

COLLEGE OF PUBLIC AFFAIRS

Christine Spencer, interim dean

Laura Wilson-Gentry, associate dean

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

Mary Bryant, academic program coordinator

Tylis Cooper, academic program coordinator

Kristen Tull, academic program coordinator

www.ubalt.edu/cpa

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. Students acquire the theoretical knowledge and substantive skills they need to succeed and thrive in the organizations in which they work and to apply those skills to the problems they encounter. They learn to analyze administrative decisions, organizational issues and societal problems from multiple perspectives and 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, the center's mission is to bring the University's academic expertise to bear in solving problems faced by local, state, federal and nonprofit organizations. The center has a reputation for excellence in providing research, consulting and professional development services to help leaders and policy-makers in the Baltimore metropolitan area, in Maryland and beyond better manage their resources and programs. Through hundreds of sponsored research projects over the past 25 years, the center has provided opportunities for faculty members and students to engage in applied learning and research, positively impacting Maryland's public sector.

SCHOOLS WITHIN THE COLLEGE

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

Laura Wilson-Gentry, program director, B.A. in Community Studies and Civic Engagement

- **School of Criminal Justice**

Debra Stanley, executive director

vacant, program director, B.S. in Criminal Justice

Charles Tumosa, program director, B.S. in Forensic Studies

Edgar Koch, program director, Certificate in Crime Scene Investigation

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

Debra Stanley, program director, M.S. in Forensic Science – High Technology Crime

With its vibrant, urban location, the University of Baltimore is strategically positioned to take full advantage of its stimulating environment, promoting practical applications of its programs of study. The School of Criminal Justice orients its academic priorities toward integration with the real world, capitalizing on the very real city that acts as an extended classroom. With complementary emphases on applied research, policy and administration, the School of Criminal Justice offers undergraduate programs leading to degrees in both criminal justice and forensic studies and to a Certificate in Crime Scene Investigation and graduate programs leading to degrees in criminal justice and forensic science – high technology crime. 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**

Christine Spencer, executive director

Tina DiFranco, program director, B.S. in Health Systems Management

Elizabeth Gammon, program director, 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 and human services administration. 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.

- **School of Public and International Affairs**

Larry Thomas, interim executive director

Lorenda Naylor, program director, B.A. in Government and Public Policy

Donald Haynes, program director, B.A. in International Studies; program co-director, M.A. in Global Affairs and Human Security

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; program co-director, M.A. in Global Affairs and Human Security

George Julnes, program director, Doctor of Public Administration (D.P.A.)

With its abundance of government, public-sector and nonprofit organizations, the Baltimore-Washington metropolitan region is an ideal location to immerse oneself in public and international affairs. The School of Public and International Affairs offers undergraduate programs leading to degrees in government and public policy and in international studies. It also offers graduate programs leading to a master's degree in public administration accredited by the National Association of Schools of Public Affairs and Administration and master's degrees in negotiations and conflict management and in global affairs and human security; a doctoral degree in public administration; and an M.P.A./J.D., offered in collaboration with the UB School of Law. 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; connecting faculty members with public-sector organizations through applied research and professional development programs; and providing students with opportunities to apply what they learn in the classroom to real-world challenges. The center's principal services include program evaluation, policy research, strategic planning, needs assessment, staffing analysis and 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 graduate fellowships and student employment experiences that provide students with unique opportunities to work closely with faculty members and researchers while gaining real-world experience through participation in center projects.

For more information, visit www.ubalt.edu/schaefercenter.

STUDENTS

The approximately 1,700 men and women enrolled in the College of Public Affairs—about half of them in graduate programs—represent about 26 percent of the total University of Baltimore student population.

Nearly 60 percent of the graduate students enrolled in the College of Public Affairs are 30 and older, and 70 percent are women. While some of the college's graduate students entered 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, in the Academic Center and in the Learning Commons. 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 the state-of-the-art Jami R. Grant Forensic Laboratories—forensics instrumentation and microscopy laboratories—with classroom space; the labs were developed to serve as overflow labs for the Baltimore Police Department.

GRADUATE PROGRAMS

Doctoral Program

- Public Administration (D.P.A.)

Master's Programs

- Criminal Justice (M.S.)
- Forensic Science – High Technology Crime (M.S.)
- Global Affairs and Human Security (M.A.)
- Health Systems Management (M.S.)
- Human Services Administration (M.S.)
- Negotiations and Conflict Management (M.S.)
- Nonprofit Management and Social Entrepreneurship (M.S.)

- Public Administration (M.P.A.)

Dual-Degree Programs

- J.D./M.S. in Criminal Justice
- J.D./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, negotiations and conflict management, health systems 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: Cantora, Kane, Pfeifer, Richards, 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 Governor's Office of Crime Control and

Prevention, the Maryland State Police, the Baltimore City Police Department, the Department of Juvenile Services, the Department of Public Safety and Correctional Services, numerous federal agencies, federal and state courts and a host of community-based agencies that assist adult and juvenile offenders as well as crime victims. Many employees of these agencies are currently enrolled in the undergraduate and graduate Criminal Justice programs.

The 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:

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

Conditional Admission Standards

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

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

For detailed information about specific admission requirements, visit 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 33 credits and a 6-credit thesis, for a total of 39 credits
- Plan II: successful completion of 36 credits and a 3-credit capstone experience for a total of 39 credits.

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

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

Core Courses (18 credits)

- CRJU 601 Crime and Policy Development (3)
- CRJU 602 Research Techniques in Criminal Justice (3)
- CRJU 603 Criminal Justice Statistics (3) ¹
- CRJU 610 Administration of Justice (3)
- CRJU 708 Leadership Development in Criminal Justice (3)
- CRJU 710 Advanced Criminology (3)

¹ CRJU 602 is a prerequisite to CRJU 603.

Specialization Requirements (9 credits)

Choose one from the following:

- CRJU 606 Contemporary Court Issues (3)
- CRJU 608 Contemporary Issues in Juvenile Justice (3)
- CRJU 611 Contemporary Issues in Corrections (3)
- CRJU 631 Contemporary Issues in Policing (3)
- CRJU 702 Contemporary Issues for Victims of Crime (3)

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

Fieldwork (3 credits)

CRJU 605 Graduate Internship

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

Culminating Coursework (3-6 credits)

CRJU 777 Capstone in Criminal Justice (3) or CRJU 799: Thesis (3-6)

Electives (3-9 credits)

The number of electives will vary from one to three depending on whether:

- the student is waived from fieldwork
- the student chooses CRJU 777: Capstone in Criminal Justice or CRJU 799: Thesis as the final project.

The Master's Thesis

Students apply to the program director for eligibility [requirements: a 3.3 overall grade point average and B (3.0) or better in the following core courses: CRJU 602, 603 and 710]. If eligible, students prepare a five- to seven-page proposal for submission to the thesis admission committee. Once the proposal is

approved, students select an adviser from among the full-time faculty, register for the first 3 credits of CRJU 799: Thesis and begin work on their thesis.

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

Capstone Experience

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

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

Heather L. Pfeifer, program director

Amy Sloan, 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 Admission (410.837.6565, gradadmission@ubalt.edu) or to the Office of International Admission (410.837.4777, intladmission@ubalt.edu), as appropriate. 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:

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

Conditional Admission Standards

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

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

For detailed information about specific admission requirements, visit 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 capstone project.

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

one "Law in Context" class:
LAW 620: Jurisprudence (3)

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

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

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

Law School Courses—Strongly Encouraged

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

Choose additional electives for a total of 78 law credits.

Criminal Justice Courses (18 credits)

CRJU 601 Crime and Policy Development (3)
CRJU 602 Research Techniques in Criminal Justice (3)
CRJU 603 Criminal Justice Statistics (3)
CRJU 610 Administration of Justice (3)
CRJU 708 Leadership Development in Criminal Justice (3)
CRJU 710 Advanced Criminology (3)

Fieldwork (3 credits)

CRJU 605 Graduate Internship

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

Culminating Coursework (3-6 credits)

CRJU 777 Capstone in Criminal Justice (3) or CRJU 799: Thesis (3-6)

Electives (3-9 credits)

The number of electives will vary from one to three depending on whether:

- the student is waived from fieldwork
- the student chooses CRJU 777: Capstone in Criminal Justice or CRJU 799: Thesis as the final project.

Total Credits: 108
LAW Credits: 78
CRJU Credits: 30

MASTER OF SCIENCE IN FORENSIC SCIENCE – HIGH TECHNOLOGY CRIME

www.ubalt.edu/hightechcrime

Debra Stanley, program director

FACULTY: Grant, Koch, Tumosa

ADJUNCT FACULTY: Ceesay, Hall, Poawui, Rosenblatt

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

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

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

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

Unconditional Admission Standards

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

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

Degree Requirements

Core Courses (30 credits)

- FSCS 601 Legal Issues in High Technology Crime (3)
- FSCS 610 Identifying Organizational Liabilities and Crime (3)
- FSCS 615 Information Retrieval: Paper and Electronic (3)
- FSCS 620 Forensic Investigative Techniques I (3)
- FSCS 630 Introduction to Cryptanalysis (3)

- FSCS 720 Forensic Investigative Techniques II (3)
- FSCS 724 Protection of Data/Information (3)
- FSCS 727 Computer and Digital Forensics (3)
- FSCS 728 Information Systems, Threats, Attacks and Defense Strategies (3)
- FSCS 730 Incident Response I (3)

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: Botes, Cartwright (CSU), Gammon (UB), Harris (CSU), Hudgins (CSU), Johnson (UB), Molinari (UB), Pearson (UB), Phillips (CSU), Sheehan (UB), Spencer (UB), Spry (CSU), Taylor (CSU), Trotter (UB), Wyatt-Nichol (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 a bachelor's degree with a minimum grade point average of 3.0 from a regionally accredited college or university.

Conditional Admission Standards

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

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

For detailed information about specific admission requirements, visit 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 612 Group Counseling (3)
- PSYC 622 Addiction Prevention Techniques for the Individual, Family, School and Community (3)
- PSYC 641 Advanced Individual Counseling, Diagnosis and Assessment of the Addicted Client (3)
- PSYC 642 Advanced Group Counseling, Diagnosis and Assessment of the Addicted Client (3)
- PSYC 643 Action Research on Alcoholism and Multiple Addictions in the Inner City (3)
- PSYC 644 Management of Addiction Treatment Programs (3)

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)

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

Health-Care Delivery Systems (UB)

- HSMG 630 The Legal Environment of Health-Care Management (3)
- HSMG 766 Health Systems Management: Organizational Design and Human Resources (3)
- MGMT 765 Management of Health-Care Organizations and Professionals (3)
- PUAD 750 Health-Care Systems, Organization and Management (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

Elizabeth Gammon, program director

FACULTY: DiFranco, Gammon, Kang, Lyles, Molinari, Spencer

ADJUNCT FACULTY: Boggs, Cohen, Daugherty, 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:

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

Conditional Admission Standards

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

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

For detailed information about specific admission requirements, visit 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) ¹

PUAD 751 Policy Issues in Health Care (3)

PUAD 755 Health Administration (3)

PUAD 757 Strategic Management in Health Care (3)

¹ *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:

HSMG 699 Health Finance (3)

HSMG 701 Health Economics (3)

ACCT 761 Accounting for Health-Care Organizations (3)

Additional Degree Requirement (3 credits)

HSMG 752 Internship (3)

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 a bachelor's degree with a minimum grade point average of 3.0 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, program co-directors

FACULTY: Botes, Brown, Gillingham, Haynes, Henderson, G. Julnes, P. Julnes, Larrison, Lyles, Molinari, Pearson, Ross, Sheehan, Spencer, Stanley, Willis, 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:

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

Conditional Admission Standards

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

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

For detailed information about specific admission requirements, visit 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)

GAHS 600 Managing NGOs (3)

CNCM 506 Understanding and Assessing Conflict (3)

CNCM 740 Ethnic and Cultural Factors in Conflict (3)

HSMG 640 Epidemiology (3)

PUAD 625 Innovations in Public Management (3)

PUAD 629 Public Program Evaluation (3) ¹

PUAD 704 Managing Diversity (3)

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

Electives (6 credits)

Students choose two courses from the following:

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

CNCM 620 Special Topics: Terrorism, Counterterrorism and International Conflict Management (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)²

² *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, Tan

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 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

- CNCM 519 Advanced Mediation Skills (3)
- CNCM 620 Special Topics (3)
- APPL 604 Interviewing (3)
- APPL 605 Advanced Theories of Personality and Counseling (3)
- APPL 612 Human Relations (3)
- CRJU 702 Contemporary Issues for Victims of Crime (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)

- CNCM 517 Arbitration: Theory and Practice (3)
- CNCM 620 Special Topics (3)
- 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)
- CRJU 640 Managing Police Organizations (3)
- CRJU 642 Managing Correctional Institutions (3)
- ECON 505 Micro Economics (1.5)
- ECON 506 Macro Economics (1.5)
- MGMT 605 Leading With Integrity (1.5)
- 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)

- CNCM 620 Special Topics (3)
- APPL 624 Psychology and the Law (3)
- APPL 643 Advanced Social Psychology (3)
- CRJU 610 Administration of Justice (3)
- CRJU 631 Contemporary Issues in Policing (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

Amy Sloan, 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 Admission (410.837.6565, gradadmission@ubalt.edu) or to the Office of International Admission (410.837.4777, intladmission@ubalt.edu), as appropriate. 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 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 LAW 612: Introduction to Lawyering Skills/Civil Procedure I (6) ¹
- LAW 601 Civil Procedure II (3)
- LAW 602 Contracts I (3) or LAW 611: Introduction to Lawyering Skills/Contracts I (6) ¹
- LAW 603 Contracts II (3)
- LAW 604 Criminal Law (3) or LAW 614: Introduction to Lawyering Skills/Criminal Law (6) ¹
- LAW 607 Property (4)
- LAW 608 Torts (4) or LAW 610: Introduction to Lawyering Skills/Torts (7) ¹
- LAW 613 Introduction to Advocacy (2)
- LAW 650 Constitutional Law I (4)
- LAW 651 Evidence (3)
- LAW 652 Professional Responsibility (3)
- LAW 655 Constitutional Law II (2)

one "Law in Context" class:

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

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

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

Law School Courses—Strongly Recommended

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

Choose additional electives for a total of 78 law credits.

Negotiations Courses

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

Total Credits: 111

LAW Credits: 78

CNCM Credits: 33

MASTER OF SCIENCE IN NONPROFIT MANAGEMENT AND SOCIAL ENTREPRENEURSHIP

www.ubalt.edu/nonprofit

Samuel Brown, program director

FACULTY: Barqueiro, Bento, S. Brown, G. Julnes, P. Julnes, Pearson, Stickney, Weiss,

Wyatt-Nichol

ADJUNCT FACULTY: Cotten

The Master of Science in Nonprofit Management and Social Entrepreneurship provides specialized, interdisciplinary training for students who wish to work as managers of nonprofit or social enterprise organizations. Offered jointly by the University's Merrick School of Business and College of Public Affairs,

the program draws upon the strengths of both units to provide a comprehensive foundation in nonprofit management education.

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

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

Unconditional Admission Standards

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

Conditional Admission Standards

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

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

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

Degree Requirements

Core Courses (24 credits)

- HSAD 600 Fundraising and Grantwriting (3)
- PUAD 621 Public Personnel and Human Resource Management (3)
- PUAD 629 Public Program Evaluation (3)
- PUAD 700 Concepts and Practices of Nonprofits (3)
- PUAD 734 Strategic Planning (3)
- ACCT 600 Accounting Fundamentals for Nonprofit Organizations (3)
- an approved management course (3)
- an approved course covering legal issues in nonprofit administration (3)

Specializations (9 credits)

Choose three courses within one of the following specializations:

Global Affairs

- GAHS 504 Seminar in Globalization and Social Change (3)
- GAHS 508 International Organization (3)
- GAHS 600 Managing NGOs (3)
- MGMT 780 Leading Across Cultures (3)
- PUAD 740 Managing Diversity (3)

Health Management

- HSMG 630 The Legal Environment of Health-Care Management (3)
- HSMG 697 Health Insurance and Prepaid Health Care (3)
- PUAD 755 Health Administration (3)
- PUAD 756 Managed-Care Administration (3)

General Management

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

Capstone Experience (3 credits)

- ENTR 760 Social Enterprise and Entrepreneurship (3)

Internship (3 credits)

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

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

www.ubalt.edu/publicadministration

Heather Wyatt-Nichol, program director

FACULTY: Ayabakan, S. Brown, Darling, E. Gibson, Haynes, Henderson, G. Julnes, P. Julnes,
Lyles, Naylor, Spencer, Swaim, Thomas, Wachhaus, Wilson-Gentry, Wood, Wyatt-Nichol, Zhang
ADJUNCT FACULTY: Brown, Bucher, Gallagher, Gregory-Wyatt, Groethe, Juppè, Kelley, Kessler

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 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:

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

Conditional Admission Standards

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

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

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

For detailed information about specific admission requirements, visit 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 are required of all students and are designed to provide general background in administrative theory, public policy and program management; understanding of the ethics, role and methods of public administrators in achieving policy objectives; thorough knowledge of the political, economic and legal processes that affect administrators; and specialized training in research methods, management information systems and quantitative techniques. It is recommended that students take PUAD 621, PUAD 623, PUAD 624, PUAD 625 and PUAD 627 early in their program. Students must complete PUAD 628: Statistical Applications in Public Administration within the first 15 credit hours. Students must earn a grade of B or better in PUAD 798: Problem-Solving Seminar in Public Administration to meet degree requirements.

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}

¹ prerequisite: PUAD 628

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

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) ³
- 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)

³ PUAD 709 can be completed one time for a total of 3 credits.

Internship (possible 3 credits)

PUAD 790 Internship (3)

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

Amy Sloan, 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:

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

Admission Standards

Applicants for the dual-degree program must meet the admission standards of both the School of Law and the 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 Admission (410.837.6565, gradadmission@ubalt.edu) or to the Office of International Admission (410.837.4777, intladmission@ubalt.edu), as appropriate. 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:

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

Conditional Admission Standards

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

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

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

For detailed information about specific admission requirements, visit 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 LAW 612: Introduction to Lawyering Skills/Civil Procedure I (6) ¹
 - LAW 601 Civil Procedure II (3)
 - LAW 602 Contracts I (3) or LAW 611: Introduction to Lawyering Skills/Contracts I (6) ¹
 - LAW 603 Contracts II (3)
 - LAW 604 Criminal Law (3) or LAW 614: Introduction to Lawyering Skills/Criminal Law (6) ¹
 - LAW 607 Property (4)
 - LAW 608 Torts (4) or LAW 610: Introduction to Lawyering Skills/Torts (7) ¹
 - LAW 613 Introduction to Advocacy (2)
 - LAW 650 Constitutional Law I (4)
 - LAW 651 Evidence (3)
 - LAW 652 Professional Responsibility (3)
 - LAW 655 Constitutional Law II (2)
- one "Law in Context" class:
- LAW 620: Jurisprudence (3)
 - LAW 621: American Legal History (3)
 - LAW 622: Comparative Law (3)
 - LAW 623: Critical Legal Theory (3)
 - LAW 624: Law and Economics (3)

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

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

Law School Courses—Strongly Recommended

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

Choose additional electives for a total of 78 law credits.

M.P.A. Courses

- PUAD 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) ²
- PUAD 630 Analytical Techniques in Public Administration (3) ²
- PUAD 798 Problem-Solving Seminar in Public Administration (3) ³

² *prerequisite: PUAD 628*

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

Total Credits: 108

LAW Credits: 78

M.P.A. Credits: 30

DOCTOR OF PUBLIC ADMINISTRATION (D.P.A.)

www.ubalt.edu/publicadministrationdoctorate

George Julnes, program director

FACULTY: Ayabakan, S. Brown, Callahan, Darling, E. Gibson, Henderson, G. Julnes, P. Julnes, Lyles, Naylor, Spencer, Thomas, Wachhaus, 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:

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

or

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

- 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)¹

¹ 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:

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

Health-Care Systems Administration

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

- 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 Issues in 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:

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

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

Dissertation Committee can include a faculty member from another institution. The committee must be approved by the program director.

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

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