, sex, age, handicap or sexual orientation.

The information provided below is accurate at the time of publication and may change without notice.

MAILING ADDRESS

Please refer to www.ubalt.edu/gradadmissions for the current address to which all application supporting materials should be mailed.

THE APPLICATION PROCESS

An applicant must submit the following required items by the stated application deadline to be considered for admission to a graduate program at the University of Baltimore:

- 1) the UB graduate online application with accompanying application fee. (Apply online at www.ubalt.edu/apply.)
- 2) a completed Maryland in-state residency status form as part of the online admission application.
Applicants who wish to be considered for in-state tuition rates must complete this form.
- 3) an official transcript sent directly from all colleges or universities attended. The transcripts are required for all undergraduate and graduate work attempted, whether or not a degree was earned from an institution. For students who attended the University of Baltimore, the Office of Graduate and International Admission and Enrollment will obtain the UB transcript directly from the registrar. Supplementary transcripts for coursework that is in progress at the time of application should be submitted as soon as possible. Students are responsible for arranging to have their official transcripts sent. One official transcript must show a bachelor's degree earned (or proof of the degree in progress) at a regionally accredited U.S. institution or an internationally recognized institution.

The University of Baltimore does not evaluate foreign transcripts. Applicants who attended a college or university outside the United States must arrange at their own expense to have their academic records evaluated on a course-by-course basis by a U.S. credentials evaluation service that is a member of the National Association of Credential Evaluators. Certified English translations must accompany transcripts in a language other than English. The University may require some applicants to provide additional information such as syllabi and course descriptions.

- 4) proof of English competency for international students for whom English is not their first

language. Please refer to the [English-language proficiency policy](#) below. Test of English as a Foreign Language (TOEFL) scores (or other English-language exam scores) are considered valid for two years from the test date.

Additional Application Materials

Additional credentials are required by most programs. Please visit www.ubalt.edu/gradadmissions for the specific program requirements.

- 1) letters of recommendation, generally from former professors or employers (may be required for some programs); a downloadable form is available as part of UB's online application, found at www.ubalt.edu/gradadmissions
- 2) statement of interest/ personal statement (may be required for some programs); a downloadable form is available as part of UB's online application, found at www.ubalt.edu/gradadmissions
- 3) interview (may be required for some programs)
- 4) portfolio (may be required for some programs)
- 5) standardized test scores

Students applying for a graduate program in business (M.B.A., M.S.) must submit official scores from the Graduate Management Admissions Test (GMAT). GMAT information may be obtained from the Graduate Management Admissions Council at www.mba.com. The University of Baltimore reporting code is DDP-XC-03. To be considered for GMAT waiver, a student must have an advanced degree, or the combination of an undergraduate grade point average of 3.25 or higher and five years or more of significant managerial experience. A personal interview with a graduate business program adviser and a note from the applicant's direct supervisor summarizing managerial experience may be required. A waiver request form may be downloaded at <http://mba.ubalt.towson.edu/GMATWaiver.pdf>.

Official Graduate Record Examination (GRE) general test scores must be submitted by applicants to the master's program in applied psychology, the master's program in interaction design and information architecture, and the doctoral programs in public administration and information and interaction design. GRE information may be obtained from Educational Testing at www.gre.org. The University of Baltimore reporting code is 5810.

Some graduate programs may request test scores from individual applicants to better assess their potential for successful graduate study.

Substitution of GMAT or GRE scores with an alternative test score routinely used for entry to graduate programs (e.g. MAT) may be done with the approval of the admission committee for the program.

GRE, GMAT and LSAT (if substituted by the program) scores are considered valid for five years from the test date.

APPLICATION REVIEW

Application review will begin when the complete admission application and supporting materials are received. Delays in receiving the necessary credentials will cause delays in making a decision on the application. Admission decisions are based on review of the total application packet. Individual academic programs are responsible for reviewing applications for admission. The Office of Graduate and International Admission and Enrollment communicates the decision to the candidate.

The Office of Graduate and International Admission and Enrollment may check the accuracy of any document submitted as part of the application.

APPLICANTS TO MORE THAN ONE PROGRAM/DUAL-DEGREE PROGRAMS

Students may enroll in only one University of Baltimore graduate program at a time. The exception to this is students applying to dual-degree programs (e.g. M.B.A./J.D., J.D./M.S. in Criminal Justice; J.D./M.P.A., J.D./M.S. in Negotiations and Conflict Management). All students applying to the dual-degree programs in the School of Law must apply separately to the J.D. and the graduate program. Students may not enroll in graduate courses during the first year of law school. Please visit <http://law.ubalt.edu> for more details.

CERTIFICATE STUDENTS

A student admitted to a graduate/post-baccalaureate certificate program may take no more credits than that certificate program requires until formal application and admission to another program is completed.

FINAL COMPLETION OF THE ADMISSION APPLICATION

Applicants may apply during their senior year of undergraduate study. Acceptance will be based on official transcripts that reflect all but the last term recorded. Applicants should submit their course schedule for the final semester with their application for admission.

If the applicant is admitted and then permitted to register before the receipt of the final official transcript from a prior institution, she or he must submit a final official transcript no later than 30 days after the beginning of the student's first semester as a UB graduate student.

Note: The admission process requires an official transcript to be sent by each institution attended.

If a student's admission file is not completed within the first semester of graduate study at UB, a hold (negative service indicator) will be placed on the student's record. The student will not be permitted to register for courses until all official documents required for admission have been received.

DEADLINES

Applications for nonterminal degrees are reviewed on a rolling basis. Candidates are encouraged to complete the application process early.

International applicants are encouraged to apply six to 12 months prior to the start of the semester in which they plan to enroll.

The following terminal degree programs admit for the fall semester only and require that applications and supporting documents be received by the following deadlines for consideration:

- D.S. and D.P.A.: April 1
- M.F.A. in Integrated Design: Feb. 1
- M.F.A. in Creative Writing & Publishing Arts: Feb. 1.

Applications with supporting credentials may be considered after the aforementioned deadlines contingent upon space availability, the strength of the applicant's credentials and sufficient processing time.

Applicants who wish to be considered for fellowships or assistantships should refer to www.ubalt.edu/gradadmissions for information on when to submit applications and supporting credentials. Candidates who apply after this deadline will be considered for funding on a contingent basis.

ADMISSION CLASSIFICATIONS

Admission is granted to applicants meeting program requirements and having strong credentials indicative of success in graduate study.

Conditional: A student who does not meet the minimum requirements for a program may be granted conditional admission. Conditions will be outlined in the student's admission letter. Unconditional admission may be granted upon satisfactory completion of the stated conditions within the first 9 credit hours in the graduate program.

Nondegree-seeking status: Students may apply for nondegree status for various reasons, including personal enrichment, job or certification requirements, or to prepare for graduate school. Nondegree admission is granted by the program in which courses will be taken. Students should check with individual programs before submitting an application to be sure that nondegree students are permitted to register for courses in a program and space is available. Nondegree students may only take 6 credit hours while in this status. Only 6 credit hours as a nondegree student are transferable into a graduate degree program, and credits earned in one UB graduate program may not necessarily be accepted by another UB program. If a nondegree student wishes to be granted admission to a degree program, the student must submit a new application and application fee and meet the requirements for the program. Admission is not guaranteed, and all required materials must be submitted by the stated deadline.

In general, financial aid, assistantships, fellowships or tuition support are not available to nondegree students. The Merrick School of Business permits nondegree admission only to students with a master's degree in business.

APPEALS

Appeals regarding an admission decision will be coordinated by the Office of Graduate and International Admission and Enrollment.

VISITING STUDENTS

Students who wish to register for courses and have their final grades transferred to their home institutions may enroll as visiting students. Students apply as nondegree, visiting-student status applicants and must submit:

- 1) an application for admission indicating nondegree, visiting-student status, along with the appropriate nonrefundable application fee
- 2) an authorization letter from the home institution outlining specific courses to be taken at the University of Baltimore and verifying good academic standing.

INTERNATIONAL STUDENTS

The University of Baltimore welcomes applications from qualified international students. Students who submit transcripts from an institution outside the United States should refer to the [section on foreign transcripts](#). Students who are non-native English speakers or who have not earned a degree from a regionally accredited U.S. institution should refer to the [section on English-language proficiency](#).

Immigrant and nonimmigrant students residing in the United States must submit copies of their permanent resident green card or visa documents with their application for admission. Such documentation is relevant to the determination of the applicant's eligibility for Maryland residency for tuition purposes and to the provision of immigration and visa services to applicants by the Office of Graduate and International Admission and Enrollment. Immigration status is not a factor in evaluating an applicant's eligibility for admission.

Students holding F-1 or J-1 visas must maintain a full course of study in a minimum of 9 or more credits in a degree program during the fall and spring semesters.

International applicants, particularly those submitting foreign academic credentials and those residing overseas, should apply well in advance of the semester for which they are seeking admission: March 1 for fall, Oct. 1 for spring and Feb. 1 for summer. Generally, applying six to 12 months prior to coming to the United States for graduate study is encouraged. Please review the application deadlines in this catalog as some programs may have earlier deadlines and some only admit for the fall semester.

The Form I-20 (Certificate of Eligibility for Non-immigrant F-1 Student Status) or the Form DS-2019 (Certificate of Eligibility for Exchange Visitor J-1 Status) is issued to those applicants who meet all academic, financial support and English-language proficiency requirements for admission to a full-time degree program.

Processing of all admission application materials is completed by the Office of Graduate and International Admission and Enrollment. Questions related to visa issues and I-20s may be directed to the Office of Graduate and International Admission and Enrollment at 410.837.4756 or intlservices@ubalt.edu.

FOREIGN TRANSCRIPTS

The University of Baltimore does not evaluate foreign transcripts. Applicants who attended a college or university outside the United States must arrange at their own expense to have their academic records evaluated on a course-by-course basis by a U.S. credentials evaluation service that is a member of the National Association of Credential Evaluators. Certified English translations must accompany transcripts in a language other than English. The University may require some applicants to provide additional information such as syllabi and course descriptions.

ENGLISH-LANGUAGE PROFICIENCY POLICY

Applicants who are non-native English speakers and who have not earned a degree from a U.S. regionally accredited college or university, regardless of citizenship or visa status, must demonstrate a satisfactory level of English proficiency as part of the application process. Official score reports should be submitted directly to the Office of Graduate and International Admission and Enrollment.

- **Test of English as a Foreign Language (TOEFL):** A score of 550 or higher on the paper-based test (PBT) or 79 or higher on the Internet-based test (iBT) is required for graduate admission. TOEFL information is available at www.toefl.org and from the Educational Testing Service, P.O. Box 6151, Princeton, NJ 08541-6151, USA. The University of Baltimore's school reporting code is 5810.

- **International English Language Testing System (IELTS):** An overall band score of 6.0 or higher is required for graduate admission. IELTS is jointly managed by University of Cambridge (UK) ESOL Examinations, the British Council and IDP Education Pty Ltd. Australia. IELTS information is available at <http://www.ielts.org>. An institutional school code is not required.

The University reserves the right to require additional English language instruction of any student. The University of Baltimore does not offer English as a Second Language (ESL) courses.

ADMISSION DEFERMENT

Applicants who are admitted but do not enroll in the term for which admission was granted may defer to the next major semester. A request for deferment must be made in writing to the Office of Graduate and International Admission and Enrollment (email is acceptable). This office will provide confirmation when the deferment has been processed.

If the student does not attend the semester in which deferment was granted, the student must reapply.

APPLICATION REACTIVATION

Applicants who did not complete their admission file or who were not granted admission for a specific term may reactivate their application by completing a new application for admission and residency form and submitting the required application fee to be considered for admission for any future semester. If more than 12 months have elapsed since the last application, new supporting documents such as transcripts, resumes, statements and letters of recommendation must be submitted.

Official test scores (e.g., GRE, GMAT) will remain on file and are considered valid for five years from the test date. Official TOEFL scores will remain on file and are considered valid for two years from the test date. Admission for reactivating students is not guaranteed, and application materials must be received by the stated deadline.

CHANGE OF PROGRAM

Applicants may change the program indicated on the application for graduate admission one time. When a program change is processed, applicants must meet the admission requirements of the new program including submission of any additional supporting documents required. In addition, applicants may wish to submit a revised statement or other supporting information (as required by the new program) to support their admission to the new program.

READMISSION

Students who have not enrolled for more than two consecutive semesters must apply for readmission. The exception is students who have been granted an official leave of absence in advance. For readmission consideration, students must submit a new admission application form, residency form and application fee.

Students must be in good academic standing at the time of the last attendance at the University of Baltimore and must be in good academic standing at any college or university attended since their last enrollment at UB. Students who have attended another institution since their last enrollment at the University of Baltimore must have an official transcript sent directly to the Office of Graduate and International Admission and Enrollment. Readmission is not guaranteed, and application materials must be received by the stated deadline.

If approved for readmission, students will be required to meet the admission and course requirements as well as all policies and procedures in effect at the time of readmission. See [Continuous Enrollment/Leave of Absence](#) in the [Academic Policies section](#) of this catalog.

Applications for readmission from students on academic probation and/or suspension must be approved by the appropriate program director and by the appropriate academic dean's office. Students requesting readmission from academic probation and/or suspension should also see [Satisfactory/Unsatisfactory Progress](#) in the [Academic Policies section](#) of this catalog.

Any balance due to the University must be paid in full before an application for readmission will be processed.

International students who have been absent for one or more semesters (excluding summer session) must obtain clearance from the Office of Graduate and International Admission and Enrollment before re-enrolling.

FINANCIAL SUPPORT

Scholarships and Financial Aid

Graduate students applying for a scholarship must submit application materials by the deadlines posted on the Office of Financial Aid Web page at www.ubalt.edu/financialaid. This office can also provide information on other financial aid sources for graduate students.

Student Employment

The Student Employment Program is designed to provide opportunities for students to earn money by working part time while they are enrolled in college. There are three components to student employment: on-campus employment, off-campus employment and graduate assistantships. Enrolled students may be hired to work in academic and administrative offices in a variety of jobs. Student wages may be paid with Federal Work-Study (FWS) monies if the student is eligible for financial aid and enrolled at least half time (6 credits). Student assistants also may be paid with funds from the hiring department's operations budget. Graduate assistants are paid through University and departmental funds. For more information, visit www.ubalt.edu/studentemployment.

RESIDENCY CLASSIFICATION

The University System of Maryland Board of Regents has established a policy regarding student residency classification for admission, tuition and charge differential. Residency classification shall be determined on the basis of permanent residency.

Eight criteria must be met before in-state status for admission, tuition and charge differential purposes can be assigned. These criteria are:

- 1) at least 12 consecutive months of residency in Maryland prior to the start of classes
- 2) all personal property maintained in Maryland
- 3) Maryland income tax paid on all taxable income earned for the previous 12 months, if employed
- 4) motor vehicles registered in Maryland in accordance with Maryland law
- 5) valid Maryland driver's license in accordance with Maryland law
- 6) if registered to vote, registered in Maryland
- 7) no public assistance from a source outside Maryland
- 8) legal ability under federal and Maryland law to reside permanently in Maryland.

These eight criteria are a guideline of what is considered when determining residency status. It is strongly recommended that the complete policy on in-state residency, located in the [Policies section](#) of this catalog, be reviewed.

The above policy is subject to change without notification. Changed policies will be recorded in the Office of Graduate and International Admission and Enrollment and in the Office of Community Life and the Dean of Students.

Admission residency applications and petitions for current students wishing to request a change of their residency status are available online at www.ubalt.edu/deanofstudents.

The policy on student residency classification for admission and tuition purposes is approved by the Board of Regents of the University System of Maryland. The current policy can be found at www.usmd.edu/regents/bylaws/SectionVIII/VIII270.html.

TRANSFER CREDIT

The following regulations govern the awarding of credit for graduate work completed at other regionally accredited colleges or universities:

- In the College of Arts and Sciences and in the College of Public Affairs, a maximum of 12 graduate semester credits may be accepted by the program director if the courses are relevant to the student's major. Students should check the program description in this catalog and with their program director for exceptions to this policy that permit fewer transfer credits.

- In the Merrick School of Business, a maximum of 6 credits at the 600/700 level may be accepted from another AACSB International-accredited university (if applicable) for a specific program. Such credits must be earned beyond the preparatory level.
- The student must include with the transfer credit request a copy of the catalog course descriptions. Additional evidence, such as course syllabi, may also be submitted to support the request.
- Transfer credits will be evaluated only for students granted unconditional admission, and an official transcript must be provided as documentation.
- The transfer of credit after a student has enrolled at the University will be permitted only if the student applies in writing to the program director for permission prior to enrolling in the course. Generally, approval will be given for courses that are not offered by the University of Baltimore during the period of the student's attendance.
- All transfer credits must be completed with a grade of B or higher.
- Grades for courses taken outside the University of Baltimore will not be applied to a student's GPA at the University. Only credit hours are transferable. After degree status has been granted at UB, written permission of the dean is required to attempt courses at another institution. A copy of this permission must be contained in the official student file maintained in the Office of Records and Registration. Courses taken at another institution cannot be used as a repeat of a course already attempted at the University of Baltimore.
- For information about transferring credit from one UB graduate program to another, please refer to the [section on Change of Graduate Program](#) in the [Academic Policies](#) section of this catalog.

An applicant is considered officially enrolled at the University on the date registered for class. Degree requirements for a particular student are determined by the catalog in effect on that date of registration.

PROGRAM ADMINISTRATION

A graduate program director or department chair administers each graduate program. The name of each program director appears with the program description in this catalog.

Students enrolled in degree programs are strongly encouraged to meet with their advisers prior to each registration period for approval of course selection. Nondegree students must also have their course selection approved by the program director.

MORE INFORMATION

Requests for more information should be addressed to the Office of Graduate and International Admission and Enrollment. Prospective students may also call 410.837.6565 or visit www.ubalt.edu/gradadmissions.

CERTIFICATION OF AUTHENTICITY

As part of the application, students must affirm that the information provided and any additional information submitted related to the admission process is complete, accurate and true. Applicants must understand that submitting false or incomplete information on any part of the application for admission or any related materials may be cause for denial of admission, cancellation of registration or revocation of a degree. Any submitted materials related to a student's application become the property of the University of Baltimore and cannot be returned or forwarded to a third party. If admitted, students must agree to abide by all University policies and procedures and to honor the academic integrity policy and the student code of conduct of the University of Baltimore.

ACADEMIC ADVISING, REGISTRATION AND ACADEMIC POLICIES

Academic Advising

College of Public Affairs: 410.837.5359

Merrick School of Business: 410.837.4944

Yale Gordon College of Arts and Sciences: 410.837.5351

The University is committed to academic excellence and student success; therefore, a professional staff of academic advisers is available in the College of Public Affairs, in the Merrick School of Business and in the Yale Gordon College of Arts and Sciences. Students should meet with an adviser before each registration period to ensure they are making proper academic decisions and progressing toward their degree. For some students, an adviser's signature is required for registration. It is important that students become familiar with their adviser and take advantage of these experts' in-depth knowledge of the various academic programs and policies.

Students should make an appointment to see an adviser before withdrawing from the University, even if they expect the withdrawal to be temporary.

COLLEGE OF PUBLIC AFFAIRS ADVISING

College of Public Affairs

Tel: 410.837.5359

All new students in the College of Public Affairs must meet with the director or adviser of their degree program prior to registration for their first semester. Program directors and advisers assist students in planning their academic careers and in selecting appropriate courses to satisfy degree requirements. Students new to a degree program are required to have an adviser's permission to register for any course and to make any changes to the previously approved registration by adding or dropping a course.

Other students are strongly encouraged to meet with a program adviser on a regular basis. Those continuing students who must obtain advisement and a departmental and/or dean's office signature before registering are:

- students changing their degree program or specialization
- probationary students
- reinstated or readmitted students
- nondegree students
- students registering for an independent study or internship
- students requesting to take more than 9 credits during a regular semester or 6 credits during a summer session (requires permission from the dean; please see the [Course Load section](#) of this catalog)
- students requesting to take a course at another college or university.

Students are responsible for reviewing carefully the requirements for their chosen major program and for seeking clarification from a program director or adviser if necessary. Academic advisers are also available in the Office of the Dean, Liberal Arts and Policy Building, Room 107, to provide information and clarification about public affairs programs, policies and procedures.

MERRICK SCHOOL OF BUSINESS ADVISING

Merrick School of Business

Tel: 410.837.4945

Academic advisement is available in the Merrick Advising Center, located in the William H. Thumel Sr. Business Center, Room 142. The center offers both day and evening hours. Scheduled appointments are recommended; to make an appointment, call 410.837.4944. Advisers provide information on School of Business programs, policies and procedures. All new candidates will receive a guide to graduation

containing a program guide and must meet with an adviser prior to registering for their first semester. Students in online programs and who do not have access to the campus will be advised electronically. Academic advisers assist students in selecting appropriate courses to satisfy degree requirements. Students are advised that any deviation from their program of study must be approved. Department chairs and School of Business faculty are also available to assist students in planning their academic program and to discuss career goals.

Continuing students in good academic standing can register without an adviser's signature and are responsible for following their program guide. Continuing students who must obtain advisement are:

- students changing their program or specialization
- students on academic probation
- readmitted students
- nondegree students
- students registering for an internship, independent study or practicum course
- students requesting to take more than 9 credits during a regular semester or 6 credits during a summer session (requires permission from the dean; please see the [Course Load section](#) of this catalog)
- students requesting to take a course at another college or university.
- students reinstated from suspension.

Although the academic adviser will assist the student in planning a program, each student must assume responsibility for knowing curriculum requirements and seeing that these requirements are met.

YALE GORDON COLLEGE OF ARTS AND SCIENCES ADVISING

Yale Gordon College of Arts and Sciences

Tel: 410.837.5351

All new students in the Yale Gordon College of Arts and Sciences must meet with the director or adviser of their degree program prior to registration for their first semester. Program directors and advisers assist students in planning their academic careers and in selecting appropriate courses to satisfy degree requirements. Students new to a degree program are required to have an adviser's permission to register for any course and to make any changes to the previously approved registration by adding or dropping a course.

Other students are strongly encouraged to meet with a program adviser on a regular basis. Those continuing students who must obtain advisement and a departmental and/or dean's office signature before registering are:

- students changing their degree program or specialization
- probationary students
- reinstated or readmitted students
- nondegree students
- students registering for an independent study or internship
- students requesting to take more than 9 credits during a regular semester or 6 credits during a summer session (requires permission from the dean; please see the [Course Load section](#) of this catalog)
- students requesting to take a course at another college or university.

Students are responsible for reviewing carefully the requirements for their chosen major program and seeking clarification from a program director or adviser if necessary. Academic advisers are also available in the Office of Advising, Academic Center, Room 243, to provide information and clarification about the college's programs, policies and procedures.

Registration

Office of Records and Registration
Tel: 410.837.4825
Fax: 410.837.4820
Email: records@ubalt.edu
Web: www.ubalt.edu/records

SCHEDULE OF CLASSES

The schedule of classes, posted in MyUB and as a PDF online at www.ubalt.edu/records prior to registration each semester, is the official record of the class offerings for the semester. It reflects current academic information necessary for students, faculty and staff to plan for the semester. The schedule of classes, along with registration dates and the academic calendar, can be found on the University's website. Registration throughout the registration period can be accomplished using MyUB, the University's online information and registration system.

Students should be aware that the University does not cancel any student's registration for nonpayment. Students must withdraw from class(es), and failure to do so will create a financial obligation to the University even if the student does not attend class(es). Please review the appropriate policy in the [Tuition and Fees section](#) of this catalog or at www.ubalt.edu/bursar.

REGISTRATION

MyUB-only registration allows students the opportunity to register for the next semester when the largest array of course sections is open. This option will assure students the greatest flexibility in scheduling their classes. During MyUB-only registration, students are restricted to registering online using the MyUB portal. The MyUB-only registration period usually extends for one week. After that, students may register using the MyUB portal or in person.

Students are urged to register early for the following semester. New students who have been officially accepted by the University prior to the registration period may register after receiving the required advisement. Registration is continuous from the initial date announced in the academic calendar and registration schedule through the end of the late registration period. Schedule adjustments, such as add/drop, may also be done during this period according to the calendar established for each term.

Students who register and do not withdraw will be held responsible for tuition and fees even if they never attend class.

LATE REGISTRATION AND ADD/DROP

Late registration and final schedule adjustments are allowed during the first week of the academic term. There are additional required fees. This option offers a final opportunity for students to attend during a specific term. It is important to be aware that classes are in progress and that some academic work may have been missed. The official dates of the late registration period are listed in the academic calendar for each semester.

REGISTRATION FOR AUDIT AND CHALLENGE

Students may register to audit certain courses, without credit, and for challenge examination, with credit, at the time of registration with the written permission of the appropriate dean. There is no reduction in tuition and fees for a registration on the basis of audit or challenge.

CANCELLATION OF REGISTRATION

The University reserves the right to cancel any registration for which the student in question has not complied with appropriate procedures, rules and regulations and the financial requirements of the University. Students should be aware that the University does not cancel any student's registration for nonpayment. Students must withdraw from class(es), and failure to do so will create a financial obligation to the University even if the student does not attend class(es). Please review the appropriate policy in the [Tuition and Fees section](#) of this catalog or at www.ubalt.edu/bursar.

TRANSCRIPTS

The transcript is the official record of a student's academic program and is released only upon written authorization of the student or by an authorized directive from the judicial system.

Academic Policies

Office of Records and Registration

Tel: 410.837.4825

Fax: 410.837.4820

Email: records@ubalt.edu

Web: www.ubalt.edu/records

PROGRAM ADVISING AND REQUIREMENTS FOR GRADUATION

Students are advised that any deviation from the approved program of study must be certified in writing by the appropriate dean or dean's designee. Readmitted students must have their program of study reviewed by the dean or designee upon re-entering the University.

GRADES

All students whose name appears on a grade roster, regardless of the length of their attendance in the class, will receive for each course attempted one of the grades listed below. If, however, the student withdraws officially from a course during the first week of classes, the student's name will not appear on the grade roster, nor will the transcript show the course.

All grades are given solely on the basis of an instructor's judgment of a student's scholarly attainment.

Only grades earned at UB or as part of an approved consortium program will be included as part of a student's official GPA.

Allowable Grades

The following grades are used in computing the grade point average:

Grade	Quality Points (per credit hour)
A	4.00
A-	3.67
B+	3.33
B	3.00
B-	2.67
C+	2.33
C	2.00
C-	1.67
F*	0.00
FA**	0.00
XF***	0.00

* F: failure—given when the student completes the course, including the examination, but fails to meet the requirements of the course; when the student does not complete the course requirements and fails to officially withdraw from the course by the date designated in the semester academic calendar; when the student fails a credit-by-examination challenge course; or when the student fails a course listed in the catalog as either satisfactory/unsatisfactory or pass/fail

** FA: failure due to absences—given if the instructor determines that the student did not attend, stops attending or has insufficient attendance to pass the course according to the standards established in the course syllabus

*** XF: failure due to academic integrity violation—only posted upon request of the University judicial officer

The following grades are not used in computing the GPA:

<i>Grade</i>	<i>Quality Points</i>	<i>Explanation</i>
I	0	Incomplete
AU	0	Audit
PS	0	Pass
CR	0	Credit
NC	0	No Credit
CS	0	Continuing Studies
TG	0	Temporary Grade
W	0	Withdrawn
WA	0	Withdrawn Administratively
XC	0	Excluded Grade

I: incomplete—given when a student is temporarily prevented from completing required coursework by unanticipated extenuating circumstances, such as illness or major changes in the demands of a job. A petition, signed by the student, the instructor and the appropriate dean, must be filed with the instructor, who will then submit the petition to the registrar. The I grade will be changed to an F if a grade change form is not submitted by the instructor to the Office of Records and Registration according to the following schedule:

- If the grade I was earned in the fall semester, the grade change must be submitted by May 1.
- If the grade I was earned in the spring semester or summer session, the grade change must be submitted by Dec. 1.

A graduating student must remove an I grade within 60 calendar days after the last day of the student's last semester; otherwise, the student's graduation application will be withdrawn at that time and another application must be submitted for the following semester.

AU: audit—indicates registration only. Student auditors may not shift from audit status to grade status, or reverse, without the written permission of the appropriate dean, and in no case will a switch be made after the end of the regular registration period. There is no credit or grade awarded in this option.

PS: pass—credit for successful completion of a credit by examination challenge course and/or courses listed in catalog as satisfactory/unsatisfactory or pass/fail. The PS is not computed in the student's grade point average.

CR/NC: credit/no credit—awarded under credit/noncredit grade option for skill-building courses elected at the time of registration. No credit or quality points are awarded.

CS: continuing studies—given when it is known at the outset of the course that requirements for its completion will necessarily extend beyond the end of the semester. This grade is assigned at the discretion of the instructor for specifically designated courses only.

TG: temporary grade—assigned pending resolution of an academic integrity issue; only posted upon request of the University judicial officer.

W: withdrawn—an administrative symbol (not a grade) that is not computed in a student's grade point average. The W is placed on the student's transcript if the student withdraws from a class or classes after the end of the late registration period and prior to midnight on the last date to withdraw with a W.

WA: withdrawn administratively—given when recommended by the instructor and the dean for exceptional circumstances and/or other academic violations. (This grade is not initiated by the student.)

XC: excluded grade—grade assigned for previous academic work which does not apply to the specific program in which a student is enrolled.

GRADE CHANGES

All graduate semester and summer grades become final 60 calendar days after the last day of that semester. Students should review the [policy on incomplete grades](#) under the preceding section on grades. Grade changes are not accepted after the degree is posted on a student's transcript.

ACADEMIC AND ADMINISTRATIVE APPEALS

Students desiring to appeal an academic or administrative decision should consult the UB Student Policies and Procedures Handbook, found at www.ubalt.edu/studenthandbook.

REGISTRATION FOR AUDIT COURSES

While the University does not encourage students to register for courses on an audit basis, under special conditions and with the written permission of the appropriate dean, a limited number of students may be permitted to audit a course on a space-available basis. There is no credit awarded for an audited course and there is no reduction in tuition or fees. An audited course is awarded a grade of AU. Students may not change from audit status to grade status, or the reverse, without the written permission of the appropriate dean. In no case will a change in status be made after the end of regular registration.

SATISFACTORY AND UNSATISFACTORY PROGRESS

Please note: These policies are for determining satisfactory academic progress. Review the [Financial Assistance section](#) of this catalog to determine the standards for satisfactory progress for eligibility for receiving or continuing to receive financial assistance.

To be approved for graduation, a graduate student must have a cumulative GPA of 3.0. A student is making satisfactory academic progress toward completion of his/her program as long as a cumulative GPA of 3.0 or higher is maintained. Requirements for specific grades in certain courses within a program may also exist. Moreover, additional academic policies might exist within specific programs. Students are responsible for understanding these additional policies and discussing them with program advisers.

- 1) A student who attempts 6 or more credits at the University of Baltimore and earns less than a 3.0 will be placed on academic probation. Notification of this action will be from the appropriate dean's office. It is the responsibility of each student to check the transcript when grades are posted at the end of each semester and to keep personal contact information current with UB. Probationary status is a warning that satisfactory progress is in jeopardy.
- 2) A student who is placed on probation must obtain advisement from the appropriate academic adviser before attending classes the following semester or summer session, even if the student has already preregistered. At the discretion of the appropriate academic dean, a student on probation may take up to 6 credits. Students on probation may not take more than 3 credits at any given time during the summer.
- 3) A student who has been placed on academic probation because of a deficient grade point average will be allowed up to 6 semester hours to obtain a cumulative GPA of 3.0. If the student does not reach a GPA of 3.0 or higher by the time these additional credit hours are accumulated, the student will be suspended.
- 4) A suspended student may not register for classes at the University of Baltimore for at least one semester (nor may the student attend summer sessions) until reinstated by the appropriate academic dean (see paragraph No. 5 below). In addition, for-credit courses taken elsewhere during this time require permission and may not be applied to the academic program at UB.
- 5) Reinstatement at the University of Baltimore is not automatic. The suspended student must request reinstatement in writing from the appropriate graduate program director and appropriate academic dean by Oct. 15 for the spring semester, by April 15 for the fall semester or by March 15 for the summer session. As a condition of reinstatement, a suspended student may be required to successfully complete certain remedial or prerequisite courses at the University of Baltimore or another institution of higher education.
- 6) If the suspended student has been away from the University for more than two regular semesters (i.e., fall and spring semesters), the student must also apply for readmission. A suspended student must meet the requirements of the new catalog in effect upon return if he/she is readmitted.

- 7) A student returning from suspension must receive advising and be cleared by the appropriate program director and academic dean's office before registering. The terms for reinstatement or readmission must include a specific plan for academic recovery and must be approved by the adviser and the appropriate dean and filed in the student's official record in the Office of Records and Registration.
- 8) A student suspended for a deficient GPA, when reinstated and/or readmitted, must achieve a grade of B (3.0) or higher in each course taken in the semester after re-entering and must fulfill the plan for academic recovery as determined by the academic program. Failure to do so will result in immediate dismissal.

WITHDRAWAL POLICIES AND PROCEDURES

A student wishing to withdraw from a course must submit an official withdrawal request to the Office of Records and Registration. Students who withdraw online using the MyUB system should always confirm the completion of their withdrawal by reviewing their schedule after submitting the withdrawal or by contacting the Office of Records and Registration. No credit or tuition refund will be made unless such an official notice is submitted. The computation of any credit or refund is made from the date the formal notice of withdrawal is submitted to the Office of Records and Registration and not from the date the student stopped attending any class(es).

The responsibility for official withdrawal rests with the student. If a withdrawal is done prior to the end of the late registration and drop/add period, the course will not show on the student's transcript. After that period, all withdrawals are indicated on the transcript by a W, and the student is considered to have been enrolled for that semester.

Any student may withdraw from a course through the end of the ninth week of the fall or spring semester, or through the fifth week of any summer session. After the deadline for withdrawal, a student who believes that unanticipated extenuating circumstances—such as health problems or a change of employment—make a withdrawal necessary should submit a written appeal with supporting documentation to the appropriate academic dean or the Office of Freshman Advising. Both the course instructor(s) and the appropriate dean or director must approve the request. Approval of such requests is not automatic, and some requests may not be granted. No student will be permitted to withdraw for any reason from a class during the last week of school prior to the beginning of the scheduled examination period.

Students receiving any form of financial aid, including veterans benefits, should check with the Office of Financial Aid prior to withdrawing from any class. Withdrawal may affect the level of aid or eligibility for aid in future semesters.

The University does not cancel a student's registration for nonpayment. If a student decides not to attend, he or she must formally withdraw through the Office of Records and Registration or online using the MyUB portal. Students who use the online MyUB portal should be sure to check their schedule after withdrawing to determine if the withdrawal was processed as requested. If a student does not make payment in full or make payment arrangements with the Office of the Bursar by the established payment due dates, that student's account will be charged a late payment fine.

MAKE-UP POLICY FOR FINAL EXAMS

Make-up examinations for missed final examinations are, in general, left to the discretion of the individual faculty member.

However, University policy dictates that make-up examinations will be given for instances of final examinations missed because of documented illness or documented conflict with religious observance, and in instances of examinations missed because of University-sanctioned trips.

If a student misses a final examination for any reason not covered by the above, the question of whether or not a make-up examination is given is up to the discretion of the individual faculty member.

ATTENDANCE

Students are expected to attend classes regularly. When, in the instructor's judgment, a student has been absent or late so often that the student has lost a significant part of the instruction that will prevent the issuance of a valid grade, the instructor may submit a grade of F (failure) or FA (failure due to absences).

Instructors set their own class attendance policies and will communicate these in the course syllabus at the beginning of the term. The above policy does not remove the responsibility from the student to withdraw officially from any class that he/she ceases to attend. Failure to do so will subject the student's records to a grade of F or FA.

CHANGE OF GRADUATE PROGRAM

Graduate students in good academic standing (see [Satisfactory and Unsatisfactory Progress section](#) of this catalog) may elect to change administratively from the current degree program to another degree program with certain exceptions. Students may not change administratively into the following degree programs, but must apply for admission to them: M.S. in Applied Psychology, M.F.A. in Integrated Design, M.F.A. in Creative Writing & Publishing Arts, Doctor of Science in Information and Interaction Design, Doctor of Public Administration, and all graduate business programs. Students may seek an administrative change from one Merrick School master's program to another Merrick School master's program without having to apply for readmission.

Students seeking an administrative change from one program to another must complete a change of program/specialization form available in the Office of Records and Registration. The student presents that form to the director of the intended new program. This program director in the College of Arts and Sciences or in the College of Public Affairs or the graduate program adviser in the Merrick School of Business will review the student's qualifications and, when able to approve the change, sign that form, which must also be signed by the dean of the College of Arts and Sciences or College of Public Affairs or the graduate program adviser in the Merrick School of Business. To make a decision, the director or adviser of the new program may also require submission of any materials that are currently required for admission to that program and which are not already in the student's official file.

The program director or adviser may accept into the new program a maximum of 12 credits in which the student has earned a B (3.0) or better grade. For the M.F.A. in Integrated Design, the program director or adviser may accept a maximum of 24 credits only if transferred from the University of Baltimore's M.A. in Publications Design program. For those credits earned at the University of Baltimore and approved for credit in the new program, the program director or adviser must decide to either accept all such credits with grades or to accept all such credits without grades on a case-by-case basis.

Please note: If the student changes from one program and/or major to another, his/her graduation requirements are those listed in the catalog that is current at the time he/she becomes a degree candidate in the new program or major.

REPEATED COURSES

While a student may repeat any course in which he/she has received a grade of C+, C, C-, or F (not B- or higher), the student may replace only one grade. If a second attempt is made to replace a grade, the replacement grade will be calculated into the student's GPA regardless of whether it is higher or lower than the original grade. The grade for the replacement attempt will appear on the transcript within the semester in which the course is repeated.

Students who repeat courses to replace grades do so at their own risk. For example, a student repeating a C-graded course who receives an F for the second attempt will lose the points earned for the C, and the F grade will be the grade that will be computed into the GPA. Further, if the student receives a W (withdrawn) for the second attempt, the W will not replace the original grade.

If a second attempt is meant to replace a grade, a student must file a repeat course form at the time he/she registers for the second attempt. Failure to obtain the dean's approval and to file the repeat course form will result in both the original and repeated grades being computed into the GPA.

If a student repeats a course for a purpose other than replacing a grade, a repeat course form does not need to be filed. In such cases, the grade achieved in the original course as well as the grade(s) earned in the re-taking of the course will be calculated in the student's GPA. Students should be aware that earning C+, C, C- or F grades that are computed into the GPA may result in their placement on probation, suspension or academic dismissal. (See [Satisfactory or Unsatisfactory Progress](#) under the [Academic Policies](#) section.)

Grades of C+, C, C-, and F earned at the University of Baltimore dictate that the class must be repeated at the University of Baltimore. Grades will not be changed on the basis of work taken elsewhere.

The repeated course must be the original course; a substitute course will not be acceptable for a grade change.

The credit value of any repeated course will be counted one time only at the University of Baltimore to satisfy UB graduation requirements.

CONTINUOUS ENROLLMENT/LEAVE OF ABSENCE

Doctoral Students

A doctoral student has seven years to complete any preparatory/foundation requirements and all degree requirements (including the dissertation) at the University of Baltimore. Degree-seeking students are expected to register for courses each semester (excluding summer) on a continuous basis to maintain the degree requirements in effect at the time of their initial enrollment.

Prior to being advanced to candidacy, the doctoral student must successfully complete at least 9 credits within each academic year with at least 1 credit in each of the fall and spring semesters. The student may register for the 899 (dissertation) course only after advancement to candidacy. In the D.S. (Doctor of Science in Information and Interaction Design) program, advancement to candidacy occurs when the student has passed the qualifying exam. In the D.P.A. (Doctor of Public Administration) program, advancement to candidacy occurs when the student has successfully completed all eight core courses—core, advanced methodology and specialization.

After advancement to candidacy, the doctoral student must register for at least 6 credits each year with at least 3 credits in each of the fall and spring semesters until all credits required for the degree are completed. Once the number of credits required for the degree is exhausted, the student is required to register for the one-credit continuous enrollment course each semester until all work is complete.

The University recognizes, however, that a student may encounter extenuating circumstances that require a temporary interruption of studies. Under such circumstances, and ordinarily at least 30 days prior to the start of a requested leave of absence, the doctoral student must apply in writing to the program director and the dean of the college for an official leave of absence with specific start and end dates. Cumulative leaves of absence may not total more than 180 days. Upon reviewing the reasons for the request, the dean may grant an approved leave of absence. A document granting permission for such a leave must be on file with the program and in the Office of Records and Registration.

When a leave of absence is granted, it does not interrupt or stop the seven years allowed between initial registration and graduation; the time in which the student is out on leave will be counted toward the seven-year limit for completing degree requirements.

CONTINUOUS ENROLLMENT/LEAVE OF ABSENCE

Master's Students

A master's student has seven years to complete any preparatory/foundation requirements and all degree requirements (including internships, comprehensive examinations and/or a final project or thesis) at the University of Baltimore. Degree-seeking students are expected to register for courses each semester (excluding summer) on a continuous basis to maintain the degree requirements in effect at the time of their initial enrollment. The University recognizes, however, that a student may encounter extenuating circumstances that require a temporary interruption of studies. Under such circumstances, a student may be absent for as long as two consecutive semesters (excluding summers) without jeopardizing continuous enrollment status.

If a student feels that it is necessary to be absent for more than two consecutive semesters (excluding summer), the student must receive an approved leave of absence to maintain continuous enrollment under the degree requirements in effect at the time of initial enrollment. To be considered for a leave of absence, a student must make a request to the program director and the appropriate dean in advance of the third semester's absence. Upon reviewing the reasons for the request, the dean may grant an approved leave of absence. A document granting permission for such a leave must be placed in the student's academic folder maintained in the Office of Records and Registration.

If a student who is absent for more than two consecutive semesters does not obtain an approved leave of absence, the student will be required to apply for readmission and pay a reapplication fee before being permitted to re-enroll. A student who applies for readmission must fulfill the admission and degree requirements set forth in the catalog in effect at the time the student returns to the University.

There is no limit to the number of times a student may be absent from the University and still maintain continuous enrollment status. However, the semesters in which a student fails to enroll will be counted toward the seven-year limit for completing degree requirements.

If a student is absent from the University and has not maintained continuous enrollment status, the seven-year time period for completion of new degree requirements will begin when the student is readmitted to the University. A student should read closely [Catalog Under Which Students Graduate](#) in this section of the catalog for information concerning whether credit hours more than seven years old will be applied toward graduation requirements.

If the seven-year time frame allotted for the degree has been exhausted but the student has not completed the degree requirements, the student must either seek readmission or make an appeal for an extension. Any request for extension of the seven-year time must be made in writing to the program director and the dean at least 30 days prior to the expiration of the seven-year time period. Such requests must include a plan for completion of the degree requirements within a reasonable time frame that must be agreed to by both the program director and the student. Each request will be evaluated and may either be granted or denied by the dean.

GRADUATE INDIVIDUAL RESEARCH COURSE ENROLLMENT PROCEDURES

The student must meet with an instructor to have a topic and course plan approved for sponsorship. The proposed topic of study, study procedures and time schedule should be clearly delineated. Once endorsed by the instructor, the proposal is submitted to the appropriate department chair for approval before the beginning of the academic term. The deadline for proposal approval is the second day of classes in the term.

To successfully complete an individual research undertaking, the student must submit a “finished product” (e.g., paper, report or portfolio) to the sponsoring instructor. A copy will be forwarded to the department chair to be kept on file.

CATALOG UNDER WHICH STUDENTS GRADUATE

The requirements for graduation for a graduate student at the University of Baltimore are those listed in the catalog that is current at the time the student first becomes a candidate for a graduate degree at the University, with the following conditions:

- The student must be in continuous enrollment in the same major during the academic years (every fall and spring semester) from the time of first enrollment until graduation.
- The student must not take longer than seven calendar years to complete degree requirements after enrolling as a degree candidate. Credits that are older than seven years shall normally not be applied toward the graduation requirements, except upon approval of the major department chair and academic dean.
- If, for whatever reason, including academic suspension or other deficiencies, a student is not enrolled for two consecutive semesters or longer, the student must reapply for admission and must meet the requirements of the catalog in effect upon returning and being admitted as a degree candidate.
- If the student changes from one program and/or major to another, the graduation requirements are those listed in the catalog that is current at the time the student becomes a degree candidate in the new program or major.
- If the student wishes to attend another institution or must drop out of the University temporarily because of family problems, sickness or other difficulties, he/she may request in writing a leave of absence and permission to re-enter under original catalog course requirements; however, the student will be governed, upon his/her return, according to the academic and administrative policies and procedures listed in the catalog in effect at the time of re-entry.
- If a leave of absence is granted, a letter of written permission signed by the dean must be placed in the student’s academic folder maintained in the Office of Records and Registration.

APPLYING FOR GRADUATION

The student is responsible for applying for graduation and must file an application and pay the required fee at the beginning of the semester in which the student expects to complete the degree requirements.

Deadlines are established in the academic calendar and usually fall on the last date of late registration for a semester.

Students are advised to meet with their program director or adviser no later than the beginning of their last semester to make sure their course selections are correct. Each student should resolve any outstanding problems prior to midsemester, at which time copies of his/her records are submitted to the academic dean for clearance. It is the student's responsibility to make sure that all transcripts are in and that any pending grade changes or incompletes are resolved and in the Office of Records and Registration prior to midsemester. Failure to do so could delay graduation for an additional semester.

Any student who does not complete degree requirements by the end of the semester for which graduation is anticipated or who is not approved for graduation must file another graduation application and pay another fee in the future semester in which graduation will occur.

COURSE LOAD

Full-Time Status

A full-time student is a degree candidate who is carrying a minimum of 9 credit hours per semester (day or evening). A student wishing to carry a credit load of more than 9 credit hours may do so with the written permission of the dean.

Part-Time Status

A part-time student is a degree candidate who is carrying fewer than 9 credit hours per semester (day or evening).

TIME LIMITATION

The student must not take longer than seven calendar years to complete a graduate program at the University of Baltimore after enrolling as a degree candidate. Credit hours accumulated in 600/700-level courses (or their equivalent) that are older than seven years shall normally not be applied toward the graduation requirements, except upon approval of the program director and academic dean.

DISSERTATIONS

Doctoral Students

Doctoral programs require a dissertation—a significant work that contributes to the body of knowledge in a theoretical or applied sense. Specific regulations concerning necessary requirements for a dissertation should be obtained from the program's director.

Dissertation courses and the related continuous enrollment courses are graded P/F. Students are cautioned that a CS (continuing studies) grade will be given at the end of each semester for courses that are dissertation (numbered 899) or continuous enrollment (numbered 898) and for which the work is not yet complete. Students who have not completed the dissertation but who have exhausted the number of credits required for the degree are required to register for the one-credit continuous enrollment course each semester until all work is complete. This registration entitles students to faculty assistance while completing the dissertation, to use of University facilities such as the libraries and computer labs, to purchase of a parking permit and, if applicable, to maintenance of their legal student visa status in the United States. Failure to maintain continuous enrollment has serious consequences for completion of the degree because readmission is not guaranteed if a student stops attending without having been granted a leave of absence. Students should refer to the [Continuous Enrollment/Leave of Absence](#) and [Catalog Under Which Students Graduate](#) sections of this catalog for policies regarding interrupted graduate study.

Each dissertation submitted as a partial requirement for a degree must be preserved in a prescribed manner in Langsdale Library. A final grade cannot be given for the credits earned and neither is the work considered complete until the dissertation has been finally approved by the faculty committee and the required materials have been submitted to Langsdale Library. The library requires two bound copies of the text of any dissertation and pays for binding those volumes; the student is required to pay for one copy of any text document for the academic program and may purchase additional copies for his or her own use. For some dissertations, electronic records in an appropriate format must also be submitted to

the library and the program. Details of these required submissions may be obtained from the appropriate program director.

In addition to the submission to Langsdale Library outlined above, each doctoral dissertation submitted as a partial requirement for a degree must be submitted to ProQuest/UMI Dissertation Publishing for inclusion in its electronic database as well as the Langsdale Library. ProQuest/UMI publishes and archives dissertations and theses, sells copies on demand and maintains the definitive bibliographic record for more than 2 million doctoral dissertations and master's theses. The student pays UMI/ProQuest directly for this listing. Further instructions for submission may be found at <http://langsdale.ubalt.edu/thesis>. Students may also wish to copyright their work.

The submissions to Langsdale Library and ProQuest/UMI are not optional; the grades for the 899 dissertation course and hence graduation are contingent upon these submissions.

THESES AND FINAL PROJECTS

Master's Students

Some master's programs may require theses or final projects; others may require comprehensive examinations. Specific regulations concerning necessary qualifications for these degree options should be obtained from the program's director.

Thesis/final project courses and the related continuous enrollment courses are graded P/F. Students are cautioned that a CS (continuing studies) grade will be given at the end of each semester for courses that are thesis (numbered 799) or continuous enrollment (numbered 798) and for which the work is not yet complete. Students who have not completed the thesis or final project but who have exhausted the number of credits required for the degree are required to register for a one-credit continuous enrollment course each semester until all work is complete. Failure to do so can have serious consequences for completion of the degree. This registration entitles students to faculty assistance in completing the thesis, to use of University facilities such as the library and computer labs, and, if applicable, to maintenance of their legal student visa status in the United States. Students should refer to the [Continuous Enrollment/Leave of Absence](#) and [Catalog Under Which Students Graduate](#) sections of this catalog for policies regarding interrupted graduate study.

Each thesis or final project submitted as a partial requirement for a degree must be preserved in a prescribed manner in Langsdale Library. A final grade cannot be given for the credits earned and neither is the work considered complete until the thesis or project has been finally approved by the faculty committee and the required materials have been submitted to Langsdale Library. The library requires two bound copies of the text of any thesis or final project and pays for binding those volumes; the student is required to pay for one copy of any text document for the academic program and may purchase additional copies for his/her own use. For some theses or final projects, CDs containing electronic records or actual creative products must also be submitted to the library and the program. Details of these required submissions may be obtained from the appropriate program director.

In addition to submitting hard copies to Langsdale Library, master's students may opt to submit an electronic copy of their thesis to Pro Quest/UMI Dissertation Publishing. For more information, visit <http://langsdale.ubalt.edu/thesis>. This submission carries a fee.

HOLIDAY CLASSES

Graduate and undergraduate classes generally meet on federal and state holidays with the exception of Thanksgiving, Christmas, New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day and Labor Day. Students should consult the academic calendar for an exact holiday schedule.

INTER-INSTITUTIONAL REGISTRATION

The University System of Maryland Program

It is the policy of the University System of Maryland to allow graduate students at the University of Baltimore to register for graduate courses at any other system school. Likewise, students at other system institutions may register for classes at the University of Baltimore. Prior approval by the student's academic adviser and by the registrar at the student's home and host institution is required. Courses taken at another system institution through this program are counted as part of the student's regular program at the University of Baltimore, and the student pays University of Baltimore tuition.

For full details of this policy, contact the Office of Records and Registration.

The Maryland Institute College of Art Program

The University of Baltimore participates in a student-exchange program with the Maryland Institute College of Art. This program allows full-time students at the University to enroll in courses at MICA. Prior approval by the student's academic adviser and the registrar is necessary.

Courses taken through this program can be counted as part of the student's regular program at the University, and the student pays University of Baltimore tuition. For further information, see your adviser or contact the Office of Records and Registration. This program is not available during summer sessions.

UB/Towson M.B.A. Program

Certain academic policies and procedures of the UB/Towson M.B.A. program may differ from those of the graduate programs at both the University of Baltimore and Towson University. Refer to the UB/Towson M.B.A. website at <http://mba.ubalt.towson.edu> for those policies and procedures.

COLLEGE OF PUBLIC AFFAIRS

Stephen Percy, dean

Laura Wilson-Gentry, associate dean
Megan Manley, director of academic advising
Justin Edgar, academic program coordinator
Tylis Cooper, academic program coordinator
Kristen Tull, academic program coordinator

The College of Public Affairs awards bachelor's, master's and doctoral degrees and a post-bachelor's certificate that prepare students for successful professional careers in the complex and diverse workplace of today and tomorrow. We provide our graduates with 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 to 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 to helping public, nonprofit, health-care and third-sector organizations and to 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, longstanding 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; to build upon institutional strengths in public service, applied research and interdisciplinary collaboration; and to continue the development of distinctive, robust and contemporary degree programs.

The college is home to the Schaefer Center for Public Policy, established in 1985, with a mission of bringing the University's academic expertise to bear in solving problems faced by government and nonprofit organizations. The center has a reputation for excellence in providing research, consulting and professional development services to help leaders and policy-makers in the Baltimore metropolitan area, in Maryland and beyond better manage their resources and programs. Over the past 25 years, the center has received hundreds of grants and contracts from various local, state, federal and nonprofit organizations and has awarded more than 100 graduate fellowships.

SCHOOLS WITHIN THE COLLEGE

The College of Public Affairs is multidisciplinary in nature and comprises three distinct academic units. Faculty and staff 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 both public and nonprofit organizations.

- **School of Criminal Justice**

Debra Stanley, executive director

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

Kathleen Block, program director, B.S. in Criminal Justice

Robert Kane, program director, B.S. in Forensic Studies

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 and policy and administration, the School of

Criminal Justice offers undergraduate programs leading to degrees (both B.S.) in criminal justice and forensic studies and a graduate program leading to a degree in criminal justice (M.S.). In collaboration with the UB School of Law, the school also offers a dual-degree J.D./M.S. in Criminal Justice program and a dual-degree J.D./M.S. in Negotiations and Conflict Management. 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**

John Callahan, interim executive director

John Callahan, program director, B.S. and M.S. in Health Systems Management
Bridal Pearson, program director, B.A. and 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—to managing health care and human services in the public, private and nonprofit sectors. The school offers undergraduate programs in health systems management (B.S.) and human services administration (B.A.). An accelerated bachelor's/master's option is also offered in both fields. The school also offers graduate programs in health systems management and human services administration (both M.S.).

- **School of Public and International Affairs**

Larry Thomas, interim executive director

Patria Julnes, program director, Doctor of Public Administration (D.P.A.)
Heather Wyatt-Nichol, program director, Master of Public Administration (M.P.A.) and Certificate in Strategic Management and Public Accountability Systems
Ivan Sascha Sheehan, program director, M.S. in Negotiations and Conflict Management; co-program director, M.A. in Global Affairs and Human Security
John Willis, program director, B.A. in Government and Public Policy
Don Haynes, program director, B.A. in International Studies; co-program director, M.A. in Global Affairs and Human Security

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 undergraduate programs leading to degrees in government and public policy and in international studies (both B.A.). It also offers graduate programs leading to a master's degree in public administration (M.P.A.) accredited by the National Association of Schools of Public Affairs and Administration; a doctoral degree in public administration (D.P.A.); an M.P.A./J.D., offered in collaboration with the UB School of Law; and a master's degree in negotiations and conflict management (M.S.). It also offers a post-bachelor's Certificate in Strategic Management and Public Accountability Systems.

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; to connecting faculty members with public-sector organizations through applied research and professional development programs; and to 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 workforce 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 fellowships that provide graduate students with a unique opportunity to work closely with faculty members while gaining real-world experience through participation in center projects.

For more information, visit <http://scpp.ubalt.edu>.

STUDENTS

The approximately 1,600 men and women enrolled in the College of Public Affairs—about half of them in graduate programs—represent a quarter 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 our 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 both 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 and in the Academic Center. The college shares the University of Baltimore's Langsdale Library, Office of Technology Services and Achievement and Learning Center with other components of the University.

The fourth floor of the Academic Center houses state-of-the-art forensics instrumentation and microscope laboratories with classroom space; the labs were developed in conjunction with the Baltimore Police Department and also serve as a reserve crime lab for the city.

GRADUATE STUDIES IN THE COLLEGE OF PUBLIC AFFAIRS

DOCTORAL PROGRAM

- Public Administration (D.P.A.)

MASTER'S PROGRAMS

- Criminal Justice (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.)
- Public Administration (M.P.A.)

DUAL-DEGREE PROGRAMS

- J.D./M.S. in Criminal Justice
- J.D./Master of Public Administration
- J.D./M.S. in Negotiations and Conflict Management

GRADUATE CERTIFICATE PROGRAM

- Strategic Management and Public Accountability Systems

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 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 applied psychology, criminal justice, negotiations and conflict management, and public administration, while Doctor of Public Administration students can select specializations focusing on criminal justice 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 Master of Public Administration, the M.S. in Criminal Justice and the M.S. in Negotiations and Conflict Management 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 may 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.

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 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

www.ubalt.edu/criminaljustice

Heather L. Pfeifer, program director

FACULTY: Block, Cantora, Kane, Pfeifer, Ross, Seabrook, Stanley, Wright

ADJUNCT FACULTY: Ferree, Kinlock, Johnson

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 Master of Science in Criminal Justice program, as the metropolitan Baltimore area houses the headquarters of the Maryland State Police, the Baltimore County Police Department, the Baltimore City Police Department, the Howard County Police Department, the Department of Juvenile Services, the State Division of Parole and Probation, the State Division of Corrections, numerous federal agencies, federal and state courts and a number of related correctional institutions and agencies. Many employees of these agencies are currently enrolled in the undergraduate and graduate Criminal Justice programs.

The 36- to 39-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:

- 1) 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
- 2) 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 www.ubalt.edu/criminaljustice.

Degree Requirements

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

- Plan I: successful completion of 30-33 credits and a 6-credit thesis, for a total of 36-39 credits

- Plan II: successful completion of 36-39 credits and two written comprehensive examinations.

Under either plan, students must complete at least 24-27 credits of graduate criminal justice coursework at the University of Baltimore, including the six core courses (one of which may be waived by the program director) and at least one preapproved course in each of the three criminal justice components: law enforcement, courts and law, and corrections. Students must then choose an area of specialization from the following options: law enforcement, courts and law, corrections, juvenile justice, or victimology and victim services, and must take 6 credits related to that specialization.

Students who choose Plan II may select electives from any University of Baltimore graduate program, with the approval of the graduate program director or an adviser. These electives allow students to tailor their studies to meet their professional, educational and career goals. The two written comprehensive examinations cover the core material, breadth requirements and the chosen specialization requirement area; these may be taken only after completing 30-33 credits of satisfactory graduate work. Students are allowed two attempts to pass the comprehensive examinations.

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

Core Courses (15-18 credits)

CRJU 501 Professional Skills in Criminal Justice (3)¹
 CRJU 602 Research Techniques in Criminal Justice (3)
 CRJU 603 Criminal Justice Statistics (3)²
 CRJU 610 Administration of Justice (3)
 CRJU 710 Advanced Criminology (3)
 CRJU 711 Criminal Justice Planning/Systems Applications (3)³

¹ Course may be waived by the program director.

² CRJU 602 is a prerequisite to CRJU 603.

³ CRJU 603 is a prerequisite to CRJU 711.

Breadth Requirements (9 credits)

Students select one course in each area.

Law Enforcement

CRJU 631 Police and Society (3)
 CRJU 632 Policing Special Populations (3)
 CRJU 633 Race/Ethnicity and Gender Issues in Law Enforcement (3)
 CRJU 640 Managing Police Organizations (3)
 CRJU 712 Seminar in Law Enforcement (3)

Courts and Law

CRJU 606 Contemporary Criminal Court Issues (3)
 CRJU 645 Constitutional Law (3)
 CRJU 713 Seminar in Judicial Administration (3)

Corrections

CRJU 611 Contemporary Corrections (3)
 CRJU 642 Managing Correctional Organizations (3)
 CRJU 707 Community Corrections (3)

Specialization Requirements (6 credits)

With the advice of the program director, students complete an additional 6 credits in one of the following areas of specialization:

- law enforcement
- courts and law
- corrections
- juvenile justice
- victimology and victim services

Electives (6 credits)

CRJU 799 Thesis (6) for Plan I

two approved courses and two written comprehensive examinations (6) for Plan II

Plan 1: The Master's Thesis

Students apply to the program director for eligibility (a 3.3 overall grade point average and B (3.0) or better in each of the five core courses is required). 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 thesis credits 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 student handbook for details.

Plan II: Comprehensive Examinations

Students electing the comprehensive examinations as their final step before graduation should discuss their plans with their adviser at least one semester prior to the examinations. These examinations constitute a comprehensive review in which students demonstrate an ability to integrate and synthesize their academic experiences in criminal justice.

JURIS DOCTOR/MASTER OF SCIENCE IN CRIMINAL JUSTICE (J.D./M.S.)

Heather L. Pfeifer, program director

Jack Lynch, associate dean, School of Law

The University of Baltimore School of Law and the Division of Criminology, Criminal Justice and Forensic Studies offer students the opportunity to obtain Juris Doctor and Master of Science in Criminal Justice degrees 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 30-33 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. degree and the M.S. in Criminal Justice for 15-18 fewer credits than would be required were the two degrees obtained independently.

All other requirements for the J.D. degree 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 (1) contact the associate dean of the School of Law (or that administrator's designee) and (2) 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 Master of Science 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 <http://law.ubalt.edu/apply>. All first-year applicants must take the Law School Admissions Test and register with the Law School Data Assembly Service. A transcript from each college and university attended must be submitted to LSDAS, 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 Graduate and International Admission and Enrollment. For a list of other required materials, visit www.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 Law School Admission Test 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:

- 1) 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
- 2) 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 www.ubalt.edu/criminaljustice.

Curriculum

The dual J.D./M.S. in Criminal Justice is divided into required courses and electives for a total of 108-111 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 24-27 credits of required criminal justice courses and either the thesis or the comprehensive written examinations requirement.

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) or Introduction to Lawyering Skills/Civil Procedure I (6)
- LAW 601 Civil Procedure II (3)
- LAW 602 Contracts I (3) or Introduction to Lawyering Skills/Contracts I (6)
- LAW 603 Contracts II (3)
- LAW 604 Criminal Law (3) or Introduction to Lawyering Skills/Criminal Law (6)
- LAW 607 Property (4)
- LAW 608 Torts (4) or Introduction to Lawyering Skills/Torts (7)
- LAW 613 Introduction to Advocacy (2)
- LAW 620,
621,622,
623 *or*
733 one "Law in Context" class (3)
- LAW 650 Constitutional Law I (4)
- LAW 651 Evidence (3)
- LAW 652 Professional Responsibility (3)
- LAW 655 Constitutional Law II (2)

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)

Additional electives for a total of 78 law credits

Criminal Justice Courses

- CRJU 501 Professional Skills in Criminal Justice (3)¹
- CRJU 602 Research Techniques in Criminal Justice (3)
- CRJU 603 Criminal Justice Statistics (3)²
- CRJU 610 Administration of Justice (3)
- CRJU 710 Advanced Criminology (3)
- CRJU 711 Criminal Justice Planning/Systems Applications (3)³
- One CRJU course in each of the three breadth requirements areas (Law Enforcement, Courts and Law, Corrections) for a total of 9 credits
- CRJU 799 Thesis (3-6)

Students who do not choose the criminal justice thesis must take one 3-credit CRJU elective and one 3-credit LAW elective and complete two comprehensive written examinations.

¹ Course may be waived by the program director.

² CRJU 602 is a prerequisite to CRJU 603.

³ CRJU 603 is a prerequisite to CRJU 711.

Total Credits: 108-111

LAW Credits: 78

CRJU Credits: 30-33

Programs Offered by the School of Health and Human Services

MASTER OF SCIENCE IN HUMAN SERVICES ADMINISTRATION

www.ubalt.edu/humanservices

Bridal Pearson, program director, University of Baltimore

John Hudgins, program director, Coppin State University

FACULTY: Callahan (UB), Cartwright (CSU), Gilliam (UB), Harris (CSU), Hudgins (CSU), Johnson (UB), Molinari (UB), Pearson (UB), Phillips (CSU), Sheehan (UB), Spencer (UB), Spry (CSU), Taylor (CSU), Trotter (UB), Wyatt-Nichols (UB)

ADJUNCT: Walker (UB)

The Master of Science in Human Services Administration program is a collaborative effort between Coppin State University and the University of Baltimore and 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 from 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; 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, applied psychology, family counseling, gerontology, 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:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university; the major or specialization should be relevant to human services administration.

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 www.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 621 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)

SOCI 520 Counseling for Substance Abuse (3)

Applied Psychology (UB)

APPL 602 Ethical and Legal Issues in the Practice of Psychology (3)

APPL 604 Interviewing (3)

APPL 612 Human Relations (3)

APPL 613 Human Development (3)

APPL 664 Geropsychology: Psychosocial Factors (3)

Family Counseling (CSU)

SOCI 513 Group Counseling (3)

SOCI 520 Counseling for Substance Abuse (3)

SOCI 601 Child Abuse and Spousal Abuse (3)

SOCI 602 Techniques of Marriage and Family Counseling (3)

Gerontology (CSU)

ADLT 530 Environment and Aging (3)

ADLT 531 Nutritional Problems of the Aging (3)

ADLT 532 Developmental Psychology: Adult Years and Aging (3)

ADLT 533 Processes of Aging (3)

Health-Care Delivery Systems (UB)

MGMT 765 Management of Health-Care Organizations and Professionals (3)

PUAD 751 Policy Issues in Health Care (3)

PUAD 755 Health Administration (3)

PUAD 756 Managed-Care Administration (3)

PUAD 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

www.ubalt.edu/healthsystems

John J. Callahan, program director

FACULTY: Callahan, Julnes, Lyles, Naylor, Spencer

ADJUNCT FACULTY: Boggs, Cohen, Daugherty, DiFranco, Huddleston, Kaelin, Schneider

The Master of Science 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 39-45-credit curriculum addresses the various content areas recommended by the Association of University Programs in Health Administration.

Classes are offered Saturdays during the day in a 10-week session, held once each in the fall and spring semesters and during summer session.

Unconditional Admission Standards

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

- 1) a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university
- 2) 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 www.ubalt.edu/healthsystems.

Degree Requirements

Students with relevant satisfactory coursework and/or professional experience may petition a waiver of PUAD 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 mid-level health-care administrative position may petition the graduate program director to have the internship requirement waived.

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

Management Core Courses (18 credits)

HSMG 630 The Legal Environment of Health-Care Management (3)

HSMG 766 Health Systems Management: Organizational Design and Human Resources (3)

PUAD 750 Health-Care Systems, Organization and Management (3)*

PUAD 751 Policy Issues in Health Care (3)

PUAD 755 Health Administration (3)

PUAD 757 Strategic Management in Health Care (3)

* Students with relevant satisfactory coursework and/or professional experience may petition a waiver of this course.

Epidemiology Core Course (3 credits)

Students choose one course from the following:

HSMG 640 Epidemiology (3)

HSMG 641 Cardiovascular Epidemiology (3)

HSMG 642 Infectious Disease Epidemiology (3)

HSMG 643 Epidemiology of Health Services (3)

Quantitative Core Courses (9 credits)

HSMG 632 Biostatistics (3)

HSMG 650 Quantitative Management Methods for Decisions in Health Systems (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:

ACCT 761 Accounting for Health-Care Organizations (3)

HSMG 699 Health Finance (3)

HSMG 701 Health Economics (3)

Additional Degree Requirement (3 credits)

HSMG 752 Internship (3)

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 mid-level health-care administrative position may petition the graduate program director to have this requirement waived.

Health Ethics Colloquia

Participation in three health ethics colloquia at the University of Baltimore or otherwise approved by the graduate program director is a requirement for graduation. The format of the colloquia will usually include a presentation by a speaker with recognized expertise in the field, followed by a practitioners' panel discussion and/or audience questions and discussion.

Programs Offered by the School of Public and International Affairs

GRADUATE CERTIFICATE IN STRATEGIC MANAGEMENT AND PUBLIC ACCOUNTABILITY SYSTEMS

www.ubalt.edu/strategicmanagement

Heather Wyatt-Nichol, program director

FACULTY: Brown, Henderson, G. Julnes, P. Julnes, Wilson-Gentry, Wyatt-Nichol

ADJUNCT FACULTY: Cotten

The 12-credit post-baccalaureate Certificate in Strategic Management and Public Accountability Systems provides important continuing education, especially to those involved in the Baltimore region's Base Realignment and Closure (BRAC) initiative.

Ideal for public managers or contractors interested in expanding their knowledge of accountability measures, this certificate program emphasizes the PART and other rating systems, government performance measurement tools that assign ratings to public agencies based on the effectiveness of their performance. Particularly within the Department of Defense, a key management initiative is the implementation of a new defense acquisition process that incorporates accountability requirements for everyone involved in the process, from program managers to the Office of the Secretary of Defense.

As defense employees move to the Baltimore area through the BRAC initiative, this certificate program provides further education to those who are in management, administration or analysis. It is also ideal for people who already have master's or doctoral degrees in science, technology and engineering.

Students interested in continuing on to UB's Master of Public Administration, if accepted, can transfer all 12 certificate credits as long as they have earned a grade of B or better in each of the four courses.

Classes are offered evenings and online.

Admission Standards

For acceptance into the Certificate in Strategic Management and Public Accountability Systems program, applicants are expected to have:

- 1) a bachelor's degree with a minimum grade point average of 2.60 from a regionally accredited college or university.

The program admits students once a year in the fall; the application deadline is the preceding July 1.

For detailed information about specific admission requirements, visit

www.ubalt.edu/strategicmanagement.

Certificate Requirements

Students complete all 12 credits.

PUAD 732 Leadership and Organizational Change (3)
PUAD 733 Managing Public-Sector Projects (3)
PUAD 734 Strategic Planning (3)
PUAD 785 Public-Sector Performance Measurement (3)

MASTER OF ARTS IN GLOBAL AFFAIRS AND HUMAN SECURITY

www.ubalt.edu/globalaffairs

Don Haynes and Ivan Sascha Sheehan, co-program directors

FACULTY: Botes, Brown, Gillingham, Haynes, Henderson, G. Julnes, P. Julnes, Lyles, Molinari, Pearson, Percy, Ross, Sheehan, Spencer, Stanley, Swaim, Willis, Windmueller, Wyatt-Nichol

The 39-credit Master of Arts in Global Affairs and Human Security 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), supra-national 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, and 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 security, food security, health security, environmental security, personal security, community security 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:

- 1) a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university
- 2) 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 www.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 (21 credits)

CNCM 506 Understanding and Assessing Conflict (3)

CNCM 740 Ethnic and Cultural Factors in Conflict (3)

GAHS 600 Managing NGOs (3)

HSMG 640 Epidemiology (3)

PUAD 625 Innovations in Public Management (3)

PUAD 629 Public Program Evaluation (3)*

PUAD 704 Managing Diversity (3)

* If students do not demonstrate knowledge of elementary statistics, they 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:

CNCM 620 Special Topics: Terrorism, Counterterrorism and International Conflict Management (3)

GAHS 605 New Approaches to Economic and Social Development (3)

HSMG 766 Health Systems Management: Organizational Design and Human Resources (3)

PUAD 709 Individual Research (3)

Culminating Courses (6 credits)

GAHS 740 Seminar in Human Security (3)

GAHS 760 Internship/Field Placement Seminar (3)*

* *The final integrative component of the program is an internship/field placement. No thesis is required.*

MASTER OF SCIENCE IN NEGOTIATIONS AND CONFLICT MANAGEMENT

www.ubalt.edu/negotiations

Ivan Sascha Sheehan, program director

FACULTY: Botes, Sheehan, Windmueller

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

The 42-credit curriculum of the Master of Science in Negotiations and Conflict Management program is intensely interdisciplinary, drawing on the courses and expertise of all four of the University's academic units: the School of Law, 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.

The Center for Negotiations and Conflict Management is integrated with the Negotiations and Conflict Management program and serves as a neutral and impartial forum for consideration of policy issues associated with dispute resolution and the provision of training and technical assistance. The center attracts new and diverse audiences to UB and connects the University to business, government and nonprofit organizations within the community.

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:

- 1) 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 www.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 (12 credits)

Students complete four courses, including at least one course from each of the following three groupings. Students may also petition the program director to take courses other than those listed below to satisfy this requirement.

Individual and Interpersonal Perspectives

- APPL 604 Interviewing (3)
- APPL 605 Advanced Theories of Personality and Counseling (3)
- APPL 612 Human Relations (3)
- CNCM 519 Advanced Mediation Skills (3)
- CNCM 620 Special Topics (3)
- CRJU 702 The Victim: Crime Victims and Society (3)
- INSS 797 Advanced Topics in Information Systems (3)
- LEST 603 Law of Contracts (3)
- LEST 606 Family Law (3)
- PUAD 705 Special Topics in Public Administration (3)

Managerial and Governmental Perspectives (3-credit minimum)

- APPL 641 Organizational Psychology (3)
- APPL 642 Motivation, Satisfaction and Leadership (3)
- APPL 646 Employment Law in Human Resource Management (3)
- APPL 650 Work Groups in Organizations (3)
- CNCM 517 Arbitration: Theory and Practice (3)
- CNCM 620 Special Topics (3)
- CRJU 640 Managing Police Organizations (3)
- CRJU 642 Managing Correctional Institutions (3)
- ECON 504 Economics (3)
- MGMT 600 Leading and Managing People (3)
- MGMT 710 Human Resource and Compensation Management (3)
- MGMT 725 Labor Relations and Conflict Management (3)
- MGMT 730 Leadership, Learning and Change (3)

MGMT 732 Leadership: Self-Organization in the Firm (3)
MGMT 760 Organizational Creativity, Change and Conflict (3)
MGMT 797 Special Topics in Management (3)
PUAD 731 Public Employee Union Labor Relations and Collective Bargaining (3)

Cultural, Ethical and Policy Perspectives (3-credit minimum)

APPL 624 Psychology and the Law (3)
APPL 643 Advanced Social Psychology (3)
CNCM 620 Special Topics (3)
CRJU 610 Administration of Justice (3)
CRJU 631 Police and Society (3)
CRJU 713 Seminar in Judicial Administration (3)
ECON 640 Economics of Public Policy and Corporate Social Responsibility (3)
LEST 507 Legal and Ethical Arguments (3)
LEST 508 Law and Morality (3)
LEST 605 Areas of Law (3)
LEST 624 Professional Ethics (3)
MGMT 712 Employment Law (3)
PUAD 751 Policy Issues in Health Care (3)
PUAD 761 Environmental Policy and Administration (3)

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 Negotiations and Conflict Management 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 (J.D./M.S.)

Ivan Sascha Sheehan, program director
Jack Lynch, associate dean, School of Law

The University of Baltimore School of Law and the Division of Legal, Ethical and Historical Studies within the Yale Gordon College of Arts and Sciences offer students the opportunity to earn the J.D. and M.S. in Negotiations and Conflict Management degrees 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 or 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. degrees for 18 fewer credits than would be required if they were to obtain the two degrees independently. All other requirements for the J.D. degree 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 (1) contact the associate dean of the School of Law (or that administrator's designee) and (2) 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 Master of Science 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 <http://law.ubalt.edu/apply>. All first-year applicants must take the Law School Admissions Test and register with the Law School Data Assembly Service. A transcript from each college and university attended must be submitted to LSDAS, 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 Graduate and International Admission and Enrollment. For a list of required materials, visit www.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 Law School Admission Test 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 graduate 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:

- 1) 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 www.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) or Introduction to Lawyering Skills/Civil Procedure I (6)
- LAW 601 Civil Procedure II (3)
- LAW 602 Contracts I (3) or Introduction to Lawyering Skills/Contracts I (6)
- LAW 603 Contracts II (3)
- LAW 604 Criminal Law (3) or Introduction to Lawyering Skills/Criminal Law (6)
- LAW 607 Property (4)
- LAW 608 Torts (4) or Introduction to Lawyering Skills/Torts (7)
- LAW 613 Introduction to Advocacy (2)
- LAW 620,
621,622,
623 or
733 one "Law in Context" class (3)
- LAW 650 Constitutional Law I (4)
- LAW 651 Evidence (3)
- LAW 652 Professional Responsibility (3)
- LAW 655 Constitutional Law II (2)

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)

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 PUBLIC ADMINISTRATION (M.P.A.)

www.ubalt.edu/publicadministration

Heather Wyatt-Nichol, program director

FACULTY: S. Brown, Darling, E. Gibson, Haynes, Henderson, G. Julnes, P. Julnes, Lyles, Naylor, Spencer, Swaim, Thomas, Wilson-Gentry, Wood, Wyatt-Nichol

ADJUNCT FACULTY: Akhtar, Brown, Gallagher, Gregory-Wyatt, Groethe, Juppè, Pelletier

The Master of Public Administration 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, to enhance their knowledge of managerial processes and organizational behavior and to 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, to prepare students for further graduate study in doctor of philosophy and doctor of public administration programs and to 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 Rockville, Md. In addition, the program can be completed exclusively through online study.

NASPAA Accreditation

The University of Baltimore's Master of Public Administration program is accredited by the National Association of Schools of Public 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 Master of Public Administration program, applicants are expected to have:

- 1) 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
- 2) proficiency in the use of office computer applications, such as word processing, spreadsheet and database programs, and of 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

www.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 the 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 mid-level 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, which are required of all students, 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 621, PUAD 623, PUAD 624, PUAD 625 and PUAD 627 early in their program. Students must earn a grade of B or better in PUAD 798: Problem-Solving Seminar in Public Administration to meet degree requirements.

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

Core Courses (33 credits)

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 624 Public Organization Theory (3)

PUAD 625 Innovations in Public Management (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)¹

PUAD 630 Analytical Techniques in Public Administration (3)¹

PUAD 798 Problem-Solving Seminar in Public Administration (3)^{1,2}

¹prerequisite PUAD 628

²Students 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.

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, and public and nonprofit management. (The courses composing these specializations come from both public administration and from 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; note that the only specialization available at the Universities at Shady Grove and in the exclusively online program is Public and Nonprofit Management.

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.

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)
- PUAD 720 Urban Politics and Policy Planning (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 750 Health-Care Systems, Organization and Management (3)
- PUAD 751 Policy Issues in Health Care (3)
- PUAD 752 Special Topics in Public Health Administration (3)
- PUAD 755 Health Administration (3)
- PUAD 756 Managed-Care Administration (3)
- PUAD 757 Strategic Management for Health Care (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)

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, D.C., area for internships in federal, state, county, city or nonprofit agencies.

JURIS DOCTOR/MASTER OF PUBLIC ADMINISTRATION (J.D./M.P.A.)

Heather Wyatt-Nichol, program director

Jack Lynch, 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 J.D. and M.P.A. degrees by completing an integrated sequence of courses over a three- to four-year period.

Students seeking the dual-degree will find their training useful in managerial and legal positions in federal, state or local government agencies as well as in nonprofit or quasi-governmental 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. degrees for 18-21 fewer credits than would be required if they were to obtain the two degrees independently. All other requirements for the J.D. degree 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 (1) contact the associate dean of the School of Law (or that administrator's designee) and (2) 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 Master of Public Administration 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 <http://law.ubalt.edu/apply>. All first-year applicants must take the Law School Admissions Test and register with the Law School Data Assembly Service. A transcript from each college and university attended must be submitted to LSDAS, 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 Graduate and International Admission and Enrollment. For a list of required materials, visit www.ubalt.edu/publicadministration.

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 Law School Admission Test 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 Master of Public Administration program, applicants are expected to have:

- 1) 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
- 2) proficiency in the use of office computer applications, such as word processing, spreadsheet and database programs, and of 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 www.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 upper-level 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) or Introduction to Lawyering Skills/Civil Procedure I (6)
LAW 601 Civil Procedure II (3)
LAW 602 Contracts I (3) or Introduction to Lawyering Skills/Contracts I (6)
LAW 603 Contracts II (3)
LAW 604 Criminal Law (3) or Introduction to Lawyering Skills/Criminal Law (6)
LAW 607 Property (4)
LAW 608 Torts (4) or Introduction to Lawyering Skills/Torts (7)
LAW 613 Introduction to Advocacy (2)
LAW 620,
621,622,
623 or
733 one “Law in Context” class (3)
LAW 650 Constitutional Law I (4)
LAW 651 Evidence (3)
LAW 652 Professional Responsibility (3)
LAW 655 Constitutional Law II (2)

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)

Additional electives for a total of 78 law credits

M.P.A. Courses

- 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 624 Public Organization Theory (3)
PUAD 625 Innovations in Public Management (3)
PUAD 626 Information Resource Management in Public Administration (3)
PUAD 628 Statistical Applications in Public Administration (3)
PUAD 629 Public Program Evaluation (3)¹
PUAD 630 Analytical Techniques in Public Administration (3)¹
PUAD 798 Problem-Solving Seminar in Public Administration (3)²

¹prerequisite PUAD 628

²Students 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 (D.P.A.)

www.ubalt.edu/publicadministrationdoctorate

Patria Julnes, program director

FACULTY: S. Brown, Callahan, Darling, E. Gibson, Henderson, G. Julnes, P. Julnes, Lyles, Naylor, Spencer, Thomas, Wilson-Gentry, Wyatt-Nichol
ADJUNCT FACULTY: Cotten

The 48-credit Doctor of Public Administration program is geared toward working public administration professionals and is 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 with the substantive skills, knowledge and values necessary to become a leader 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 the center's applied research projects. In addition, there are opportunities for students to work as student assistants or as research assistants on various center projects.

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

Admission Standards

For acceptance into the Doctor of Public Administration program, applicants are expected to have:

- 1) a bachelor's degree from a regionally accredited college or university
- 2) 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 these 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.
- 3) Graduate Record Exam 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 program admits students once a year in the fall; the application deadline is the preceding April 1.

For detailed information about specific admission requirements, visit

www.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, and 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 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)*

* 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 they 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:

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

Health-Care Systems Administration

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

- PUAD 750 Health-Care Systems, Organization and Management (3)

Then students complete the following courses:

- HSMG 697 Health Insurance and Prepaid Health Care (3)
- HSMG 699 Health Finance (3)
- HSMG 751 Policy Issues in Health Care (3)

Administration of Justice

- CRJU 611 Contemporary Corrections (3)
- CRJU 640 Managing Police Organizations (3)
- CRJU 642 Managing Correctional Organizations (3)
- CRJU 703 Seminar in Criminal Justice (3)
- CRJU 711 Criminal Justice Planning/Systems Applications (3)
- CRJU 713 Seminar in Judicial Administration (3)

Dissertation Research (12 credits)

PUAD 899 Dissertation Research (3-12)

Students must complete all 36 credits of coursework prior to registering for PUAD 899. To fulfill the requirements of this course, students must:

- 1) prepare and successfully defend before their Dissertation Committee a research proposal that includes a well-defined research design
- 2) 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.

MERRICK SCHOOL OF BUSINESS

Darlene Brannigan Smith, dean

Marilyn Oblak, associate dean

Lisa Park, assistant dean of academic affairs and student services

Web: www.ubalt.edu/merrick

MISSION

The Merrick School of Business is an AACSB International-accredited school committed to delivering a premier business education to our diverse student body. We provide a rigorous learning environment with a student focus, a regional commitment and a global perspective. We achieve our mission by:

- delivering a relevant and innovative curriculum in partnership with the business community
- attracting and supporting recognized faculty who are committed to excellence in teaching and research
- encouraging students, faculty and staff to engage in value-added service activities with business and the broader community for mutual benefit
- being a preferred source of graduates for business and managerial talent
- adhering to our core values of:
 - teaching excellence
 - quality scholarship
 - community engagement
 - appreciation for diversity
 - ethical conduct
 - collegiality.

ORGANIZATION

The Office of the Dean is responsible for the administration of the School of Business, for maintaining relationships with the business community and for student and academic advising. The business school is organized into five academic departments:

- **Accounting**
Phillip Korb, department chair
- **Finance and Economics**
Deborah Ford, department chair
- **Information and Decision Science**
Danielle Fowler, department chair
- **Management and International Business**
Tigineh Mersha, department chair
- **Marketing and Entrepreneurship**
Ven Sriram, department chair.

ACCREDITATION

The Merrick School of Business is accredited by AACSB International—The Association to Advance Collegiate Schools of Business, the accrediting body for schools of business (www.aacsb.edu). AACSB International accreditation is the mark of excellence in educational programs in business, awarded only when rigorous standards for courses, curricula, faculty and resources have been met. The University of Baltimore is also accredited by the Middle States Commission on Higher Education and recognized by the Maryland Higher Education Commission.

STUDENTS

Approximately 2,000 students are enrolled in programs in the School of Business, with more than 730 in the graduate programs. The average age of graduate students is 31. More than 80 percent of students work full or part time. Because of the level of maturity and the professional experience of students, the interchange of ideas in the classroom is lively and highly informative.

FACULTY

School of Business faculty bring to the classroom exceptional professional and academic credentials. Ninety-six percent of the faculty possess a doctorate in their fields. In addition, School of Business faculty have professional certifications and extensive professional work experience with business, government or nonprofit organizations. Professors combine a dedication to teaching with significant research, professional and community service activities.

Not only do our faculty members adhere to the high-quality standards of teaching mandated by AACSB International accreditation, but their teaching efforts consistently rate exceptionally high on internal measures of teaching excellence.

FACILITIES

The Merrick School is located within the William H. Thumel Sr. Business Center at North Charles Street and Mount Royal Avenue on the University of Baltimore campus. This six-story building features wireless Internet access and contains 16 classrooms, all of which are “smart rooms” featuring state-of-the-art display capabilities, five seminar rooms for small group discussion, a 200-seat auditorium with simultaneous translation capability, catering and meeting facilities, a student lounge, offices for the Merrick School faculty and administration, and a computer lab for student use.

CENTERS AND INSTITUTES

The Merrick School of Business houses the following centers and institutes:

- the Entrepreneurial Opportunity Center
- the Information Systems Research Center
- the Jacob France Institute
- the Small Business Development Center.

GRADUATE STUDIES IN THE MERRICK SCHOOL OF BUSINESS

The objectives of all School of Business graduate programs are to provide students with the appropriate knowledge, professional competencies and flexibility to enhance entry into the job market and to prepare students for meaningful career advancement.

The School of Business, in conjunction with Towson University, offers an M.B.A. program with 11 areas of specialization, as well as a master’s program in accounting and business advisory services. The Merrick School of Business, in partnership with the University of Baltimore School of Law, also offers a master’s program in taxation. In addition, certificate programs are available in business fundamentals, accounting fundamentals and leadership for organizations.

MASTER’S PROGRAMS

- UB/Towson Master of Business Administration (M.B.A.) (with Towson University)
- Accounting and Business Advisory Services (M.S.) (with Towson University)
- Business–Finance (M.S.)
- Global Leadership (M.S.)
- Innovation Management and Technology Commercialization (M.S.)
- Taxation (M.S.)

DUAL-DEGREE UB/TOWSON M.B.A. PROGRAMS

- M.B.A./J.D. (with the University of Baltimore School of Law and the University of Maryland School of Law)
- M.B.A./M.S. in Nursing (with the University of Maryland School of Nursing)

- M.B.A./Ph.D. in Nursing (with the University of Maryland School of Nursing)
- M.B.A./Pharm.D. (with the University of Maryland School of Pharmacy)

GRADUATE CERTIFICATE PROGRAMS

- Accounting Fundamentals
- Business Fundamentals
- Leadership for Organizations
- Innovation Management and Technology Commercialization

APPLICATION REQUIREMENTS FOR GRADUATE BUSINESS PROGRAMS

Applicants are responsible for presenting the following information to be considered for admission:

- 1) a formal application submitted to the Office of Graduate and International Admission and Enrollment with the appropriate application fee (Apply online at www.ubalt.edu/apply.)
- 2) two official copies of transcripts from all institutions attended
- 3) Graduate Management Admissions Test score or an alternative test score routinely used for entry to graduate programs
- 4) two letters of recommendation testifying to the abilities of the applicant to successfully complete a graduate business program and indicating what contributions the applicant can make to the University and to its programs
- 5) a personal statement: Detail your reasons for seeking a graduate business degree, your short- and long-term professional and personal goals and how you think a graduate business degree will help you achieve them. Provide any additional information highlighting unique aspects of your candidacy to the Admissions Committee. Please limit statement to 1,000 words.
- 6) resume.

Note: A GMAT score is not required for graduate business certificate or Master's Advantage programs.

GRADUATE MANAGEMENT ADMISSIONS TEST

Generally, applicants are required to take the GMAT, except those who apply as certificate, visiting or Master's Advantage students, or those who are eligible for a GMAT waiver. The following provisions qualify for GMAT waiver consideration:

- possession of an advanced degree (master's degree or higher)
or
- the combination of an undergraduate grade point average of 3.25 or higher and five years or more of significant managerial experience. A personal interview with a UB/Towson M.B.A. adviser and a letter from your direct supervisor indicating managerial experience may be required.

Applicants are urged to take the GMAT early, well in advance of applying for program entry. The GMAT is administered as a computer-adaptive test throughout North America and many other parts of the world. For more information, visit the official GMAT website at www.mba.com.

Information booklets may be obtained from the GMAT website or from the University of Baltimore Office of Graduate and International Admission and Enrollment (gradadmissions@ubalt.edu or 410.837.6565).

ADMISSION CRITERIA

Admission to the School of Business is competitive. The Graduate Admissions Committee considers such variables as the applicant's undergraduate GPA, the difficulty of the applicant's undergraduate program, the total score and percentile ranking on the GMAT, community service and professional and work experience. An applicant eligible for consideration is not guaranteed an offer of admission.

MASTER'S ADVANTAGE

Business professionals seek ways to differentiate themselves and gain a personal competitive advantage. Many already possess a graduate business degree such as an M.B.A. In order for these professionals to build on their professional and academic knowledge base, they seek postgraduate study. To meet this need, the Merrick School of Business offers the Master's Advantage. The Master's Advantage is a postgraduate nondegree program that provides students the opportunity for lifelong learning and

professional development. It is geared toward students who have earned a master's or doctoral degree from an AACSB-International accredited business school. Students can take courses toward a second specialization or a career change or to enhance their knowledge base in their current career.

To apply to the program, prospective students need to submit an online application, undergraduate and graduate transcripts and a resume.

SECOND MASTER'S DEGREE

A student who has already obtained one master's degree from the School of Business may pursue another advanced degree in the school, provided that:

- a second M.B.A. degree will not be obtained
- the degree sought is not in the same functional discipline (as defined by the list of specializations and master's degrees listed above)
- after meeting core requirements, a minimum of 21 new credits are earned for the second degree
- no more than 9 credits may be transferred from the first degree to the second degree.

WAIVER POLICY AND TRANSFER OPTIONS

The following qualifications govern the waiver of fundamental/prerequisite courses and the transfer of required (integrated core) and elective courses:

- The business fundamental courses are waived if the applicant has earned a bachelor's degree in business from an AACSB International-accredited school within the last five years with a cumulative GPA of 3.0 or higher and earned a C or better in each of the undergraduate course equivalents. If the applicant graduated with a bachelor's degree in accounting from an AACSB International-accredited institution, the applicant will also be required to include any missing courses as part of the M.B.A. fundamentals. If the applicant did not attend an AACSB International-accredited school or has lower than a 3.0 cumulative GPA, an M.B.A. adviser will evaluate each undergraduate course equivalent and waive those courses where a B or better was earned. Courses being considered for waivers must have been taken within the past 10 years, and the student must have graduated within the past five years.
- No remedial courses are considered.
- Advanced placement courses will be given consideration.

The following qualifications govern the transfer of program requirements:

- Any graduate courses considered for transfer must have grades of B or higher.
- Courses must have been completed in a degree that is less than five years old, or as an individual course within the past five years.
- A maximum of 6 graduate credits may be transferred from previous study at another AACSB International-accredited university to satisfy credits beyond the fundamental courses.
- Appropriate faculty must approve course content.

VISITING STUDENTS

A student who has matriculated into a graduate or professional studies program at another regionally recognized university and who is in good standing may be accepted for course enrollment on a space-available basis. Visitors from other universities must file an application as a visiting student. A letter of introduction from the student's program director, citing the foregoing conditions, is required in lieu of meeting other GMAT or transcript requirements. This letter should state which courses are being approved by the student's home institution.

Students from UB's Yale Gordon College of Arts and Sciences, College of Public Affairs or School of Law will be permitted to enroll in graduate business courses with written permission from their program adviser or director.

GRADUATION REQUIREMENTS

All candidates for graduation must meet the specific requirements for their program of study, comply with the academic policies of the University of Baltimore and file for graduation no later than the beginning of their last semester (date specified in the course schedule).

ACADEMIC POLICY ON SATISFACTORY AND UNSATISFACTORY PROGRESS

A graduate business student who fails the same course twice or who fails two different courses at least once will be placed on academic probation. Probation is automatic and will be noted on your transcript. A student whose cumulative grade point average is below 3.0, after having completed at least 6 credits, is automatically on probation. Students on probation have 6 additional credits to raise their average to 3.0; failure to do so will result in suspension. Students are allowed to register to repeat a maximum of one course (3 credit hours) in the program. Please see the [Academic Policies section](#) of this catalog for further details regarding satisfactory and unsatisfactory progress.

Certain academic policies and procedures of the UB/Towson M.B.A. program may differ from those of the graduate programs at both the University of Baltimore and Towson University. Refer to the UB/Towson M.B.A. website at <http://mba.ubalt.towson.edu> for those policies and procedures.

GRADUATE ASSISTANTSHIPS

Assistantship positions sponsored by the Merrick School of Business are posted on the Career Center's e-Recruiting Web page at <http://ubalt.experience.com>. Opportunities for graduate assistantship positions are based on particular needs of the faculty and administration. Students interested in positions must visit the Career Center and request an e-Recruiting form prior to applying for positions posted online.

ACCELERATED BUSINESS PROGRAMS

Undergraduate students of recognized academic ability and educational maturity may combine the requirements for an undergraduate business degree with those of a master's degree in the School of Business. A maximum of 9 graduate credits, completed during the last 30 credits of undergraduate study, may be applied simultaneously to the requirements for both the bachelor's and the master's degree. Those interested should discuss their options with their academic adviser.

To be eligible for the Accelerated B.S./M.B.A./M.S., students must have a cumulative GPA of 3.5 in their undergraduate coursework completed at the University of Baltimore. To remain in the program, students must maintain a 3.5 GPA in their undergraduate course work and a 3.0 GPA in their graduate coursework.

Students must have the approval of the dean's representative and must have an approved course plan prior to beginning the last 30 credits of their undergraduate degree.

Courses taken in the Accelerated B.S./M.B.A./M.S. will be determined by the School of Business and may not include independent study/research, directed study, thesis or internship courses. The undergraduate specialization in the B.S. program may be tailored to meet individual student needs. Changes in the program of study require the approval of the dean's representative.

Students must be in continuous enrollment at the University of Baltimore for this agreement to remain in effect. 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 of Baltimore may not transfer as graduate credits to another institution.

Participation in the Accelerated B.S./M.B.A./M.S. does not guarantee admission to any University of Baltimore graduate program. Unconditional admission to the Merrick School of Business graduate programs requires an appropriate score on the Graduate Management Admission Test and a completed application. The completed 9 graduate credits may count toward any post-bachelor's certificate or degree program if applicable. Applications for admission and payment of applicable fees to the graduate program must be made during the semester immediately prior to the completion of the credits required for the bachelor's degree. Admission to the graduate program will be effective the semester after completing the credits for the bachelor's degree.

UB/TOWSON MASTER OF BUSINESS ADMINISTRATION (M.B.A.)

<http://mba.ubalt.towson.edu>

Ron Desi, director

The UB/Towson M.B.A., offered jointly by the University of Baltimore and Towson University, is designed to encourage intellectual exploration and the application of theory to practice. Students develop the skills

and resources necessary to pursue their professional goals and, upon graduation, become part of a dynamic alumni community of business leaders from two vibrant and distinguished business schools.

The hallmark of this program is its flexibility in delivering high-quality educational experiences; students can take classes at either campus. Graduate business courses are offered in the evenings and online year-round, and students work with advisers to create schedules that best meet their individual needs. The UB/Towson M.B.A. offers 10 areas of specialization and four dual-degree programs.

Certain academic policies and procedures of the UB/Towson M.B.A. program may differ from those of the graduate programs at both the University of Baltimore and Towson University. Refer to the UB/Towson M.B.A. website at <http://mba.ubalt.towson.edu> for those policies and procedures.

UB/Towson M.B.A. Program Learning Goals

In today's dynamic marketplace, successful managers must be innovative and entrepreneurial, combining a general knowledge of business functions with specific skills in their area of responsibility. The UB/Towson M.B.A. program provides students with expertise and proficiency in the following areas:

- **Learning Goal 1: Innovative Strategies in a Global Environment**—Graduates will be proficient in analyzing the external environment, setting appropriate objectives, and developing and implementing effective strategies to meet those objectives.
- **Learning Goal 2: Analysis and Decision-Making**—Graduates will think critically and creatively and be able to analyze and synthesize information to solve problems and make decisions.
- **Learning Goal 3: Effective Communications**—Graduates will be articulate and influential communicators.
- **Learning Goal 4: Leading and Managing People**—Graduates will possess the interpersonal skills needed to be effective team members, managers and leaders.
- **Learning Goal 5: Ethical and Value-Based Leadership**—Graduates will be cognizant of the impact of their individual and corporate actions on society and recognize and recommend ethical business practices.

Undergraduate Course Equivalents

The business fundamental courses are waived if the applicant has earned a bachelor's degree in business from an AACSB-International accredited school within the last five years with a cumulative GPA of 3.0 or higher and earned a C or better in each of the undergraduate course equivalents. If the applicant graduated with a bachelor's degree in accounting from an AACSB International-accredited institution, the applicant will also be required to include any missing courses as part of the M.B.A. fundamentals. If the applicant did not attend an AACSB-International accredited school or has lower than a 3.0 cumulative GPA, an M.B.A. adviser will evaluate each undergraduate course equivalent and waive those courses where a B or better was earned. Courses being considered for waivers must have been taken within the past 10 years, and the student must have graduated within the past five years.

Undergraduate Courses

ACCT 201 Introduction to Financial Accounting and Introduction to Managerial Accounting (3 credits and 202 each) or equivalents
ECON 200 The Economic Way of Thinking (3) (or 6 credits of Microeconomics and Macroeconomics)
FIN 331 Financial Management (3)
MGMT 339 Process and Operations Management (3)
MKTG 301 Marketing Management (3)
OPRE 201 Introduction to Business Statistics (3)

Graduate Core/Preparatory Courses

ACCT 504 Introduction to Accounting (3)
ECON 504 Economics (3)
FIN 504 Financial Management (3)
MGMT 506 Operations and Supply Chain Management (3)
MKTG 504 Marketing Management (3)
OPRE 504 Data Analysis and Decisions (3)

Degree Requirements

The M.B.A. program requires the completion of the fundamental courses (18 credits), integrated core courses (24 credits) and electives (12 credits), as indicated below:

Fundamental Courses (18 credits)

ACCT 504 Introduction to Accounting (3)
ECON 504 Economics (3)
FIN 504 Financial Management (3)
MGMT 506 Operations and Supply Chain Management (3)
MKTG 504 Marketing Management (3)
OPRE 504 Data Analysis and Decisions (3)

Integrated Core Courses (24 credits)

ACCT 640 Accounting for Managerial Decisions (3)
ECON 640 Economics, Public Policy, and Corporate Social Responsibility (3)
FIN 640 Corporate Finance (3)
INSS 640 Information Technology for Business Transformation (3)
MKTG 640 Strategic Marketing in a Global Economy (3)
MGMT 600 Leading and Managing People (3)
MGMT 660 Project Management (3)
MGMT 700 Strategic Management in a Global Environment (3)

Electives (12 credits)

Electives are 600- to 700-level business courses. Specializations consist of four 3-credit courses. Students may choose the general business specialization and select any four electives crossing business disciplines to stimulate their intellectual curiosity and/or to best match their career goals. To address a specific business interest, students may choose to earn the M.B.A. degree with a defined specialization. The specializations are listed below.

SPECIALIZATION IN ENTREPRENEURSHIP

The entrepreneurship specialization prepares students to start and manage all types of ventures. As part of this specialization, students can partner with high-technology inventors to work on real-life products. Courses stress creativity, feasibility analysis, marketing, financing and intellectual property.

Required Courses (12 credits)

ENTR 700 Creating and Managing an Enterprise (3)
ENTR 795 Entrepreneurship Practicum (3)
MKTG 762 Market Opportunity Analysis (3)

Choose one course from the following:

FIN 760 Social Enterprise and Entrepreneurship (3)
FIN 770 Entrepreneurial Finance and Venture Capital (3)
MGMT 710 Human Resource and Compensation Management (3)
MGMT 732 Leadership: Self-Organization in the Firm (3)
MGMT 760 Organizational Creativity and Innovation (3)

SPECIALIZATION IN FINANCE

The finance specialization offers students many opportunities to learn about the financial management of a business, valuing investments in securities and other assets, and the general structure and functioning of financial institutions and markets. After completing FIN 705: Financial Analysis and Forecasting, students can choose courses enabling them to complete either a general finance specialization or a specialization focusing on corporate finance, investment management or financial institutions.

Required Courses (12 credits)

FIN 705 Advanced Financial Analysis (3)

Choose three of the following:

- ECON 650 Business Economics (3)
- FIN 700 Financial Reporting (3)
- FIN 704 Financial Markets and Institutions (3)
- FIN 715 Investment Analysis (3)
- FIN 720 Global Finance (3)
- FIN 725 Risk Management (3)
- FIN 735 Portfolio Management (3)
- FIN 745 Derivative Instruments (3)
- FIN 750 Real Estate Investment (3)
- FIN 770 New Venture Financing (3)
- FIN 780 Business Valuation (3)
- FIN 797 Special Topics in Financial Management (3)

Note: Other courses may be added at the discretion of the Division of Economics, Finance and Management Science faculty.

SPECIALIZATION IN HEALTH-CARE MANAGEMENT

This specialization is designed to enable health-care professionals to advance their careers by strengthening their credentials as health-care managers, administrators and consultants. The Health-Care Management specialization provides a sound basis in the latest business practices and gives professionals the opportunity to develop skills necessary for leadership in the health-care field.

Select four courses from the following (12 credits)*:

- ECON 765 The Health Services System (3)
- HSMG 630 The Legal Environment of Health-Care Management (3)
- HSMG 650 Quantitative Management Methods for Decisions in Health Services (3)
- HSMG 691 Health Planning and Program Evaluation (3)
- HMSG 697 Health Insurance and Prepaid Health Care (3)
- PUAD 750 Health-Care Systems, Organization and Management (3)
- PUAD 751 Policy Issues in Health Care (3)
- PUAD 752 Special Topics in Public Health Administration (3)
- PUAD 755 Health Administration (3)
- PUAD 756 Managed-Care Administration (3)
- PUAD 757 Strategic Management for Health Care (3)

* Other applicable health-care management courses may be available.

SPECIALIZATION IN HUMAN RESOURCE MANAGEMENT

This specialization is designed for students who wish to focus on the selection, motivation and development of human resources in business, government and nonprofit organizations. Building on a broad understanding of human resources, students will study the field from the point of view of the managerial decision-maker.

Required Courses (12 credits)

- MGMT 710 Human Resource and Compensation Management (3)
- MGMT 712 Employment Law and the Human Resource Manager (3)

Choose two courses from the following:

- MGMT 650 Research for Strategic Human-Resource Management Decisions (3)
- MGMT 725 Labor Relations and Conflict Management (3)
- MGMT 731 Leadership Seminar (3)
- MGMT 732 Leadership: Self-Organization in the Firm (3)
- MGMT 780 International Management (3)

SPECIALIZATION IN INTERNATIONAL BUSINESS

This specialization develops managers and business leaders for rewarding careers in international businesses, government agencies and multicultural organizations. Students gain a theoretical basis for understanding key aspects of international management as applied to both small companies and multinational corporations. Courses emphasize human relations skills, such as cross-cultural communication and negotiations, as well as technical skills, such as those required for the strategic operation of global organizations.

Required Courses (12 credits)

MGMT 780 Leading Across Cultures
MGMT 781 International Business Strategy
Choose two courses from the following:
FIN 720 International Finance (3)
INSS 765 E-Commerce Technologies and Applications (3)
MGMT 757 E-Commerce and Supply Chain Management (3)
MGMT 796 Global Business Practicum (3)
MKTG 760 Global Marketing Management (3)

SPECIALIZATION IN LEADERSHIP AND ORGANIZATIONAL LEARNING

This specialization complements the cross-functional courses of the UB/Towson M.B.A. program. The three required courses contain timeless ideas influencing how students view leadership, management and professional development. Courses provide a unique perspective on leadership, including theory, essential skills, an understanding of evolving organizational forms, and organizational learning and transformation.

Required Courses (12 credits)

MGMT 730 Leadership, Learning and Change (3)
MGMT 731 Leadership Seminar (3)
MGMT 732 Leadership: Self-Organization in the Firm (3)

Choose one course from the following:

MGMT 710 Human Resource and Compensation Management (3)
MGMT 760 Organizational Creativity and Innovation (3)
MKTG 760 Global Marketing Management (3)

SPECIALIZATION IN MANAGEMENT INFORMATION SYSTEMS

The MIS specialization is designed to help develop business managers who understand the strategic value of IT and who can conceptualize and utilize IT solutions for business problems. The program provides broad exposure to the IT concepts and functions found in most commercial organizations today.

Required Courses (12 credits)

INSS 650 Networking and Telecommunications (3)
INSS 651 Database Management Systems (3)
INSS 671 Systems Analysis (3)

Choose one course from the following:

INSS 701 Internet Development for Business (3)
INSS 737 Strategic Management of Information Technology (3)
INSS 738 Advanced Database Systems (3)
INSS 739 Systems Architecture (3)
INSS 751 Operating Systems (3)
INSS 752 Web Server Management and CGI Programming (3)
INSS 753 Internet and Network Security (3)
INSS 765 E-Commerce Technologies and Applications (3)
INSS 784 Project Management (3)
MGMT 757 E-Commerce and Supply Chain Management (3)

SPECIALIZATION IN MARKETING

This specialization provides knowledge of applications and in-depth analysis in preparation for careers in marketing management, product management, strategic planning and marketing entrepreneurship. The expertise and skills acquired are designed for lifelong value in domestic or international marketing.

Required Courses (12 credits)

Select any four of the following:

- MGMT 757 E-Commerce and Supply Chain Management (3)
- MGMT 780 Leading Across Cultures (3)
- MKTG 742 Social, Nonprofit and Public Sector Marketing (3)
- MKTG 755 Integrated Marketing Communications (3)
- MKTG 760 Global Marketing Management (3)
- MKTG 762 Market Opportunity Analysis (3)
- MKTG 770 Product and Brand Development and Management (3)
- MKTG 775 Customer Analysis and Relationship Management (3)
- MKTG 780 Market Information and Research (3)
- MKTG 796 Marketing Practicum (3)

SPECIALIZATION IN PUBLIC-SECTOR MANAGEMENT

The Public-Sector Management specialization provides a sound basis in the latest business practices and gives professionals the opportunity to develop skills necessary for leadership in the public sector.

Required Courses (12 credits)

- PUAD 625 Innovations in Public Management (3)
- PUAD 629 Public Program Evaluation (3)
- PUAD 764 Public Policy Implementation (3)
- PUAD 785 Public-Sector Performance Measurement (3)

MASTER OF BUSINESS ADMINISTRATION/JURIS DOCTORATE (M.B.A./J.D.)

Ray Frederick, academic programs coordinator

With society becoming increasingly complex, the administration of private and public business enterprises requires greater interaction with the legal system. Along with this development, there is an increasing need for lawyers who are fully trained in administration and management. The inclusion of study in a complementary discipline has become an integral component of modern graduate and law schools.

In recognition of this interdisciplinary need, the UB/Towson M.B.A. program offers a combined degree program that is offered through both the University of Baltimore School of Law and the University of Maryland School of Law, leading to both the J.D. and the M.B.A. The program is designed to offer students the most relevant courses in a sequence that most effectively utilizes the relation inherent between these courses in the two schools.

The M.B.A./J.D. program allows a student to obtain M.B.A. and J.D. degrees in an integrated sequence of courses over a three- to four-year period. The law schools will transfer 9 credits of required M.B.A. courses as law electives. The M.B.A. program will transfer 9 credits of law electives as M.B.A. electives.

Admission and Advisement

Students need to apply and be admitted to both the respective school of law and the M.B.A. program. The LSAT may be used in lieu of the GMAT for students who have been accepted into the law school. The M.B.A./J.D. adviser prepares a program plan of study that lists the courses required to meet the M.B.A. degree requirements. The law school also counsels students, particularly with regard to blending the degree requirements. Students do not take business courses during the first year of law school and either begin their M.B.A. after the first year or interrupt the M.B.A. for two semesters.

Degree Requirements

Fundamental Courses (18 credits)

ACCT 504 Introduction to Accounting (3)
ECON 504 Economics (3)
FIN 504 Financial Management (3)
MGMT 506 Operations Management (3)
MKTG 504 Marketing Management (3)
OPRE 504 Business Statistics (3)

Integrated Core Courses (24 credits)

ACCT 640 Accounting for Managerial Decisions (3)
ECON 640 Economics of Public Policy and Corporate Social Responsibility (3)
FIN 640 Corporate Finance (3)
INSS 640 Information Technology for Business Transformation (3)
MKTG 640 Strategic Marketing in a Global Economy (3)
MGMT 600 Leading and Managing People (3)
MGMT 660 Project Management (3)
MGMT 700 Strategic Management in a Global Environment (3)

M.B.A. Electives (12 credits)

Nine credits of electives are transferred from the law school. One 3-credit elective must be taken in the M.B.A. program in one of the following disciplines: accounting, finance, information systems, management or marketing.

MASTER OF BUSINESS ADMINISTRATION/

MASTER OF SCIENCE IN NURSING ADMINISTRATION (M.B.A./M.S.)

Ray Frederick, academic programs coordinator

The UB/Towson M.B.A., in conjunction with the University of Maryland School of Nursing, offers a dual-degree M.B.A./M.S. in Nursing Administration to students seeking advanced preparation in business administration and nursing administration.

The 66-credit curriculum combines elements of the M.B.A. and M.S. programs and can be completed in two years of full-time study. Students may apply to both programs concurrently or they may apply first to the nursing program and later to the business program when it is appropriate to begin dual-degree coursework. Individuals must meet each school's admission requirements.

Starting on the first day of matriculation, a maximum of seven years is allowed for the completion of the dual-degree program. Contact the Office of Admission at the University of Baltimore and at the University of Maryland School of Nursing for further information.

Indicated on students' program plans of study are any graduate core courses that need to be taken.

Students will be required to complete those courses listed unless they have completed the undergraduate equivalent course(s) prior to entering the program. To earn the M.B.A. degree, students must complete the following curriculum:

Degree Requirements

The UB/Towson M.B.A. program requires the completion of 19 credits in business fundamentals, 21 credits in integrated core courses and 9 credits of electives.

Fundamental Courses (19 credits)

ACCT 504 Introduction to Accounting (3)
ECON 504 Economics (3)
FIN 504 Financial Management (3)
MGMT 506 Operations and Supply Chain Management (3)
MKTG 504 Marketing Management (3)
NURS 701 Science and Research Nursing Practice (4)

Integrated Core Courses (24 credits)

ACCT 640 Accounting for Managerial Decisions (3)
ECON 640 Economics, Public Policy, and Corporate Social Responsibility (3)
FIN 640 Corporate Finance (3)
INSS 640 Information Technology for Business Transformation (3)
MKTG 640 Strategic Marketing in a Global Economy (3)
MGMT 600 Leading and Managing People (3)
MGMT 660 Project Management (3)
MGMT 700 Strategic Management in a Global Environment (3)

M.B.A. Electives (9 credits)

NURS 622 Systems in Health-Care Delivery (3)
NURS 691 Organizational Theory (3)
NURS 692 Administration of Nursing Services (3) (or NURS 709 Managed-Care Services)

**MASTER OF BUSINESS ADMINISTRATION/
DOCTOR OF NURSING ADMINISTRATION (M.B.A./Ph.D.)**

Ray Frederick, academic programs coordinator

The UB/Towson M.B.A., in conjunction with the University of Maryland School of Nursing, offers a dual-degree M.B.A./Ph.D. in Nursing Administration to students seeking advanced research and practice-based study in the fields of nursing and business administration. The 85-credit curriculum combines elements of the Ph.D. and M.B.A. programs and can be completed in four years of full-time study. Students may apply to the nursing program first and later apply to the business program when it is appropriate to begin dual-degree coursework. Individuals must meet each school's admission requirements and complete core and cross-functional courses.

Students follow the same business curriculum as the M.B.A./M.S. students for the core and cross-functional courses (see preceding pages).

M.B.A. Electives (12 credits)

NURS 812 Seminar in Nursing Measurement (3)
NURS 813 Design of Nursing Research I (3)
NURS 814 Design of Nursing Research II (3)
NURS 818 Special Topics in Nursing Research (3)

**MASTER OF BUSINESS ADMINISTRATION/DOCTOR OF PHARMACY
(M.B.A./PHARM.D.)**

Ray Frederick, academic programs coordinator

The UB/Towson M.B.A., in conjunction with the University of Maryland School of Pharmacy, offers a dual-degree M.B.A./Pharm.D. program that provides Doctor of Pharmacy students with management skills and teaches them how to develop entrepreneurial capabilities for a pharmacy career in a diverse range of health-care areas. Enrollment in the dual-degree program allows for the transfer of seven pharmacy courses toward the M.B.A.

Degree Requirements

The UB/Towson M.B.A. program requires the completion of business fundamentals (17 credits), integrated core courses (21 credits) and elective courses (12 credits).

Fundamental Courses (17 credits)

ECON 504 Economics (3)
FIN 504 Financial Management (3)
MGMT 506 Operations and Supply Chain Management (3)
PHAR 517 Study Design and Analysis (2)
PHMY 521 Financial Reporting (3)

PHMY 524 Marketing (3)

Integrated Core Courses (24 credits)

ACCT 640 Accounting for Managerial Decisions (3)
ECON 640 Economics, Public Policy, and Corporate Social Responsibility (3)
FIN 640 Corporate Finance (3)
INSS 640 Information Technology for Business Transformation (3)
MKTG 640 Strategic Marketing in a Global Economy (3)
MGMT 600 Leading and Managing People (3)
MGMT 660 Project Management (3)
MGMT 700 Strategic Management in a Global Environment (3)

M.B.A. Electives (12 credits)

Select one 3-credit elective from the School of Business and 9 credits from the following:

PHAR 520 Organizational Behavior (3)
PHAR 522 Context of Health Care (3)
PHAR 523 Ethics in Pharmacy Practice (1)
PHAR 580 Pharmacy Law (2)
PHMY 522 Business Plan Development (2)
PHMY 577 Pharmacoeconomics (3)
PHMY 583 Management of Health Systems (3)

Admission

Pharm.D. students must have a bachelor's degree or four years of college to be eligible for admission to the M.B.A. program. Applicants must file an application with the UB/Towson M.B.A. program and request that the UMB School of Pharmacy Student Affairs Office send copies of their pre-pharmacy transcripts to the UB Office of Graduate and International Admission and Enrollment. If the applicant has not taken the GMAT, the PCAT will be substituted.

MASTER OF SCIENCE IN ACCOUNTING AND BUSINESS ADVISORY SERVICES (M.S.)

(a joint program with Towson University)

www.ubalt.edu/gradaccounting

Susan A. Lynn, faculty adviser

Ray Frederick, academic program coordinator

The Master of Science degree in Accounting and Business Advisory Services is designed to meet two important educational objectives: First, when combined with a bachelor's degree in accounting, the program allows students to earn the additional credits necessary to meet the 150-hour requirement to sit for the Uniform Certified Public Accountant (CPA) exam in Maryland and in many other states.

The CPA exam includes a section called Business Environment and Concepts, which includes topics related to finance and information technology. Students planning to take the CPA exam are best served by a program of study that emphasizes the same subject matter as that which appears on the exam.

Second, by incorporating courses in the related disciplines of financial management and information technology, the program complements the technical skills acquired in an undergraduate accounting education.

Graduates of this program will have the flexibility needed to accelerate their public accounting careers or to pursue careers in other areas such as management accounting, internal auditing, accounting for governmental or other nonprofit entities and management consulting.

Although the program is designed to complement an undergraduate degree in accounting, the program can also accommodate students without undergraduate degrees in accounting. Students who meet the admission requirements for graduate study in the School of Business are admitted to the program but are required to satisfy undergraduate accounting degree equivalency in conjunction with completion of the program. These students will need to take the preparatory courses listed below in

addition to the required 30 hours in the accounting and business advisory services specialization. All students are required to take four courses sponsored by Towson University.

M.S. in Accounting and Business Advisory Services Program Learning Goals

- **Learning Goal 1: Analytical and Critical Thinking Skills**—Graduates will possess the analytical and critical thinking skills needed by accounting professionals.
- **Learning Goal 2: Research Skills**—Graduates will possess the necessary research skills to study business and accounting problems.
- **Learning Goal 3: Application of Information Systems and Technology**
- **Learning Goal 4: Ethical Perspective**—Graduates will incorporate ethical considerations in their decision-making.
- **Learning Goal 5: Effective Communication Skills**—Graduates will have the skills to communicate both financial and nonfinancial information persuasively, professionally, clearly and concisely.

Preparatory Courses

To meet accounting-major equivalency requirements, students may be required to complete some or all of the following courses (University of Baltimore undergraduate equivalent courses are in parentheses.):

ACCT 405 Income Taxation (3)
ACCT 504 Introduction to Accounting (3) (or ACCT 201 and ACCT 202)
ACCT 510 Intermediate Accounting I (3) (or ACCT 301)
ACCT 511 Intermediate Accounting II (3) (or ACCT 302)
ACCT 512 Auditing/Accounting Information Systems (3) (or ACCT 317 and ACCT 401)
ACCT 513 Intermediate Accounting III/Advanced Accounting (3) (or ACCT 310 and ACCT 403)
ACCT 640 Accounting for Managerial Decisions (3) (or ACCT 306)

Other Nonaccounting Prerequisites

ECON 504 Economics (3)
FIN 504 Financial Management (3)
OPRE 504 Data Analysis and Decisions (3)

Degree Requirements

30 credits are required to complete the program as follows:

Required Accounting Courses (12 credits)

ACCT 630 Contemporary Issues in Financial Reporting (3)
ACCT 720 Design of Managerial Cost and Control Systems (3)
ACCT 740 Advanced Topics in Assurance Services (3)
ACCT 752 Advanced Topics in Accounting Systems (3) (or INSS 640: Information Systems in Business)

Required Finance Courses (6 credits)

FIN 640 Corporate Finance (3)
FIN 715 Investment Analysis (3)

Required Information Technology Courses (6 credits)

INSS 651 Database Management Systems (3) (or AIT 632 Database Management Systems, Towson)
INSS 671 Systems Analysis (3) (or AIT 610 Systems Development Process, Towson)

Electives (6 credits)

Choose two courses from the following:

ACCT 655 Tax Policy (3)
ACCT 680 Taxation of Entities (3)*
ACCT 770 Seminar in Current Topics in Accounting (3)*
ACCT 780 Sustainability Accounting (3)
ACCT 797 Special Topics in Accounting (3)

AIT 600	Information Technology Infrastructure (3) (Towson)
AIT 612	Information Systems Vulnerability and Risk Analysis (3) (Towson)
AIT 614	Network Security (3) (Towson)
FIN 720	Global Finance (3)
FIN 725	Risk Management (3)
FIN 735	Portfolio Management (3)
FIN 750	Real Estate Investment (3)
FIN 770	New Venture Financing (3)
FIN 780	Business Valuation (3)
FIN 797	Special Topics in Financial Management (3)
INSS 641	Leadership of the IT Function (3)
INSS 650	Networking and Telecommunications (3)
INSS 765	E-Commerce Technologies and Applications (3)
INSS 797	Advanced Topics in Information Systems (3)
MGMT 745	Managing the Sustainable Enterprise (3)
MGMT 757	E-Commerce and Supply Chain Management (3)

**available as electives only for students who have not taken equivalent courses in their undergraduate program*

MASTER OF SCIENCE IN BUSINESS–FINANCE (M.S.)

www.ubalt.edu/gradfinance

Deborah Ford, faculty adviser

Ray Frederick, academic program coordinator

The Master of Science Business–Finance program provides motivated and talented students with a leading-edge program that includes advanced financial theory, practical business applications and an understanding of current research issues. Students will learn how to apply the latest tools and technologies of financial analysis and engineering to solve the challenging problems that they will confront in a global business environment. The program differs from the M.B.A. in that both the required and elective courses are concentrated in finance, allowing students more rigorous, specialized training in this functional discipline.

This program is a natural complement to an undergraduate degree in accounting. Students who complete this degree will have the necessary coursework and additional credits necessary to meet the 150-hour requirement to sit for the Uniform Certified Public Accountant Examination in Maryland and in many other states. Students who pursue the M.S. in Business–Finance are often preparing for professional certifications such as the Chartered Financial Analyst or Certified Financial Planner.

Fundamental Courses (12 credits)

ACCT 504	Introduction to Accounting (3)
ECON 504	Economics (3)
FIN 504	Financial Management (3)
OPRE 504	Data Analysis and Decisions (3)

Degree Requirements

Required Courses (18 credits)

FIN 640	Corporate Finance (3)
FIN 700	Financial Reporting (3)
FIN 705	Investment Analysis (3)
FIN 715	Security Analysis (3)
FIN 720	Global Finance (3)
FIN 725	Risk Management (3)
FIN 780	Business Valuation (3)

Electives (12 Credits)

- ENTR 760 Social Enterprise and Entrepreneurship (3)
- FIN 704 Financial Markets and Institutions (3)
- FIN 750 Real Estate Investment (3)
- FIN 770 New Venture Financing (3)
- FIN 797 Special Topics in Financial Management (3)
- FIN 799 Individual Research (3)

MASTER OF SCIENCE IN GLOBAL LEADERSHIP (M.S.)

www.ubalt.edu/globalleadership

Christine Nielsen, faculty adviser

Ray Frederick, academic program coordinator

Leading in the 21st century requires an appreciation for business, politics, law and societal changes and the ability to make decisions based on their nuances.

The M.S. in Global Leadership program develops the skills needed to successfully lead an organization in a global environment. When you pursue a graduate degree in global leadership, you'll be prepared for leadership positions in international business, multilateral agencies and nonprofit organizations. You will obtain the competencies required for success in multicultural organizations at home and abroad.

Fundamental Courses (3 credits)

- ECON 504 Economics (3)

Required Courses (24 credits)

- CNCM 740 Ethnic and Cultural Factors of Conflict (3)
- ECON 720 International Economics and Finance (3)
- MGMT 600 Leading and Managing People (3)
- MGMT 757 E-commerce and Supply Chain Management (3)
- MGMT 760 Organizational Creativity and Innovation (3)
- MGMT 780 Leading Across Cultures (3)
- MGMT 798 Global Field Study (3)
- PUAD 770 Government-Business Cooperation in Community Development

Electives (12 credits)

Select four courses from the following:

- MGMT 745 Sustainability Management (3)
- MGMT 796 Global Business Practicum (3)
- MGMT 797 Special Topics in Management (3)
- MGMT 799 Individual Research (3)
- PUAD 704 Managing Diversity (3)

MASTER OF SCIENCE IN INNOVATION MANAGEMENT AND TECHNOLOGY COMMERCIALIZATION (M.S.)

www.ubalt.edu/imtc

Ven Sriram, faculty adviser

Ray Frederick, academic program coordinator

The M.S. in Innovation Management and Technology Commercialization program is for people looking to transition from the laboratory to organizational management. The program integrates technological, market and organizational issues into the core of the program and offers a capstone practicum in collaboration with the Maryland Technology Development Corporation (TEDCO).

The M.S. in Innovation Management and Technology Commercialization is a 30-credit degree program.

Fundamental Courses (6 credits)

- IMTC 601 Business Fundamentals for Entrepreneurs and Innovators I (3)
IMTC 602 Business Fundamentals for Entrepreneurs and Innovators II (3)

Required Courses (18 credits)

- ENTR 795 Entrepreneurship Practicum (3)
IMTC 750 Introduction to Innovation Management and Technology Commercialization (3)
IMTC 790 Managing the Growing Technology Firm (3)
IMTC 791 Resource Acquisition for Technology Ventures (3)
MGMT 760 Organizational Creativity and Innovation (3)
MKTG 762 Market Opportunity Analysis (3)

Electives (9 credits)

Select three courses from the following:

- IMTC 761 Patents, Trademarks and Technology (3)
IMTC 792 Innovation in Developing and Emerging Economies (3)
MKTG 770 Product Development (3)
PBDS 705 The Design-Business Link (3)
any additional elective as approved by the faculty adviser

MASTER OF SCIENCE IN TAXATION (M.S.)

www.ubalt.edu/taxation

Fred Brown, director (University of Baltimore School of Law)

The University of Baltimore's Master of Science in Taxation program was established in response to the increasing complexity of the field of taxation and its critical impact on the effective management of business, financial, industrial, governmental and nonprofit organizations.

The objective of the program is to not only prepare students for careers as professional tax advisers for these organizations, but also sharpen their skills and knowledge in a sophisticated and challenging educational environment created by the caliber of the students themselves, most of whom are working professionals seeking career enhancement or advancement. The course of study is designed to benefit tax advisers in the legal and accounting professions and professionals involved in the fiscal policy and management of public and nonprofit organizations.

Graduate courses in taxation focus on substantive and procedural tax rules, as well as the interrelationship of tax policy with the political environment and national social and economic objectives. The program enables the student to develop broad technical competence in the substantive and procedural provisions of current tax law and to engage in research dealing with the theoretical aspects of taxation. The program also emphasizes the development of strong communication skills so that students learn to express their ideas and research findings clearly and persuasively.

The Master of Science in Taxation program, in combination with an undergraduate degree in accounting, may fulfill the 150 hours of education required to take the Uniform CPA Examination in the state of Maryland. Because coursework completed as part of an undergraduate degree in accounting may vary, students are advised to contact the Maryland State Board of Accountancy for the specific course requirements. Students who wish to sit for the CPA examination in other jurisdictions should contact that state's Board of Accountancy to determine that jurisdiction's specific requirements for taking the examination and subsequent licensing.

The Master of Science in Taxation degree is tailored to meet the needs of students who have an undergraduate degree in business with a major in accounting or its equivalent. It is a 30-hour program with seven required courses covering the basic areas of taxation. A variety of electives in specialized areas of taxation completes the program's required 30 hours of coursework. An individual program of study is also designed to assist each student in meeting his or her career objectives.

Students who do not have an accounting degree or the equivalency but who meet the admission requirements for the M.B.A. program are admitted to the program and are required to satisfy equivalency requirements in conjunction with the completion of the program. To meet equivalency requirements,

students may be required to complete the preparatory courses required for the M.S. in Accounting and Business Advisory Services.

Degree Requirements

Required Courses (21 credits)

- TAXA 650 Tax Research and Writing (3)*
- TAXA 651 Fundamentals of Federal Income Taxation I (3)**
- TAXA 652 Corporate Taxation (3)
- TAXA 653 Partnership Taxation (3)
- TAXA 654 Tax Practice and Procedure (3)
- TAXA 655 Tax Policy (3)
- TAXA 678 Fundamentals of Federal Income Taxation II (3)*

* It is recommended that students take these courses early in the program. Also see ** below.

** This course is a prerequisite for all other tax courses except TAXA 650: Tax Research and Writing. In the fall semester only, TAXA 651 is a prerequisite or co-requisite for TAXA 650. With the approval of the program director, students who do not begin their coursework during the fall semester may take courses during spring and summer terms without meeting this prerequisite requirement; such students must take TAXA 651 at the earliest opportunity.

Electives (9 credits)

Select from the following:

- TAXA 660 Estate and Gift Taxation (3)
- TAXA 662 Foreign Taxation (3)
- TAXA 663 Qualified Pension and Profit-Sharing Plans (3)
- TAXA 664 Executive Compensation (2)
- TAXA 665 Tax-Exempt Organizations (2)
- TAXA 667 Estate Planning (3)
- TAXA 668 Business Planning (3)
- TAXA 670 Income Taxation of Estates and Trusts (3)
- TAXA 671 Corporate Reorganizations (3)
- TAXA 672 State and Local Taxation (3)
- TAXA 674 Consolidated Corporations (2)
- TAXA 675 Advanced Real Estate Taxation (2)
- TAXA 679 Welfare Benefit Plans (2)
- TAXA 680 Advanced Qualified Pension and Profit-Sharing Plans (3)
- TAXA 682 Bankruptcy Taxation (2)
- TAXA 684 S Corporations (1)
- TAXA 692 Introduction to the Taxation of Financial Products (2)
- TAXA 799 Independent Study (1-2)

GRADUATE CERTIFICATE IN ACCOUNTING FUNDAMENTALS

www.ubalt.edu/accountingcert

Phillip J. Korb, faculty adviser

Ray Frederick, academic program coordinator

The Graduate Certificate in Accounting Fundamentals is designed primarily for individuals who want to strengthen their understanding of accounting or individuals seeking to fulfill the accounting requirements for the CPA examination but not wishing to earn a graduate business degree. The certificate courses may satisfy 6 elective credits in the M.B.A. program or 12 of the prerequisite credits in the M.S. in Accounting and Business Advisory Services program.

Admission

Admission to the Graduate Certificate in Accounting Fundamentals program requires proof of a 3.0 grade point average in a bachelor's degree program, the submission of two official transcripts pertaining to the

bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. This certificate requires ACCT 504: Introduction to Accounting (or its equivalent) as a prerequisite for each course in the program. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs section](#) of this catalog.

Application for Graduation

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

Certificate Requirements

The Graduate Certificate in Accounting Fundamentals requires the completion of the following four courses:

- ACCT 510 Intermediate Accounting I (3)
- ACCT 511 Intermediate Accounting II (3)
- ACCT 512 Auditing/Accounting Information Systems (3)
- ACCT 513 Intermediate Accounting III/Advanced Accounting (3)

GRADUATE CERTIFICATE IN BUSINESS FUNDAMENTALS

www.ubalt.edu/businesscert

Ray Frederick, academic program coordinator

The program leading to the Graduate Certificate in Business Fundamentals emphasizes student choice toward fulfilling career needs. This certificate is designed primarily for participants interested in learning some of the basic concepts of business or who are considering the eventual completion of an M.B.A. but desire a sampling of courses. Local, national and international organizations frequently consider the Certificate in Business Fundamentals as an option for maintaining currency in the field of business. The certificate courses may satisfy prerequisite credits in the M.B.A. program.

Admission

Admission to the Graduate Certificate in Business Fundamentals program requires proof of a 3.0 grade point average in a bachelor's degree program, the submission of two official transcripts pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. For further details regarding application requirements, please refer to the [Application Requirements for Graduate Business Programs section](#) of this catalog.

Application for Graduation

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

Certificate Requirements

Subject to individual students' approved plans, the Graduate Certificate in Business Fundamentals requires the completion of four of the following courses:

- ACCT 504 Introduction to Accounting (3)
- ECON 504 Economics (3)
- FIN 504 Financial Management (3)
- MGMT 506 Operations and Supply Chain Management (3)
- MKTG 504 Marketing Management (3)

OPRE 504 Data Analysis and Decisions (3)

GRADUATE CERTIFICATE IN INNOVATION MANAGEMENT AND TECHNOLOGY COMMERCIALIZATION

www.ubalt.edu/innovationcert

Ray Frederick, academic program coordinator

The Graduate Certificate in Innovation Management and Technology Commercialization consists of four courses that provide the background of innovation and commercialization as well as a practicum to put the knowledge gained into practice.

Certificate Requirements

The Graduate Certificate in Innovation Management and Technology Commercialization requires the completion of four of the following courses:

Required Courses (12 credits)

ENTR 797 Entrepreneurship Practicum (3)

IMTC 791 Resource Acquisition for Technology Ventures (3)

MGMT 760 Organizational Creativity and Innovation (3)

MGMT 762 Market Opportunity Analysis (3)

GRADUATE CERTIFICATE IN LEADERSHIP FOR ORGANIZATIONS

<http://mba.ubalt.towson.edu/leadershipcert>

Ray Frederick, academic program coordinator

The Graduate Certificate in Leadership for Organizations is designed to enhance the leadership acumen of business professionals. It is intended to be of value to individuals with formalized business training as well as those with non-business backgrounds. Students will increase their understanding of the concepts and tools needed for effective leadership.

To receive this certificate, a student must complete 12 credit hours of prescribed coursework and maintain a cumulative GPA of not less than 3.0 for courses taken in the certificate program. The coursework must be completed after a student has received a bachelor's degree or equivalent.

Admission

Admission to the Graduate Certificate in Leadership for Organizations program requires proof of a 3.0 grade point average in a bachelor's degree program, the submission of two official transcripts pertaining to the bachelor's degree and all work completed since receipt of the degree, two letters of recommendation, a resume, a personal statement limited to 1,000 words, the completion of a University of Baltimore application and a planned program of study approved by an academic adviser. Application questions should be directed to the Office of Graduate and International Admission and Enrollment at gradadmissions@ubalt.edu or 410.837.6565.

Application for Graduation

Application for graduation must be made prior to completing the last 3 credits of the certificate program. The certificate award will ignore any course waivers or substitutions. All 12 credits must be completed at the University of Baltimore.

Certificate Requirements

The Graduate Certificate in Leadership for Organizations requires the completion of four of the following courses:

Required Courses (12 credits)

MGMT 600 Leading and Managing People (3)

MGMT 730 Leadership, Learning and Change (3)

MGMT 731 Leadership Seminar (3)
MGMT 732 Leadership: Self-Organization and the Firm (3)
MGMT 760 Organizational Creativity and Innovation (3)

YALE GORDON COLLEGE OF ARTS AND SCIENCES

Laura Koppes Bryan, dean

Deborah Kohl, interim associate dean

Daniel Page, assistant dean of undergraduate studies

Suzanne Behr, director of academic advising

PROFESSIONAL APPLICATIONS OF ARTS AND SCIENCES

The Yale Gordon College of Arts and Sciences awards bachelor's, master's and doctoral degrees and post-bachelor's and master's certificates that encourage innovation and discovery and enrich the intellectual lives of the college's students and faculty. Through interdisciplinary and discipline-based programs in the arts, humanities, and social and natural sciences, the college offers visionary, integrative learning and teaching environments enhanced with rapidly evolving information and communication technologies. Our graduates learn to be reflective, skilled communicators, adept at addressing contemporary problems within an ethical framework and able to adapt to a changing world. Well prepared for the world of work, our students become broadly informed and deeply engaged in local, regional and world communities.

Although teaching and learning are of primary focus, the college places considerable importance on research and public service for both faculty and students. Theoretical and applied research among faculty members enhances the quality of our academic programs and ensures the competitiveness of our students and graduates in the workplace and beyond.

As a public institution, the college recognizes its responsibility to the state and to the Baltimore metropolitan area. The work of the Ampersand Institute for Words & Images; various specific projects undertaken in conjunction with enterprises like CityLit Project; and programs like Legal and Ethical Studies and counselor education have an impact on the growth and development of the community that reaches far beyond the campus borders.

DIVISIONS AND SCHOOLS

The college comprises four academic units: three divisions and a school. All units award bachelor's and master's degrees; some offer certificates and doctoral degrees. Each unit includes opportunities for interdisciplinary studies as a platform for cross-divisional innovation.

- **Division of Applied Behavioral Sciences**

Jonathan Shorr, interim division chair

Elaine Johnson, program director, M.S. in Applied Psychology

Courtney Gasser, program director, Certificate in Professional Counseling Studies

John Bates, program director, B.A. in Psychology

Educating students for life and for work, the Division of Applied Behavioral Sciences is committed to developing and offering educational and professional programs of the highest quality to meet the emerging needs of students, the community and the region. This division offers an undergraduate program (B.A.) leading to a degree in psychology; an accelerated B.A./M.S. option in psychology is also offered. It also offers a graduate program leading to a degree in applied psychology (M.S.)—with specialization tracks in counseling psychology, industrial/organizational psychology and psychological applications. The division also offers a post-master's certificate program in professional counseling studies, which prepares students for Maryland state and national licensure as licensed clinical professional counselors (LCPCs).

- **Division of Legal, Ethical and Historical Studies**

Alfred Guy Jr., division chair

Michele Cotton, program director, M.A. in Legal and Ethical Studies

Boram Yi, program director, B.A. in History

Steven Scalet, program director, B.A. in Interdisciplinary Studies

Thomas Carney, program director, B.A. in Jurisprudence

Law, ethics and history are woven into our society. The Division of Legal, Ethical and Historical Studies offers undergraduate and graduate degree programs that examine these areas of study from various perspectives. It offers undergraduate programs leading to degrees in history, interdisciplinary studies and jurisprudence (all B.A.) and a graduate program leading to a degree in legal and ethical studies (M.A.). Special emphasis is given to the study of ideas and ethics as well as to regional, economic and cultural studies. The division is closely affiliated with the University's Hoffberger Center for Professional Ethics

- **Division of Science, Information Arts and Technologies**

Deborah Kohl, division chair

Kathryn Summers, program director, D.S. in Information and Interaction Design, M.S. in Interaction Design and Information Architecture and certificates in Digital Media Production, Information Design and Library Technologies

Mohammed Ketel, program director, B.S. in Applied Information Technology

Ronald Castanzo, program director, B.A. in Environmental Sustainability and Human Ecology

Aaron Oldenburg, program director, B.S. in Simulation and Digital Entertainment

Focusing on three of the increasingly important STEM disciplines (science, technology and mathematics) and meeting the workforce demand for those who possess the knowledge and skills to practice them, the Division of Science, Information Arts and Technologies offers academic programs designed for students with interests in science and computer-related areas and the mathematics that supports them. These interests range from information technology; usability studies; system development; and game, simulation and interaction design to environmental studies that encompass science, ethics and politics to the exploration of humans' interactions with the planet. The division offers undergraduate programs leading to degrees in applied information technology (B.S.), environmental sustainability and human ecology (B.A.), and simulation and digital entertainment (B.S.). It also offers graduate programs leading to a doctoral degree in information and interaction design (D.S.) and a master's degree in interaction design and information architecture (M.S.). It offers post-bachelor's certificates in digital media production, information design and library technologies.

- **School of Communications Design**

Stephanie Gibson, executive director and division chair

Kendra Kopelke, program director, M.F.A. in Creative Writing & Publishing Arts

Amy Pointer, program director, M.F.A. in Integrated Design, M.A. in Publications Design and Certificate in Digital Communication

Julie Simon, program director, B.S. in Corporate Communication

Cheryl Wilson, program director, B.A. in English

Jeffrey Hoover, program director, B.A. in Integrated Arts

Edwin Gold, director, Ampersand Institute for Words & Images

Making ideas public—that's how the School of Communications Design defines its mission. Its programs blur the boundaries between creativity and practicality, between the humanities and the real world. It promotes learning as both a key to and a function of life and offers programs that examine the marriage of art and commerce, words and images and old and new media. The school encompasses the Ampersand Institute for Words & Images, which conducts research and in other ways promotes and supports the mission of the academic division of the school. The division offers undergraduate programs leading to degrees in corporate communication (B.S.), integrated arts (B.A.) and English (B.A.), which has four specializations: literature, creative writing, professional writing, and discourse & technology. It also offers graduate programs leading to degrees in publications design (M.A.), integrated design (M.F.A.) and creative writing & publishing arts (M.F.A.).

STUDENTS

The approximately 1,650 men and women enrolled in the Yale Gordon College of Arts and Sciences—about a third of them in graduate programs—represent about 26 percent of the total University of Baltimore student population.

Nearly 47 percent of graduate students enrolled in the College of Arts and Sciences are 30 or older, and more than 72 percent are women. While some of the college's graduate students entered master's degree programs immediately following their undergraduate studies, most are already working in a wide variety of careers. Some students are seeking advancement in their current careers; others are preparing to change careers. This diversity of age and experience is an important and invigorating part of campus life.

FACULTY

College of Arts and Sciences faculty members are leaders in teaching, research, scholarship and service to the community. Full-time faculty members teach both 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 fields—from government to the arts, nonprofit organizations to businesses. These adjunct faculty members contribute in significant ways to creating and advancing professional applications of the arts and sciences. A number of the University's administrative staff also serve as adjunct faculty members.

FACILITIES

Classrooms, laboratories and faculty offices for the Yale Gordon College of Arts and Sciences are located in the Academic Center and in the Liberal Arts and Policy Building. The college shares the University of Baltimore's Langsdale Library, Office of Technology Services and Academic Resource Center with other components of the University.

A gift of psychology Professor Emeritus William Wagman and his wife, Althea, the William and Althea Wagman Laboratory on the second floor of the Academic Center includes a sensory deprivation room, an individual testing room, a wet lab and a computer Intranet system. Division of Applied Behavioral Sciences students can use the lab for independent and classroom research.

Advanced laboratories in the School of Communications Design support student work in graphics and desktop publishing, electronic publishing, motion graphics, digital imaging, and audio/video studio production and post-production editing. Laboratories include high-end Macintosh computers; an extensive array of quality printers, including those for large-scale posters; CD/DVD-R burners for data, audio and/or video; and connections for digital cameras, camcorders, high-end, photo-quality scanners and other equipment. The multiroom facility offers easy access to state-of-the-art software for desktop publishing; image creation, correction and manipulation; audio and video post-production; animation; and Web design.

Laboratories in the Division of Science, Information Arts and Technologies support work in general and environmental science, PC and network administration, information security, hypermedia, game design, application development for mobile technologies and usability research. Facilities include a general science laboratory with 24 workstations, on the fourth floor of the Academic Center, which provides a hands-on environment for students to put their knowledge into practice. Several other labs support programming, network administration, information security, 3-D graphics, and computer game and application development. The information security lab provides students with access to networking hardware, including network switches, firewalls, intrusion detection systems and VPN servers. A specialized usability lab available for student research includes video and audio recording as well as the latest screen-capture and eye-tracking technologies. The school also operates several Internet servers that provide students with access to various server-side technologies, including software that supports multi-user applications and other tools for advanced electronic publishing.

GRADUATE STUDIES IN THE COLLEGE OF ARTS AND SCIENCES

DOCTORAL PROGRAM

- Information and Interaction Design (D.S.)

MASTER’S PROGRAMS

- Applied Psychology (M.S.)
- Creative Writing & Publishing Arts (M.F.A.)
- Integrated Design (M.F.A.)
- Interaction Design and Information Architecture (M.S.)
- Legal and Ethical Studies (M.A.)
- Publications Design (M.A.)

GRADUATE CERTIFICATE PROGRAMS

- Digital Communication
- Digital Media Production
- Information Design
- Library Technologies
- Professional Counseling Studies

The graduate programs in the Yale Gordon College of Arts and Sciences, emphasizing the combination of theory and practice, are designed to advance and forge professional applications of the liberal arts. They are founded on the idea that professional studies at the graduate level must be broad based and rooted in the liberal arts to prepare students for a constantly changing world. These programs are also skills specific to provide students with the mastery of knowledge necessary for superior professional performance.

The College of Arts and Sciences also encourages students to develop specializations that combine elements of two or more master’s programs. Students in the Applied Psychology, Legal and Ethical Studies, Information and Interaction Design, Interaction Design and Information Architecture, and Publications Design programs take cross-disciplinary courses in such diverse fields as negotiations and conflict management, government and public administration, criminal justice and business. Such combinations offer an exceptionally broad range of opportunities, and the college continues to develop formal specializations that cross and integrate the academic divisions.

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 Arts and Sciences may participate in accelerated bachelor’s/master’s programs or may 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.

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 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 Yale Gordon College of Arts and Sciences. 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 Division of Applied Behavioral Sciences

MASTER OF SCIENCE IN APPLIED PSYCHOLOGY

www.ubalt.edu/appliedpsychology

Elaine Johnson, program director

FACULTY: Bates, Farley, Gasparini, Gasser, Goode-Cross, Johnson, Kohl, Mitchell,

ADJUNCT FACULTY: Harvey, Lasson, Leeds, Passley, Walther, Weintraub

Blending the theoretical and practical implications of psychological methods, the Master of Science in Applied Psychology curriculum explores the ways in which psychological concepts can be employed in any workplace—through dynamic, hands-on coursework. It is also a great fit for those who are interested in preparing for a doctoral program. Students select from one of three tracks—counseling psychology, industrial/organizational psychology or psychological applications—to develop specialized skills to meet their individual educational and career goals.

The 48-credit counseling psychology track covers all of the coursework required for the National Certified Counselor credential, including the eight content areas tested in the National Counselor Exam, which is required for licensure as a licensed professional counselor (LPC or LCPC) throughout the United States. Through UB's participation in a special program, students can take the exam at UB as a master's student after completing as few as 45-48 credits (as opposed to the otherwise required 60). While in this program, students also begin accumulating the hours of supervised psychotherapy experience required by the state of Maryland to become licensed clinical professional counselors. This track is ideally paired with UB's post-master's Certificate in Professional Counseling Studies, which allows students to complete the 60 credits of graduate study necessary for state licensure.

The 42-credit industrial/organizational track is designed to meet the master's-level requirements established by the Society for Industrial and Organizational Psychology (Division 14 of APA). Students from this track benefit from the high-quality, paid internship opportunities available in Baltimore, Washington, D.C., and Northern Virginia. Students and graduates are employed by the state of Maryland, the federal government, private industry and consulting firms. They hold positions as personnel specialists, job analysts, training specialists, human resource managers and consultants.

The 42-credit psychological applications track is for students who wish to prepare themselves for a doctoral program in psychology or who seek a career in a field of applied psychology other than counseling or I/O. It requires 9 credit hours in a specialty from a UB graduate program outside psychology (forensics, conflict management, communication or health-care 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 Applied Psychology program, applicants are expected to have:

- 1) a bachelor's degree in psychology with a minimum cumulative grade point average of 3.0 from a

- regionally accredited college or university
- 2) grades of B or better in statistics and research methods courses
- 3) Graduate Record Exam scores from the verbal, quantitative and analytical tests that are no more than five years old.

Conditional Admission Standards

Applicants not meeting the requirements for unconditional admission—including holding a bachelor’s degree in psychology—may, with the approval of the program’s admission committee, be accepted on a conditional basis. Conditional admission requires the completion of several undergraduate psychology courses, at either UB or another university. Conditionally admitted students will be notified of the requirements they must meet to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit www.ubalt.edu/appliedpsychology.

Degree Requirements

No more than 6 credits with passing grades lower than B- can be applied to the degree. To maximize career opportunities, advisement is recommended when selecting electives. Various courses in applied psychology and other disciplines (criminal justice, management, human services administration, legal and ethical studies, negotiations and conflict management, public administration, publications design) are permitted as electives. However, a maximum of 12 credits outside the department is permitted, and such electives are subject to the approval of the program director. See the [Course Descriptions section](#) at the end of the catalog.

Core Courses (12 credits)

The following 12 credits are required for all tracks:

- APPL 601 The Biological Basis of Behavior (3)
- APPL 603 Learning and Cognition (3)
- APPL 631 Intermediate Statistics for the Behavioral Sciences (3)*
- APPL 632 Research Methods (3)*

* These two courses must be taken sequentially in the first two semesters of attendance.

COUNSELING PSYCHOLOGY TRACK REQUIREMENTS (36 credits)

Track Core Courses (33 credits)

- APPL 602 Ethics and Legal Issues in the Practice of Psychology (3)
- APPL 605 Advanced Theories of Personality and Counseling (3)
- APPL 606 Basic Counseling Techniques (3)
- APPL 610 Psychopathology and Diagnosis (3)
- APPL 613 Human Development (3)
- APPL 622 Group Counseling (3)
- APPL 623 Career Counseling (3)
- APPL 625 Multicultural Counseling (3)
- APPL 703 Practicum in Counseling (6, two semesters)

and one course from the following:

- APPL 608 Applied Assessment Procedures (3)
- APPL 617 Personality Assessment (3)
- APPL 618 Intellectual Assessment (3)
- APPL 619 Psychological Assessment (3)

Elective (3 credits)

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY TRACK REQUIREMENTS (30 credits)

Track Core Courses (18 credits)

- APPL 641 Organizational Psychology (3)

- APPL 642 Motivation, Satisfaction and Leadership (3)
- APPL 644 Personnel Psychology (3)
- APPL 645 Personnel Assessment (3)
- APPL 651 Job Analysis (3)
- APPL 655 Practical Applications in I/O Psychology (3)

Electives (12 credits)

PSYCHOLOGICAL APPLICATIONS TRACK REQUIREMENTS (30 credits)

Track Core Courses (21 credits)

- APPL 608 Applied Assessment Procedures (3)
- APPL 635 Program Evaluation (3)

and one course from the following:

- APPL 605 Advanced Theories of Personality and Counseling (3)
- APPL 606 Basic Counseling Techniques (3)
- APPL 613 Human Development (3)

and one course from the following:

- APPL 641 Organizational Psychology (3)
- APPL 644 Personnel Psychology (3)
- APPL 650 Work Groups in Organizations (3)

and one 9-credit specialty from among the following:

Communication

- PBDS 610 Visual & Verbal Rhetoric (3)
- PBDS 719 Design Thinking (3)

and one course from the following:

- PBDS 603 Editorial Style (3)
- PBDS 605 Public & Private Languages (3)
- PBDS 611 The Craft of Popularization (3)
- PBDS 680 Advanced PR Strategies (3)

Conflict Management

- CNCM 506 Understanding and Assessing Conflict (3)
- CNCM 513 Negotiations: Theory and Practice (3)
- CNCM 515 Mediation: Theory and Practice (3)

Forensics

- APPL 610 Psychopathology and Diagnosis (3)
- APPL 624 Psychology and the Law (3)
- CRJU 710 Advanced Criminology (3)

Health-Care Management

- PUAD 755 Health Administration (3)
- PUAD 756 Managed-Care Administration (3)
- PUAD 757 Strategic Management for Health Care (3)

Electives (9 credits)

Thesis Option

Highly motivated and qualified students may request permission from the program director to prepare for the thesis option. Upon completion of the required Research Methods course, invited students may enroll in APPL 789: Research Proposal Development. Successful proposals may be used as the basis for the

thesis proposal. Interested students should request faculty sponsorship before the completion of 18 credits in the program and, when necessary, may need to extend completion time for the degree to accommodate data collection and manuscript preparation.

GRADUATE CERTIFICATE IN PROFESSIONAL COUNSELING STUDIES

www.ubalt.edu/professionalcounseling

Courtney Gasser, program director

FACULTY: Gasser, Goode-Cross, Johnson

ADJUNCT FACULTY: Harvey, Passley, Reynolds, Weintraub

The 18-credit post-master's Certificate in Professional Counseling Studies program provides students a guided path to state licensure as a professional counselor. Students work closely with an adviser to tailor their studies to best prepare them to sit for the National Counselor Examination and meet other criteria established by the Maryland Board of Professional Counselors and Therapists (MBPCT), all required to become licensed clinical professional counselors (LCPC) who can operate independently in their own practices and bill insurance companies as private practitioners.

Ideally paired with the Counseling Psychology track of the University of Baltimore's M.S. in Applied Psychology, the certificate program allows students to complete the 60 graduate credits and the minimum 125 hours of field experience—through practicum opportunities offered in both the fall and spring semesters—that are required to sit for the National Counselor Exam. Once students have passed the exam, they can practice for two years as a licensed graduate professional counselor while they complete the 3,000 total hours of professional experience required to become a fully licensed clinical professional counselor (LCPC) in Maryland and throughout the country.

UB annually offers all courses necessary for licensure. Courses are offered evenings and occasionally during the day.

Admission Standards

Acceptance into the Certificate in Professional Counseling Studies program requires that all of the following conditions be met. The applicant must:

- 1) hold a bachelor's degree from a regionally accredited college or university
- 2) hold a master's or doctoral degree, from a regionally accredited college or university, in counseling or psychology and need no more than 18 credits of additional graduate coursework to qualify for licensure
or
hold a master's or doctoral degree, from a regionally accredited college or university, in an area closely related to counseling and have obtained, through a credentials evaluation by the MBPCT, written confirmation of needing no more than 18 credits of additional graduate coursework to qualify for licensure.
- 3) have satisfied all undergraduate prerequisites for remaining graduate course requirements.

Applicants who do not meet one or more of the above qualifications may apply to the M.S. in Applied Psychology program as either degree-seeking or nondegree-seeking students; applicants will be advised as to which may be the most appropriate path. Students so admitted may seek entrance to the Certificate in Professional Counseling Studies program when the certificate program's admission requirements have been met.

The CPCS faculty adviser may provide advice concerning degrees and coursework that will be acceptable to the Maryland Board of Professional Counselors and Therapists. However, final authority to accept or reject a particular degree or any individual course rests with the board.

For detailed information about specific admission requirements, visit

www.ubalt.edu/professionalcounseling.

Transfer Credits

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

Certificate Requirements

Core Courses (6 credits)

Students who have successfully completed core courses or their equivalents may replace them with other courses.

- APPL 610 Psychopathology and Diagnosis (3)
- APPL 616 Advanced Treatment Techniques (3)

Electives (12 credits)

Students select four courses from the following:

- APPL 602 Ethics and Legal Issues in the Practice of Psychology (3)
- APPL 605 Advanced Theories of Personality and Counseling (3)
- APPL 606 Basic Counseling Techniques (3)
- APPL 608 Applied Assessment Procedures (3)
- APPL 613 Human Development (3)
- APPL 617 Personality Assessment (3)
- APPL 618 Intellectual Assessment (3)
- APPL 619 Psychological Assessment (3)
- APPL 621 Substance Abuse Counseling (3)
- APPL 622 Group Counseling (3)
- APPL 623 Career Counseling (3)
- APPL 625 Multicultural Counseling (3)
- APPL 626 Family Therapy (3)
- APPL 627 Child and Adolescent Therapy (3)
- APPL 628 College Counseling
- APPL 629 Special Topics: Topics in Counseling
- APPL 631 Intermediate Statistics for the Behavioral Sciences* (3)
- APPL 632 Research Methods (3)
- APPL 703 Practicum in Counseling (3)

*not a board requirement but a prerequisite for APPL 632 at UB

Programs Offered by the School of Communications Design

MASTER OF ARTS IN PUBLICATIONS DESIGN

www.ubalt.edu/publicationsdesign

Amy Pointer, program director

FACULTY: Fountain, Friskey, S. Gibson, Gold, Kopelke, Pointer, Shorr, Simon, Weiss, Winik, Yarrison

WRITER IN RESIDENCE: Magida

ADJUNCT FACULTY: Boam, Ernst, Flinkman, Patschke, Queen, Rhee, Segreti

Combining theory & practice, liberal arts & skills training, and words & images, the Master of Arts in Publications Design program integrates conceptual thinking, writing and graphic design—in both traditional and digital media. Founded in the late 1970s, the program anticipated the day when computers would necessitate such an integrated approach. The evolving curriculum has consistently prepared students to adapt to often rapid changes in publications technology.

Students come to the 36-credit Publications Design program from a wide variety of educational backgrounds and employment histories. Their undergraduate majors range from the predictable (English, journalism, mass communication, graphic design, studio art) to the unexpected (geography, music, foreign languages, biology, business administration). Though many students are already working as writers or designers, a good number have no experience in the field; what they share is a fascination with the interaction of words & images and a commitment to exploring new modes of visual & verbal communication.

The faculty includes scholars, literary and media critics, graphic designers, Web specialists, fiction and nonfiction writers, poets, filmmakers, videographers and publications professionals who, like the program itself, combine the intellectual, the academic and the worldly. In addition, adjunct professors from Baltimore's sophisticated publications community share their expertise in advanced courses in writing, design and business practices.

Students in the program develop complementary skills in professional writing and graphic design as they prepare to pursue careers in corporate or nonprofit settings, to found publications or to establish their own businesses. Free electives may be used to create informal concentrations in writing, design, hypermedia, backgrounds and ideas or business practices. Students who have not already worked in the field of publications are encouraged to complete an internship.

Students can enhance their graduate learning experiences by participating in the workshops, short courses, lectures, seminars and other public events offered through the School of Communications Design's Ampersand Institute for Words & Images. The institute's mission involves promoting dialogue about the present and future of publishing. These events bring together students, scholars and entrepreneurs from across the United States.

Classes are offered evenings and weekends, and some courses are offered in the summer. The program is also offered weekends at the Universities at Shady Grove in Rockville, Md.

Unconditional Admission Standards

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

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university or a minimum cumulative grade point average of 2.8 and a portfolio indicating high potential
- 2) potential for success in the program documented by a portfolio and evidenced by either a strong undergraduate background in professional writing, graphic design or digital media or substantial professional experience.

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.

Applicants lacking sufficient graphic design skills may be required to complete successfully PBDS 501: Introduction to Computer Graphics and PBDS 502: Introduction to Graphic Design Principles before being permitted to take any other design courses in the master's program.

These two courses must be completed within the first 9 credits taken and should be taken concurrently. Neither course counts toward the 36 credits required for the degree.

For detailed information about specific admission requirements, visit www.ubalt.edu/publicationsdesign.

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.

Course Sequencing

Although there is considerable flexibility in the order in which students may take the required courses, courses involving graphic design generally have prerequisites.

Ordinarily, a student is not permitted to enroll in any advanced design course (for example, PBDS 640: Design Principles & Strategies or PBDS 650: Advanced Graphic Design) until he or she has completed PBDS 615: Typography I and PBDS 601: Words & Images: Creative Integration. PBDS 615 should be taken within the first 9 credits. PBDS 601 should be taken early in the graduate degree program; students must achieve a grade of B (3.0) or better to meet degree requirements.

Awards

Each spring, students enrolled in the capstone Seminar in Publications Design prepare projects that are judged by a jury of publications professionals. Awards are presented for creative excellence in both this course and in Portfolio.

Also, the annual Ampersand Award honors the graduating student who best exemplifies the spirit of the Publications Design program through exhibiting extraordinary achievement in the integration of words & images. This award is endowed by the Bobbye Gold Memorial Fund, established in memory of the wife of Professor Ed Gold, and carries a prize of \$500.

Degree Requirements

Foundation Courses

One or all of these courses may be required based on an evaluation of the student's academic background and portfolio. PBDS 501: Introduction to Computer Graphics and PBDS 502: Introduction to Graphic Design Principles cannot be counted toward the 36 credits required for the degree; PBDS 503: Workshop in Written Communication can count under certain circumstances toward the credits required for the degree.

PBDS 501 Introduction to Computer Graphics (3)

PBDS 502 Introduction to Graphic Design Principles (3)

PBDS 503 Workshop in Written Communication (3)

Required Courses (21 credits)

PBDS 601 Words & Images: Creative Integration (6)

PBDS 610 Visual & Verbal Rhetoric (3)

PBDS 615 Typography I

PBDS 660 Introduction to Web Development (3)

PBDS 735 Portfolio (3)

PBDS 740 Seminar in Publications Design (3)

Advanced Writing Course (3 credits)

Choose one course from the following:

PBDS 603 Editorial Style (3)

PBDS 604 Writing for the Marketplace (3)

PBDS 605 Public & Private Languages (3)

PBDS 611 The Craft of Popularization (3)

PBDS 691 Art of the Interview (3)

PBDS 692 Writing for Digital Environments (3)

Electives (12 credits)

Students may take, in addition to any offerings in the Publications Design program, courses in illustration, photography, graphic design or production offered for graduate credit in the day or evening programs of the Maryland Institute College of Art.

For a complete list of electives, visit www.ubalt.edu/publicationsdesign.

GRADUATE CERTIFICATE IN DIGITAL COMMUNICATION

www.ubalt.edu/digitalcommunication

Amy Pointer, program director

FACULTY: Friskey, Gold, Pointer, Simon, Summers

ADJUNCT FACULTY: Boam, Carton, Gibbons

The 12-credit graduate Certificate in Digital Communication focuses on helping working communication professionals develop strategy to navigate this ongoing era of rapid change and to construct effective messages that are appropriate to their chosen medium and to their audiences. The program helps develop skills in and knowledge of the spectrum of 21st-century communication tools to enhance flexibility and marketability.

Students have the opportunity to augment their skills and widen their knowledge base, allowing them to negotiate the continuing transition to making full use of digital media. Students can design this certificate to fit their needs: They select three of the four necessary courses with the help of an adviser, allowing them to study the aspects of digital communication that are most relevant to them and to their careers.

Classes are offered evenings and weekends.

Admission Standards

For acceptance into the Certificate in Digital Media Production program, applicants are expected to have:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university.
- 2) potential for success in the program, as evidenced by a submitted portfolio that demonstrates skills and knowledge or by a resume that demonstrates evidence of work experience in the digital communication or digital design fields.

For detailed information about specific admission requirements, visit www.ubalt.edu/digitalcommunication.

Certificate Requirements

Students must complete one required course plus three electives for a total of 12 credits.

Required Course (3 credits)

Students choose one course from the following:

- PBDS 719 Design Thinking (3)
- PBDS 720 The Digital Economy (3)

Electives (6 credits)

With the help of an adviser, students choose three courses from the following:

- PBDS 602 Introduction to Digital Video (3)
- PBDS 647 Information Design (3)
- PBDS 660 Introduction to Web Development (3)
- PBDS 661 Advanced Web Design (3)
- PBDS 662 Design for Digital Environments (3)
- PBDS 670 Motion Graphics for Interactive Media (3)
- PBDS 671 Motion Graphics for Film & Video (3)
- PBDS 692 Writing for Digital Environments (3)
- PBDS 720 The Digital Economy (3)
- IDIA 612 Interaction and Interface Design (3)
- IDIA 614 Sequential Visualization and Analysis (3)
- IDIA 630 Information Architecture (3)
- IDIA 642 Research Methods (3)
- DESN 617 Creative Concepts (3)

MASTER OF FINE ARTS IN CREATIVE WRITING & PUBLISHING ARTS

www.ubalt.edu/creativewriting

Kendra Kopelke, program director

FACULTY: Delury, Kopelke, Matanle, Winik

ADJUNCT FACULTY: Balcita, Blau, Magruder, Tofangchi, Toran

The 48-credit Master of Fine Arts in Creative Writing & Publishing Arts program's curriculum emphasizes writing and publishing as part of an integrated process. The program embraces creativity as well as principles of craft, enabling students not only to create a substantial body of writing but also to acquire the skills necessary to edit, design and produce literary publications. Students leave the program with a poetry, fiction or nonfiction manuscript they have written, designed and produced. While providing an

opportunity to create works of publishable quality, the program also prepares students for positions in the fields of publishing and teaching.

The faculty, including creative and professional writers, editors, designers, multimedia experts and scholars, are accomplished and versatile. Added to the program's core and adjunct faculty are visiting writers, editors and designers who offer readings, seminars, master classes and critiques of student work. Students can enhance their graduate learning experiences by participating in the workshops, short courses, lectures, seminars and other public events offered through the School of Communications Design's Ampersand Institute for Words & Images. The institute's mission involves promoting dialogue about the present and future of publishing. These events bring together students, scholars and entrepreneurs from across the United States.

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

Admission Standards

For acceptance into the M.F.A. in Creative Writing & Publishing Arts program, applicants are expected to have:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university
- 2) potential for success in the program, as evidenced by a submitted portfolio of no more than 10 poems or 15-20 pages of prose (fiction or literary nonfiction).

The program admits students once a year in the fall; the application deadline is the preceding Feb. 1. For detailed information about specific admission requirements, visit www.ubalt.edu/creativewriting.

Prerequisite

Students admitted to the M.F.A. in Creative Writing & Publishing Arts program may be required, on the basis of an evaluation of their academic background and portfolio, to complete PBDS 502: Introduction to Graphic Design Principles. The 3 credits earned in this course may be applied as elective credits toward the 48-credit graduation requirement.

Degree Requirements

Foundation Course (3 credits)

CWPA 620 Creativity: Ways of Seeing (3)

Writing Workshops (6 credits)

Choose two 3-credit writing workshops in the same genre:

CWPA 622 Fiction Workshop (3)

CWPA 623 Poetry Workshop (3)

CWPA 626 Literary Nonfiction (3)

CWPA 627 Memoir Workshop (3)

(Any of these courses may be repeated with a different instructor.)

Design (3 credits)

CWPA 651 Type & Design for Creative Writers (3)

Publishing Arts (6 credits)

CWPA 780 Literary Publications (3)

and one course from the following:

CWPA 781 Electronic Publishing (3)

CWPA 782 Creating the Journal (3)

CWPA 783 Print Publishing (3)

Writing & Literature (6 credits)

CWPA 786 Experimental Forms (3)

CWPA 787 Seminar in Literature & Writing (3)

Culminating Courses (9 credits)

CWPA 795 Seminar in Creative Writing & Publishing Arts (3)

CWPA 796 M.F.A. Thesis I

CWPA 799 M.F.A. Thesis II

Electives (15 credits)

Students select five electives (from among many in writing, design, literature, publishing, multimedia and technology).

MASTER OF FINE ARTS IN INTEGRATED DESIGN

www.ubalt.edu/integrateddesign

Amy Pointer, program director

FACULTY: Fountain, Gold, Magida, Pointer, Shorr, Simon

ADJUNCT FACULTY: Boam, Flinkman, Patschke, Queen, Segreti

The 60-credit Master of Fine Arts in Integrated Design program is built on the premise that 21st-century designers must be fluent in the language and concepts of multiple media: print, motion/video and Web-based technologies. Businesses and institutions have begun to recognize that in an increasingly competitive world, design often makes the difference between those messages that communicate and those that are ignored.

Graduates of the program become industry leaders. Its students develop problem-solving skills to create design solutions to communication problems, conceptual skills to make those solutions effective and production skills to physically realize those solutions. The program is aimed at designers who seek more substantial skills and at those who seek a terminal degree to teach these subjects at the college or university level.

Faculty members—who include print and digital designers, art and creative directors, multimedia experts, filmmakers, writers, editors and scholars—are accomplished and versatile. Added to the program's core, adjunct and supporting faculty are visiting professionals who offer lectures, seminars, master classes and critiques of student work.

Students can enhance their graduate learning experiences by participating in the workshops, short courses, lectures, seminars and other public events offered through the School of Communications Design's Ampersand Institute for Words & Images. The institute's mission involves promoting dialogue about the present and future of publishing. These events bring together students, scholars and entrepreneurs from across the United States.

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

Admission Standards

For acceptance into the M.F.A. in Integrated Design program, applicants are expected to have:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university
- 2) a grade point average of 3.25 in any M.F.A.-required courses already completed at UB, if applicable
- 3) potential for success in the program, as evidenced by a submitted design portfolio that demonstrates the applicant's skill and knowledge.

The program admits students once a year in the fall.

For detailed information about specific admission requirements, visit www.ubalt.edu/integrateddesign.

Prerequisites

Because certain courses require competency in page design and layout, image manipulation and video editing software, students admitted to the Master of Fine Arts in Integrated Design program may be required, on the basis of an evaluation of their academic background and portfolio, to complete satisfactorily one or more of the following courses before beginning the regular sequence of courses. Only PBDS 602: Introduction to Digital Video may be counted as elective credits toward the 60 credits

required for the degree.

PBDS 501 Introduction to Computer Graphics (3)
PBDS 502 Introduction to Graphic Design Principles (3)
PBDS 503 Workshop in Written Communication (3)
PBDS 602 Introduction to Digital Video (3).

In addition, all IDIA courses (electives) require either a passing score on the Hypermedia Proficiency Exam or a grade of B or better in PBDS 660: Introduction to Web Development.

Degree Requirements

Integrated Design (12 credits)

DESN 615 Integrated Design Studio I: Principles (3)
DESN 616 Integrated Design Studio II: Typography (3)
DESN 617 Creative Concepts (3)
DESN 723 Theory of Visual Communication (3)

Advanced Writing Course (3 credits)

Students complete any one of the following:

PBDS 603 Editorial Style (3)
PBDS 604 Writing for the Marketplace (3)
PBDS 605 Public & Private Languages (3)
PBDS 610 Visual & Verbal Rhetoric (3)
PBDS 611 The Craft of Popularization (3)
CWPA 628 Screenwriting (3)

Business Practices Course (3 credits)

Students complete one of the following:

PBDS 704 Copyright & Publishing (3)
PBDS 705 The Design-Business Link (3)

Practicum (3 credits)

DESN 791 Practicum in Integrated Design (3)

Capstone (9 credits)

M.F.A. candidacy is a requirement for these courses.

DESN 793 Proseminar in Integrated Design (3)
PBDS 797 Integrated Design Thesis (6)

Electives (30 credits)

Students work with an adviser to choose courses to strengthen their design skills.

M.F.A. Candidacy Requirements

To be candidates for the Master of Fine Arts degree, students must meet the following requirements:

- 1) competency in print, video and electronic design, as demonstrated by a portfolio evaluation and an oral examination of the portfolio
- 2) completion of all coursework except DESN 793: Proseminar in Integrated Design and DESN 797: Integrated Design Thesis
- 3) successful completion of a written examination of the history, theory and concepts of design, as presented in several key books in the field
- 4) a minimum 3.0 GPA.

Programs Offered by the School of Information Arts and Technologies

MASTER OF SCIENCE IN INTERACTION DESIGN AND INFORMATION ARCHITECTURE

www.ubalt.edu/interactiondesign

Kathryn Summers, program director

FACULTY: Blodgett, Holman, Ketel, Kohl, Oldenburg, Salter, Summers, Walsh

ADJUNCT FACULTY: Queen, Roberts, Turrell

The 36-credit Master of Science in Interaction Design and Information Architecture program combines aspects of computer science with liberal arts perspectives, blending theoretical work with practical engagement. Students focus on designing and developing information technologies to satisfy human needs and desires. They acquire skills to develop new applications for information technology and become proficient in understanding how humans interact with technology. The approach is forward-looking, anticipating the technologies of tomorrow and how they will affect our lives.

The program focuses on designing and developing information technologies to realize their potential for satisfying human needs and desires. It teaches students vital skills for developing new applications of information technology through user-centered design practices.

Laboratories offer excellent support for usability research, visual design, digital audio/video and interactive development. Students have the opportunity to work on high-impact digital technology projects through cutting-edge research with such tools as a Tobii T60 eye tracker in the University's usability lab.

Classes are offered evenings (and occasionally on weekends), and some courses are offered in the summer for continuing students. Additionally, some courses are offered online.

Admission Standards

For acceptance into the M.S. in Interaction Design and Information Architecture program, applicants are expected to have:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university
- 2) Graduate Record Exam scores from the verbal, quantitative and analytical tests that are no more than five years old. If applicants have taken the MAT but not the GRE, those scores (no more than five years old) may be substituted.

For detailed information about specific admission requirements, visit www.ubalt.edu/interactiondesign.

Prerequisite

Upon admission, if students have not passed the Hypermedia Proficiency Examination, they are expected to complete PBDS 660: Introduction to Web Development with a grade of B or better before undertaking any other coursework; this course does not count toward the completion of the degree program.

Degree Requirements

Completion of the M.S. degree may be accomplished through one of two plans. Plan I provides students the option of successfully completing 30 credits and a thesis for 6 credits, for a total of 36 credits; Plan II provides students the option of successfully completing 30 credits and a project for 6 credits, for a total of 36 credits. No more than 6 credits with passing grades lower than B- can be applied to the degree.

Core Courses (18 credits)

IDIA 612	Interaction and Interface Design (3)
IDIA 620	Information Culture (3)
IDIA 630	Information Architecture (3)
IDIA 640	Humans, Computers and Cognition (3)
IDIA 642	Research Methods (3)

and one of the following courses:

IDIA 618 Dynamic Websites (3)

IDIA 619 Interactive Multimedia (3)

Electives (12 credits)

With the advice and consent of the program director, students complete four electives from the following focus areas:

- Interaction Design
- Information Architecture
- User Research

For a complete list of the electives that compose these focus areas, visit

http://iat.ubalt.edu/?page_id=146.

Thesis/Project (6 credits)

IDIA 799 Thesis/Project (3-6)

GRADUATE CERTIFICATE IN DIGITAL MEDIA PRODUCTION

www.ubalt.edu/digitalmedia

Kathryn Summers, program director

FACULTY: members of the Division of Science, Information Arts and Technologies

The 12-credit graduate Certificate in Digital Media Production is intended for professionals such as graphic designers, writers, editors and other communication specialists who want to acquire demonstrable competence in the techniques and concepts required for publishing in electronic media. Graduates will be prepared to develop, design, produce and manage a range of online and digital media publications.

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

Admission Standards

For acceptance into the Certificate in Digital Media Production program, applicants are expected to have:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university.

For detailed information about specific admission requirements, visit www.ubalt.edu/digitalmedia.

Prerequisite

Upon admission, if students have not passed the Hypermedia Proficiency Examination, they are expected to complete PBDS 660: Introduction to Web Development with a grade of B or better before undertaking any other coursework; this course does not count toward the completion of the certificate program.

Certificate Requirements

Students must complete two required courses plus two electives for a total of 12 credits.

Required Courses (6 credits)

IDIA 612 Interaction and Interface Design (3)

IDIA 616 Designing for Mobile Web (3)

Electives (6 credits)

Students choose two courses from the following:

IDIA 618 Dynamic Websites (3)

IDIA 619 Interactive Multimedia (3)

IDIA 750 Special Topics (3)

PBDS 639 Video Aesthetics & Technique (3)

PBDS 670 Motion Graphics for Interactive Media (3)

GRADUATE CERTIFICATE IN INFORMATION DESIGN

www.ubalt.edu/informationdesign

Kathryn Summers, program director

FACULTY: members of the Division of Science, Information Arts and Technologies

The 12-credit graduate Certificate in Information Design is intended for communication or information professionals who want to acquire demonstrable competence in the techniques and concepts required for the emerging field of information architecture and user experience design. By including a range of disciplines such as graphic design, psychology, information architecture and related fields, the program prepares students to construct an online information space and to create a user experience that balances the business goals, content collection and user needs.

Classes are offered evenings and weekends. The certificate can also be completed exclusively online.

Admission Standards

For acceptance into the Certificate in Information Design program, applicants are expected to have:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university.

For detailed information about specific admission requirements, visit

www.ubalt.edu/informationdesign.

Prerequisite

Upon admission, if students have not passed the Hypermedia Proficiency Examination, they are expected to complete PBDS 660: Introduction to Web Development with a grade of B or better before undertaking any other coursework; this course does not count toward the completion of the certificate program.

Certificate Requirements

Students must complete two required courses plus two electives for a total of 12 credits.

Required Courses (6 credits)

IDIA 612 Interaction and Interface Design (3)

IDIA 642 Research Methods (3)

Electives (6 credits)

Students choose two courses from the following:

IDIA 616 Designing for Mobile Web (3)

IDIA 618 Dynamic Websites (3)

IDIA 619 Interactive Multimedia (3)

IDIA 630 Information Architecture (3)

IDIA 640 Humans, Computers and Cognition (3)

IDIA 750 Special Topics (3)

APPL 603 Learning and Cognition (3)

GRADUATE CERTIFICATE IN LIBRARY TECHNOLOGIES

www.ubalt.edu/librarytechnologies

Kathryn Summers, program director

FACULTY: Burclaff, Holman, Johnson, Shochet, Summers

ADJUNCT FACULTY: Queen, Roberts

The University of Baltimore's 12-credit post-master's Certificate in Library Technologies focuses on the use of emerging technologies and on user-centered design in library settings to provide master's-level librarians with the knowledge and skills necessary to remain current and marketable in their profession. This post-baccalaureate certificate program is specifically designed for 21st-century librarians who seek interdisciplinary advanced training in such information-oriented disciplines as information architecture,

user research and integrated design—allowing them to develop contemporary and intuitive user experiences for library patrons.

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

Admission Standards

For acceptance into the Certificate in Library Technologies program, applicants are expected to have:

- 1) a bachelor's degree with a minimum cumulative grade point average of 3.0 from a regionally accredited college or university
- 2) a master's degree in library science or an equivalent master's degree from an American Library Association-accredited program at a regionally accredited college or university.

Applicants who hold a bachelor's degree from a regionally accredited college or university but do not hold an appropriate master's degree may apply to the M.S. in Interaction Design and Information Architecture or consider the graduate Certificate in Information Design. Applicants are encouraged to contact an adviser concerning the most appropriate path.

For detailed information about specific admission requirements, visit www.ubalt.edu/librarytechnologies.

Prerequisite

Upon admission, if students have not passed the Hypermedia Proficiency Examination, they are expected to complete PBDS 660: Introduction to Web Development with a grade of B or better before undertaking any other coursework; this course does not count toward the completion of the certificate program.

Certificate Requirements

Students must complete two required courses plus two electives for a total of 12 credits.

Required Courses (6 credits)

IDIA 612 Interaction and Interface Design (3)
IDIA 642 Research Methods (3)

Electives (6 credits)

Students choose two courses from the following:

IDIA 616 Designing for Mobile Web (3)
IDIA 619 Interactive Multimedia (3)
IDIA 622 Social Media for Organizations (3)
IDIA 630 Information Architecture (3)
IDIA 750 Special Topics (3)
MKTG 742 Social, Nonprofit and Public-Sector Marketing (3)
INSS 784 Project Management

or

PUAD 733 Managing Public-Sector Projects (3)

DOCTOR OF SCIENCE IN INFORMATION AND INTERACTION DESIGN

www.ubalt.edu/informationandinteraction

Kathryn Summers, program director

FACULTY: Blodgett, Holman, Ketel, Kohl, Oldenburg, Salter, Summers, Walsh

ADJUNCT FACULTY: Queen, Roberts, Turrell

Drawing on a flexible array of disciplines and perspectives, the 48-credit Doctor of Science in Information and Interaction Design program offers an engaged, critical approach to interactive media and information technology that is highly original in American higher education. It is one of very few doctoral degree programs in the country focused on digital media that approaches communications design from both humanistic and human-computer interaction perspectives.

In this multidisciplinary and flexible program, students employ user-centered design techniques to solve problems in information and interaction design. Students explore one of four areas of focus aligned

with their career aspirations and skills: interaction design for digital media, user research, educational applications, or government and public-sector applications.

Doctoral studies culminate in a major doctoral dissertation project with a significant impact on the field; students submit their projects for evaluation by a committee of faculty and experts.

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

Admission Standards

For acceptance into the Doctor of Science in Information and Interaction Design program, applicants are expected to have:

- 1) a bachelor's degree from a regionally accredited college or university
- 2) a master's degree in a related field (information systems, computer science, communication, business, instructional design, professional writing, applied psychology, video production, information design, graphic design, publications design, etc.) with a minimum cumulative grade point average of 3.2 from a regionally accredited college or university
- 3) Graduate Record Exam scores from the verbal, quantitative and analytical tests that are no more than five years old. If applicants have taken the MAT but not the GRE, those scores (no more than five years old) may be substituted.
- 4) potential for success in the program, as evidenced by a submitted essay of at least five pages demonstrating the applicant's prior research-based academic work and
- 5) an annotated reading list of five books related to the field of digital media; the list should include a paragraph about each text, explaining both its general significance and its bearing on the applicant's plans for further study.

Significant experience in information or interaction design for digital media or communications or technology management will count in an applicant's favor.

The program admits students once a year in the fall; the application deadline is the preceding April 1.

For detailed information about specific admission requirements, visit

www.ubalt.edu/informationandinteraction.

Prerequisites

Students entering the D.S. in Information and Interaction Design program are expected to be prepared for advanced work in information or interface design, visual design, professional writing and research.

Students with deficiencies in one or more of these areas may be required to take additional coursework beyond the 48 credits required for the degree.

As a prerequisite for the degree, if students have not passed the Hypermedia Proficiency Examination, they are expected to complete PBDS 660: Introduction to Web Development with a grade of B or better; this course does not count toward the completion of the degree program.

Degree Requirements

As students move through the program, they will specialize in one of the following areas: government/public-sector applications, interaction design for digital media, educational applications or user research.

After completing 24 credits, students must take a qualifying examination containing both written and oral components. The examination is based on questions developed by the candidate in consultation with an examining committee of faculty and professionals.

In addition to coursework, students must submit a major dissertation project to be evaluated by a committee of faculty and experts in relevant fields. The dissertation project must demonstrate the student's ability to do independent research and analysis. Although the project will reflect a primary emphasis on applications and problem-solving, it must include a well-developed, reflective written discussion that contains a survey of relevant research and an attempt to situate the work in its larger social or intellectual context.

With the approval of the program director, doctoral students may take up to 12 graduate credits through articulated programs at universities in the University System of Maryland or at other universities. These credits can satisfy particular degree requirements or be taken as electives.

Core Courses (12 credits)

IDIA 612 Interaction and Interface Design (3)
IDIA 810 Proseminar (3)
IDIA 842 Methods for User Research
PBDS 720 The Digital Economy (3)

Practical Skills Courses (9 credits)

Students select three advanced courses from the following areas. One of these courses must be IDIA 616: Designing for Mobile Web, IDIA 618: Dynamic Websites or IDIA 619: Interactive Multimedia.

- graphic design/videography
- interaction and information design

Areas of Focus (9 credits)

Students select three courses in one of the following areas:

- government/public-sector applications
- interaction design for new media
- educational applications
- user research.

Electives (6 credits)

Project-Related Work (12 credits)

IDIA 899 D.S. Project (12)

Program Offered by the Division of Legal, Ethical and Historical Studies

MASTER OF ARTS IN LEGAL AND ETHICAL STUDIES

www.ubalt.edu/legalethicalstudies

Michele Cotton, program director

FACULTY: Carney, Cotton, Guy, Kassner, Sawyer, Trumpbour

ADJUNCT FACULTY: McDermitt, Moran, Oshrine

This 36-credit program leading to a Master of Arts in Legal and Ethical Studies provides students flexibility in scheduling and in how they approach their studies, leaving room to explore the facets of the law that most interest them.

Students interested in studying law from a broad, humanistic perspective can select the program's Path I. The variety of courses from which they can select allows them to explore the social, historical and philosophical dimensions of law and immerse themselves in a highly academic graduate liberal arts education.

Students interested in eventually applying to law school or in pursuing a future career that requires substantial legal knowledge and skills can select the program's Path II. This path focuses on refining reading, writing and analytical skills and enhancing substantive knowledge of law to enable students to be better prepared for law school or for jobs that require a strong legal background.

While this degree may improve students' competitiveness for many jobs that require legal knowledge, it does not offer paralegal certification, which some law-related jobs require; if students already have paralegal certification, this program complements their training and expands the breadth of work they can perform.

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

Unconditional Admission Standards

For unconditional acceptance into the M.A. in Legal and Ethical Studies program, applicants are expected to have:

- 1) 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. 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 will be notified of the requirements they must meet to achieve unconditional status and continue in the program.

For detailed information about specific admission requirements, visit www.ubalt.edu/legaethicalstudies.

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 count toward the maximum 9 credits that may be taken outside the Legal and Ethical Studies program as Other Discipline Electives.

A maximum of 12 credits may be transferred from an accredited law school or from a graduate legal studies program at a regionally accredited college or university toward this graduate degree, subject to the approval of the program director. These credits may count as Other Discipline Electives or substitute for substantially similar M.A. in Legal and Ethical Studies courses, subject to the approval of the program director.

Degree Requirements

Foundation Courses (15 credits)

- LEST 500 Legal Research and Analysis (3)
- LEST 501 Legal and Ethical Foundations (3)
- LEST 506 Historical Perspectives (3)
- LEST 507 Legal and Ethical Arguments (3)
- LEST 508 Law and Morality (3)

Advanced Courses (21 credits)

Students must complete a total of seven advanced courses by selecting one of the following paths:

Path I, recommended for students interested in the study of law in ethical, historical and social contexts: one Principles in Action course; one Problems and Perspectives course; one Applied Ethics course; one more course from among the Principles in Action, Problems and Perspectives and Applied Ethics areas; three more courses from among the Principles in Action, Problems and Perspectives, Applied Ethics and Other Discipline Electives areas.

Path II, recommended for students planning to go to law school or pursuing law-intensive careers: LEST 600: Complex Legal Analysis; two Principles in Action courses; one Applied Ethics course; three more courses from among the Principles in Action, Problems and Perspectives, Applied Ethics and Other Discipline Electives areas.

Principles in Action

- LEST 603 Law of Contracts (3)
- LEST 604 Law of Business Organizations (3)
- LEST 605 Areas of Law (3)
- LEST 606 Family Law (3)
- LEST 607 Property Law (3)
- LEST 609 Employment Law (3)
- LEST 614 Torts (3)
- LEST 615 Criminal Law (3)

- LEST 616 Constitutional Law (3)
- LEST 617 Administrative Law (3)

Problems and Perspectives

- LEST 600 Complex Legal Analysis (3)
- LEST 602 Origins of Law (3)
- LEST 610 Special Legal Topics (3)
- LEST 620 Philosophy of Law (3)
- LEST 626 The Trial Process (3)
- LEST 630 Law and History Seminar (3)
- LEST 696 Legal Studies Internship (3)
- LEST 699 Independent Study (1-3)

Applied Ethics

- LEST 601 Ethics and Advocacy (3)
- LEST 624 Professional Ethics (3)
- LEST 625 Topics in Applied Ethics (3)
- LEST 628 Environmental Law and Ethics (3)
- LEST 698 Internship in Applied Ethics (3)

Other Discipline Electives (9-credit maximum)

Students may take up to 9 credits in electives in other graduate programs at the University of Baltimore. Students are strongly encouraged to take a coherent series of electives that specifically advance an academic specialization or professional competency.

Pre-approved electives follow; students may petition the graduate program director for permission to take other courses outside the M.A. in Legal and Ethical Studies program.

- CNCM 506 Understanding Conflict (3)
- CNCM 508 Approaches to Managing Conflict/Methods of Dispute Resolution (3)
- CNCM 513 Negotiations: Theory and Practice (3)
- CNCM 517 Arbitration: Theory and Practice (3)
- CRJU 608 Juvenile Justice (3)
- CRJU 631 Police and Society (3)
- CRJU 635 Youth Problems and Society (3)
- CRJU 702 The Victim: Crime Victims and Society (3)
- HSMG 630 The Legal Environment of Health-Care Management (3)
- PUAD 621 Public Personnel and Human Resource Management (3)
- PUAD 623 Bureaucracy and the Political Process (3)
- PUAD 627 The Legal and Ethical Environment of Public Administration (3)

COURSE DESCRIPTIONS

Courses designated with an asterisk (*) are not offered regularly. Please check with the adviser or with the division director/chair before making course selections.

ACCOUNTING (ACCT)

Accounting courses are offered by the Merrick School of Business.

ACCT 504 Introduction to Accounting (3) Introduces financial and managerial accounting as the information systems of business. Teaches students to: 1) understand accrual accounting; 2) have an appreciation of generally accepted accounting principles (GAAP); 3) comprehend the difference between the goals of GAAP and the goals of the principles set forth by the International Accounting Standards Committee; 4) develop, interpret and analyze balance sheets, income statements and statements of cash flow; 5) understand the basic concepts relating to the time value of money; and 6) understand production costs, overhead allocations, profitability measures and the limitations of historical costs. *prerequisite: graduate standing*

ACCT 510 Intermediate Accounting I (3) A study of financial accounting standard-setting, the conceptual framework underlying financial accounting, balance sheet and income statement presentations, revenue and expense recognition, and accounting for current assets and current liabilities. Graduate equivalent of ACCT 301. *prerequisite: ACCT 504 or equivalent*

ACCT 511 Intermediate Accounting II (3) A continuation of ACCT 510 with emphasis on accounting for investments, dilutive securities, long-term liabilities, fixed assets, intangible assets, stockholders' equity and earnings per share. Graduate equivalent of ACCT 302. *prerequisite: ACCT 510 or equivalent*

ACCT 512 Auditing Accounting System (3) A study of generally accepted auditing standards with emphasis on professional standards, planning, internal control, audit evidence, audit sampling and standard reports for the various attestation functions. Also includes fundamental accounting systems, accounting system applications, the internal control of accounting information, the development and operation of accounting systems and methods for auditing computerized accounting systems. *prerequisite: ACCT 511 or equivalent*

ACCT 513 Intermediate Accounting III/Advanced Accounting (3) A continuation of ACCT 510 and ACCT 511. Topics include leases, pensions, error correction, accounting changes, accounting for income taxes, statement of cash flows and foreign currency transactions and translations. Also includes the study of business combinations and the preparation of consolidated financial statements, fund accounting for governmental units and other nonprofit organizations and accounting for partnerships. *prerequisite: ACCT 511 or equivalent and instructor consent*

ACCT 601 Forensic Accounting Principles (3) Provides an overview of the field of forensic accounting, focusing on the roles, responsibilities and requirements of a forensic accountant in both litigation and fraud engagements. Examines basic litigation and fraud examination theory, identifies financial fraud schemes, explores the legal framework for damages and fraud and damage assessments and methodologies, and reviews earning management and financial reporting fraud. Other topics include computer forensics and corporate governance and ethics. Actual litigation and fraud cases are used to highlight the evolving roles of forensic accounting. *prerequisite: ACCT 504 or equivalent*

ACCT 602 Dissecting Financial Statements (3) Students learn how to review, detect and investigate possible financial statement concerns of publicly and privately held businesses, as well as those of nonprofit organizations and family businesses. Topics include legal elements of financial statement fraud, management's and auditors' responsibilities, improper revenue/sales recognition, inadequate disclosure of related-party transactions, improper asset valuation, improper deferral of costs and expenses, financial statement red flags and inadequacies in management's discussion and analysis. Students learn how to detect and investigate possible financial statement problems by addressing such factors as off-balance

sheet activity, liquidity, financial performance indicators, unreported intangibles and lease auditing.
prerequisite: ACCT 504 or equivalent

ACCT 603 Investigative Accounting and Fraud Examination (3) Topics include the in-depth review of sophisticated fraud schemes, how fraudulent conduct can be deterred, how allegations of fraud should be investigated and resolved, the recovery of assets, methods of writing effective reports and complying with SAS 82 and other fraud standards. Fraud and investigation topics cover acts of skimming, cash larceny, check tampering, register disbursement schemes, billing schemes, payroll and expense reimbursement schemes, improper accounting of inventory and other assets, corruption, bribery, conflicts of interest, security fraud, insurance fraud, anti-terrorist financing and money laundering. *prerequisite: ACCT 504 or equivalent*

ACCT 604 Litigation Support (3) Addresses the relationship between the forensic accounting professional and the litigation process in which he or she may play a role. Specifically, this course covers the litigation process, the legal framework for damages and fraud, damage assessment methodologies, issues related to the presentation of evidence through expert testimony, practices used in supporting divorce cases and basic rules of evidence as they apply to forensic accountants. *prerequisite: ACCT 504 or equivalent*

ACCT 630 Contemporary Issues in Financial Reporting (3) Explores theoretical and conceptual foundations of generally accepted accounting principles and practices as well as certain other principles and practices not generally accepted. Recent and current literature is studied to provide coverage of the basic postulates, assumptions and standards underlying the measurement criteria and practices of financial accounting. *prerequisite: ACCT 511 or equivalent*

ACCT 640 Accounting for Managerial Decisions (3) Covers how general managers use traditional and recently developed approaches to cost information and accounting control systems for decision-making. These decisions require different accounting systems for different purposes; for example, activity-based costing for strategic decisions, standard costing for external reporting and cost-of-quality reporting for continuous improvement. Also covers performance measurement, budgeting and performance evaluation. *prerequisite: ACCT 504 or equivalent*

ACCT 655 Tax Policy (3) Explores the evolution and structure of the federal income tax system from a public policy perspective. Focus is placed on legal, economic, social and practical considerations. Alternatives, including current legislative proposals, are considered. Students prepare a research paper on a topic related to tax policy.

ACCT 680 Taxation of Entities (3) Covers federal income taxation of corporations, partnerships, estates and trusts as well as the taxation of gifts and estates. Analysis includes consideration of the sources of tax law, weight or authority, ethical issues, planning and administrative procedures. *prerequisite: ACCT 405 or equivalent*

ACCT 720 Design of Managerial Cost and Control Systems (3) Explores the design of cost and control systems for decision-making and for measurement of the performance of processes, product lines, managers and organizational competitiveness. Case studies highlight the experiences of companies, and include modifying cost and control systems in response to technological, institutional and global changes. *prerequisites: ACCT 306, ACCT 640 or equivalent*

ACCT 740 Advanced Topics in Assurance Services (3) A study of the application of generally accepted auditing standards to auditing practice issues, of academic and practitioner research, of internal auditing, of EDP auditing and of governmental auditing issues. *prerequisite: ACCT 512 or equivalent*

ACCT 752 Advanced Topics in Accounting Systems (3) Covers current and emerging trends, technologies and practices in accounting systems. Topics include accounting software for specific industries, the evaluation of accounting software, electronic data interchange, client/server and other accounting systems, work flow and technology, decision support and expert accounting systems, auditing

computer-based accounting systems, analyzing benefits and costs, implementation issues and research in accounting systems. Projects require the use of advanced transaction processing systems and database software. *prerequisite: ACCT 512 or equivalent*

ACCT 755 Governmental and Not-for-Profit Accounting (3) An advanced study of generally accepted accounting principles and procedures of governmental units and not-for-profit organizations, emphasizing current issues, external financial reporting and the relevant authoritative accounting pronouncements. Topics include characteristics and types of not-for-profit organizations, accounting and reporting entity, fund accounting, budgetary accounts, contributions received and made, investments and the encumbrance system. *prerequisite: ACCT 403 or equivalent*

ACCT 761 Accounting for Health-Care Organizations (3) Covers financial reporting, analysis and strategy principles applied to for-profit and not-for-profit health-care organizations. Financial and managerial accounting issues related to strategic decision-making are emphasized. Review of the authoritative health-care accounting literature, overview of the health-care accounting environment, issues in revenue and expense recognition, balance sheet valuations, budgetary control systems, cost accounting, performance measurement, and the financial implications of third-party payment systems and managed-care arrangements. *prerequisite: ACCT 504 or equivalent*

ACCT 762 Accounting for Medicare Regulation (3) Focuses on principles and applications of Medicare payment systems and rate regulation for health-care providers, emphasizing understanding the Medicare system, developing the technical skills required to identify and research problems in Medicare payments, isolating relevant regulatory issues and developing documentary support and arguments for proposed solutions to problems in health-care payment claims. Topics include Medicare and the American health-care system, Part A hospital insurance benefits, Part B supplementary medical insurance benefits, exclusions from coverage, fraud and abuse, physician self-referral, payments rules, cost reports, claims and appeals, and managed care plans. *prerequisite: ACCT 504 or equivalent*

ACCT 770 Seminar in Current Topics in Accounting (3) A study of current developments and contemporary problems in accounting. Topics vary from year to year. A significant writing and research experience is provided. *prerequisite: ACCT 511 or equivalent*

ACCT 780 Sustainability Accounting (3) Sustainability accounting concerns the process of identifying, measuring and reporting the entities' impact on the planet with a focus mainly on the environmental impact. Determining how different entities affect the environment, measuring that impact and deciding what, how and to whom to report this impact are all part of this course. The course covers topics dealing with greenhouse gas emission, trading and sustainability investing. *prerequisite: ACCT 640 or equivalent*

ACCT 795 Graduate Accounting Internships (3)

Students will attain professional accounting experience and work on assigned projects within a workplace accounting environment. Requirements include a work supervisor evaluation, a journal detailing the work experience, and a self-assessment of the student's internship experience. *prerequisites: admission to the M.S. in Accounting and Business Advisory Services program and permission of program director*

ACCT 797 Special Topics in Accounting (3) Specialized topics in accounting, allowing flexibility for both the changing developments in accounting and the educational needs of students. Exact topics and prerequisite structure appear in the schedule of classes. *prerequisite: ACCT 640 or area approval*

ACCT 799 Individual Research (3) *prerequisites: approval of accounting instructor, department chair and academic adviser*

APPLIED PSYCHOLOGY (APPL)

Applied psychology courses are offered by the Division of Applied Behavioral Sciences in the Yale Gordon College of Arts and Sciences.

APPL 601 The Biological Basis of Behavior (3) Survey of the anatomical structures and physiological processes that underlie psychological functioning. Topics include the role of the central nervous system and the sensory, endocrine and muscular systems as they contribute to the individual's adaptations to internal and external environments. Lab fee required.

APPL 602 Ethics and Legal Issues in the Practice of Psychology (3) Issues and problems that confront the psychological practitioner and/or researcher. Relevance to the student's own evolving professional standards is emphasized.

APPL 603 Learning and Cognition (3) Study of the major theories and models of human learning from both the traditional behaviorist perspective and the contemporary cognitive perspective and an experiential overview of how people acquire, store and use information. Theoretical and empirical information is applied to the understanding of human behavior in a wide variety of settings.

APPL 604 Interviewing (3) The interview as an informational, research and clinical tool. Interview formats and their construction, as well as the skills required for their utilization, are reviewed. The relationship of the interview to other information-gathering procedures is considered. Lab fee required.

APPL 605 Advanced Theories of Personality and Counseling (3) Survey of major theories of counseling. Psychodynamic and humanistic theories of psychopathology and applications to clinical problems from each approach are included.

APPL 606 Basic Counseling Techniques (3) Basic skills and techniques required for conducting counseling sessions. Listening skills, initial interviewing, taking case histories, etc., are explored. Basically experiential in nature, with students practicing and evaluating counseling styles and abilities and participating in varied classroom activities such as mock counseling interviews. Lab fee required.
prerequisite: APPL 605 or permission of instructor

APPL 607 Behavioral Medicine (3) Examination of theory and practice in the field of behavioral medicine, emphasizing the role of mind-body interaction in physical health and illness as well as approaches to prevention, diagnosis and treatment of physical disease and psychophysiological dysfunction. Topics include doctor-patient communication, specific physical conditions, modification of health behavior and coping strategies.

APPL 608 Applied Assessment Procedures (3) Exploration of current procedures employed in the evaluation of behavior. Attention to the observation and interpretation of behavioral information and its relationship to choice of assessment procedures. Representative measures of intelligence, achievement, aptitude, personality and psychological motor functioning are reviewed. Lab fee required.

APPL 610 Psychopathology and Diagnosis (3) Problems in the epidemiology, diagnosis and treatment of behavior disorders. Major attention is given to changing applied and theoretical perspectives in the light of contemporary research methodologies and findings.

APPL 612 Human Relations (3) Examination of human interactions in work settings that impact individual mental health and organizational health and productivity. Emphasis on preventing and intervening to reduce stress, frustration, conflict and violence, sexual harassment and other social problems in the workplace by applying research in emotional intelligence, personality, social perception, communication, persuasion and teamwork.

APPL 613 Human Development (3) Survey of the biological, psychological and social changes that accompany the developmental process. Includes a study of the physical, intellectual, emotional and social development of the individual from conception to death, with special emphasis on adulthood.

APPL 614 Community Psychology (3) Provides an introduction to the central concepts, strategies, findings and values of community psychology to help students develop broader perspectives on individual and community functioning and well-being. Explores the interdependence of individuals and their communities and environments, with foci on social issues and policies, underserved and marginalized groups, social justice and social change, and prevention of social and mental health problems. Major emphasis is on research and interventions at the level of small groups, organizations, institutions and communities to reduce stress, enhance quality of life, prevent emotional and behavioral disorders, and empower individuals and their communities.

APPL 615 Cognitive and Psychological Foundations (3) Covers material for three competency areas within the basic fields of psychology that are considered essential at the master's level. Topics include biological bases of behavior, learning theories and cognition.

APPL 616 Advanced Treatment Techniques (3) Acquaints students with specialized skills and treatments beyond the basic counseling techniques. Counseling techniques and treatments needed for specific populations and problem areas are discussed. Marital counseling, family counseling, sexual disorders and crisis intervention are some of the areas of focus. An overview of treatments of major mental disorders is presented. *prerequisites: APPL 605 and APPL 606 or equivalent*

APPL 617 Personality Assessment (3) Examines the rationale, psychometric properties and utility of some of the major personality assessments in use today. Focuses primarily on objective measures of personality, but projective measures are introduced. Emphasis is given to the professional and ethical responsibilities associated with the assessment process and to administration and interpretation procedures. Lab fee required. *prerequisites: APPL 608 and APPL 610 or satisfactory completion of undergraduate Tests and Measurements course*

APPL 618 Intellectual Assessment (3) Examines the theoretical background, rationale and validity of the major tests of intellectual ability in use today. Emphasis is given to the professional and ethical responsibilities associated with the assessment process and to administration and interpretation procedures. Lab fee required. *prerequisites: APPL 608 and APPL 610 or satisfactory completion of undergraduate Tests and Measurements course*

APPL 619 Psychological Assessment (3) Examines the rationale and validity of the more predominant intelligence tests, projective measures, interest inventories and personality measures currently in use. Focus also includes professional and ethical responsibilities associated with the assessment process and provides familiarity with administration and interpretation procedures. Lab fee required. *prerequisites: APPL 610 and either APPL 608 or undergraduate Tests and Measurements course*

APPL 620 Introduction to Clinical Neuropsychology (3) Survey of basic clinical neuropsychology, focusing on the psychometric foundations of different diagnoses based on the clinical presentation of human brain dysfunction. Discusses cognitive, behavioral, emotional and social symptoms of the major neuropsychological disorders. Issues of assessment in impaired populations are addressed, including the provision of effective psychological services to the neuropsychologically impaired individual.

APPL 621 Substance Abuse Counseling (3) Review of current literature regarding the prevalence, etiology, physiology, psychology, risk factors and social phenomena associated with substance (including alcohol) abuse and dependence. Emphasizes contemporary and traditional treatment methods employed by outpatient clinics and inpatient units. *prerequisite: APPL 606*

APPL 622 Group Counseling (3) Introduction to the theory and practice of group psychotherapy, including consideration of history and theory as well as practical considerations and clinical techniques. Ethical considerations for therapists who lead groups are discussed. An experiential component may be incorporated into the class periods. Lab fee required. *prerequisite: APPL 606*

APPL 623 Career Counseling (3) Introduces the primary theories that explain how individuals make career choices and the specific strategies the counselor can use to help the client make informed career choices. Students gain exposure to specific instruments designed to assist in career decisions. Lab fee may be required. *prerequisite: APPL 606*

APPL 624 Psychology and the Law (3) Application of the fundamental principles of psychology to facets of the legal system, including an overview of the field as well as specialized topics such as competency, commitment, psychology of juries and the psychology of evidence. Emphasis on current newsworthy topics as well as on rapidly changing controversial issues and ethical considerations.

APPL 625 Multicultural Counseling (3) Explores the impact of social and cultural norms on several population groups, with emphasis on aging, ethnicity, gender issues and psychosexual orientation. Cultural differences and their impact on the counseling relationship are examined. *prerequisites: APPL 605 and APPL 606*

APPL 626 Family Therapy (3) Presents an overview of various family therapy theories and techniques, including systems theory. An integration of these techniques into the therapy process with couples and families is explored. Special attention is given to specific issues such as the impact of gender and ethnicity on a family therapeutic intervention. Sexual issues in a marriage/family context are examined. *prerequisite: APPL 606*

APPL 627 Child and Adolescent Therapy (3) Provides an understanding of the psychological disorders of childhood and adolescence. Covers the assessment, diagnosis and treatment of a broad range of disorders that typically arise in childhood or adolescence and examines the factors that contribute to their development. *prerequisite: APPL 606*

APPL 628 College Counseling (3) Provides an understanding of the issues and psychological problems of college students and how those issues and problems are treated in the college setting. Covers the assessment and treatment of disorders that characterize young adulthood, the core knowledge and skills of college counselors and an orientation to college and university counseling centers. *prerequisites: APPL 602, APPL 606 and APPL 610*

APPL 629 Special Topics: Topics in Counseling (3) Theoretical assumptions, techniques and effectiveness of interventions associated with behavioral and psychological problems of the aged, alcoholics, sexual deviants, criminal offenders and/or problems encountered in marriage and family situations. Specific topic may vary from semester to semester. May be repeated for credit as course topic changes. Lab fee may be required. *prerequisites: to be determined by instructor*

APPL 631 Intermediate Statistics for the Behavioral Sciences (3) The logic of hypothesis testing and assumptions underlying its use are the framework for studying analysis of variance and covariance and multiple regression. These tools are learned in the context of application to psychological research. Students learn to complete statistical analyses using a microcomputer statistical package and to interpret the results.

APPL 632 Research Methods for Applied Psychology (3) Builds on the fundamentals of research design and on knowledge of basic statistical techniques to provide a broad overview of the major research methods of applied psychological research. Students learn to frame inquiries and problems as research questions. The relative merits and drawbacks of the major research methods are explored. Students develop a research proposal to investigate an applied research question. *prerequisite: APPL 631*

APPL 635 Program Evaluation (3) Study of the theories, constructs and analytical skills needed to develop, implement and evaluate organizational programs and policies. Emphasis is on the research

methods used to measure and track programs and their outcomes over time. *prerequisites: APPL 631 and APPL 632 or permission of program director*

APPL 639 Special Topics: Applied Statistics (3) Study of one major statistical topic, such as multivariate statistics, structural equation modeling, meta-analysis, analysis of ordinal and categorical variables or nonparametric statistical techniques. Offered when student demand is sufficient and matches instructor interests. Topic may vary from semester to semester. May be repeated for credit as course topic changes. *prerequisites: APPL 631, APPL 632 and permission of instructor*

APPL 641 Organizational Psychology (3) Studies how principal theories and empirical findings from research in organizational psychology are used to improve employee performance and satisfaction. Emphasizes the interactive effects of situational and individual difference variables as they influence organizational behavior. Overview includes motivation, leadership, employee morale, group dynamics and interpersonal communication. Students apply theoretical and empirical findings to solutions of work-related problems in case studies. Lab fee may be required.

APPL 642 Motivation, Satisfaction and Leadership (3) Critical and in-depth examination of the research evidence for theories of leadership and job satisfaction. Using motivation as a central concept, students gain an understanding of how group dynamics and personal, environmental and cultural factors influence organizational behaviors. Students work in teams to solve performance-related problems presented in case studies. Lab fee may be required. *prerequisite: APPL 641 or approval of program director*

APPL 643 Advanced Social Psychology (3) Survey of the theoretical positions, research methodology and current findings seeking to explain how interpersonal interactions affect individual and group behavior. Consideration is given to such constructs as attitudes, attributions and cooperation.

APPL 644 Personnel Psychology (3) Overview of the area of personnel psychology. Topics include job analysis, personnel selection and placement, training and development and performance appraisal. Special attention to measurement procedures involved in personnel selection and performance appraisal. Equal employment opportunity laws and their effect on personnel practices are discussed. Lab fee may be required. *prerequisite: permission of instructor (for nonpsychology majors)*

APPL 645 Personnel Assessment (3) Application of the technical material learned in Personnel Psychology related to assessment techniques used to select, promote and evaluate personnel. Hands-on experience with these methods, including development of the most common ones. Assessment techniques discussed may include ability tests, personality and honesty tests, drug testing, work samples, interviews, training and evaluation forms and performance appraisals. Students go through the process of developing surveys for attitude assessment. Lab fee required. *prerequisite: APPL 644 or permission of instructor*

APPL 646 Employment Law in Human Resource Management (3) Review and analysis of federal laws and their application to human resource management (including employee selection, promotion, performance appraisals, discipline, termination, compensation, benefits and safety). Covers EEO, Affirmative Action, Civil Rights Acts, Americans with Disabilities Act and other antidiscriminatory legislation, as well as FLSA and OSHA. Examines legal issues such as privacy, sexual harassment, drug testing and employees' rights versus employers' rights. Addresses strategies for creating policy and legal concerns in a context of organizational behavior and motivation theories.

APPL 647 Training and Organizational Development (3) Theory, findings and methods relating to how an organization ensures that its employees are equipped to accomplish its mission. Students learn about techniques to assess and implement organizational change. Through hands-on activities, they learn to develop and implement programs such as skills training, team building and management development.

APPL 648 Employee Selection (3) Examines testing and decision theory, legality and societal issues involved in matching individual knowledge, skills, abilities and other characteristics with organizational needs. Discussions include employment interviews, cognitive abilities testing, integrity and substance abuse testing, personality measures, biographical data and other procedures. Lab fee may be required. *prerequisite: APPL 644*

APPL 649 Special Topics: Industrial/Organizational Psychology (3) Studies a topic of industrial/organizational psychology of mutual interest to students and faculty that is not currently part of course offerings. Topic may vary. May be repeated for credit as course topic changes. Lab fee may be required.

APPL 650 Work Groups in Organizations (3) Study of group dynamics in the context of organizations, focusing on the predominant psychological theories and research findings that explain the formation and development of work groups. Emphasis on learning how effective strategies and techniques can be used to enhance teamwork in organizations.

APPL 651 Job Analysis (3) Survey of job analysis methodology and issues using experiential projects. Includes tools used in conducting a job analysis: data gathering techniques, legal and technical standards and the Occupational Information Network. Emphasis is on variation in approach dependent on subsequent application of the results.

APPL 652 Organizational Theory and Development (3) Survey of organizational theory and techniques used in organizational development. Topics include organizational structure and communication, sources of power, organizational culture, Lewin's Change Model, Action Research and Schein's Process Change.

APPL 653 Consulting Skills (3) Focuses on the essential skills and abilities needed for successful consulting to organizations. Topics include business development, project management, cost estimation and report writing. Emphasizes learning techniques used for successful group presentations and developing skills for effective oral and written communication.

APPL 654 Survey Development and Implementation (3) How to plan, design and implement surveys to assess organizational characteristics. Emphasizes how to collect and analyze survey data and present findings to the organization.

APPL 655 Practical Applications in I/O Psychology (3) An opportunity to practice real-world application of the competencies acquired in the degree program. Students propose solutions to simulated or actual challenges faced by organizations and demonstrate their ability to integrate and apply broad knowledge of personnel and organizational psychology. *prerequisites: APPL 632, 642, 645 and 651*

APPL 656 Qualitative Research Methods (3) Focuses on the predominant techniques for designing, collecting and analyzing qualitative data. Various methods of data collection, such as naturalistic observation, informal interviewing, in-depth immersion (ethnography) and focus groups, are studied. Covers topics relating to content analysis, coding responses, ethical issues and comparing qualitative and quantitative measures.

APPL 657 Personality at Work (3) A study of the role that personality plays in an organizational setting. Examines the construct of personality as it relates to job performance and to interpersonal relations at work. Focuses primarily on recent theory, research and findings on the effectiveness of personality in selection with an emphasis on response distortion issues. Each student completes several self-report inventories to gain a personal view of how someone with his or her profile would be expected to behave in various work environments.

APPL 661 Death, Dying, Loss and Grief (3) Models of adjustment to loss and their application to counseling individuals and groups who have experienced significant loss through death, illness and injury,

divorce and major life transitions. Emphasis on issues related to death and dying (including social, psychological and cultural factors that influence grieving). Also explores significant loss areas to which grief intervention perspectives and techniques can be applied.

APPL 662 Treatment of Trauma (3) Provides students with knowledge and exposure to the current approaches to treatment of trauma used by clinicians. This course is designed to meet the requirements of the Maryland Board of Professional Counselors and Therapists for a course in psychotherapy and treatment of mental disorders. Lab fee may be required. *prerequisites: APPL 605, APPL 606 and APPL 610 or their equivalents*

APPL 663 Treatment of Depressive Disorders (3) Provides students with knowledge and skills in current evidence-based approaches to treatment of depressive disorders and of more complex disorders that often present as depression, such as borderline personality disorder. Cognitive and cognitive behavioral treatments are emphasized, though other theoretical approaches are noted. The class is designed for advanced graduate students in counseling and meets the Maryland state LCPC licensure requirement for a course in psychotherapy and treatment of mental disorders. Lab fee may be required. *prerequisites: APPL 605, APPL 606 and APPL 610 or their equivalents*

APPL 664 Geropsychology: Psychosocial Factors (3) Survey of the empirical data and theoretical formulations relating to the psychosocial concomitants of aging. Consideration of the interactional effects of individual, familial, social and cultural variables as they influence successful adaptation to later life.

APPL 700 Special Topics: Applied Psychology (3) Readings and discussions of topics in applied psychology. Topic may vary. May be repeated for credit as course topic changes. Lab fee may be required. *prerequisites: determined by instructor*

APPL 701 Seminar in Applied Psychology (3) Readings and discussions of research studies and theoretical papers in areas of special interest to seminar participants. *prerequisite: completion of 15 hours of applied psychology core courses*

APPL 702 Field Experience (1-3) Supervised prior-to-practicum experience at a setting that supports preparation for a career in counseling or industrial/organizational psychology. Not a clinical experience. To earn 1 credit, a student spends approximately 60 hours at the site and provides a journal of the experience for the supervising faculty member. The requirements are agreed to in writing prior to registration by the student, supervising faculty member and on-site supervisor. A maximum of 3 credits may be applied to the degree. Course is NOT eligible for a continuing studies grade and does NOT count as part of the 60 credits required to qualify for certification by the State Board of Professional Counselors. Pass/fail grading. *prerequisite: prior approval (See above.)*

APPL 703 Practicum in Counseling Psychology (3) Experience in the application of behavioral change methods and skills in a clinical or counseling setting. The student 1) functions as a professional under the supervision and guidance of an on-site director, and 2) attends scheduled group supervision meetings on campus several times during the course of the semester. Students must complete arrangements for the experience with the practicum coordinator in the semester preceding enrollment. Lab fee may be required. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. *prerequisites: permission of instructor prior to registration and APPL 602, APPL 605, APPL 606 and APPL 610*

APPL 704 Practicum in Research (3) Supervised participation in experimental studies designed by either the student or an individual approved by the instructor. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. *prerequisites: APPL 631 and APPL 632 or equivalent and approval of instructor*

APPL 705 Practicum in Assessment (3) Supervised experience in the use of assessment procedures in situations relevant to student interest and vocational goals. Students spend the equivalent of one day per week at an approved training site. A maximum of 6 credits may be applied toward the degree. *prerequisites: APPL 606 and APPL 619 or APPL 645 or other appropriate coursework in assessment and approval of instructor*

APPL 706 Practicum in Applied Psychology (3) An opportunity to gain practical experience in the application of psychology at various work settings. The work and/or field research is designed and mutually agreed upon by the student, the practicum coordinator and the workplace supervisor. Includes regular on-campus meetings. Enrollment may be limited by availability of settings. Student must complete arrangements for the experience with the practicum coordinator in the semester preceding enrollment. A maximum of 6 credits may be applied to the degree. Eligible for continuing studies grade. *prerequisites: permission of instructor (prior to registration) and coursework deemed pertinent to project by practicum coordinator*

APPL 707 Practicum in Industrial/Organizational Psychology (1-4) Supervised participation in field research in applied job settings. Hands-on experience with I/O work assignments is performed and evaluated. The work and/or field research is designed by the student or senior personnel and should enhance a student's vita/resume. Government, industry, public/community service or other settings may be generated by the instructor or the student. Setting and research/job duties must be proposed and agreed upon in writing by the student, the instructor and an authorized representative from the organization. To the extent that settings/positions must be generated by the instructor, enrollment is limited according to availability. A maximum of 6 credits may be applied toward the degree. Eligible for continuing studies grade. *prerequisite: permission of instructor*

APPL 789 Research Proposal Development (3) Independent study in which the student develops a proposal for research founded in the literature and practice of applied psychology. The student must have the requisite skills for bringing the proposal to completion. The end product of the course is a research proposal that may be presented to the division as a thesis proposal. Course is NOT eligible for continuing studies grade. Pass/fail grading. *prerequisite: prior permission of faculty member*

APPL 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: completion of all course requirements for degree program*

APPL 799 Thesis in Applied Psychology (3-6) An independent and original research effort, supervised closely by full-time faculty. It should be founded in the literature of applied psychology. The student is expected to demonstrate an ability to formulate research questions as testable hypotheses, to analyze data using appropriate research methods and design and statistical tools, and to present the entire work in a well-written document using APA style. The number of credits is determined when the proposal is approved. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: approval of thesis proposal prior to registration*

COMPUTER SCIENCE (COSC)

Computer Science courses are offered by the School of Information Arts and Technologies in the Yale Gordon College of Arts and Sciences.

COSC 789 Special Topics in Computer Science (3) One or more specific topics in computer science or its applications may be studied by advanced students. Topics arise from mutual interests of faculty and students. May be repeated if topic differs. Lab fee required.

COSC 790 Independent Study (1-3) Problem-solving project, programming project and/or independent research in some aspect of computer science. The topic and number of credits vary with individual student interest and the extent of study. Prior to registration, students submit a written proposal with the consent and advice of a full-time faculty member, who approves it and agrees to supervise the study. Lab fee required.

CREATIVE WRITING & PUBLISHING ARTS (CWPA)

Creative Writing & Publishing Arts courses are offered by the School of Communications Design in the Yale Gordon College of Arts and Sciences.

CWPA 620 Creativity: Ways of Seeing (3) Exploration of the creative process, relationships between written and visual expression, sources of inspiration and forms of publishing. Through a series of weekly projects, design experiments and innovative models, students develop new ways of seeing and deepen their understanding of creative expression. Team-taught by a creative writer and a book artist or graphic designer, the course offers a collaborative setting that acknowledges important connections between form and function, materials and subject, and tradition and innovation. Lab fee required.

CWPA 622 Fiction Workshop (3) Exploration of the uses and values of narrative. Combines practice in writing narratives with analysis of the nature and methods of narrative art.

CWPA 623 Poetry Workshop (3) How poetic language achieves its powerful effects. Students read and analyze various examples of the lyric, from the traditional poetic forms to images in advertising and media, and experiment with a range of lyrical forms and styles.

CWPA 624 Workshop in Novel Writing (3) Composition of the novel. Each student has an opportunity to make significant progress on a novel already begun or on one that originates in class. Emphasis on the distinctive features of the novel as a prose form and the special aesthetic problems confronting the novelist.

CWPA 626 Literary Nonfiction (3) Experimentation in writing various kinds of nonfiction, such as personal essays, travel essays, profiles, culture criticism, memoirs and essay reviews. Focus is on the use of literary techniques within the context of the form's traditions and contemporary innovations.

CWPA 627 Memoir Workshop (3) An opportunity to write a memoir. Students read and study memoirs by contemporary authors to become more familiar with the many possibilities available to writers working in this form. Focus is on issues relevant to the writing of memoir, including craft and techniques, memory and truth-telling, and interior and exterior significance.

CWPA 628 Screenwriting (3) Students analyze and write entertainment-oriented scripts for television and film. Emphasizes plot and character development, dialogue, writing for the eye and the ear and following industry script and program conventions.

CWPA 651 Type & Design for Creative Writers (3) Exploration of the fundamentals of typographic form and function with specific application to literary publishing. The course examines type design and family classification of type and their characteristics as well as organization of visual space and other basic design principles. Lab fee required. *prerequisite: knowledge of Adobe InDesign and Photoshop*

CWPA 752 Creative Writing: Special Topics (3) Intensive exploration of topics in creative writing of special interest to faculty and students. Content varies according to specific interests and trends in creative writing. Possible topics include narrative poetry, gothic or romance novels and stories, detective and mystery fiction and marketing small press books. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

CWPA 753 Publishing Arts: Special Topics (3) Intensive exploration of topics in print publishing, electronic publishing and book arts of special interest to faculty and students. Content varies according to specific interests and trends in publishing arts. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

CWPA 761 Teaching Writing (3) Teaches students how to teach writing, focusing on pedagogical strategies, course planning and classroom management. Also introduces students to the theory and scholarly debates surrounding these topics. Includes readings, discussions, and applied and experiential learning.

CWPA 778 Independent Study in Publishing Arts (3) Production project in an area related to the M.F.A. in Creative Writing & Publishing Arts program. Topics vary with individual student interest. Lab fee required. *prerequisite: permission of program director*

CWPA 779 Independent Study in Creative Writing (3) Research or writing in an area related to the M.F.A. in Creative Writing & Publishing Arts program. Topics vary with individual student interest. *prerequisite: permission of program director*

CWPA 780 Literary Publications (3) Hands-on course in which students produce a variety of small literary publications. They serve as editors and designers as well as writers. Also introduces students to book arts, teaching book structure, construction and binding. Lab fee required.

CWPA 781 Electronic Publishing (3) Exploration of ways for creative writers to write and publish on the Web. Students analyze electronic literary publications, write and produce their own literary Web publications and gain an understanding of the opportunities available to them in electronic publishing. Lab fee required.

CWPA 782 Creating the Journal (3) Exploration of processes involved in creating a print journal, from choosing manuscripts to designing and publishing. As a result of participating in the editing process, students gain insight into their own writing, develop their own aesthetic and see how editors make selections. Lab fee required.

CWPA 783 Print Publishing (3) How to place creative writing for publication. Topics range from writing a cover letter to finding agents to handling rejection. Students work independently, analyze current print and online publications and develop an extensive and annotated list of appropriate places for their work to appear. Before manuscripts are submitted for publication, they are critiqued by the class.

CWPA 786 Experimental Forms (3) Examination of selected works that challenge our conventional assumptions about language and form. Emphasis on new forms that re-imagine traditional genres of writing and blur the boundaries between poetry, fiction and nonfiction. Students explore possibilities for appropriating and subverting conventional uses of language as well as mixing and creating new forms in their own writing.

CWPA 787 Seminar in Literature & Writing (3) Combining traditional scholarship and creative writing, the course begins with a close study of a seminal literary work or group of works, to be chosen by the instructor. Students explore the nature of these texts per se and how they relate to both current and past literature and to the students' own work. A final written project integrates original research and the creative interpretation of the ideas developed from reading and discussion.

CWPA 795 Seminar in Creative Writing & Publishing Arts (6) Capstone course for the M.F.A. in Creative Writing & Publishing Arts. Entering the course with a completed or nearly completed manuscript written while in the program, students design and produce a publication consisting of their own original work. In a seminar setting, they act as peer advisers to one another and are responsible for providing in-depth critiques of each other's work. The course revisits and re-examines concepts introduced in earlier

courses. *prerequisite: all other required courses for the M.F.A. in Creative Writing & Publishing Arts and permission of the program director*

CWPA 796 M.F.A. Thesis I (3) Opportunity to focus intensively on creative writing in a particular genre. Students may revise and edit previously written work as well as create new work, aimed at publication. In addition to expanding and refining their own work, students critique each other's work. A substantial essay focusing on another writer's work or on a topic related to their interests and concerns as writers is also required. *prerequisite: two writing workshops in the same genre and permission of the program director*

CWPA 799 M.F.A. Thesis II (3)

Second semester of two-semester thesis sequence. Entering with a completed or nearly completed manuscript written while in the program, students revise and complete their manuscript and prepare it for publication. In addition, they act as peer advisers to one another and are responsible for providing in-depth critiques of each other's work. *prerequisite: all other required courses for the M.F.A. in Creative Writing & Publishing Arts except CWPA 795, which is taken concurrently, and permission of the program director*

CRIMINAL JUSTICE (CRJU)

Criminal Justice courses are offered by the School of Criminal Justice in the College of Public Affairs.

CRJU 501 Professional Skills in Criminal Justice (3) Focuses on professional skills that will prepare students for graduate-level coursework and for future employment. Includes navigating criminal justice databases, interpreting empirical research, writing in a technical style, creating an effective PowerPoint document and strengthening oral presentation skills. Relies on a combination of group and individual exercises in both traditional lecture format and hands-on workshops to address each skill set. Pass/fail grading; to earn a passing grade, students must earn a B or better in this course.

CRJU 602 Research Techniques in Criminal Justice (3) Provides knowledge of and experience with the methods used in studying social science problems. Emphasis is on research, designs and instruments and policy implications. Critical and analytical skills are developed for use in future research and proposal writing. This course is a prerequisite for CRJU 603.

CRJU 603 Criminal Justice Statistics (3) Provides knowledge of and experience with the statistics used in studying criminal justice problems. Second semester of a two-part course focusing on the application of statistical methods used in the preparation and evaluation of formal research reports. Required for all criminal justice students. *prerequisite: CRJU 602*

CRJU 605 Graduate Internship (3) An opportunity to work 80 hours in a selected agency, institution or office within the criminal justice field. A journal and a research paper are required. Eligible for continuing studies grade. *prerequisite: permission of program director*

CRJU 606 Contemporary Criminal Court Issues (3) In-depth analysis of selected current issues pertaining to criminal court systems. Focuses on the current research literature and considers the operational consequences of alternative responses to the issues discussed.

CRJU 608 Juvenile Justice (3) Overview of the history, legal and philosophical bases, procedures and structures of juvenile justice and related issues. Provides insight into the foundation of the juvenile justice system.

CRJU 610 Administration of Justice (3) Analysis of the major conceptions of justice and the ways these conceptions affect the manner in which social and legal systems are constituted. Examines theoretical perspectives with a view to understanding the relationships between various institutions and the

administration of justice. Presents a comparative and historical focus on local, national and international systems of justice.

CRJU 611 Contemporary Corrections (3) Examination of the historical and contemporary structure, theory research, problems and solutions in connection with corrections in the United States. Classic and current research and theory are emphasized.

CRJU 631 Police and Society (3) Analysis of what the police do and why they do it, and the effects of their actions on society. The social and political context of police functioning is examined through current theory and research. Major social science works on the police institution and police behavior are emphasized.

CRJU 632 Policing Special Populations (3) Examines the research literature related to the special populations and groups of people that the police organization is mandated to manage based on statutory law, operating policies and procedures, and tradition and custom. Helps students understand how and why police intervene in the way that they do with some subgroups within the broader population.

CRJU 633 Race/Ethnicity and Gender Issues in Law Enforcement (3) Examines the research literature related to the impact of race/ethnicity and gender on the police organization. Examines the various ways that a suspect's or victim's race/ethnicity or gender creates problems and makes it difficult for the police organization to effectively meet the law enforcement needs of a particular community.

CRJU 635 Youth Problems in Society (3) Discusses the role of demographics, developmental issues, family, school, peers and individual roles in youth behavior. Analyzes the major studies and theoretical foundations of juvenile delinquency and identifies and analyzes the current solutions implemented at both system and community levels. Reviews best practices in the control and prevention of juvenile delinquency.

CRJU 640 Managing Police Organizations (3) Application of managerial and administrative practices to police agencies. Emphasis on executive processes, including planning, decision-making, implementation and evaluation, structuring discretion, providing leadership and dealing with corruption and other abuses. An examination of the role of the police administrator in the community and the governmental structure.

CRJU 642 Managing Correctional Organizations (3) Application of managerial and administrative practices to correctional agencies, focusing on the particular problems encountered in managing such agencies. Emphasis is on executive processes, including planning, decision-making, implementation and evaluation. Problems specific to secure facilities, probation, parole and community corrections are considered.

CRJU 645 Constitutional Law (3) Examines the constitutional system of the United States, the judicial function, separation of powers, problems of federalism, procedural and substantive due process, constitutional protection of individual rights including rights of persons accused of crime, freedom of speech and freedom of religion.

CRJU 702 The Victim: Crime, Victims and Society (3) Analysis of crime and social reaction from the point of view of the offended. Focuses on the relatively recent emphasis on how crime creates problems for those victimized by criminals and analysis of whole populations victimized by persons known to them. Includes an analysis of the idea of restitution.

CRJU 703 Seminar in Criminal Justice (3) Seminar devoted to a particular topic related to research, theory and/or applications in criminal justice. Sample topics include qualitative research in criminal justice, community crime prevention and juvenile justice history. May be repeated for credit when the topic changes. *no prerequisite unless listed in schedule of classes*

CRJU 707 Community Corrections (3) Analysis of the types, procedures, problems, theories and evaluation of supervision of adults and juveniles in the various forms of community-based corrections. Students will be responsible for understanding classic and contemporary research on this subject matter.

CRJU 710 Advanced Criminology (3) Studies of classical and contemporary theories of criminal behavior. Causal and noncausal models of criminological theory. Cultural components of crime peculiar to the 20th century are examined. Also considers the contributions of modern psychology and sociology to criminological analysis.

CRJU 711 Criminal Justice Planning/Systems Applications (3) Application of planning theory and techniques to the criminal justice system as well as to agency-specific problems. Emphasizes problem identification, goal setting, forecasting and the selection of alternative courses of action. Students become familiar with computerized data analysis and simulation applied within the context of criminal justice planning. *prerequisite: CRJU 603*

CRJU 712 Seminar in Law Enforcement (3) Evaluation of police problems of crime control, prevention and maintenance of order. Review of latest research on the effects of police policies, programs and practices.

CRJU 713 Seminar in Judicial Administration (3) Evaluation of management problems relating to courts and the role of court functions and personnel.

CRJU 715 Directed Studies/Readings in Criminal Justice (1-3) Designed to give the graduate student academic flexibility. Eligible for continuing studies grades. *prerequisite: permission of program director*

CRJU 720 Integration of Criminal Justice Policies and Practices (3) Seminar that helps students learn how theory and action are integrated into policy and practice. Students develop a profile of crime at the national and local levels and compare and contrast those trends from an empirical as well as theoretical perspective. They then identify emerging policies or issues that have a direct effect on the efficiency of the criminal justice system as a whole as well as within their area of specialization (law enforcement, courts and law, corrections or juvenile justice) and develop a series of action plans to address those issues.

CRJU 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: completion of all course requirements for degree program*

CRJU 799 Thesis (3-6) Supervised preparation of an original work displaying research and writing skills. 6 hours, plus defense. Students may register for 3 hours in each of two semesters or 6 hours in one semester. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: permission of program director*

ECONOMICS (ECON)

Economics courses are offered by the Merrick School of Business.

ECON 504 Economics (3) Covers the fundamentals of economic theory and implications of economic policies for managerial decision-making. Topics include supply and demand analysis, the role of the price system, market structure and pricing, externalities, production and costs, the Federal Reserve System, money creation and economic policies affecting economic/business performance. *prerequisite: graduate standing*

ECON 640 Economics, Public Policy and Corporate Social Responsibility (3) Applies economic theories, concepts and analytical tools to the issues of public policy, corporate social responsibility, ethics and sustainability. Applications focus on the need for and means of providing environmental protection, health care, education and the regulation of marketplace behavior. *prerequisite: ECON 504*

ECON 650 Business Economics (3) Applies macro-, micro- and global economic theory, drawing on analytical techniques and other business areas, to understand the financial environment of the firm. Based on an understanding of market behavior, the course examines global competitiveness, regulation and pricing. Attention then turns toward the impact of global and macroeconomic forces acting on organizations. Students will be expected to demonstrate analytical skills in solving real-world problems, with an emphasis on the financial conduct and structure of the firm. *prerequisites: ECON 504 and OPRE 504*

ECON 720 International Economics and Finance (3) Covers the framework of international economics and finance. Topics include classical trade theory, balance of payment, models of open economy, export and import economic policies and trade performance, foreign exchange markets, currency options and futures markets, international money markets and capital markets. Specific application will be made to European, Asian and Latin American markets. *prerequisite: ECON 504*

ECON 765 The Health Services Systems (3) An overview of the U.S. health-care system, including health care as a product and the role of all stakeholders: patients, physicians, staff, hospitals, insurers, employers and the government. Topics include the impact of cost containment and competition on management within hospitals and on physician-hospital relations; alternate delivery systems (HMOs, PPOs); multiunit systems; what makes health care different from standard economic markets; health-care marketing; health insurance, including (a) uninsured/uncompensated care and (b) poorly informed but heavily insured customers; a larger not-for-profit sector and heavy government involvement; and legal aspects of health care, including social, moral and ethical issues. *prerequisite: ECON 504 or equivalent*

ECON 797 Special Topics in Economic Management (3) Specialized topics in economics allowing flexibility for both the changing developments in business and the educational needs of students. Topic areas may include econometrics, entrepreneurship or organizational architecture. Exact listing of topics and prerequisites may be listed in schedule of classes. *prerequisite: ECON 504 or area approval*

ECON 799 Individual Research (1-3) Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. *prerequisites: approval of both an economics faculty member and the department chair*

ENTREPRENEURSHIP (ENTR)

Entrepreneurship courses (ENTR) are offered by the Merrick School of Business.

ENTR 760 Social Enterprise and Entrepreneurship (3) Provides a study of how successful nonprofit organizations respond to the challenges of expanding their impact, being socially responsible and fiscally accountable, and finding new sources of revenue. The course investigates innovative ways to generate both financial and social returns on their investments. Students engage with live social entrepreneurs to evaluate and respond to market opportunities to develop and grow social enterprises. *prerequisite: FIN 640*

ENTR 771 The Design/Business Link (3) Design could very well be the major competitive strategy for both manufacturing and service companies. This course has two goals: 1) to provide UB students with an understanding of the role of design in today's business organizations to more effectively use design to achieve the mutual goals of businesspeople and designers, and 2) to teach students how they can invent, produce and distribute their own products and be entrepreneurs. *prerequisite: MKTG 504 or area approval*

FINANCE (FIN)

Finance courses are offered by the Merrick School of Business.

FIN 504 Financial Management (3) Designed to be the first course in finance at the M.B.A. level. Provides students with the knowledge and understanding of the basic concepts of financial management and how they can be applied to maximize the value of a corporate entity. Concepts include financial statement analysis, financial statement forecasting and planning, time value of money, financial markets and interest rate determination, security pricing, the cost of capital, valuation, and corporate financial acquisition and distribution policy. *prerequisites: ACCT 504 and OPRE 504*

FIN 640 Corporate Finance (3) Provides comprehensive, intermediate-level coverage of topics in the areas of financial statements and analysis, basic financial-statement forecasting, measurement of risk and security pricing, capital budgeting, capital structure, dividend (distribution) policy, corporate governance and contingent claims (e.g., options and futures). The course is designed to build on the basic skills acquired in FIN 504 or its equivalent. *prerequisite: FIN 504*

FIN 700 Financial Reporting (3) Integrates U.S. generally accepted accounting principles and International Financial Reporting Standards to develop students' understanding of financial accounting transactions, reporting standards and financial statements. Case materials and financial statements of U.S. and international companies are incorporated. Topics include standard setting, financial statement presentation issues, measurement issues (including fair-value accounting) and classification and recognition issues. *prerequisites: ACCT 504 and FIN 640*

FIN 704 Financial Markets and Institutions (3) Covers the theory and role of efficient financial markets in the general economy; the structure and regulation of the debt, equity and derivative markets; and the functional management of financial institutions, including commercial and investment banks, investment funds and regulatory agencies. *prerequisite: FIN 504*

FIN 705 Advanced Financial Analysis (3) Designed to extend the knowledge and skills acquired in FIN 640 by applying the tools of financial analysis and decision-making at an advanced level. A variety of case applications include coverage of diagnostic financial-statement analysis and forecasting, cash-flow measurement and valuation, and management of financial policy. *prerequisite: FIN 640*

FIN 715 Investment Analysis (3)

Provides the theory and tools for measuring and managing the risk and return of financial instruments in the context of modern portfolio theory. A variety of stock, bond, option and other financial asset valuation techniques are presented throughout the course. *prerequisite: FIN 640*

FIN 720 Global Finance (3)

Emphasizes two aspects of global finance: 1) international capital market structure, interest rate and exchange rate determination; and 2) international corporate financial management of risk and return. Topics include interest rate, purchasing power and international Fisher parities; hedging and management of international interest-rate and exchange-rate risk; and foreign exchange forecasting. *prerequisite: FIN 640*

FIN 725 Risk Management (3) Provides a comprehensive overview of concepts and tools of corporate risk management, including identification and measurement of value-added, risk and managing the trade-off between the two. Topics include value-at-risk measures; application of options and futures contracts to risk management; and managing interest rate, credit and other forms of operating risk. *prerequisite: FIN 640*

FIN 735 Portfolio Management (3) Builds upon FIN 715 to address the problems and opportunities of portfolio management rather than individual assets. Topics include both systematic and unsystematic risk and methodologies for making sure that this risk is appropriate for the beneficiaries of the fund. Also addressed are issues in portfolio theory, hedging, macroeconomic analysis, growth versus value stocks

and alternative investments as well as staffing and investment policy documentation and compliance.
prerequisite: FIN 715

FIN 750 Real Estate Investment (3) An advanced course in the analysis and valuation of income-producing real property. Topics include real estate cash flow analysis, internal rate of return, analysis under risk and uncertainty, appraisal techniques, alternative financing forms, market analysis and the securitization of real property and mortgages. Both theory and case analysis are employed, and students will become proficient in the use of ARGUS real estate analysis software. *prerequisite: FIN 640*

FIN 770 New Venture Financing (3) Covers financing and entrepreneurial organization from startup to initial public offering and beyond. Topics include identification and assessment of capital needs, financial planning, sources of capital and the role of venture capital, and the capital markets in financing entrepreneurial organizations. *prerequisite: FIN 640*

FIN 780 Business Valuation (3) Valuation arises in mergers, acquisitions, divestitures, estate taxation, lost profits litigation, buy-out agreements, commercial lending, venture capital, IPOs and exit strategies. This course addresses valuation modeling using asset pricing theory and practice and employing advanced applications such as EXCEL, the Financial Trading System from Carnegie-Mellon University and the Adaptive Planning budgeting and forecasting system, as well as Harvard cases. The course material is of interest to students who envision careers as CPAs, business valuation and corporate finance analysts and investment bankers. *prerequisite: FIN 640*

FIN 797 Special Topics In Financial Management (3) Enables the presentation of specialized topics in finance, allowing flexibility for both the changing developments in finance and the educational needs of students. Topic areas may include entrepreneurial finance, cash and liquidity. Exact topics and prerequisites are posted in the University schedule of classes. May be repeated for credit as topics vary. *prerequisite: FIN 640*

FIN 799 Individual Research (1-3) Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed. Formal paper(s) will be written under the supervision of a full-time faculty member. *prerequisites: approval of finance instructor, department chair and academic adviser*

GLOBAL AFFAIRS AND HUMAN SECURITY (GAHS)

Global Affairs and Human Security courses are offered by the School of Public and International Affairs in the College of Public Affairs.

GAHS 504 Seminar in Globalization and Social Change (3) Beginning with an examination of the traditional way of thinking about international relations, this course examines global changes over the past half-century and examines the driving forces of globalization: trade, finance, technology and population growth. The course also explores the impact of globalization on political authority, on conflict between states and groups, on economic and personal well-being and on environmental sustainability. Particular attention is paid to the impact of globalization on state, local and national administrative agencies.

GAHS 508 International Organization (3) Looks broadly at the structure and function of international organization and the pursuit of human security. The course examines a variety of formal institutions, such as the United Nations and its ancillary organizations, the European community and the World Trade Organization, as well as less formal nongovernmental institutions. It also explores international law as a form of organization in addition to international regimes; the implicit norms, rules and processes around which the expectations of global actors converge; and the impact of this complex network of organization via a focus on elements of human security.

GAHS 600 Managing NGOs (3) Provides an overview of the nongovernmental sector, nongovernmental organization creation and management of NGOs. The course covers how to create and manage an NGO,

the legal requirements for creating an NGO, the roles and responsibilities of members of the board of directors in governing an NGO, managing staff and volunteers, fundraising, income generation possibilities and required reporting.

GAHS 605 New Approaches to Economic and Social Development (3) Critically examines innovative and effective strategies for addressing a variety of social, economic, demographic, urban, ecological and institutional issues in selected nations in Asia, Africa, Latin America and the islands of the Atlantic and Pacific oceans. The course reviews the varied working definitions of "development" using multiple case studies drawn from the work of the World Bank, the Asian and African development banks, and the Inter-American Development Bank; the work of Muhammad Yunus and the Grameen Bank; the work of multilateral organizations like the United Nations Development Programme and of a variety of nongovernmental organizations, such as the Institute of International Education, the Academy for Educational Development, the Worldwatch Institute and others. Theories of political economy and local community development are also examined and critiqued.

GAHS 740 Seminar in Human Security (3) Highly interactive, graduate-level seminar that examines the evolution of human security as a concept distinct from national security and that explores how transnational actors—from global elites to NGOs, intergovernmental organizations to supranational bodies—work together to promote good governance, sustainable development and human well-being. The course pays particular attention to contemporary issues in human security and uses case studies to familiarize students with theories, concepts and ideas as well as their application in the modern world. *prerequisite: 24 credits in the M.S. in Global Affairs and Human Security program or permission of the program director*

GAHS 760 Internship/Field Placement Seminar (3) Graduate-level seminar intended to provide an opportunity to students to integrate learning from their internship/ field placement with course themes and concepts studied in the Global Affairs and Human Security program. *prerequisite: permission of the program director*

HUMAN SERVICES ADMINISTRATION (HSAD)

Human Services Administration courses are offered by the School of Health and Human Services in the College of Public Affairs and by the social science department at Coppin State University.

HSAD 602 History and Foundations of Human Services Systems (3) History and foundations of human services practice. Societal factors that have fostered the evolution of human services are emphasized and basic strategies and tactics common to the delivery of human services are reviewed.

HSAD 603 Contemporary Issues in Human Services Administration (3) Overview of the current status of the field of human services and the political, sociocultural and economic contexts of administration. Discussion of the conceptual and theoretical issues related to the practical skills necessary for administering human services agencies. Offered at Coppin State University. *prerequisite: HSAD 602 or permission of instructor*

HSAD 610 Strategies for Human Services Program Planning (3) Focuses on the various properties and implications of planned change. Emphasis on models, strategies and roles required when working within organizations and in the community to develop new programs with input from a variety of stakeholders.

HSAD 611 Program Evaluation and Policy Analysis (3) Study of the conceptual and methodological issues concerning the evaluation of human services programs. Includes focus on statistical and data analysis skills and on the relationships between the program/policy design and analysis/evaluation. Offered at Coppin State University. *prerequisite: HSAD 610 or permission of instructor*

HSAD 620 Human Services Leadership and Supervision (3) Theoretical and practical analysis of organizational leadership, personnel (employee and volunteer) supervision, workplace design and the ethical dimension of leadership in human services agencies. Provides training in organizational relationships and staff development. Job-related case studies are used to apply principles of supervision and leadership. Offered at Coppin State University.

HSAD 621 Administrative Decision-Making in Human Services Agencies (3) Decision-making at the individual, work group, departmental and organizational levels within the context of human services agencies. Emphasizes development of skills necessary for securing consistency of practice, the coordination of various planning units and the economizing of planning efforts. *prerequisite: HSAD 620 or permission of instructor*

HSAD 695 Field Practicum I: Human Services Administration (3) Fieldwork training experience at a human services agency under the guidance of the UB and Coppin State program directors and an on-site agency mentor. Eligible for continuing studies grade. *prerequisite: permission of program directors*

HSAD 696 Field Practicum II: Human Services Administration (3) Continuation of HSAD 695. Fieldwork training experience at a human services agency under the guidance of the UB and CSU program directors and an on-site agency mentor. Eligible for continuing studies grade. Offered at Coppin State University. *prerequisites: HSAD 695 and permission of program directors*

HSAD 698 Research Practicum I: Program Planning, Implementation, Evaluation (3) Under the guidance of the program directors and a research committee, the student prepares an original work that displays research and writing skills. Topics include a realistic, feasible plan for a new human services program, implementation of a new program and/or evaluation of a program. Eligible for continuing studies grade. Offered at Coppin State University. *prerequisite: permission of program directors*

HSAD 699 Research Practicum II: Program Planning, Implementation, Evaluation (3) The student continues to prepare the original work begun in HSAD 698 and will then formally defend the work before his/her research committee. *prerequisite: HSAD 698*

HEALTH SYSTEMS MANAGEMENT (HSMG)

Health Systems Management courses are offered by the School of Health and Human Services in the College of Public Affairs.

HSMG 630 The Legal Environment of Health-Care Management (3) Provides a framework for understanding the legal implications of advancing medical technologies and of new forms for health services financing and delivery systems.

HSMG 632 Biostatistics (3) Provides a broad overview of biostatistical methods, concepts and reasoning as applied to decisions in health systems management.

HSMG 640 Epidemiology (3) Provides an introduction to quantitative and methodological approaches to identifying the determinants and distribution of diseases in populations.

HSMG 641 Cardiovascular Epidemiology (3) Provides an overview of cardiovascular diseases, with an examination of prevention strategies, policy issues and future directions.

HSMG 642 Infectious Disease Epidemiology (3) Provides an overview of infectious disease epidemiology, with an examination of prevention and control strategies and policies.

HSMG 643 Epidemiology of Health Services (3) Provides an understanding of the determinants of health and disease in populations, limitations of data sources for patterns of morbidity and mortality, and

applications of epidemiologic methods in health policy and management decisions. Students also engage in critical assessments of epidemiologic decision-making.

HSMG 650 Quantitative Management Methods for Decisions in Health Systems (3) Provides an operational understanding of quantitative models to support resource allocation decisions. Students develop an understanding of the process of quantitative modeling; learn to identify appropriate and inappropriate applications of techniques such as linear programming, forecasting, decisions analysis, scheduling and inventory control models; develop a conceptual as well as a computational understanding of these models; and critically evaluate a published operations research application. *prerequisite: HSMG 632*

HSMG 651 Survey Research and Data Analysis for Health Administrators (3) Provides hands-on experience using data analytic methods that are typically used in health-care settings. Emphasizes surveys and their application to managerial decisions.

HSMG 691 Health Planning and Program Evaluation (3) Explains the theoretical and historical foundations of health planning, the relationship between health planning and regulation and the application of planning methods.

HSMG 695 Health Care Management Information Systems (3) Provides an extensive overview of information systems in health-care organizations from the perspective of health systems managers.

HSMG 697 Health Insurance and Prepaid Health Care (3) Provides an operational understanding of insurance and alternate payment methods in health care. Includes topics relating to risk management and the roles of government, employers and individuals in the selection and use of insurance products for health care.

HSMG 699 Health Finance (3) Focuses on selected, topical health-finance issues such as health insurance reform, Medicare finance revisions and emerging health-finance issues, such as preparing and financing a comprehensive national bio-preparedness program.

HSMG 701 Health Economics (3) An overview of the structure and financing of the U.S. health-care industry. Students learn to apply economic principles to understanding the behavior of consumers, physicians, allied health professionals, hospitals, insurers, employers and government in the health-care market. Examines how the U.S. health-care system compares to health-care systems in other countries.

HSMG 709 Individual Research (1-4) Individual research on an academically sound project of interest to the student in consultation with a monitoring faculty member. Depending on the scope and depth of research, from 1 to 4 credits may be earned for successful completion of this course. *prerequisite: permission of program director and monitoring faculty member*

HSMG 711 Special Topics in Health Systems Management (3) Specific topics, issues and trends in health management that are of mutual interest to faculty and students. This course may substitute for PUAD 751: Policy Issues in Health Care.

HSMG 752 Internship (3) 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 service organizations. *prerequisite: completion of 27 graduate credits prior to beginning course or permission of program director*

HSMG 766 Health Systems Management: Organizational Design and Human Resources (3) Builds on PUAD 755 and provides an in-depth examination of organizational design theories, their applicability to various health-care settings and their implications for human resources and labor relations.

INNOVATION MANAGEMENT AND TECHNOLOGY COMMERCIALIZATION (IMTC)

Innovation Management and Technology Commercialization courses are offered by the Merrick School of Business.

IMTC 601 Business Fundamentals for Entrepreneurs and Innovators I (3) Designed to be one of the first two courses in business for M.S. in Innovation Management and Technology Commercialization candidates from nonbusiness backgrounds. Topics focus on aspects of business and management studies relevant to new venture creation and innovation. These include small-team formation and leadership, creativity, marketing new products and services and other relevant topics. *prerequisite: admission to the M.S. in Innovation Management and Technology Commercialization program or permission of instructor*

IMTC 602 Business Fundamentals for Entrepreneurs and Innovators II (3) Designed to be one of the first two courses in business for M.S. in Innovation Management and Technology Commercialization candidates from nonbusiness backgrounds. Topics focus on aspects of business and management studies relevant to new venture creation and innovation. These include accounting and finance topics such as accounting for intangibles, valuation, finance, sources of finance and other relevant topics. *prerequisite: admission to the M.S. in Innovation Management and Technology Commercialization program or permission of instructor*

IMTC 750 Introduction to Innovation Management and Technology Commercialization (3) Designed to be the survey course for the M.S. in Innovation Management and Technology Commercialization program. Topics include the innovation process, creativity, research and development, technology transfer and new product development. *prerequisite: IMTC 601 or permission of instructor*

IMTC 761 Patents, Trademarks and Technology (3) Introduces students to three important areas of intellectual property law: trade secrets, patents and trademarks. Together, these bodies of law protect the technology, image and brand for products, processes and services. The course addresses the policies underlying the protection of intellectual property and compares the different ways intellectual property can be used to protect commercial interests, particularly in rapidly changing technological areas like computers and the Internet. This course is intended for students who want an introduction to intellectual property. *prerequisite: IMTC 750 or permission of instructor*

IMTC 790 Managing the Growing Technology Firm (3) Addresses the principal business-related issues facing senior- and middle-level managers in growing technology-oriented firms. Topics include marketing, strategy, human resources management and managerial accounting as each relates to this organizational setting. *prerequisite: IMTC 750 or permission of instructor*

IMTC 791 Resource Acquisition for Technology Ventures (3) Addresses the processes by which technology ventures acquire resources to implement strategies. Topics include bootstrapping, angel financing, venture capital, strategic alliances, corporate venturing, licensing and government financing of technology ventures. *prerequisite: IMTC 602 or permission of instructor*

IMTC 792 Innovation in Developing and Emerging Economies (3) Addresses the distinctive innovation practices in developing and emerging economies. Topics include frugal production, reverse innovation, and bottom-of-the-pyramid strategies. *prerequisite: IMTC 750 or permission of instructor*

INTEGRATED DESIGN (DESN)

Integrated Design courses are offered by the School of Communications Design in the Yale Gordon College of Arts and Sciences.

DESN 615 Integrated Design Studio I: Principles (3) An intensive studio experience addressing visual perception and the principles of design through readings on visual theory. Using primary texts, students explore design principles from key historic, psychological, abstract and artistic points of view. Students complete a major project in their area of specialization. Lab fee required.

DESN 616 Integrated Design Studio II: Typography (3) An intensive, multilayered studio experience focused on the study of typography at the micro level. Students discuss both classical and contemporary typographic principles based on class and individual reading and research. Students render a typeface design over the course of the semester. Lab fee required. *prerequisite: PBDS 645 or equivalent*

DESN 617 Creative Concepts (3) Exploration of creative processes and strategies for generating effective visual and verbal ideas. Analysis of creative solutions in various publications supplements practice in applying problem-solving techniques. Lab fee may be required.

DESN 723 Theory of Visual Communication (3) Examines the fundamental characteristics that differentiate visual images from other modes of communication and considers ways that visual elements convey meaning in isolation and in combination. Students study real-world cases to better understand how theoretical concepts and constructs are used to solve communication problems.

DESN 791 Practicum in Integrated Design (3) Students apply skills and knowledge from coursework to high-level internships. Students interested in careers as professional designers work in design firms and related organizations; students interested in college teaching careers teach classes under faculty supervision. Eligible for continuing studies (CS) grade. *prerequisites: permission of program director and all M.F.A. in Integrated Design coursework except DESN 793 and DESN 797*

DESN 793 Proseminar in Integrated Design (3) Provides an overview of proposal development and design research in integrated design anchored in the literature and practice of the field. Students develop the requisite skills for bringing the proposal to completion. The course culminates in a research proposal that may be presented to the division as a thesis proposal. *prerequisites: M.F.A. candidacy and permission of program director*

DESN 797 Integrated Design Thesis (6) Independent and original design project supervised by one or more faculty members. Product reflects an understanding of graphic design principles and demonstrates excellence in conceptualizing and executing design solutions to communication problems. Finished work is reviewed by a faculty committee. Pass/fail grading. Eligible for continuing studies (CS) grade. Lab fee required. *prerequisites: all other M.F.A. in Integrated Design coursework and program director's approval of thesis topic prior to registration*

INTERACTION DESIGN AND INFORMATION ARCHITECTURE (IDIA)

Interaction Design and Information Architecture courses are offered by the School of Information Arts and Technologies in the Yale Gordon College of Arts and Sciences.

IDIA 612 Interaction and Interface Design (3) Explores electronic publication environments as fluid spaces where interactions among people, machines and media (words, images, sounds, video, animations, simulations) must be structured for the unforeseen. The course focuses on planning, analyzing, prototyping and integrating interaction design with interface design. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 614 Sequential Visualization and Analysis (3) Teaches students to use sequential visual narratives—storyboards, flowcharts, prototypes and simulations—as analysis tools for the development of information systems. The course draws on theoretical approaches to film as well as other forms of visual storytelling, including animation, illustration and comics. Through a series of practical, analytical and creative projects, students learn to apply storyboards and limited multimedia prototypes to interface design and develop content. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 616 Designing for Mobile Web (3) Hands-on application and site development for the mobile Web. Students learn current programming languages and development environments for the latest mobile

devices and work intensively on a major mobile design project. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 618 Dynamic Websites (3) Familiarizes students with the basic concepts and vocabulary of website programming, including application scripting, database management, object-oriented programming and full-lifecycle software development. Provides students with the fundamental skills required to develop and maintain a dynamic, data-driven website. Each student develops a complete website using a simple text editor to create and manipulate relational data, learn a middleware markup language to store and retrieve data and control the rules of interaction, and write HTML to format data and control display. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 619 Interactive Multimedia (3) Practical and theoretical introduction to genres, strategies and techniques for producing interactive multimedia projects for the Internet. Students learn to program with a scripting language such as Action Script to create interactive information tools such as games, simulations and dynamic websites. Background readings provide theoretical and practical context for development of individual projects. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 620 Information Culture (3) Surveys important developments, implications and problems in the development of modern information technologies, emphasizing their relevance to the Internet and other current contexts. Students are expected to become conversant with the technical and intellectual roots of technological development and at the same time understand important social issues surrounding that development. Beginning with the transition from orality to literacy and moving through the emergence of print, the course situates innovation in larger narratives of cultural change and historical process, continuing into the post-Cold War expansion. Instructors focus on various relevant themes that may include electronic democracy, the digital divide, globalization and postnationalism, identity and security issues, and the social implications of “mass” versus “hyper” media. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 622 Social Media for Organizations (3) Introduces the use and administration of social media tools within an organization. Topics include implementation, management and policy issues surrounding these technologies. Requires students’ active participation within online social communities. Lab fee required.

IDIA 624 Virtual Worlds: Simulation and Invention (3) Explores dynamic, 2.5-dimensional representations as virtual worlds or surfaces for exploration and adventure. Teaches practical, hands-on skills with a range of applications for creating virtual worlds while at the same time exploring these spaces conceptually and culturally. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 630 Information Architecture (3) Teaches students to gather requirements data, model information structures and develop a variety of documents to communicate the information architecture to other participants, including technical experts, usability experts, clients and users. Students learn to determine a target audience, develop personas or user profiles, refine and validate requirements and create site maps and other “specs” and wire frames. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 640 Humans, Computers and Cognition (3) Introduces concepts, theories and methods that support the study of human-computer interaction and user-centered system design. Major approaches to machine-mediated learning and understanding are surveyed, with an emphasis on problem-solving, knowledge representation, structure of knowledge systems and problems of interface design. Prepares students to understand and analyze research based on empirical study of human behavior and on models of learning and understanding. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 642 Research Methods (3) Introduces the chief methods for studying users' interactions with software and information resources. Encompasses both quantitative and qualitative methods, including analysis of logs, indirect observation, traditional usability studies and ethnographic techniques. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 644 Ethnography of Digital Culture (3) Contemporary information technologies are often said to be immersive, creating distinctive and highly detailed virtual experiences. Thus the discipline of ethnography, which teaches researchers to understand social activity through immersive exposure, seems particularly appropriate to the study of digital cultures. Ethnographic analysis provides powerful tools for experienced designers and usability researchers who seek to understand how communication systems deeply affect individuals and societies. This course introduces the foundations and basic methods of ethnography and looks at several applications of this discipline to current communications practices. Assignments center on fieldwork and other applied activities. Lab fee required.

IDIA 750 Special Topics (3) Intensive exploration of topics in hypermedia, information architecture or interaction design of mutual interest to students and faculty. Course may be repeated for credit when topic changes. Lab fee required. *prerequisite: PBDS 660 or passing score on Hypermedia Proficiency Exam*

IDIA 790 Independent Study (1-3) Research or problem-solving project in some aspect of publications design. Topics and number of credits vary with individual student interests. Eligible for continuing studies grade. Lab fee required. *prerequisite: permission of program director*

IDIA 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: completion of all course requirements for degree program*

IDIA 799 Thesis/Project (3-6) Preparation of a work of original research or a substantial interactive or interface project displaying practical knowledge of relevant research. Each student develops a substantial project or produces a master's-level thesis. Projects and research are presented to program faculty for critique. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required. *prerequisites: PBDS 660 or passing score on Hypermedia Proficiency Exam, and permission of program director*

IDIA 810 Proseminar (3) Provides students with the opportunity to build research contexts and refine plans for their degree projects. Generally includes discussion and analysis of a topic having common relevance to the projects under development. Engages students in constructive critique of project ideas and in sharing research resources and approaches. Lab fee required. Required of all D.S. students prior to taking the qualifying examination.

IDIA 842 Methods for User Research (3) Introduces empirical user research methods such as contextual inquiry, ethnographic field studies, card sorting, image collaging and usability testing that provide the foundation for user-centered interaction and communications design. Lab fee required.

IDIA 898 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: completion of all course requirements for degree program*

IDIA 899 D.S. Project (1-6) Research and work connected to the doctoral project under the direction of a faculty adviser. A minimum of 6 semester hours is required for the D.S. in Information and Interaction Design degree. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required.

INFORMATION SYSTEMS (INSS)

Information Systems courses are offered by the Merrick School of Business.

INSS 610 Information Systems Techniques (3) Explores the fundamental theories, concepts and principles of information systems in organizations. Emphasizes understanding how information systems are used in organizations and the need for managing information resources. Examines the role of theories, concepts and principles in analyzing and solving practical problems.

INSS 640 Information Technology for Business Transformation (3) More than ever, organizations in the United States must be responsive to change in order to thrive or even to survive. This course provides a perspective on the strategic power of information systems and technology to enhance business intelligence, create value and radically transform businesses or entire industries. The key enabling role of information in networked organizations with critical linkages among partners, suppliers, distributors and customers is explored. Key technologies and applications, including business intelligence, data mining, business process redesign and enterprise systems, are covered. Issues such as data quality, aligning IT and business strategy, infrastructure reliability and security, the ethical usage of IT, sustainability and global sourcing are also discussed. *prerequisites: the completion of at least four of the fundamental courses, computer literacy, and word processing and spreadsheet competencies*

INSS 641 Leadership of the IT Function (3) Focuses on the role of the chief information officer. Today's CIO proactively assesses and balances the organization's technological and business environment in a partnership with the CEO. Topics include structure of the IT function, planning and measuring IT-business alignment, enterprise architecture, systems integration, applications portfolio, project planning and management, systems development and implementation, change management, insourcing, outsourcing, vendor management, operations and control management, IT human resource management and legal and ethical issues. Various facets of the CIO's role are explored through published case studies of real organizations. Background readings are assigned as preparatory work for class-based case discussions. *prerequisite: INSS 640*

INSS 650 Networking and Telecommunications (3) Provides a solid understanding of fundamentals as well as state-of-the-art networks and telecommunications used in business. Topics include communications layers and architectures, physical and data link layer, network and transport layer, local area networks (LANs), local intranets, wireless LANs, backbone networks, virtual LANs, collapsed backbones, telephone service, voice-over IP, wide area networks, packet-switching concepts, frame relay, ATM, VPN, Internet infrastructure (NAPs, MAEs and backbone), network management and infrastructure security. This course focuses on the TCP/IP architecture, but the OSI model is presented and discussed. It also covers Microsoft Windows networking TCP/IP concepts, including architecture, fixed and dynamic IP addresses, subnet mask calculation, NetBIOS Resolution, IP routing and resolution, and DHCP and DNS services. *prerequisite: INSS 640*

INSS 651 Database Management Systems (3) Examines the theories and concepts employed in database management systems (DBMS) and the efficiencies and economics of such systems. The course specifically addresses steps in the database cycle, including normalization, database design, implementation and developing queries using SQL. The functions of various types of DBMS are described, including their purpose, advantages, disadvantages and applications in business. Data administration, data requirements for ERP systems and data security issues are also covered. *prerequisite: INSS 640*

INSS 671 Systems Analysis and Design (3) Introduces students to key principles and techniques used to develop or modify information systems to support business undertakings. The emphasis is on the determination and modeling of the requirements of information systems and software. Topics include

business process re-engineering and the modeling of business processes; data modeling; data gathering and requirements specification; interface design; and the development of systems prototypes, including electronic forms and reports. Students will gain experience with leading industry development tools such as those from Oracle and Peoplesoft. *prerequisites: computer literacy and word processing, spreadsheet and database competencies*

INSS 701 Internet Development for Business (3) Covers the issues involved with managing an organization's website. Issues include content management, scalability, security, reliability and usability. Topics include tools and techniques for developing and managing large-scale websites, such as Dreamweaver, ColdFusion and XML. *prerequisites: computer, browser and network literacy*

INSS 737 Strategic Management of Information Technology (3) Covers information systems strategy and management from a top management perspective. Information technology is an integral part of most products and services of the post-industrial society of the 21st century and has changed the top management job. Topics include business models and organization forms in the information age, IT as a business enabler, IT and competitive strategy, information for management control, analysis and redesign of business structure and processes, knowledge management and information networks, interorganizational networks, sourcing strategies, interfacing with the IT function, reliability and security, and ethical and policy issues. The course relies extensively on the case method, and students supplement their analyses with current information obtained from the Web or directly from the firms under study in the cases. *prerequisite: INSS 640*

INSS 738 Advanced Database Systems (3) Examines current trends and major issues in databases, including data warehousing; data mining; data quality; data stewardship; Web-based systems; and object-oriented, distributed and enterprise-wide systems. This course uses software systems like ORACLE and PeopleSoft to demonstrate some of these concepts. *prerequisite: INSS 651*

INSS 739 Systems Architecture (3) Covers the process and techniques used in the design and implementation of information systems. Emphasis is on systems architecture and on the integration of new systems into an existing infrastructure. Topics include types of system architecture and large-scale system design, including middleware and software components, database design and integration. *prerequisite: INSS 671*

INSS 740 Introduction to Security Management (3) An overview of principles and issues in business and organizational security management. Students examine the challenges embodied in various aspects of security mentioned above. Planning for loss prevention and the protection of assets is examined. Students use situational analyses, case studies and other research-oriented approaches. *prerequisite: INSS 640*

INSS 742 Data Mining for Strategic Advantage (3) An overview of data mining and how these techniques can be used to predict behavior patterns. Emphasizes both theoretical and practical understanding related to pattern recognitions, trends, predictions, categorization and exploration used in data mining. Security, ethical and legal issues related to data mining are examined. Applications of data mining tools in business security, marketing and government are presented. Students use situational analyses, case studies and other research-oriented approaches. *prerequisites: OPRE 504 and INSS 640*

INSS 751 Operating Systems (3) Provides a solid understanding of modern operating systems (OS) concepts and trends—distributed computing, parallel architecture and open systems. Topics include kernel, process and threads, concurrency and deadlock, scheduling, memory management, storage area network (SAN), network attached storage (NAT), disk performance, redundant array of independent disks (RAID), file systems, symmetric multiprocessing (SMP), clusters, middleware, distributed processing and client/server and OS security. Covers Microsoft Windows and Linux basic concepts including overview at both the graphical user-interface and command-prompt levels, basic tools to manage applications and processes, devices, services, users, drives and partitions, virtual memory (swapfiles), networking and security. This is a project-oriented course, offering hands-on experience in both Windows and Linux. *prerequisite: INSS 640*

INSS 752 Web Server Management and CGI Programming (3) Provides an understanding of Web server installation, setup and management (particularly Apache and IIS); developing interactive, server-based applications with the Web Common Gateway Interface (CGI), Active Server Pages (ASP) or PHP; and applications manipulating databases on the Web (particularly MySQL). Topics include HTML and forms review, Apache and IIS Web Server, CGI specifications, Practical Extraction and Report Language (Perl) scripts syntax, commands and CGI libraries, creating and porting CGI scripts, installation and use of MySQL database server, Perl DBI and MySQL, integrating Apache and MySQL, ASP and PHP concepts. *prerequisites: INSS 651 and INSS 701*

INSS 753 Internet and Network Security (3) Familiarizes students with basic security threats on networks connected to the Internet, with basic tools to provide user and system security and with security resources available on the Internet. Focus is on digital and infrastructure security. Topics include security framework overview, footprinting, scanning, enumeration, hacking framework, backdoor servers and Trojans, rootkits, Windows (98/NT, 2000/XP) and Linux vulnerabilities, dial-up, VPN and network devices vulnerabilities, firewalls, Intrusion Detection System (IDS), Denial of Service (DoS) and DDoS, buffer overflows, spyware, phishing, social engineering and protecting the Web end-user. This is a project-oriented course that uses a restricted-access UB lab to practice the use of hacking and security tools. *prerequisites: INSS 650 and INSS 751 or permission of instructor*

INSS 765 e-Commerce Technologies and Applications (3) Provides a managerial and technical perspective on e-commerce applications. Emphasis is on the operational, tactical and strategic applications of e-commerce and the major technologies involved in their development. Covers the different types of e-commerce, the technologies and techniques involved and the major issues facing organizations conducting electronic commerce. Managerial topics include mobile commerce; business, consumer and government e-commerce uses; and legal and regulatory issues. Technical topics include network infrastructure, e-commerce security and data representation, and transformation and exchange technologies such as XML. *prerequisite: INSS 640 or equivalent*

INSS 792 Advanced Topics in Database Management Systems (3) Examines current and emerging trends, technologies and practices in database management systems. Topics may include but are not limited to data warehousing, data mining, distributed database systems, knowledge discovery tools and database design for customer relations management. *prerequisite: INSS 738 or permission of the instructor*

INSS 797 Advanced Topics in Information Systems (3) An exploration of advanced topics in information systems of interest to faculty and students. Prerequisites and topics are selected and printed in the schedule of classes.

INSS 799 Individual Research: Information Systems (1-3) *prerequisites: approval of information systems instructor, department chair and academic adviser*

LEGAL AND ETHICAL STUDIES (LEST)

Legal and Ethical Studies courses are offered by the Division of Legal, Ethical and Historical Studies in the Yale Gordon College of Arts and Sciences.

LEST 500 Legal Research and Analysis (3) Intensive course on the ways law and regulations are made and interpreted, the sources of legal research and proper styles of legal citation. Students are required to learn how to read and analyze court decisions and to write effectively about legal issues. Required of all students in the first semester upon entering the program.

LEST 501 Legal and Ethical Foundations (3) In-depth exploration of the organization of the American legal system, the practical basis of law, how lawyers think and the workings of the adversarial system. Examines how law is organized as a field of knowledge and practice and how it functions as an instrument of government and arena of dispute resolution. Raises issues of law's relationship to other

disciplines such as philosophy, history and the social sciences and assesses law's effectiveness in promoting justice and social policies. Grading: letter grade only.

LEST 506 Historical Perspectives (3) Explores the Anglo-American legal tradition from a variety of perspectives, including U.S. constitutional history, the role of the common law in the establishment of America's legal systems and Maryland's legal history. Considers the broader Western tradition of constitutionalism, limited government, religious toleration and fundamental rights in relation to contemporary legal issues. A research paper is required.

LEST 507 Legal and Ethical Arguments (3) Intensive course on the theory and practice of legal, ethical and policy arguments. Includes case analyses and exercises in the practical application of theories of persuasion. Explores the differing character of arguments for different professional contexts and audiences.

LEST 508 Law and Morality (3) Study of traditional and contemporary views on the nature of law and the nature of morality, and the ways they relate. Does the American legal system promote goodness and social justice? Topics covered include theories of justice and legitimacy, natural law and natural rights, legal positivism and various applied topics including legal protection of basic rights, equal protection under the law and civil disobedience.

LEST 600 Complex Legal Analysis (3) Advanced legal analysis and writing. Emphasizes high-level comprehension of cases and statutes, solidification of good legal research techniques and effective presentation of written legal analysis and argument. Students look at important legal issues, as a means of developing skills useful in law, in a variety of areas as subjects for class discussion and exercises and writing assignments. *prerequisite: LEST 500*

LEST 601 Ethics and Advocacy (3) Provides a detailed study of current legal ethics. Promotes understanding of ethical conflicts faced by lawyers in their daily professional and personal lives, demonstrates methods of reconciliation of conflicts among competing ethical rules and standards, and compares and contrasts legal ethics with conventional ethical norms. Surveys the contemporary culture of the legal profession in its various settings, including professional, judicial and educational environments in which legal ethics are embedded. *prerequisites: LEST 501, LEST 507 and LEST 508 or permission of program director*

LEST 602 Origins of Law (3) Examination of the concepts that have been used as the basis for legal systems around the world, including common law, civil law and various non-Western and traditional systems. Considers the legal relationship between the individual and the state in these systems as well as the key elements and procedures used by each and what they can tell us about the essential nature of legal systems and the law itself.

LEST 603 Law of Contracts (3) Explores the elements of a legally enforceable agreement, defenses to contract actions and statutory modifications to the common law of contracts. Considers the balancing of different interests in contemporary contract law, including considerations of fairness, social and economic policy objectives, and individuals' freedom to structure commercial and personal relationships.

LEST 604 Law of Business Organizations (3) Introduction to the law of business organizations, including their history, function and public policy implications. Forms covered include individual proprietorships, partnerships and corporations as well as newer variations such as limited liability companies. Topics include methods of finance and control and the rights and obligations of the principals, agents and third parties.

LEST 605 Areas of Law (3) Varying course offering that explores a particular area of law. Course may be repeated for credit when topic differs.

LEST 606 Family Law (3) The legal problems confronting modern families. Examines the law of marriage, marriage-like relationships, cohabitation and divorce in the context of the ever-changing definition of family. Also considers legal issues relating to children, including custody, support and the complications arising from reproductive technologies.

LEST 607 Property Law (3) Basic law of property, including philosophical and ethical justifications and important historical developments in the scheme of ownership in Anglo-American law. Focus is on current property law from the viewpoint of its underlying rationales and policy considerations.

LEST 609 Employment Law (3) The law of employment in its social, ethical and historical contexts. Examines common law principles of employment contracts, the employment at will doctrine and a wide range of regulatory regimes governing work. Students consider leading cases in their economic, social and historical contexts and employment law in its practical and principled applications by taking up the ethics of human resources and industrial relations.

LEST 610 Special Legal Topics (3) Varying course offering that explores a particular issue, context or method of the law. Course may be repeated for credit when topic differs.

LEST 614 Torts (3) The civil law of reparation for harm done by wrongful acts. Examines many of the causes of action available under theories of intentional wrongdoing, negligence and strict liability. Considers the range of problems and issues that arise in contemporary practice as well as their historical roots.

LEST 615 Criminal Law (3) Substantive, procedural and constitutional criminal law. Criminal law involves those actions that society identifies as particularly contrary to morality and society's best interests. Students study the classification of certain actions as crimes and the rationales for such classification, based on the Model Penal Code and Maryland Criminal Law. Examines the criminal process from investigation through appeal, including features mandated by both state law and the U.S. Constitution.
prerequisite: LEST 500

LEST 616 Constitutional Law (3) The American constitutional form of government and the amendments establishing individual rights. Focuses on the parts of the U.S. Constitution that are concerned with civil liberties but also with the structure in which such liberties are protected. Emphasizes First Amendment, due process and equal protection. *prerequisite: LEST 500*

LEST 617 Administrative Law (3) The history, function and powers of administrative agencies. Covers administrative agencies on the federal level and parallel state and local government level. Examines the function of administrative agencies generally, including their rule-making and adjudicative powers, and practice and procedure before such agencies. Includes the study of judicial review of administrative agency decisions.

LEST 620 Philosophy of Law (3) Jurisprudential approach to both historical and contemporary theories of law, focusing on such problems as the justification of authority, the obligation to obey law, civil disobedience, the relationship between law and morality, problems of interpretation and judicial decision-making, and the role of the Supreme Court in a democratic society.

LEST 624 Professional Ethics (3) An overview of professional ethics in law, business, finance, health care and other fields. Covers ethical concepts that apply across professions as well as many of the specific ethical rules that apply to particular professions. Considers the rules in the context of important legal cases and controversial contemporary problems. Includes the study of ethical theory as well as applications.

LEST 625 Topics in Applied Ethics (3) Varying course offering that explores a particular topic in applied ethics. Course may be repeated for credit when topic differs.

LEST 626 The Trial Process (3) The procedural, evidentiary and strategic aspects of litigation. Introduces the basics of pleadings, discovery, motion practice, rules of evidence and trial techniques. Covers how court cases are initiated, prepared and tried. Includes participation in a mock trial.

LEST 628 Environmental Law and Ethics (3) The pressing ethical, legal and political issues facing the world today that have to do with the relationship between humans and the nonhuman world. Explores environmental ethics through classic and contemporary readings from a wide array of philosophic and literary traditions. Examines the role legal institutions play in our efforts (or lack thereof) to deal with ethical issues involving the environment.

LEST 630 Law and History Seminar (3) Varying course offering that explores a particular topic in legal history. Course may be repeated for credit when topic differs. *prerequisites: LEST 501 and 506 or permission of the program director*

LEST 696 Legal Studies Internship (3) Application of legal knowledge and skills at a nonprofit organization, governmental entity or business. Students select an appropriate site with the approval of the program director. Students learn about the role law plays in the activities or services of the site and how law is used to address issues and solve problems. *prerequisite: approval of the program director*

LEST 698 Internship in Applied Ethics (3) Provides observation and firsthand experience of the practice of ethics at designated profit, nonprofit or government organizations. Students work with a mentor at an appropriate organization they have selected and write an ongoing journal of their involvement as well as a critical essay on applied ethics related to their internship experience. *prerequisite: approval of program director*

LEST 699 Independent Study (1-3) Individual research on an academic project of interest to the student in consultation with a monitoring faculty member. *prerequisite: approval of program director*

MANAGEMENT (MGMT)

Management courses are offered by the Merrick School of Business.

MGMT 506 Operations and Supply Chain Management (3) Covers management of the processes involved in creating and distributing products and services. Topics include the strategic choice of technology, design of products/service and processes, location of facilities, project management, operations planning and control, material management, total quality management, benchmarking and performance measurement. *prerequisites: ACCT 504 and OPRE 504*

MGMT 600 Leading and Managing People (3) Designed to be the first course taken in the integrated core of the M.B.A., this course focuses on exploring the challenges and opportunities facing leaders and managers in a complex and diverse workplace. Students develop key competencies in areas such as managing human resources, working with individuals and groups inside or outside the organization, leading and managing change and learning to lead. *prerequisite: completion of at least four of the fundamental courses is encouraged*

MGMT 650 Research for Strategic Human Resource Management Decisions (3) Covers methods and tools used in business research. Topics include locating sources of strategic human resource management information, developing a research project, using the computer to process data and organizing and presenting strategic human resource management reports. *prerequisite: OPRE 504 or equivalent*

MGMT 660 Project Management (3) Introduces students to the behavioral and technical aspects of managing projects. The challenges of planning, monitoring and controlling complex projects to achieve the desired cost, quality and performance objectives are discussed. Topics include cross-functional

project teams, project integration, time management, time-cost trade-offs in project completion, procurement management and communications management. *prerequisite: MGMT 506*

MGMT 700 Strategic Management in a Global Environment (3) This is the capstone course of the M.B.A. program. Students assume the perspective of general managers facing decisions of strategic importance to their organizations. The critical functions of goal-setting, strategy formulation, implementation and control processes are emphasized. The course encourages creative problem-solving and analytical skills necessary to assess the global environment, industry-level factors, competitive behavior and a firm's internal resources. Students learn the importance of building and sustaining competitive advantage within an industry. Important dynamics of strategic innovation and renewal within an evolving organization are stressed. Cases are drawn from a broad range of industries, and industry research projects are emphasized. *prerequisites: prior enrollment in the following courses or concurrent enrollment in any one of the following courses: MGMT 600, INSS 640, FIN 640, ACCT 640, ECON 640 and MKTG 640*

MGMT 710 Human Resource and Compensation Management (3) Covers human resource management issues including legal considerations, recruiting, selection, performance appraisal, development and health and safety. Also covers strategic compensation issues, including job evaluation, benefits administration and pay determination strategies. Additional emphasis on workforce diversity, international dimensions and ethical consideration.

MGMT 712 Employment Law and the Human Resource Manager (3) Covers employment law as it applies to management decisions in recruitment and promotion as well as in terms of management's responsibility to comply with federal laws. Topics include legal issues in employment law and the legal consequences of noncompliance, the regulatory model of government control over the employment relationship, equal employment opportunity, safety and health regulations, the Americans with Disabilities Act, pay and benefits law, the Employee Retirement Income Security Act, civil rights of employees (privacy and wrongful discharge), the Family Leave Act, international comparisons and emerging regulatory issues. *prerequisite: MGMT 600*

MGMT 725 Labor Relations and Conflict Management (3) Focuses on the legal foundations of labor-management relations and the collective bargaining process. Also covers the basic principles of contract negotiation, administration, impasse resolution, comparative labor relations in cross-cultural contexts, and conflict management strategies applied to workplace settings for groups and individuals. *prerequisite: MGMT 600*

MGMT 730 Leadership, Learning and Change (3) Based on the idea that the deeper we go into the exploration of organizational leadership, learning and change, the more we need to deal with the dimensions of the sense-making, connection-building, choice-making, vision-inspiring, reality-creating roles of leaders. The course involves a series of workshops designed to help students learn something that cannot be taught: leading, learning and changing "from within." Readings, assignments and Web forum interactions are designed to inspire "practices of deep inflection": storytelling, historical inquiry, reflective reading and writing, dialogue and action research.

MGMT 731 Leadership Seminar (3) Focuses on the critical issues pertaining to success in operating at the executive level in business and other organizations. Topics include vision, values clarification, knowing the customer, communications for internal motivation and public awareness, ethical responsibilities, decision-making, resource decisions, performance maximization, human asset activities and individual leader behaviors for effectiveness.

MGMT 732 Self-Organization in the Firm (3) Covers self-organizing systems, complexity theory in management, dialogue as a management tool, leadership in a complex system, pursuing a personal discovery process and growing new knowledge and innovation. A major objective is to discover the management principles and processes that promote and foster self-organization as an alternative to command-and-control hierarchies. Also draws on the profound implications of self-organization for growing new knowledge and innovation. A second major objective has to do with the process of personal

discovery. Parallel principles of spontaneous order operate at the level of the organization and at the level of the individual. As a result, a highly leveraged form of change in an organization is leadership through personal growth and discovery.

MGMT 741 Sport in the Global Marketplace (3) Offers an interdisciplinary examination of the global flows of sporting capital. It challenges students to consider the social, cultural, technological and economic structures that constitute and are constituted by the expanding international sports industry. Using theories from a number of disciplines, students consider issues related to sport commerce in the global marketplace, including market saturation, just-in-time manufacturing of sporting goods, global sport branding, labor conditions in developing nations, sport in core and periphery economies, international sport regulation, post-industrial sporting economies, sport in the global popular, sport labor migration, sport and the culturalization of economics, global Fordism and the challenges facing the global business of sport. *prerequisite: completion of all 500-level fundamental courses*

MGMT 742 Social and Ethical Issues in Sport (3) An exploration of the incontrovertible link among sport, commerce and culture. Understanding sport forms as cultural and intertwined with business is accomplished through the sociological and philosophical analysis of several sport-related topics. Topics include sport as a mediated spectacle; factors such as race, gender and class; the negotiation of sporting spaces; and human rights. Knowledge of these social and ethical issues is discussed in terms of their practical application to the sport industry setting. *prerequisite: completion of all 500-level fundamental courses*

MGMT 745 Managing the Sustainable Enterprise (3) Sustainability is a modern business concept that focuses on development of win-win-win business strategies that respect people, profit and the planet (the “triple bottom line”). This course incorporates the history of capital, business and environmentalism and the triple-bottom-line concept. It enables managers to incorporate sustainability into every phase of the business process and develop appreciation for the competitive implications of a sustainable business strategy.

MGMT 757 e-Commerce and Supply Chain Management (3) Provides an overview of e-commerce and supply chain management. Covers in detail the role of e-commerce in the design, integration and management of supply chains; topics include logistics networks, business-to-business and business-to-consumer supply chains, decision-support systems for supply chain management, strategic alliances, Internet strategy, e-business models, e-markets (including auctions and exchanges), Internet retailing, dynamic pricing, distribution networks, Internet-based integration of value chains, the role of the Internet infrastructure (banks, utilities and so forth), decision technologies, information goods, the status of brands in the Internet economy, mass customization and various technologies related to e-business. Also covers sustainability; topics include environment and operations management, the design of sustainable products and closed-loop supply chains.

MGMT 760 Organizational Creativity and Innovation (3) Focuses on strategy and techniques for successfully leading intrapreneurship and innovation in organizations. Covers the role of power, influence and communication in the change process; confrontation and effective intervention; concepts and techniques of organizational development; frameworks for creativity; and acceptance of innovation. Included are individual and group research and experiential exercises. *prerequisite: MGMT 600*

MGMT 765 Management of Health-Care Organizations and Professionals (3) A two-module course focused on major organization and management issues in health-care service organizations and on the roles and interactions of individual health professionals and their relationships with patients and with the organization’s administration. *prerequisite: MGMT 600*

MGMT 770 Planning, Prevention and Risk Management (3) Identifies and defines critical infrastructures and their associated threats and countermeasures. Software applications containing risk-management tools are mastered and provide skills necessary for the comparison and selection of competing proposals designed to optimize infrastructure protection. Industry-specific studies are performed using these risk-management analysis techniques. Contingency and continuity of operation

planning (COOP) techniques are also reviewed. Skills acquired during the course are applied to case studies of selected industrial, service and government organizations to practice critical infrastructure planning, protection and risk management. *prerequisites: OPRE 504 and INSS 640*

MGMT 780 Leading Across Cultures (3) Focuses on leadership challenges and dilemmas of multinational and multicultural organizations within the United States and among other countries. Enhances knowledge and capabilities to more effectively identify, understand and manage the cultural components of organizational and business dynamics. Topics include cultural value awareness, cross-cultural communication skills and cross-cultural leadership skills, including strategic planning, organizational design and creating and motivating a globally competent workforce. *prerequisite: MGMT 600*

MGMT 781 International Business Strategy (3) Draws on the framework of global strategic management to help students integrate the concepts of economics, finance, marketing, technology and operations in a global context. Focuses on market entry issues, transnational structures, operational issues and leadership in cross-cultural settings and provides the framework for a real-world, international business project that may be completed by student teams and which offers the option for a study/analysis trip to another country. *prerequisite: all 500-level M.B.A. courses or equivalent*

MGMT 795 Entrepreneurship Practicum (3) Students are provided the opportunity to work with a new company or product/service division on a real-life entrepreneurship project. Students work together in consulting teams composed of teammates with varying specializations and interests. Projects may deal with market analyses, feasibility studies, distribution analyses or a variety of other specific company needs. *prerequisite: department consent*

MGMT 796 Global Business Practicum (3) Provides students with opportunities for real-world experience working with companies on international projects of real value and priority to the companies. Students choose an international study experience from the participating Merrick School of Business specializations and companies. Student consulting teams work together on a specific corporate project, focusing on a particular country or region of interest to the company. Projects may focus on market analyses, feasibility studies, distribution analyses or a variety of other specific company needs. Students register for this course as a 3-credit elective. *prerequisite: department consent*

MGMT 797 Special Topics in Management (3) An intensive exploration of topics in the area of management. Topics include e-commerce, e-commerce and supply chain management, e-venturing, leadership, organizational theory and best business practice. Refer to semester class schedule for title of topic offered. May be repeated for credit when the topic varies. *prerequisite: to be determined by the instructor*

MGMT 798 Global Field Study (3) There is no better way to understand and succeed in global business today than through direct experience or immersing oneself in a foreign environment. This course provides an opportunity for lectures and discussion with local experts and students regarding key themes of economic, political and cultural importance to business. The course also engages students in field visits to companies, government agencies and other organizations located abroad. *prerequisite: department consent*

MGMT 799 Individual Research (1-3) Investigation into a particular subject in more depth than can be accommodated by an existing course. Students work closely with an individual faculty member. *prerequisites: approval of management instructor, department chair and academic adviser*

MARKETING (MKTG)

Marketing courses are offered by the Merrick School of Business.

MKTG 504 Marketing Management (3) Covers the concepts, processes and institutions necessary for the effective global marketing of goods and services, including an analysis of market opportunities, buyer

behavior, product planning, pricing, promotion, distribution and the role of marketing within the organization and in society. *prerequisite: graduate standing*

MKTG 640 Strategic Marketing in a Global Economy (3) Explores the role of marketing in creating value for the firm and its stakeholders and examines market strategy in the context of intensifying global competition and a dynamic external environment. Using analytical tools for decision-making, students evaluate, formulate and implement marketing strategy. Topics include the fundamentals of strategy, target marketing and brand management, value innovation and new product development, and market strategies in domestic and global environments. Students perform case analyses to apply marketing concepts to specific marketing situations. *prerequisite: MKTG 504 or area approval*

MKTG 742 Social, Nonprofit and Public-Sector Marketing (3) Centers on the application of social marketing principles, frameworks and tools within nonprofit and public-sector organizations to improve performance and foster the successful dissemination of social initiatives to individuals, foundations and corporations. Recognizing that this sector represents many differences in missions, structures and resources, this course emphasizes that effective social marketing requires a change from being organization-centered to becoming audience-centered. *prerequisite: MKTG 640*

MKTG 755 Integrated Marketing Communications (3) Analyzes integrated marketing communications (IMC) management and the role it plays in organizations' marketing plans. Focuses on strategic, synergistic planning to effectively use promotional tools to help the firm achieve its promotion objectives. These tools include advertising, direct marketing, online marketing, sales promotion, personal selling, public relations, buzz marketing, trade shows, etc. Regulation, ethics, social responsibility and economic factors that affect an IMC program will also be examined, as will consideration of the international environment, special decision areas and how the IMC mix may change as a firm goes global. *prerequisite: MKTG 640*

MKTG 760 Global Marketing Management (3) The theory and application of marketing in a global context. Topics include international trade and financial markets; market structures of nations; and consumption behavior related to culture, social values and economic conditions. Also considers the political and legal control over marketing activities (advertising, promotion and distribution), the growth of regional marketing arrangements relative to competitive strategies of multinational corporations, the dilemma of marketing ethics in a multicultural world and the cost-benefit of technology transfer. *prerequisite: MKTG 640*

MKTG 762 Market Opportunity Analysis (3) Introduces the subject of opportunity analysis in marketing, intrapreneurship and entrepreneurship as well as the practice of their requisite skills. Includes the analysis of markets, competition, preliminary cost feasibility and intellectual property and also involves the creation and development of strategic positioning appropriate to the marketing opportunity.

MKTG 770 Product and Brand Development and Management (3) Focuses on the firm's product and brand development and management strategies with a special emphasis on innovative offerings. The influence of the social, legal and technological environment, as well as relationships with users and channel members, on the implementation of product and brand strategies are analyzed and discussed in depth. Encourages the application of the learned concepts to tangible and intangible products such as goods, services and ideas. *prerequisite: MKTG 640*

MKTG 775 Customer Analysis and Relationship Management (3) Focuses on the identification, acquisition, growth, and retention of desired customers to maximize profit. Topics include segmentation, targeting and positioning, buyer behavior, customer relationship management and lifetime value in business-to-business and business-to-consumer markets. *prerequisite: MKTG 640*

MKTG 780 Market Information and Research (3) Focuses on the acquisition, evaluation and use of competitor and consumer information for goods and services. Explores a variety of methods, including the use of electronic data such as the Internet, computer databases and scanner data as well as behavioral research (e.g., focus groups, observations, survey research and experiments). Emphasis on the

timeliness and validity of information in making effective marketplace decisions regarding competitor and consumer behavior. *prerequisite: MKTG 640*

MKTG 796 Marketing Practicum (3) Student teams apply concepts from other courses and from their experience to solve marketing problems. They are provided the opportunity to work with an organization or with a product/service division of same on a real-life marketing project. Students work together in consulting teams composed of teammates with varying interests, backgrounds and academic specializations. Projects may deal with a variety of marketing strategies, including customer and competitive analysis, feasibility studies, product and service development, promotion, pricing, distribution, analyses and a variety of other specific organization or company needs. *prerequisite: department consent*

MKTG 797 Special Topics (3) Explores specialized topics in marketing, allowing flexibility for both the changing developments in applied business practice and the educational needs of students. Exact topical coverage and prerequisites are listed in the schedule of classes. *prerequisite: MKTG 504 or area approval*

MKTG 799 Independent Study (1-3) *prerequisites: approval of marketing instructor, department chair and academic adviser*

NEGOTIATIONS AND CONFLICT MANAGEMENT (CNCM)

Negotiations and Conflict Management courses are offered by the School of Public and International Affairs in the College of Public Affairs.

CNCM 504 The Conflict Management Profession (3) Explores the diverse activities, roles and tasks of those who work in the conflict management profession. Introduces reflective practice to assist individuals, families, neighborhoods, organizations, regulatory bodies, and social and ethnic groups to take constructive steps toward managing, resolving or transforming conflict situations. Students start understanding and exploring where and how they would like to connect with conflict management as a profession.

CNCM 506 Understanding and Assessing Conflict (3) Introduces theories of conflict and different perspectives used to understand and assess conflict. Various views of conflict, conflict escalation and resolution are studied, utilizing insights from a range of disciplines including psychology, sociology, communications, cultural studies and law.

CNCM 508 Approaches to Managing Conflict/Methods of Dispute Resolution (3) Introduces various approaches to managing conflict and explores the differences among approaches based on domination, compromise and integration. Covers various methods of dispute resolution, including litigation, negotiation, mediation and arbitration.

CNCM 510 Research Methods (3) Introduces various methods of research in the social sciences, law and the humanities that students will encounter in the field of conflict studies. Also enables students to utilize a variety of systems of citation and reference.

CNCM 513 Negotiations: Theory and Practice (3) Introduces the theory and practice of negotiations and explores various models of negotiation and bargaining, highlighting similarities and differences in the models and methods of negotiation. Covers various stages of negotiation, from pre-negotiation to negotiation proper to post-settlement negotiation, and emphasizes the development of skills through the use of role plays to enable the student to apply theory to cases.

CNCM 515 Mediation: Theory and Practice (3) Introduces the theory and practice of mediation and explores various models of the mediation process as well as diverging views concerning the role of the mediator. Key issues include neutrality and bias on the part of the mediator, confidentiality, codes of ethics for mediators and the current status of legislation concerning the qualifications and licensing of

mediators. Students develop and practice mediation skills by acting as mediators in various scenarios that illustrate the process of mediation.

CNCM 517 Arbitration: Theory and Practice (3) Introduces the theory and practice of arbitration and explores the role of the arbitrator as an impartial third party whose task is to “decide” issues between parties to a dispute. Focuses on arbitration in different contexts, including collective bargaining and disputes between management and labor.

CNCM 519 Advanced Mediation Skills (3) Provides students with the opportunity to develop the advanced skills necessary to function as a mediator in the context of a particular model of mediation.
prerequisite: CNCM 515 highly recommended

CNCM 620 Special Topics (3) Explores topics in the field of negotiations and conflict management. Topics vary according to student interest and faculty member specialization. Course may be repeated for credit when topic differs. *prerequisites (if any): to be determined by instructor*

CNCM 730 Organizational Conflict and Conflict Management Systems (3) Examines the nature of conflict as it occurs in organizations, how conflict can function both destructively and constructively in that context, and the history of how conflict has traditionally been viewed and managed in organizational contexts. Also considers the theory underlying the creation of integrated conflict management systems in organizations, the nature of such systems and how they are developed, designed and evaluated.

CNCM 740 Ethnic and Cultural Factors of Conflict (3) Explores the roles played by ethnicity, race, religion and culture in the generation, resolution and conduct of conflicts within and between groups. Examines physical and symbolic markers of difference to understand both why groups differentiate themselves from one another and how mechanisms such as skin color, religious affiliation, ethnic background or cultural traditions can provide the grist for conflict or the grease that promotes resolution. Primary analysis is based on the examination of cases relevant to the different issues underlying these conflicts. *prerequisite: CNCM 506 or permission of instructor*

CNCM 790 Internship (3) Gives students a clinical, hands-on experience to support both their classroom learning and their career goals. Provides the opportunity to use and further develop applied conflict management skills, apply theory and research skills to the practice environment and network with conflict management professionals. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail.
prerequisite: completion of a minimum of 30 credits required for degree program

CNCM 798 Capstone Course (3) A reflective paper designed to integrate theory and practice and to equip the student with a well-thought-out approach to future involvement and professional practice in the field. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail.

OPERATIONS RESEARCH (OPRE)

Operations Research courses are offered by the Merrick School of Business.

OPRE 504 Data Analysis and Decisions (3) Covers statistical data analysis for managerial decision-making. Includes an examination of summary measures, probability, random variables and their distributions. Presents estimation and hypothesis testing, correlation and regression analysis and ANOVA, and their applications to business problems. *prerequisite: graduate standing*

OPRE 797 Special Topics in Operations Research (3) Explores advanced topics in operations research of interest to faculty and students. May be repeated for credit. Prerequisites and topics are selected and printed in the schedule of classes. *prerequisite: department consent*

OPRE 799 Individual Research: Operations Research (1-6) Individual research in an area of interest to the student. The expectation is that work equivalent to a regular graduate course will be completed.

Formal paper(s) will be written under the supervision of a full-time faculty member. *prerequisites: approval of information systems instructor, department chair and academic adviser*

PUBLIC ADMINISTRATION (PUAD)

Public Administration courses are offered by the School of Public and International Affairs in the College of Public Affairs.

PUAD 621 Public Personnel and Human Resources Management (3) Study of the roles of the public personnel executive, personnel functions and the application of problem-solving techniques, and the development and evolution of the civil service system and relevant personnel laws and regulations.

PUAD 622 Public Budgeting and Fiscal Administration (3) Role, dynamics, politics and processes involved in the budgetary function and associated budget preparation methods, and fiscal interrelationships of federal, state and local levels of government.

PUAD 623 Bureaucracy and the Political Process (3) Organizational, functional and administrative aspects of the federal bureaucracy, the interrelationships among federal, state and local agencies, and public administration as a part of the political process.

PUAD 624 Public Organization Theory (3) Development and evolution of public organizational structures. A study of the postulated models and hypotheses of future needs for government organization.

PUAD 625 Innovations in Public Management (3) Designed to integrate the perspectives of public administration by focusing on the management problems in public agencies. Includes use of emerging techniques in management to address the problems and issues faced by public managers under the changed environment of the public sector.

PUAD 626 Information Resources Management (3) Role of computers in developing and managing information necessary for decision-making in public organizations. Includes consideration of computer applications, including the development and management of databases and the use of software applications for decision-making in both individual and distributed computing contexts. Also considers implications of computer technology, such as privacy, control and security. Working knowledge of spreadsheets and database software is required. *prerequisite: computer competency*

PUAD 627 Legal and Ethical Environment of Public Administration (3) Legal and ethical dimensions of the democratic policy process as it has evolved in the United States. Attention to the manner in which historical as well as contemporary socio-political patterns of governance have shaped the notions of law and ethics that are to provide public administrators with the benchmarks of democratic accountability, responsibility and responsiveness.

PUAD 628 Statistical Applications in Public Administration (3) Quantitative analysis for public administrators. Topics include statistical analysis, the computer in processing data and the presentation of findings.

PUAD 629 Public Program Evaluation (3) Systematic application of quantitative and qualitative research methods to the assessment of public policy interventions. Covers topics within formative and summative evaluation contexts, including needs assessments, impact evaluation and process evaluation. *prerequisite: PUAD 628*

PUAD 630 Analytical Techniques in Public Administration (3) Review of analytical techniques conventionally used in the planning, formulation and implementation of public policy. Topics include forecasting techniques, cost-benefit analysis, PERT and other commonly used techniques. *prerequisite: PUAD 628*

PUAD 701 Public Administration and Public Finance (3) Analysis of revenue forecasting, revenue strategy, impact of inflation, taxation, “back-door” spending, pension funding, user fees and other aspects of governmental finance. Emphasis on the special characteristics of public finance in communities operating with fragmented and multilayered governmental structures.

PUAD 702 Public Financial Management (3) Topics include municipal expenditure patterns and revenue sources, taxation at the local level, fiscal and economic aspects of federalism and federal-state-local fiscal coordination, and the role of budget in the determination of policy, in administrative integration and in influencing government operations. Emphasis on the foregoing as they pertain to the Baltimore metropolitan area.

PUAD 703 Urban Management (3) Topics include municipal, governmental and administrative structures and their inter-relationship in a regional context, the interfacing and management of public services, examination of governmental programs in municipal areas, municipal administrative problems and the attendant role of the public administrator. Emphasis on the foregoing as they pertain to the Baltimore metropolitan area.

PUAD 704 Managing Diversity (3) Examines issues of diversity in the workplace, particularly in relation to organizational performance and service delivery among public organizations. Uses historical and legal frameworks to consider the struggles of marginalized groups and employs theoretical and applied perspectives to examine the barriers, challenges and benefits of diversity in the workplace.

PUAD 705 Special Topics in Public Administration (3) Coverage of selected topics of current interest to students or of interest to a special segment of students. *prerequisite: permission of monitoring faculty member or program director*

PUAD 708 Government and Aging Policy (3) Organizational, functional and administrative aspects of government and aging policy. Focuses on the impact of the behavior of federal, state and local agencies on aging policy development and implementation.

PUAD 709 Individual Research (1-4) Individual research on an academically sound project of interest to the student in consultation with a monitoring faculty member. Depending on the scope and depth of research, from 1 to 4 credits may be earned for the successful completion of this course. Eligible for continuing studies grade. *prerequisite: approval of M.P.A. program director and monitoring faculty member*

PUAD 720 Urban Politics and Policy Planning (3) Study of political institutions in urban areas and the policy responses, processes and problems with reference to such issues as land use, community growth and development, environment, local and state services and regional and national urban policies, with particular focus on the Baltimore Standard Metropolitan Statistical Area.

PUAD 730 State and Local Personnel Management (3) Development and application of personnel systems and procedures in state and local jurisdictions, and how state and local politics and federal laws and regulations impact them.

PUAD 731 Public Employee Union Labor Relations and Collective Bargaining (3) Study of the background, extent and nature of the unionization of government employees. Coverage of current regulations involving collective bargaining, adjudication of labor grievances and bargaining tactics.

PUAD 732 Leadership and Organizational Change (3) Nature of technological and environmental change as it affects the management decisions of the agency. Techniques for organizational change, including diversified but integrative decision-making structures and techniques, implementation techniques, enforcement techniques and evaluation tools. The impact of a changing environment on the leadership skills needed in a modern environment.

PUAD 733 Managing Public-Sector Projects (3) Introduction to the theories and techniques of project management. Covers some standard project analytic techniques (e.g., PERT charts and project management software) but emphasizes recognition of barriers to effective project team functioning and project completion. Students understand and design plans for effective project management and identify and respond to problems in team dynamics and to external problems requiring adaptation.

PUAD 733 Strategic Planning (3) Covers the steps involved in developing a strategic plan for public and nonprofit organizations. Students learn how to perform a stakeholder analysis, conduct a situation analysis, develop appropriate mission statements, design effective performance measures and implement a strategic plan.

PUAD 740 Administrative Law and Regulation (3) Role of administrative law and regulation in the governmental process. An examination of the function of the public administrator in implementing legislation through the formulation of administrative law and regulation, and the rules, procedures and techniques for their formulation.

PUAD 750 Health-Care Systems, Organization and Management (3) Analysis of the structure of the present American health-care system and of the costs, benefits and political realities of possible reforms. The current and future role of public administration, planning and evaluation in American health care.

PUAD 751 Policy Issues in Health Care (3) Study of a few current policy issues in the American health-care system. Particular attention to the roles and powers of nonmedical participants, including consumers, planners, administrators and policymakers.

PUAD 752 Special Topics in Public Health Administration (3) Current policy issues in health-care administration, delivery, planning and evaluation. Particular attention is paid to the evolving roles and powers of nonmedical participants in the health-care system, including consumers, planners, administrators and federal, state and local decision-makers.

PUAD 755 Health Administration (3) Problems and issues with performing such basic managerial functions as direction, control and staffing in health-care institutions. Emphasis on analyzing tools and techniques that are important in fulfilling these managerial functions.

PUAD 756 Managed-Care Administration (3) Basic theoretical concepts concerning managed care, practical management issues and areas of controversy as they pertain to managed care. Topics include benefit design in managed care, structure and management of managed-care delivery systems, financing of managed care and future trends in managed care.

PUAD 757 Strategic Management for Health Care (3) Examination of strategic management in health-care organizations. Included are discussions of the nature of strategic management, the environment of health organizations and methods of environmental analysis, and methods of formulating, implementing and controlling the strategic management of health-care delivery. *prerequisites: HSMG 632, HSMG 650 and either PUAD 750 or PUAD 751, or permission of M.S. in Health Systems Management program director*

PUAD 760 Regulatory Policy and Administration (3) Political, legal and economic dimensions of regulation. Includes a delineation of the conceptual framework for government intervention into the marketplace and a determination of the effects of this intervention. Topics include the rise of government regulations, structure and procedures of regulatory agencies, the politics of regulation and the future of regulation.

PUAD 761 Environmental Policy and Administration (3) Overview of environmental law, institutions and regulation and the factors that have shaped environmental policy at the federal, state and local levels. Assesses the impact of environmental policy at these levels and the impact of environmental

legislation on the behavior of administrators responsible for its implementation and administration. Examines the major policy processes in controlling pollution standard-setting and compliance.

PUAD 763 Public Policymaking (3) Overview of the process of public policymaking, including the formulation of public issues, the consideration of issues and the adaptation of solutions to public problems. Emphasis on actors in the policy process and the environment within which they function.

PUAD 764 Public Policy Implementation (3) Review of the diverse conceptualization frameworks of analyzing the implementation of public programs. Emphasis is on the analysis and integration of the subsequent political, economic, social, cultural and managerial factors that impact the implementation of public policies.

PUAD 770 Government–Business Cooperation in Community Development (3) Review of the relations of institutions in the private and public relations of private-sector decisions to public-sector decisions and the impact of public-sector decisions on private-sector institutions. Introduces research topics related to government and business cooperation in community development. Provides a forum for the exchange of ideas between spokespersons of public- and private-sector institutions. Students write and present analytical research papers on pertinent topics.

PUAD 775 Intergovernmental Administration (3) Evaluation, growth, present status and characteristics of the U.S. federal system of government. Topics include federal-state relations, state-local relations, regionalism, councils of government, interstate cooperation, grants-in-aid and revenue sharing.

PUAD 777 Political Economy of Nonprofit Organizations (3) Study of the role of nonprofit activity in the development and administration of public policy. Topics include the political economy of nonprofit organizations and the nonprofit sector. Nonprofit management and the relationships among government, business and nonprofit activity are examined within the current context of issues and future trends.

PUAD 780 Public Information Management: Organizational and Policy Issues (3) Policy and organizational issues regarding information resource management. IRM strategic planning at the government-wide and agency levels and the problems facing public organizations in terms of governance (oversight), financing and politics of technology planning. Considered are privacy and confidentiality challenges related to government information, standards setting at the government-wide and agency levels, workplace use policies and personnel problems. Also explores planning and implementation problems related to the redesign of public organizations.

PUAD 781 Information Technology: Public-Sector Applications (3) Design and implementation of public-sector IS and IT projects, including current developments and issues in the application of available technology to public-sector management. The role of technology in enhancing intergovernmental coordination, improving service, increasing efficiency and reducing government spending. Technologies examined include distributed transaction-oriented databases; data warehousing, management information systems and executive- and group-decision support systems; geographic information systems; office automation, voice response systems and document imaging; electronic data interchange and kiosks; and electronic commerce over public networks.

PUAD 785 Public-Sector Performance Measurement (3) Structuring data collection and analysis techniques to determine precisely what an agency is attempting to do and what it accomplishes through its outputs. Emphasis is on shaping the outputs to have a measurable positive impact on customers and other stakeholders.

PUAD 786 Activity-Based Costing for Public Administrators (3) Activity-Based Costing is a decision-support tool that provides organizations with the accurate and relevant cost information they need to guide decision-making. The course focuses on developing performance information to monitor daily

operations, searching out non-value-added activities and controlling inventory. Emphasis is also placed on whether public-sector services should be outsourced.

PUAD 789 Business Process Re-engineering in the Public Sector (3) Focuses on how public administrators can use business process re-engineering to improve organizational effectiveness and efficiency. Examines various tools, techniques, methodologies and technologies for bringing about change in organizational structures, policies, procedures, processes and management systems.

PUAD 790 Internship (3) Designed to broaden the educational experience of students through work assignments with appropriate governmental agencies. Eligible for continuing studies grade. Required of all pre-service students. *prerequisite: approval of program director and monitoring faculty member*

PUAD 795 Advanced Quantitative Techniques in Public Administration (3) Application of sophisticated quantitative techniques to decision-making aspects of public-agency operations and programs. Emphasis is on techniques such as linear programming, PERT/CPM, queuing theory and simulation as well as on cost-benefit analysis and mathematical modeling.

PUAD 797 Nonprofit Management: Applied Skills Seminar (1) Exploration of topics in nonprofit management of mutual interest to faculty and students, such as program evaluation, risk management, communications and board management. Content varies according to demand. Specific topic is listed in the schedule of classes. May be repeated for credit as topics change.

PUAD 798 Problem-Solving Seminar in Public Administration (3) Capstone course requires students to integrate and apply analytical skills, knowledge bases, managerial principles and normative frameworks learned in M.P.A. core courses to concrete management situations. Student must earn a B grade or better to graduate. *prerequisites: completion of PUAD 621, PUAD 622, PUAD 623, PUAD 624, PUAD 625, PUAD 627, PUAD 628, PUAD 629 and PUAD 630 with grades of B- or better prior to enrolling in course (students may be concurrently enrolled in PUAD 626) or permission of Master of Public Administration program director*

PUAD 805 D.P.A. Special Topics (3) Coverage of selected topics of current interest to D.P.A. students or to a special segment of D.P.A. students. Registration is by permission of instructor only.

PUAD 809 D.P.A. Individual Research (1-3) Individual research on an academically sound project of interest to the D.P.A. student in consultation with a monitoring faculty member. Depending on the scope and depth of research, 1 to 3 credits may be earned for the successful completion of this course. *prerequisite: approval of D.P.A. director and monitoring faculty member*

PUAD 810 Foundations of Public Administration (3) Major questions, answers and concerns that have framed the development of a self-aware study of public administration. The political, social and cultural contexts in which administrative solutions have been sought. The role of preceding theories, or sometimes the rejection of them, in helping to shape modern answers to administrative questions.

PUAD 811 Strategic Management in the Public Sector (3) Covers the rise of a customer-based, results-oriented approach to solving public-sector problems. The historical foundations of such an approach and the public-sector initiatives by which it has been introduced. Modern techniques and tools for using strategic management to handle current governmental issues.

PUAD 812 Advanced Information Resource Management (3) Prepares public- and third-sector managers to deal effectively with issues related to the design and implementation of information systems in their agencies. Examines tools and techniques for identifying and structuring information requirements and needs (e.g., process mapping) and for managing IT implementation projects, including both in-house development and external procurements. Also explores the planning and implementation problems

related to the redesign of public organizations and the way they provide services in the information age.
prerequisite: PUAD 626 or permission of instructor

PUAD 813 Seminar in Doctoral Research (3) Overview of both quantitative and qualitative research methods that are applicable to the field of public administration. Emphasis on development of research questions, measurement and sampling, data collection and analysis techniques in both paradigms.

PUAD 814 Seminar in Policy Making and Implementation (3) Study of the theory and design of public policies and their implementation. Topics include the stages of the policy process, public policy paradigms, and the formulation and implementation of public programs.

PUAD 815 Public-Sector Financial Analysis (3) Introduces advanced techniques employed by financial analysts in the public sector. Topics include forecasting techniques, performance measurement construction, Activity-Based Costing and expenditure analysis techniques.

PUAD 816 Advanced Public-Sector Management and Decision Techniques (3) Familiarizes students with various analytical tools to aid in the executive decision-making and management of public-agency operations, including staffing, facility location, future planning and the wise allocation of scarce resources. Although such techniques are commonly used in the private sector, they are less common in the public sector, largely because public-sector objective functions are more difficult to quantify. Thus, an important component of the course is the application of such techniques to public-sector problems and the construction of objective functions that capture the trade-offs among quantitative and qualitative (subjective) "public goods."

PUAD 817 Seminar in Program and Policy Evaluation (3) Provides doctoral students with an introduction to program and policy evaluation in the public and nonprofit sectors. Students understand and are able to design the major components of evaluation: needs assessment, implementation evaluation, impact evaluation (formative and summative), and assessment of merit and worth. Students design evaluations that are sensitive to the requirements and constraints of particular evaluation settings.

PUAD 824 Doctoral Seminar in Organizational Theory (3) Deals with public-sector organization systems as they relate to democratic forms of governance.

PUAD 830 Survey Research (3) In-depth exposure to survey sampling, questionnaire construction, different means of collecting survey data (mail, phone, Web) and analysis of data developed from surveys. Students develop survey instruments and perform extensive analysis of data from surveys.

PUAD 831 Case Study and Qualitative Methods (3) In-depth exposure to different types of case studies (single case and multiple cases), sampling for cases, data collection methods frequently used for case studies and methods of analysis for qualitative data. *prerequisite: PUAD 813*

PUAD 832 Quantitative Methods (3) In-depth exposure to issues in using administrative data and research data sets collected by other entities. Also use of advanced statistical analyses including an in-depth exposure to multiple regression and its assumptions, logistic regression, factor analysis, discriminant function analysis and time series analysis. *prerequisite: PUAD 813*

PUAD 834 Advanced Seminar in Evaluation: Theories and Techniques (3) Helps doctoral students in public administration wishing to specialize in program and policy evaluation to achieve mastery of the basic concepts and theories of evaluation and also the recent literature of the field. Prepares students to contribute as professionals to the field of evaluation. *prerequisite: PUAD 817*

PUAD 835 Practicum in Program Evaluation (3) Provides doctoral students in public administration with the opportunity to be team members conducting an actual program or policy evaluation. Working with

the evaluation sponsors and other stakeholders while also reading and discussing practical books and articles on evaluation methods, students develop their own integrations of evaluation theory and practice that provide guiding frameworks for practicing evaluators. *prerequisite: PUAD 817*

PUAD 875 Doctoral Seminar in Federalism and Intergovernmental Relations (3) Examines the ways in which various aspects of intergovernmental relations and federalism affect the adoption and implementation of public policy.

PUAD 898 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. *prerequisite: completion of all course requirements for degree program*

PUAD 899 Dissertation Research (3-12) A written descriptive and prescriptive evaluation of the management practices of an existing agency to determine the efficacy of its structure and/or procedures. The project is directed by a faculty adviser and results in a written product for which there is an oral defense before a committee of three faculty members. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail.

PUBLICATIONS DESIGN (PBDS)

Publications Design courses are offered by the School of Communications Design in the Yale Gordon College of Arts and Sciences.

PBDS 501 Introduction to Computer Graphics (3) Introduction to design using a variety of software, including graphics manipulation, layout, presentation and digitizing, as well as printing hardware. Students learn to create and manipulate images and integrate graphics with text. Credits do not count toward a UB graduate degree. Pass/fail grading. Lab fee required.

PBDS 502 Introduction to Graphic Design Principles (3) Hands-on course for students with a limited background in graphic design. Emphasis on basic strategies for visual problem-solving and techniques for preparing comprehensive layouts. Pass/fail grading. Lab fee required.

PBDS 503 Workshop in Written Communication (3) Practicum in the skills of writing and research. Instruction focuses on projects in the student's subject field. Emphasis on revising, proofreading, editing, adapting and translating for different media and audiences. Recommended for students in all graduate programs who wish additional work in writing, with permission of the graduate program director. Grading: credit/no credit or letter grade.

PBDS 600 Media Design (3) Examination of light, space, motion and sound—their manipulation and use in designing intentional communications and their interrelationships with words and graphics. Also examines the production process, from needs assessment and proposal writing to storyboards and finished program. Lab fee may be required.

PBDS 601 Words & Images: Creative Integration (6) Building on a foundation of rhetorical theory, students explore imaginative ways of communicating with audiences, both visually and verbally. Experimenting with brainstorming strategies prepares them to draw on their own creative resources as they develop original solutions to challenging communication problems. Publications Design students must earn a B (3.0) or better in this course. Lab fee required. *prerequisite: PBDS 615*

PBDS 602 Introduction to Digital Video (3)

Introductory course in video and audio production. Students learn to shoot, light, edit and record sound in

a digital environment. They also gain experience in producing for videotape, CD-ROM, DVD and the Web. Lab fee required.

PBDS 603 Editorial Style (3) Editorial style as a total concept, including the historical context of the written word, styles and methods of editing, and special skills such as proofreading, line-by-line editing, reorganizing, rewriting, working with writers and artists and editing as management. Each student becomes the editor of his/her own special project. Lab fee may be required.

PBDS 604 Writing for the Marketplace (3) Writing for various freelance markets, including features and reviews, poetry, fiction, public relations and advertising. Analysis of the audiences to which various publications appeal and development of a proposed publication aimed at a specific audience. Each student conducts a thorough investigation of a self-selected market and prepares what is intended to be a publishable manuscript for that readership.

PBDS 605 Public & Private Languages (3) Examination of the “private” or specialized languages of various professions (e.g., science, medicine, education, government and politics) and the means by which these languages may be translated for the public. Each student investigates, through intensive reading, study and imitation, at least one specialized language and attempts to become proficient in adapting and/or decoding that language for public consumption.

PBDS 610 Visual & Verbal Rhetoric (3) Analysis and evaluation of visual and verbal texts composed in a variety of media—both traditional and electronic—in light of classical and contemporary theories of communication. Completion of a major project based on substantial primary and secondary research and tailored for a specific audience.

PBDS 611 The Craft of Popularization (3) Writing for a lay audience about subjects that are technically or scientifically challenging or normally fall within the province of the scholar and specialist or otherwise inhibit instant understanding. Emphasis on clarity, precision and grace of expression.

PBDS 615 Typography I (3) Exploration of the fundamentals of typographic form and function, progressing through the history, physical characteristics and implementation of type. Projects include the application of basic principles to an increasingly complex set of typographic problems. Knowledge of either Adobe InDesign or Adobe Illustrator is required for this class, which must be taken within the first 9 credits of study. Lab fee required.

PBDS 638 Digital Photography (3) Explores the endless possibilities of digital imaging. Beginning with acquisition, students learn about composition, lighting, depth of field and the substantive differences between digital and more traditional methods of photography. Students follow their images through the digital darkroom stage, exploring a variety of digital manipulation techniques to produce material for print and Web distribution. Emphasis on the development of portfolio-quality pieces. Lab fee required.

PBDS 639 Video Aesthetics & Technique (3) In-depth analysis of the aesthetic variables affecting video programs. Advanced video and audio projects culminating in a thesis-quality production. Lab fee required. *prerequisite: PBDS 602*

PBDS 640 Design Principles & Strategies (3) Exploration through hands-on design projects of the roles of typography, photography and illustration in graphic communication. Analysis of audience, context, goals, market, competition and technical constraints. Brainstorming and problem-solving in groups and individually. Projects are suitable for inclusion in the student’s portfolio. Lab fee required. *prerequisites: PBDS 615 and PBDS 601*

PBDS 641 Magazine Design (3) Intensive focus on the creative writer’s forum—the literary magazine—or on consumer and trade publications. Purpose, philosophy, cover and content design, typography, production and other aspects of small press and consumer publications are covered. A final project,

chosen by the individual student, is completed during the semester. Lab fee required. *prerequisites: PBDS 615 and PBDS 601*

PBDS 642 Book Design (3) Exploration of books and book jackets as objects to be planned and produced, with emphasis on appropriate design choices and creative solutions. Lab fee required. *prerequisites: PBDS 615 and PBDS 601*

PBDS 645 Typography II (3) An advanced exploration of typographic form and function, beginning with the physical characters of letterforms and progressing to the application of typographic principles to more complex problems such as information hierarchies, narrative sequencing, message and creative expression. The course expands the class scope of PBDS 615: Typography I. Projects in this course will be suitable for portfolio use. Lab fee required. *prerequisites: PBDS 615 and PBDS 601*

PBDS 647 Information Design (3) The first priority of designers and writers is presenting information clearly. Students explore how typography, color, symbols, language and imagery can be strategically used to communicate complex information, underscore a message or tell a story more effectively. Students plan, write and design projects suitable for inclusion in their portfolios, all with the aim of elaborating their ability to organize information and solve problems. Lab fee required. *prerequisites: PBDS 615 and PBDS 601*

PBDS 649 Designer's Survival Guide (3) Students develop design strategies that consider their clients' needs and constraints, utilize professional design software to execute comprehensive layouts capable of being printed on a conventional printing press, communicate with print vendors using standard printing terminology and troubleshoot basic prepress issues. Lab fee required. *prerequisites: PBDS 502, PBDS 615 and PBDS 601*

PBDS 650 Advanced Graphic Design (3) Through a series of progressively more sophisticated assignments, students develop design solutions that resolve a range of problems normally faced by clients. Projects include institutional and corporate brochures, identity programs, posters and a variety of other communications materials. Lab fee required. *prerequisites: PBDS 615 and PBDS 601*

PBDS 660 Introduction to Web Development (3) Introduction to technologies and concepts that underlie document and information design for the Web. Students become familiar with client/server computing and acquire proficiency in HTML by developing code directly, without the use of simplified editing tools. Historical and critical readings explore the social context of the Web and other hypermedia systems. Projects introduce students to current development and production practices. Lab fee required.

PBDS 661 Advanced Web Design (3) Continues and builds upon the fundamental concepts and skills developed in PBDS 660: Introduction to Web Development. Students learn the skills needed to apply complex specifications for digital media. Emphasis is on advanced Web design using CSS, current scripts and plug-ins, content management systems and Web analytics to create more complex sites for diverse digital environments. Lab fee required. *prerequisites: PBDS 601, PBDS 615 and PBDS 660, or permission of the instructor*

PBDS 662 Design for Digital Environments (3) A digital interface design course focusing on design principles, elements and typography applied to interactive sites and other dynamic media. Students explore visually striking identity development and content styles, design mock-ups using creative software and implement designs across digital environments. Emphasis is on creatively conceptualizing, branding across media, designing with Web standards, implementing information architecture and user experiences successfully, and creating effective visual communications. Lab fee required. *prerequisites: PBDS 601, PBDS 615 and PBDS 660, or permission of the instructor*

PBDS 670 Motion Graphics for Interactive Media (3) Students explore the relationship between graphic design and time-based interactive media while examining the history and fundamentals of

animation. Students use current industry software to produce a range of motion graphics projects for the Web and other interfaces. Special attention is given to the creative processes and developing an appropriate conceptual, technical and aesthetic critical sense within the language of motion design for dynamic media. Lab fee required. *prerequisites: PBDS 615, PBDS 601, Adobe CS4 competency and one of the following: PBDS 645, DESN 616 or permission of program director*

PBDS 671 Motion Graphics for Film & Video (3) After examining ways that motion graphics—logos, titles, etc.—differ from static graphics, and after learning various tools and animation techniques, students conceptualize, storyboard and produce motion graphics for video and other screen-based delivery systems. Lab fee required. *prerequisites: PBDS 601, PBDS 602, PBDS 615 and PBDS 645*

PBDS 680 Advanced PR Strategies (3) Overview of how to create and implement appropriate communications and marketing plans for both for-profit and nonprofit organizations. Emphasis is on research techniques, concept development and copywriting for all environments: online, print, video and animation. Other areas covered include writing proposals, making oral presentations and working with designers, artists and clients. Lab fee may be required.

PBDS 691 Art of the Interview (3) A face-to-face interview is essential for journalists and authors of books and articles dealing with current affairs and real-life issues, for documentary filmmakers and even for public relations writers. In all these fields, writers often need to gather information directly from people—orally. This course addresses how to research an interview, the ethics of an interview and how to distill information from an interview and write it up in a coherent, compelling fashion.

PBDS 692 Writing for Digital Environments (3) Writing for all contemporary digital forms, including websites, landing pages, email, social media, blogs and more. Students also explore how content and technology interact. Students complete a series of professional-level assignments using the forms individually and in combination. Understanding the roles of research, search engine optimization, information design and strategic thinking in writing for the Web is also emphasized.

PBDS 704 Copyright & Publishing (3) Introduction to media law, particularly as it relates to the field of publications. Provides a broad historical and theoretical overview and requires students to apply legal theory through the use of case studies and examples drawn from the business of media. Explores the impact of technology on the evolution of media law and considers ethical issues currently faced by professionals in publications and communications.

PBDS 705 Design-Business Link (3) Relying largely on case histories and class discussions, this course examines the role of design as a competitive business strategy, with an emphasis on the many ways that designers and business people can work together to provide the synergies that successful design can bring to any organization.

PBDS 712 History of Graphic Design (3) History of graphic design in Europe and in America, centering on the modern period but also dealing with design influences from earlier periods and from other cultures. Provides a background of visual solutions on which students may draw to solve their own publications design problems.

PBDS 719 Design Thinking (3) Introduces design concepts to those with minimal or no background in design and builds an awareness of the importance and breadth of design throughout our culture. Focuses on developing creative-thinking skills and visual literacy. Areas of design covered include graphic, information, digital, environmental and industrial design. Also examines and discusses design ethics, design sustainability and the evolving role of design thinking in business. Lab fee required.

PBDS 720 The Digital Economy (3) Impact of the digital revolution in a number of areas—how we make a living, how we govern ourselves and how we create values for ourselves. Provides students with an understanding of the way the digital economy creates a unique business culture and establishes (and

reflects) a network of new economic values. Prepares students to effectively invest their time, talent and imagination in the new culture and economy of digital technology.

PBDS 735 Portfolio (3) Capstone experience during which each student prepares a professional portfolio that demonstrates mastery of the skills in writing and design emphasized throughout the program. In addition to refining work produced in earlier courses, each student produces a personal identity package and an electronic version of the portfolio. Lab fee required. *prerequisites: PBDS 615 and PBDS 601*

PBDS 740 Seminar in Publications Design (3) Culminating course in the master's program in publications design tests and stretches all knowledge and skills students have been learning up to this point. Students conceive a solution to a particular communications problem, work in teams to analyze its audience(s), develop a plan for making it public via print and/or other media, and design and write a prototype. Lab fee required. *prerequisites: PBDS 615 and PBDS 601; course should be taken in a student's final semester*

PBDS 750 Writing: Special Topics (3) Intensive exploration of topics in writing of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 751 Graphic Design: Special Topics (3) Intensive exploration of topics in graphic design of mutual interest to students and faculty. Content varies according to the concurrent interests of faculty and students. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required. *prerequisites: PBDS 615 and 601*

PBDS 753 Media: Special Topics (3) Intensive exploration of topics in communication and media of mutual interest to students and faculty. Content varies according to specific interests and trends in communication. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes.

PBDS 754 Business Practices: Special Topics (3) Intensive exploration of topics in the business of a publications enterprise that are of special interest to faculty and students. Possible topics include managing a publications department, design studio or magazine, market research, and marketing and legal issues in publications. Specific topic is listed in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 755 Backgrounds & Ideas: Special Topics (3) Intensive exploration of cultural trends, historical developments, ideas or systems of communication that have influenced or informed creative work in a variety of visual and verbal media. Content varies according to the concurrent interests of faculty and students. Topic appears under that name in the schedule of classes. Course may be repeated for credit when topic changes. Lab fee may be required.

PBDS 756 Hypermedia: Special Topics (3) Intensive exploration of topics in hypermedia of mutual interest to students and faculty. Course may be repeated for credit when topic changes. Lab fee may be required. *prerequisites: PBDS 615 and 601*

PBDS 775 Internship (3-6) Direct experience working with a publications staff. Internship opportunities include working with private advertising and public relations firms, nonprofit agencies at the federal and state levels or private business and professional agencies that maintain publications staffs. Eligible for continuing studies grade. Lab fee may be required. *prerequisite: permission of program director*

PBDS 779 Independent Study (1-3) Research or problem-solving project in some aspect of publications design. Topics and number of credits vary with individual student interests. Eligible for continuing studies grade. Lab fee may be required. *prerequisite: permission of program director*

PBDS 789 Creative Thesis (3) Independent project, closely supervised by a faculty adviser. The thesis consists of a substantial body of creative writing (a volume of poems, a collection of stories or other prose, a novel), as well as the design for the cover, title page and one inside spread. Finished work is reviewed by a faculty committee. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee may be required. *prerequisite: permission of program director*

PBDS 797 Integrated Design Thesis (3) Independent and original design project supervised by a faculty member. This work should reflect an understanding of graphic design principles and demonstrate excellence in conceptualizing and executing design solutions to communication problems. Finished work is reviewed by a faculty committee. Pass/fail grading. *prerequisite: program director's approval of topic prior to registration*

PBDS 798 Continuous Enrollment (1) Provides continuing faculty direction, academic support services and enrollment services for students who have completed all course requirements for the degree but have not completed a thesis or final project. Students continue the independent work leading to finishing the thesis or final project that is significantly under way. Course may be repeated for credit as needed. Eligible for continuing studies (CS) grade; otherwise grading is pass/fail. Lab fee required. *prerequisite: completion of all course requirements for degree program*

PBDS 810 Proseminar (3) Integrating experience designed to provide D.S. students with the opportunity to discuss and probe the broader aspects of communication. Students develop and sharpen their D.S. project ideas and do supporting research. Required of all D.S. students prior to taking the qualifying examination.

PBDS 850 Advanced Workshop: Writing (3) Organized around writing projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program.

PBDS 851 Advanced Workshop: Design (3) Organized around design projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.

PBDS 853 Advanced Workshop: Videography (3) Organized around videography projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.

PBDS 854 Advanced Workshop: Publishing (3) Organized around publishing projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.

PBDS 856 Advanced Workshop: Hypermedia (3) Organized around hypermedia projects initiated by students in the doctoral program. Work is independently developed but critiqued by the class, the instructor and outside professionals. Course may be repeated for credit only with the approval of the instructor and the director of the doctoral program. Lab fee required.

PBDS 899 DCD Project (1-6) Research and work connected to the doctoral project under the direction of a faculty adviser. A minimum of six semester hours is required for the D.S. degree.

TAXATION (TAXA)

Taxation courses are offered jointly by the Merrick School of Business and by the University of Baltimore School of Law.

Please note: TAXA 651: Fundamentals of Federal Income Tax I is a prerequisite for all other tax courses except TAXA: 650: Tax Research and Writing. In the fall semester only, Fundamentals of Federal Income Tax I is a prerequisite or co-requisite for Tax Research and Writing.

TAXA 650 Tax Research and Writing (3) Covers research and writing projects on federal tax subjects with analysis and instruction in tax research techniques, materials and methodology. Students are required to prepare legal memoranda.

TAXA 651 Fundamentals of Federal Income Tax I (3) Covers basic concepts in federal income taxation, including gross income, exclusions, adjusted gross income, deductions, exemptions, credits, assignment of income, identification of the taxpayer, tax rates, depreciation and the alternative minimum tax.

TAXA 652 Corporate Taxation (3) Covers federal income taxation of corporations and their shareholders with emphasis on the formation of the corporation, capital structure, operational alternatives, distributions, partial and complete liquidations, personal holding companies and the accumulated earnings tax. Formation, operation and liquidation of S corporations is discussed briefly.

TAXA 653 Partnership Taxation (3) Explores problems encountered in the formation, operation and liquidation of a partnership, including the acquisition of partnership interests, compensation of the service partner, the treatment of partnership distributions and problems associated with the disposition of partnership interests or property by sale.

TAXA 654 Tax Practice and Procedure (3) Covers aspects of practice before the Internal Revenue Service, including ruling requests, handling of audits, assessment of deficiencies and penalties, closing agreements, tax liens, statutes of limitations, claims for refunds, appeals conferences and practice before the U.S. Tax Court, U.S. District Courts, Claims Court and appellate courts. Also includes analysis of the problems encountered in parallel civil and criminal proceedings, problems involving government investigatory powers and taxpayer rights and privileges.

TAXA 655 Tax Policy (3) A study of the evolution and structure of the federal income tax system from a public-policy perspective with a focus on legal, economic, social and practical considerations. Alternatives, including current legislative proposals, are considered. Students prepare a paper on a tax policy issue approved by the professor.

TAXA 660 Estate and Gift Taxation (3) Covers the basic principles of federal estate and gift taxation, including computation of the taxable estate, inter vivos transfers, transfers in contemplation of death, transfers with retained interests or powers, joint interests, life insurance proceeds, property subject to powers of appointment, the marital deduction and the unified credit.

TAXA 662 Foreign Taxation (3) Analysis of the federal income tax provisions applying to U.S. inbound and outbound transactions and investments. Course covers U.S. resident status, source-of-income rules, graduated tax on effectively connected income, withholding tax on FDAP income, branch profits tax, FIRPTA, tax treaties, foreign tax credit, foreign earned income exclusion, Subpart F and transfer pricing.

TAXA 663 Qualified Pension and Profit-Sharing Plans (3) An introduction to pension and profit-sharing law with particular emphasis on Title 2 (IRS) of ERISA. Geared toward understanding all of the pension

and profit-sharing rules that must be met for plan qualification, with emphasis on qualified plan planning for both incorporated and unincorporated forms of business.

TAXA 664 Executive Compensation (2) Covers methods of providing tax-free and tax-deferred compensation to employees, including section 83 tax planning, stock option tax planning, incentive compensation arrangements and methods of funding nonqualified plans.

TAXA 665 Tax-Exempt Organizations (2) An analysis of provisions relating to the qualification for exemption from federal income tax, with emphasis on section 501(c)(3) organizations, private foundations and the treatment of unrelated business income.

TAXA 667 Estate Planning (3) Examines methods of disposing of estates by will, life insurance, inter vivos arrangements and the consideration of resulting tax and administrative problems. Also focuses on gathering and analyzing facts in the planning and drafting of trusts, wills and related documents.
additional prerequisite: TAXA 660

TAXA 668 Business Planning Workshop (3) An integrated study of the impact of tax, securities, corporate law and partnership law on business transactions. Topics include selection of the form of business enterprise, acquisitions and dispositions of business interests, and professional responsibility issues. Students prepare writing projects relating to the course material. *additional prerequisites: TAXA 652 and TAXA 653*

TAXA 670 Income Taxation of Estates and Trusts (3) Covers federal income taxation of decedents' estates, simple and complex trusts, charitable trusts and grantor trusts. Also covers the preparation of fiduciary income tax returns with emphasis on unique tax issues such as income in respect of a decedent, distributable net income and fiduciary accounting.

TAXA 671 Corporate Reorganizations (3) An analysis of the tax treatment of corporations and shareholders in corporate acquisitions, divisions, reincorporations and recapitalizations, including a discussion of section 338. Review of the net operating loss carryover and collapsible corporation rules.
additional prerequisite: TAXA 652

TAXA 672 State and Local Taxation (3) Explores federal constitutional and statutory limitations on state authority to tax a multistate business. Specific topics include the Commerce Clause, sales and use tax nexus and PL 86-272 limitations on state income taxation. Also covers apportionment of income derived from a multistate business and combined versus separate entity reporting. Maryland state and local taxation also are examined briefly.

TAXA 674 Consolidated Corporations (2) An analysis of the techniques used by multiple, related corporations to report income and losses. Detailed examination of the consolidated income tax regulations and consideration of other problems encountered by affiliated groups of corporations.
additional prerequisite: TAXA 652

TAXA 675 Advanced Real Estate Taxation (2) An analysis of the effect of income taxes on real estate transactions; a comparison of the various entities used for the ownership and development of real estate; real estate syndications, basis and basis adjustments; alternative financing techniques such as the sale-leaseback; depreciation, amortization and obsolescence; passive activity and at-risk rules; and REITS.
additional prerequisite: TAXA 678

TAXA 678 Fundamentals of Federal Income Tax II (3) A continuation of basic tax concepts, including cash and accrual methods, capital gains and losses, 1231 transactions, recapture, original issue discount and imputed interest, below-market loans, installment sales, like-kind exchanges, involuntary conversions, at-risk rules and passive loss rules.

TAXA 679 Welfare Benefit Plans (2) Welfare benefit plans are employee-sponsored plans that provide employees with benefits other than pension and retirement plans and deferred compensation. Welfare

benefit plans include life insurance, health insurance, disability insurance, vacation pay, severance pay, educational reimbursement, group legal services and dependent assistance care plans. This course focuses on federal income tax requirements for various welfare benefit plans, including fringe benefits and health-care continuation coverage under COBRA. Examines the income tax consequences to employers who sponsor, and employees who participate in, welfare plan benefits. Discusses the various mechanisms for offering welfare benefit plans, such as cafeteria plans under section 125 and VEBAs under section 501(c)(9).

TAXA 680 Advanced Qualified Pension and Profit-Sharing Plans (3) Building on the foundation provided by TAXA 663: Qualified Pension and Profit-Sharing Plans, this in-depth examination of defined contribution and defined benefit plans includes current IRS positions; final, proposed and temporary regulations; and developing case law. Tax-sheltered annuities are considered. *additional prerequisite: TAXA 663*

TAXA 682 Bankruptcy Taxation (2) An introduction to the basics of bankruptcy law and creditors' rights and an analysis of tax issues that arise.

TAXA 684 S Corporations (1) Covers federal income taxation of S corporations and their shareholders with emphasis on the creation of the S corporation, capital structure, operational alternatives, distributions and liquidations.

TAXA 689 Advanced Partnership Taxation (3) Builds upon the ideas presented in TAXA 653: Partnership Taxation and provides students with additional skills that are valuable when practicing in the area of partnership taxation. Requires an ability and willingness to engage in critical thinking and problem-solving. Topics covered include the issues surrounding family limited partnerships; transferring property into and out of a partnership on a tax-deferred basis; recognizing transactions considered tax shelters or "abuses of subchapter K" under the current climate; and the international tax concepts. *additional prerequisite: TAXA 653*

TAXA 690 State Tax Policy Issues Seminar (2) An advanced state and local tax seminar consisting of discussions of articles written by leading state tax theoreticians and practitioners regarding the present condition and likely future of state taxation in the 21st century. Each student will be expected to moderate at least one group discussion during the semester. The grade will be based on class participation and on the completion of one publishable paper on a state tax policy topic of the student's choice, subject to the instructor's approval. *additional prerequisite: TAXA 672*

TAXA 692 Introduction to the Taxation of Financial Products (2) A study of the taxation of basic financial building blocks (equity, debt, options, notional principal contracts and forward contracts) and their various combinations. Financial equivalencies among traditional and derivative instruments that are taxed under widely varying tax regimes. Use of financial instruments to change the timing, character and source of income. Gaps in existing law, possible future tax regimes and emerging financial products. *additional prerequisite: TAXA 678 is strongly recommended*

TAXA 799 Independent Study (1-2) Students may study an area of particular interest to them, not covered in a significant way elsewhere in the program, via an independent study. To qualify, students must submit a written proposal and obtain the consent of a faculty member who supervises the project. The proposal must be approved by both the supervising faculty member and the program director.

POLICIES

UNIVERSITY SYSTEM OF MARYLAND POLICY ON STUDENT CLASSIFICATION FOR ADMISSION AND TUITION PURPOSES

The policy on student classification for admission and tuition purposes is approved by the University System of Maryland Board of Regents. The current policy can be found at www.usmd.edu/regents/bylaws/SectionVIII/VIII270.html.

UNIVERSITY SYSTEM OF MARYLAND POLICY ON GRADUATE STUDENT INTERINSTITUTIONAL REGISTRATION

The policy on graduate student interinstitutional registration is approved by the University System of Maryland Board of Regents. The current policy can be found at <http://www.usmd.edu/regents/bylaws/SectionIII/III241.html>.

UNIVERSITY OF BALTIMORE POLICIES

Privacy

The University complies with the requirements of the Federal Educational Rights and Privacy Act (FERPA), 34CFR Part 99, and of the Maryland Public Information Act, State Government Article 10-162. In compliance with these acts, the University will only release without a student's signature that information that is so designated as directory information. Directory information is defined as the student's name, hometown, major field of study, participation in officially recognized activities and sports, dates of attendance, degrees and awards received, and the most recent previous educational institution attended.

The Maryland Public Information Act requires the University to provide directories of its students upon request. Students who do not wish to have directory information released are required to submit that request by filing a Request to Withhold Directory Information form in the Office of Records and Registration prior to the start of each semester.

FERPA provides students with the opportunity to review information contained in their educational records. Offices where students' educational records are kept include the Office of Records and Registration and, in some cases as applicable, the Office of Financial Aid (including veterans affairs), the Offices of Admission, the Office of Law Admissions and the offices of the academic deans. Students who wish to review their records may do so by making an appointment with the appropriate head of the office housing that record.

For additional information about student privacy, visit www.ubalt.edu/ferpa.

Nondiscrimination Policy

The University of Baltimore does not discriminate on the basis of race, religion, age, color, national origin, sex, sexual orientation or disability in its programs, activities or employment practices. Information about inquiries is listed in the University's Student Policies and Procedures Handbook, found online at www.ubalt.edu/studenthandbook.

Accessibility to Students with Disabilities Policy

It is the policy of the University of Baltimore to provide reasonable accommodations for students with disabilities. To provide academic adjustments, proper documentation is required and must be presented to the Center for Educational Access. This documentation is required whether the condition is permanent or temporary (broken leg, etc.)

A student's documentation must be current and must include a diagnosis, recommendations for reasonable and appropriate accommodations and information regarding how the disability impacts the student in an educational setting. This documentation will be reviewed by Center for Educational Access staff for all students seeking accommodations. This includes undergraduate, graduate and law students. This documentation will be retained by the Center for Educational Access and is not part of the student's permanent academic record. These records will remain in the center's suite for the duration of the student's academic career and are kept confidential. After a period of seven inactive years, the documentation will be destroyed unless the student requests that it be returned.

Drug and Alcohol Policy

As a member of the University System of Maryland, the University of Baltimore complies fully with the Maryland Drug and Alcohol Abuse Control Plan.

Except where permitted by law, the use, possession, sale, distribution and condition of being under the influence of controlled or illegal substances while on University premises is strictly prohibited.

The use of alcoholic beverages is permitted only in designated areas on campus and provided that such use is in conformity with all applicable alcoholic beverage laws and with the specific University regulations as set forth in the University's Student Policies and Procedures Handbook, found online at www.ubalt.edu/studenthandbook.

Violations of laws and University regulations regarding the use of controlled/illegal substances and alcohol will be subject to prosecution through both civil authorities and the campus judicial system. The range of University penalties shall include, but not be limited to, disciplinary reprimand, loss of privilege, probation, suspension and expulsion.

No-Smoking Policy

Smoking can be hazardous to health for smokers and nonsmokers alike. It can contribute to heart attack, stroke, high blood pressure, emphysema and several forms of cancer. The University of Baltimore has taken positive steps toward providing for all employees and students a smoke-free environment in which smoking is prohibited within all University buildings. This no-smoking policy stresses compliance on the part of employees and students. While it is best to rely on common courtesy for colleagues and classmates to ensure the success of this policy, the University is prepared to enforce it with formal sanctions. Visitors who refuse to comply with this policy will be required to leave University premises.

Clery Policy

The University of Baltimore, in compliance with the [Clery Act](#), requires all students applying for admission to the institution to answer a series of "yes/no" questions which help identify students who may pose a potential threat to the campus and its students if allowed to enroll. If students answer "yes" to any of these questions, they must provide further explanation regarding the situation. The dean of students is responsible for making all decisions related to these applications as well as the procedures for reviewing these applications. Providing false information on any of these questions may result in a student's expulsion from the University.

Golden I.D.

It is the policy of the University System of Maryland to extend special privileges, where practicable, to senior citizens who are residents of the state of Maryland and are enrolled in one of its institutions. The term "senior citizen" includes any individual who is 60 years of age or older, who is retired, whose chief income is derived from retirement benefits and who is not employed full time.

Senior citizens enrolled at the University of Baltimore are issued Golden I.D. cards by the registrar. They receive, on a space-available basis, waivers of tuition for not more than three undergraduate or graduate (not law) courses per semester or term. These students are afforded all services available to regularly enrolled students, as they pay all other fees. Subject to certain conditions, privileges extended to University Golden I.D. card holders from other USM institutions include waiver of tuition for undergraduate and graduate courses, use of the libraries and other privileges as determined by individual institutions.

Holders of Golden I.D. cards at other USM institutions are afforded the following privileges at the University of Baltimore:

- the use of the libraries (subject to restrictions during examination periods)
- admission to all nonticketed public lectures and performances
- discount tickets (subject to restrictions) for events sponsored by the Center for Student Involvement
- eligibility to join, for a fee, Campus Recreation and Wellness.

Catalog Use and Information

This *2012-14 University of Baltimore Graduate Catalog* outlines the University's graduate programs, courses, policies and procedures that were in effect as of June 30, 2012. Subsequent changes to courses, programs, policies, procedures, faculty, staff and facilities may cause certain information in this catalog to become outdated. Hence, this catalog is not to be construed by the student as a contract,

except in terms of the policy titled [Catalog Under Which Students Graduate](#) (as detailed in the [Academic Policies section](#)) and in terms of the student's compliance with all current policies and procedures of the University.

UB students are informed of changes or additions to academic and financial policies that may affect them through announcements by email or on appropriate University websites and, in some cases, through mail correspondence or separately printed posters, bulletins, notices or other communication vehicles.

The University of Baltimore reserves the right to make policy and program changes as necessary. Students are urged to review all University-produced correspondence, class schedules, mailings, posters and other literature to keep fully informed.

INDEX

About the University	4	Deferment.....	17
Academic Advising		English-Language Proficiency Policy	17
College of Public Affairs	21	Financial Support	18
Merrick School of Business	21	Foreign Transcripts	17
Program	26	General Policy	13
Yale Gordon College of Arts and Sciences	22	International Students	16
Academic Appeals	28	Mailing Address.....	13
Academic Calendar.....	3	More Information	20
Academic Policies	26	Program Administration.....	20
Academic and Administrative Appeals	28	Readmission.....	18
Applying for Graduation.....	33	Residency Classification	19
Attendance	30	Transfer Credit	19
Catalog Under Which Students Graduate	32	Visiting Students.....	16
Change of Graduate Program	30	Admission Application, Final Completion of	15
College of Public Affairs	40	Alumni Association.....	7
Continuous Enrollment	31	Appeals	
Course Load.....	33	Academic and Administrative	28
Dissertations.....	34	Admission.....	16
Grade Changes.....	28	Application Deadlines.....	15
Grades	26	Application Process.....	13
Graduate Individual Research Course Enrollment		Application Reactivation.....	17
Procedures	32	Application Review.....	15
Holiday Classes.....	35	Applied Behavioral Sciences, Division of	90
Inter-Institutional Registration.....	35	Applied Psychology, M.S.	94
Leave of Absence.....	31	Applying for Graduation	33
Make-Up Policy for Final Exams	30	Arts and Sciences, Yale Gordon College of.....	89
Program Advising.....	26	Attendance.....	30
Registration for Audit Courses.....	28	Audit and Challenge.....	24
Repeated Courses	30	Audit Courses, Registration	28
Requirements for Graduation	26	Barnes & Noble at the University of Baltimore	5
Satisfactory and Unsatisfactory Progress.....	28	Buildings and Facilities.....	5
Theses and Final Projects.....	34	Barnes & Noble at the University of Baltimore.....	5
Time Limitation	33	Langsdale Library.....	5
Withdrawal Policies and Procedures	29	University of Baltimore Student Center	5
Yale Gordon College of Arts and Sciences	93	Bursar, Office of	13
Accounting and Business Advisory Services, M.S. in		Business Fundamentals, Graduate Certificate in	86
.....	80	Business, Merrick School of.....	66
Accounting Fundamentals, Graduate Certificate in	86	Calendar, Academic.....	3
Accounting, Dept. of.....	67	Campus Card.....	7
Accreditation	4	Campus Recreation and Wellness	8
Achievement and Learning Center.....	7	Cancellation of Registration	24
Add/Drop.....	24	Career and Professional Development Center.....	8
Admission	13	Catalog Under Which Students Graduate	32
Appeals	16	Center for Educational Access.....	8
Applicants to More Than One Program/Dual-		Center for Student Involvement, Henry and Ruth	
Degree Programs	15	Blaustein Rosenberg	9
Application Deadlines.....	15	Centers and Institutes	9
Application Process.....	13	Certificate Students.....	15
Application Reactivation	17	Certification of Authenticity.....	20
Application Review	15	Change of Graduate Program	30
Application, Final Completion of	15	Change of Program.....	18
Certificate Students	15	Classifications, Admission.....	16
Certification of Authenticity	20	College of Arts and Sciences, Yale Gordon	89
Change of Program	18	College of Public Affairs	36
Classifications	16	Academic Advising	21
College of Public Affairs	40	Academic Policies and Information	40
Deadlines	15	Admission.....	40

Advisement Notices.....	40	Dept. of Accounting.....	67
Criminal Justice, J.D./M.S. in.....	43	Dept. of Finance and Economics	67
Criminal Justice, M.S. in.....	41	Dept. of Information and Decision Science	67
Facilities	39	Dept. of Management and International Business.....	67
Faculty.....	39	Dept. of Marketing and Entrepreneurship	67
Global Affairs and Human Security, M.A. in	51	Digital Communication, Graduate Certificate in.....	100
Graduate Studies	39	Digital Media Production, Graduate Certificate in...	106
Health Systems Management, M.S. in	48	Directions, Parking and Public Transportation	7
Human Services Administration, M.S. in	46	Directions	7
Negotiations and Conflict Management, J.D./M.S. in.....	55	Parking	7
Negotiations and Conflict Management, M.S. in..	52	Public Transportation	7
Public Administration, Doctor of	63	Directories.....	7
Public Administration, J.D./M.P.A.....	60	Dissertations	34
Public Administration, Master of.....	57	Diversity and Culture Center	9
Schaefer Center for Public Policy.....	38	Division of Applied Behavioral Sciences	90
School of Criminal Justice.....	37	Program Offerings.....	94
School of Health and Human Services.....	37	Division of Legal, Ethical and Historical Studies	
School of Public and International Affairs.....	38	Program Offerings.....	111
Schools Within.....	37	Division of Science, Information Arts and	
Strategic Management and Public Accountability		Technologies.....	90
Systems, Graduate Certificate in	50	Dual-Degree Programs, Admission.....	15
Students	39	English-Language Proficiency Policy	17
Communications Design, School of	91	Entrepreneurship, UB/Towson M.B.A. Specialization	
Computer Labs and Wireless Access	9	in	73
Continuous Enrollment.....	31	Final Exams, Make-Up Policy	30
Counseling Center	9	Final Projects	34
Course Descriptions.....	114	Finance and Economics, Dept. of	67
Accounting (ACCT)	114	Finance, M.S. in	82
Applied Psychology (APPL).....	116	Finance, UB/Towson M.B.A. Specialization in	74
Computer Science (COSC)	123	Financial Aid, Office of	10
Creative Writing & Publishing Arts (CWPA).....	124	Financial Assistance	10
Criminal Justice (CRJU)	126	Financial Support	18
Economics (ECON)	128	Foreign Transcripts	17
Entrepreneurship (ENTR).....	129	Global Affairs and Human Security, M.A. in	51
Finance (FIN)	130	Global Leadership, M.S. in.....	83
Global Affairs and Human Security (GAHS)	131	Grade Changes.....	28
Health Systems Management (HSMG)	133	Grades	26
Human Services Administration (HSAD)	132	Graduate and International Admission and	
Information Systems (INSS).....	139	Enrollment, Office of.....	10
Innovation Management and Technology		Graduate Certificate in Accounting Fundamentals...	85
Commercialization (IMTC).....	135	Graduate Certificate in Business Fundamentals	86
Integrated Design (DESN).....	136	Graduate Certificate in Digital Communication	100
Interaction Design and Information Architecture		Graduate Certificate in Digital Media Production ...	106
(IDIA).....	136	Graduate Certificate in Information Design	107
Legal and Ethical Studies (LEST).....	142	Graduate Certificate in Innovation Management and	
Management (MGMT)	144	Technology Commercialization	87
Marketing (MKTG).....	148	Graduate Certificate in Leadership for Organizations	
Negotiations and Conflict Management (CNCM)		87
.....	149	Graduate Certificate in Library Technologies.....	108
Operations Research (OPRE).....	151	Graduate Certificate in Professional Counseling	
Public Administration (PUAD).....	151	Studies	97
Publications Design (PBDS).....	157	Graduate Certificate in Strategic Management and	
Taxation (TAXA)	163	Public Accountability Systems.....	50
Course Load.....	33	Graduate Management Admission Test.....	69
Courses, Repeated	30	Graduate Program, Change of	30
Creative Writing & Publishing Arts, M.F.A.	101	Graduation	
Criminal Justice, J.D./M.S. in	43	Applying for	33
Criminal Justice, M.S. in.....	41	Requirements for.....	26
Criminal Justice, School of.....	37	Health and Human Services, School of.....	37
Deadlines, Application.....	15	Health Insurance.....	10
Deferment, Admission.....	17	Health Systems Management, M.S. in	48

Health-Care Management, UB/Towson M.B.A.	Application Requirements	69
Specialization in	Business Fundamentals, Graduate Certificate in	86
Helen P. Denit Honors Program.....	Centers and Institutes	68
Henry and Ruth Blaustein Rosenberg Center for	Certificate Programs.....	85
Student Involvement.....	Dept. of Accounting	67
Holiday Classes	Dept. of Finance and Economics.....	67
Human Resource Management, UB/Towson M.B.A.	Dept. of Information and Decision Science	67
Specialization in	Dept. of Management and International Business	67
Human Services Administration, M.S. in.....	67
Individual Research Course Enrollment Procedures	Dept. of Marketing and Entrepreneurship.....	67
Information and Decision Science, Dept. of	Dual-Degree Programs	77
Information and Interaction Design, D.S. in.....	Facilities	68
Information Design, Graduate Certificate in	Faculty.....	67
Innovation Management and Technology	Finance, M.S. in	82
Commercialization, Grad. Certificate in	Global Leadership, M.S. in	83
Innovation Management and Technology	Graduate Assistantships	71
Commercialization, M.S. in.....	Graduate Certificate Programs.....	86
Integrated Design, M.F.A.	Graduate Management Admission Test	69
Interaction Design and Information Arts, M.S. in.....	Graduate Studies	68
Inter-Institutional Registration	Graduation Requirements	70
International Admission and Enrollment, Office of	Innovation Management and Technology	
Graduate and	Commercialization, Graduate Certificate in	87
International Business, UB/Towson M.B.A.	Innovation Management and Technology	
Specialization in	Commercialization, M.S. in.....	83
International Students	Leadership for Organizations, Graduate Certificate	
Judicial Issues.....	in.....	87
Academic Integrity Policy	M.B.A./J.D.	77
Code of Conduct	M.B.A./Pharm.D.	79
Student Grievances.....	Master's Advantage.....	69
Langsdale Library.....	Mission	66
Late Registration.....	Nursing Administration, M.B.A./M.S. in	78
Leadership and Organizational Learning, UB/Towson	Nursing Administration, M.B.A./Ph.D. in.....	79
M.B.A. Specialization in.....	Organization.....	67
Leadership for Organizations, Graduate Certificate in	Second Master's Degree	70
.....	Students	67
Leave of Absence	Taxation, M.S. in	84
Legal and Ethical Studies, M.A. in.....	Transfer Options.....	70
Legal, Ethical and Historical Studies, Division of.....	UB/Towson M.B.A.	72
Library Technologies, Graduate Certificate in	UB/Towson M.B.A. Specializations	73
Location	UB/Towson M.B.A., Specialization in	
M.B.A., UB/Towson.....	Entrepreneurship	73
M.B.A./J.D.	UB/Towson M.B.A., Specialization in Finance.....	74
M.B.A./M.S. in Nursing Administration	UB/Towson M.B.A., Specialization in Health-Care	
M.B.A./Ph.D. in Nursing Administration.....	Management.....	74
M.B.A./Pharm.D.	UB/Towson M.B.A., Specialization in Human	
Make-Up Policy for Final Exams	Resource Management	75
Management and International Business, Dept. of...67	UB/Towson M.B.A., Specialization in International	
Management Information Systems, UB/Towson	Business	75
M.B.A. Specialization in.....	UB/Towson M.B.A., Specialization in Leadership	
Marketing and Entrepreneurship, Dept. of	and Organizational Learning.....	75
Marketing, UB/Towson M.B.A. Specialization in	UB/Towson M.B.A., Specialization in Management	
Merrick School of Business.....	Information Systems.....	76
Academic Advising	UB/Towson M.B.A., Specialization in Marketing..76	
Academic Policy on Satisfactory and	UB/Towson M.B.A., Specialization in Public-Sector	
Unsatisfactory Progress.....	Management.....	77
Accelerated Business Programs	Visiting Students.....	70
Accounting and Business Advisory Services, M.S.	Waiver Policy.....	70
in.....	Negotiations and Conflict Management, J.D./M.S. in	
Accounting Fundamentals, Graduate Certificate in	54
.....	Negotiations and Conflict Management, M.S. in	52
Accreditation.....	Nursing Administration, M.B.A./M.S. in	78
Admission Criteria	Nursing Administration, M.B.A./Ph.D. in.....	79

Off-Campus Programs, Universities at Shady Grove	12	School of Public and International Affairs.....	38
Office of Financial Aid	10	Program Offerings	50
Office of Graduate and International Admission and Enrollment	10	Science, Information Arts and Technologies, Division of	90
Office of Technology Services.....	9	Shady Grove, Universities at.....	12
Office of the Bursar	13	Strategic Management and Public Accountability Systems, Graduate Certificate in.....	50
Office of the Helen P. Denit Honors Program	10	Student Center, UB	5
Pharmacy, M.B.A./Doctor of.....	79	Taxation, M.S. in	84
Police Department, University of Baltimore.....	13	Technology Services, Office of.....	9
Policies.....	167	Theses	34
Academic.....	21	Time Limitation.....	33
University of Baltimore	167	Transcripts	26
University System of Maryland.....	167	Transfer Credit	
Professional Counseling Studies, Graduate Certificate in	97	Admission.....	19
Program Administration.....	20	Tuition and Fees	13
Program Advising.....	26	UB Alumni Association.....	7
Program, Change of.....	18	UB/Towson M.B.A.	72
Progress, Satisfactory and Unsatisfactory	28	Universities at Shady Grove, Off-Campus Programs	12
Public Administration, Doctor of	63	University of Baltimore Police Department.....	13
Public Administration, J.D./M.P.A.....	60	University of Baltimore Policies.....	167
Public Administration, Master of.....	57	University System of Maryland Policies	167
Public Affairs, College of.....	36	Visiting Students	16
Public and International Affairs, School of.....	38	Wireless Access.....	9
Public Policy, Schaefer Center for.....	38	Withdrawal Policies and Procedures.....	29
Publications Design, M.A. in	98	Yale Gordon College of Arts and Sciences	89
Public-Sector Management, UB/Towson M.B.A. Specialization in	77	Academic Advising	22
Reactivation, Application.....	17	Academic Policies and Information	93
Readmission	18	Admission.....	93
Registration.....	24	Advisement Notices.....	94
Add/Drop	24	Applied Psychology, M.S. in.....	94
Audit and Challenge.....	24	Creative Writing & Publishing Arts, M.F.A.	101
Cancellation.....	24	Digital Communication, Graduate Certificate in.....	100
Inter-Institutional.....	35	Digital Media Production, Graduate Certificate in	106
Late Registration	24	Division of Applied Behavioral Sciences	90
Schedule of Classes.....	24	Division of Science, Information Arts and Technologies	90
Transcripts.....	26	Divisions and Schools	90
Repeated Courses	30	Facilities	92
Requirements for Graduation.....	26	Graduate Studies	92
Residency Classification	19	Information and Interaction Design, D.S. in.....	109
Rosenberg Center for Student Involvement, Henry and Ruth Blaustein	8	Information Design, Graduate Certificate in	107
Satisfactory and Unsatisfactory Progress	28	Integrated Design, M.F.A.	103
Schaefer Center for Public Policy.....	38	Interaction Design and Information Architecture, M.S. in	105
Schedule of Classes	24	Legal and Ethical Studies, M.A. in.....	111
School of Business, Merrick.....	66	Legal, Ethical and Historical Studies, Division of.....	90
School of Communications Design	91	Library Technologies, Graduate Certificate in ...	108
Program Offerings	98	Professional Counseling Studies, Graduate Certificate in.....	97
School of Criminal Justice.....	37	Publications Design, M.A. in.....	98
Program Offerings.....	41	School of Communications Design.....	91
School of Health and Human Services.....	37	Students	91
Program Offerings.....	46		
School of Information Arts and Technologies Program Offerings	105		