



LINDENWOOD COLLEGE

St. Charles • Westport • Olivette • (314) 949-2000

1989-91 GRADUATE CATALOG

Graduate Catalog

Preface

This catalog contains a description of the Graduate Programs offered in the Day, Evening and Lindenwood College for Individualized Education (LCIE) formats. Separate catalogs are devoted to the description of Undergraduate Day/Evening College programs and Undergraduate Evening College/LCIE programs. All statements in this publication concerning policies, program requirements, fees and other matters are subject to change without notice. The statements in this catalog are for informational purposes only and should not be viewed as the basis of a contract between a student and the College.

It is the policy of Lindenwood College not to discriminate in its educational policies and programs nor in its employment practices on the basis of age, race, creed, sex, handicap, or natural or ethnic origin.

Lindenwood College is accredited by the North Central Association of Colleges and Secondary Schools and by the National Council for the Accreditation of Teacher Education. Lindenwood College is a member of the American Assembly of Collegiate Schools of Business.

Degree Programs

Lindenwood College offers academic programs leading to the Bachelor of Arts, Bachelor of Fine Arts and Bachelor of Science degrees at the undergraduate level. At the graduate level, the College offers courses leading to the Master of Science, Master of Arts, Master of Business Administration, Master of Fine Arts and Master of Valuation Sciences. The major areas of concentration and the format in which each degree is offered are listed as follows:

GRADUATE PROGRAMS

Day Division

Master of Arts in Art
Master of Arts in Theatre
Master of Fine Arts in Theatre

Evening Division

Evening College

Master of Arts in Art
Master of Arts in Education
Master of Business Administration (MBA)
Master of Science (business specialty area)

Lindenwood College for Individualized Education (LCIE)

Master of Arts in Gerontology
Master of Business Administration (MBA)
Master of Science (business specialty area)
Master of Science in Corporate Communication

LCIE continued—

Master of Science in Mass Communication
Master of Science in Health Management
Master of Science in Human Resource Management
Master of Science in Human Service Agency Management
Master of Valuation Sciences

Note: In all divisions, individualized degrees may be developed on a contract basis for interdisciplinary specialties.

Center for Professional and School Counseling

Master of Arts in Professional Counseling
Master of Arts in School Counseling (Elementary and/or Secondary)
Master of Arts in Professional and School Counseling
School Psychological Examiner Certificate



About Lindenwood College

The Lindenwood Mission

The following mission statement of Lindenwood College was affirmed by the Board of Directors on February 17, 1987.

Lindenwood College is an independent, liberal arts college with a covenantal relationship with the Presbyterian Church. It is committed to the values inherent in the Judeo-Christian tradition and believes in the importance of a value-oriented education for all of its students.

The College offers a wide range of undergraduate majors, both in the disciplines of the traditional liberal arts and sciences and in career-oriented areas. Its distinctive and flexible educational programs, offered in both traditional and innovative formats, are designed to meet the individual needs of a diverse student body which includes both traditional and non-traditional college-age students. The College also offers a number of graduate programs which are intended to meet the needs of working adults in the St. Louis metropolitan area.

Lindenwood College, founded in 1827, has a distinguished tradition as a residential college, and its alumni have strong ties with their alma mater. The College appreciates the support of the graduates and seeks to foster and preserve the spirit of the campus experience through alumni activities. Today, the College continues to offer a strong residential life program in the belief that the residential experience can contribute significantly to the academic and personal development of its students.

The College affirms its commitment to the principles of a liberal arts education and to the development of the whole person. To these ends, we seek to:

- ... introduce students to the abiding values, knowledge, skills and issues that shaped great cultures and civilizations and, in this context, to nurture the process whereby an individual acquires useful guidelines for determining responsible decisions and actions;
- ... encourage students to develop the capacities for examining, evaluating and understanding themselves and others, as well as their relationship with their environment;
- ... encourage an understanding of the intellectual disciplines and creative endeavors that have served humanity throughout history;
- ... provide a variety of educational experiences through which students acquire information and abilities relevant to their chosen area of lifework;
- ... develop within students a critical awareness of the impact of scientific, technological, economic, literary, political, artistic and social-scientific developments;
- ... promote respect of persons for each other, understanding of divergent views, ethical and intellectual integrity, empathy, a concern for justice and an appreciation of life-enhancing activity;
- ... prepare individuals for continuing their self-education and for engaging in rewarding work and service;
- ... foster responsiveness to social issues and concerns which face the local, national and world communities; and
- ... encourage the work-service experience as part of the learning process and as a valuable dimension to a liberal arts education.

As a community encompassing students, faculty, administrators, staff, alumni and friends of Lindenwood College, we are dedicated to a spirit of open and earnest inquiry and of dialogue among disciplines, to academic freedom and to personal responsibility, and to high academic standards and the pursuit of excellence. We are a community

marked by collegiality, a genuine concern for one another, and a desire to be of service to the larger community of which we are a part.

Off Campus Centers

Olivette Center—located at 9137 Old Bonhomme in the Logos School, this site provides classroom facilities for the Lindenwood College for Individualized Education (LCIE).

Westport Center—located in the 12000 Building, 11960 Westline Industrial Drive, Suite 250, in west St. Louis County, this facility meets the needs of working adults enrolled in undergraduate and graduate programs of the Lindenwood College Evening Division. Classrooms and administrative offices are housed in a newly constructed, air-conditioned facility with ample free parking.

In addition to off-campus facilities in St. Louis and St. Louis County, the College provides on-site instruction at a number of businesses in the metropolitan area.

Conferences

The College offers a variety of services and accommodations to community groups, religious organizations, businesses and trade and professional organizations on campus and at our off-campus sites. Many conferences, workshops, meetings and community events are held each year at the various Lindenwood facilities.

Historic Lindenwood

Founded in 1827, Lindenwood College is one of the oldest institutions of higher learning in the United States and the second oldest west of the Mississippi River.

Its founders, Major George C. and Mary Easton Sibley, began a liberal arts school for young women which has served as a nucleus around which other programs have clustered for over 160 years.

The original College for women was expanded in 1969 to include men. Lindenwood's day program is fully-integrated, offering co-educational experiences and serving both full- and part-time students with a variety of liberal arts offerings leading to baccalaureate and master's degrees.

In 1972, the Evening College was formed, offering a full range of courses and instruction at both the undergraduate and graduate levels to those students, such as working adults, who cannot attend day classes. The Evening College has been expanded in recent years to serve students at various sites in the metropolitan St. Louis area as well as at the main campus in St. Charles.

Following the formation of the Evening College, the Lindenwood College for Individualized Education (LCIE) was created in 1975 to offer individually-designed programs of study at the undergraduate and graduate levels. Cited as a "model program" in the United States, LCIE provides students with full-time instruction through participation in cluster groups, workshops, colloquia and supervised internships.

Today, these varied programs form the grouping of educational endeavors that is Lindenwood College—an historic institution currently serving over 2,000 students in 50 undergraduate and graduate degree programs.

Graduate Admissions

The standards of admission to Lindenwood College are selective, yet flexible. We do expect our applicants to have a sound undergraduate academic background, and we carefully examine each applicant's record to determine the student's potential for success at Lindenwood.

We are interested in students who possess a desire to learn. We also look for students whose life experiences enhance and complement their academic skills. In the evaluation process, we look for evidence of intellectual capability, communication skills and leadership potential.

Selection Criteria

Candidates applying to Lindenwood's Graduate College will be evaluated individually by the Director of Graduate Admissions as well as the Dean of the specific discipline or the designated faculty advisor within that discipline.

Application Procedures

To be considered for admission to the College, an applicant's file must include:

1. A completed and signed application form with the \$25.00 (non-refundable) application fee. Checks or money orders should be made payable to "Lindenwood College." In cases of financial hardship, the fee may be waived. This waiver may be approved by an appropriate College official.
2. Official transcript from school granting the undergraduate degree, as well as official transcripts from any graduate school(s) attended.
3. LCIE students must provide an autobiographical statement or essay. Day/Evening College students must provide a resume. LCIE students in Business Administration may substitute a resume for the autobiographical statement.
4. Two letters of recommendation are required. Various departments, such as Fine and Performing Arts may have additional requirements, i.e., a portfolio or an audition.

NOTE: A student must have a completed file and be admitted to the College before any financial aid will be processed.



International Students

All International Students are required to submit the following:

1. A completed and signed International Student Application.
 2. A \$25.00 (non-refundable) application fee. Checks or money orders should be made payable to "Lindenwood College." In case of financial hardship, the fee may be waived.
 3. Proof of English language proficiency as evidenced by one of the following: a TOEFL score of at least 500; or, successful completion of a secondary or college level course of study in which English is the language of instruction; or, other evidence of English language proficiency.
 4. Official transcripts from all colleges or universities attended. All transcripts MUST be accompanied by an English translation. Transcripts should be sent directly to Lindenwood from your previous school(s). Other proof of academic work may be accepted when original transcripts are not available.
 5. An autobiographical statement or essay.
 6. Two letters of recommendation (optional).
 7. A Statement of Personal Finances or a Statement of Personal Finances and Assurance attesting to the student's or sponsor's ability to pay for tuition, fees and living expenses for one year. Either statement must indicate the exact amount available for support. The amount should be equal to or greater than the tuition and living expenses for one academic year. Either statement must be accompanied by a certified bank letter.
 8. A deposit of \$150 which will be applied toward tuition. The deposit may be waived by the Dean of Admissions and Financial Aid.
- All the steps in the Application Procedures must be completed before Lindenwood will issue an I-20 form. At this time, the I-20 is the only form Lindenwood College is authorized to issue to International Students. In most cases, students must enter the country on an F-1 visa.

Student Expenses Academic Year Tuition

Lindenwood College for Individualized Education (LCIE)	
Graduate 1990-91	\$175 per credit hour \$1,575 per term

(Effective 7/1/91)

Day and Evening College 1991-92	
Graduate 1991-92	\$185 per credit hour \$1,665 per term

Audit Courses

Courses are available to audit in the Evening College at a rate of 50% tuition per credit hour. Studio courses and all LCIE clusters are not available as audit courses.

Enrollment Deposit

Resident students are expected to pay a \$150 non-refundable fee to reserve their rooms. After the first semester room charges have been paid, the room reservation fee becomes a refundable room damage deposit.

An additional charge will be added for all single rooms in the dormitories and/or apartment/house living quarters (on a space-availability basis).

When students have been accepted for admission, students, parents, and/or guardians accept all the conditions of payment as well as all regulations of the College. In making the initial payment of \$150, the student and his parent or guardian acknowledge these terms and signify acceptance of these obligations. No promise or contract that differs from these terms shall bind the College unless it has been signed by the Chief Operating Officer of Lindenwood College. The College reserves the right to increase or reduce fees each year according to changes in fiscal conditions.

If a student withdraws prior to the beginning of a term, all payments except the initial \$150 non-refundable room reservation deposit will be refunded.

Additional Charges

Additional charges, when applicable include:

- Studio Fees: \$60
- Extension & Fee: Determined on course by-course basis
- Applied Music Fee: \$125/half-hour--two hours credit
- Applied Music Fee: \$250/hour--two hours credit

(Applied Music Fees include lessons in piano, voice, orchestral instruments and organ.)

Graduation Fee: \$120

Students are expected to pay tuition charges prior to the beginning of each term. Students may use financial aid (grants and loans) as payment. Student Aid Reports and loan applications should be submitted to the Financial Aid Office prior to the beginning of each term.

Payment Options

Corporate Promissory Note: The Corporate Promissory Note is available to students who work at companies that have tuition reimbursement plans. The amount of the promissory note cannot exceed the amount the employer pays for tuition each term. There is a \$25.00 origination fee for the promissory note, except in those cases where the company pays the College directly. In those cases, the fee is waived. The due date of all promissory notes is 45 days following the conclusion of the term for which the note applies. Upon request, a student is required to furnish a copy of the company's tuition reimbursement policy.

Deferred Payment Plan (DPP): The DPP offers the option for students to pay their tuition in installments. It is available to Day and Evening students and/or their parents. There is an origination fee that must be paid when the agreement is executed. The fee is based on the amount of the unpaid balance. A down payment of one-third of the total tuition and fees for the term is required. The DPP may not be used in conjunction with the Corporate Promissory Note.

Delinquent Accounts

Students must meet all financial obligations to the College in order to qualify for continued enrollment or graduation. This means that, each semester or term, each student must pay all money due to the College, including tuition, fees, traffic fines, library fines, and any other financial obligation.

Students with delinquent accounts can expect the following:

1. Registration for a succeeding term will not be allowed.
2. Grades for the current term will be held.
3. A transcript will not be issued.
4. The student will not be permitted to graduate.

Older Student Scholarship

Lindenwood offers a 50% scholarship to all persons age 55 and over. This reduction applies to the tuition for credit classes and does not apply to courses that are admitted.

Withdrawal & Refund

Students wishing to withdraw from Lindenwood College should contact both the Registrar's Office and the Office of Financial Aid. In order to receive the proper refund, any notification of withdrawal or cancellation and requests for refund should be made in writing. Students should submit a "Notice of Withdrawal Form" to the Registrar's Office. Calculations of refunds of tuition adjustment shall be based on the student's last date of attendance.

The following policy is effective for all students enrolled in the Day Division of the College. If a student withdraws prior to the beginning of a semester, all payments except the initial \$150 non-refundable room reservation deposit will be refunded. The refund for tuition including overload charges

for the Fall and Spring Semesters is as follows:	
Withdrawals during first two weeks	75%
Withdrawal during third week of term	50%
Withdrawal during fourth week of term	25%
Withdrawal after fourth week of term-No Refund	

The refund schedule for Evening Division (quarter calendar) courses is as follows:

Withdrawal before first class meets	100% refund
Withdrawal before second class meets	75% refund
Withdrawal before third class meets	50% refund
After third class meets	No Refund

No refund of room charges will be made for a term after a student has occupied the room. Board charges will be refunded on a pro-rata basis, less \$100, for the student who withdraws totally.

Application, activity, lab and miscellaneous fees and room reservation deposits are non-refundable except as indicated under "Enrollment Deposit" above.

Appeals

Appeals on Withdrawal and Refund calculations for students and parents who feel the individual circumstances warrant exemptions from published policy should be addressed to the Business Office Controller.

In order to appeal a decision, the student must submit a written request to the Business Office Controller, including any evidence which would substantiate the appeal.

Satisfactory Academic Progress

Students wishing to apply for and receive Title IV assistance must meet specific academic progress requirements in order to maintain Title IV financial aid eligibility. Satisfactory academic progress requires that a student must accumulate a minimum number of credit hours over a maximum number of enrollment periods and a minimum cumulative grade point average for each period of attendance. The minimum cumulative grade point average (GPA) is listed under scholarship standards on page 5 of the graduate catalog.

Satisfactory academic progress is defined as satisfactory based on the following maximum academic years and earned credit hours per school division of enrollment.

Undergraduate College

Academic Years Completed
1 2 3 4 5 6 7 8

Earned Credit Hours:
15 30 45 60 75 90 105 120

Graduate College

Academic Years Completed
1 2 3 4 5
Earned Credit Hours
6 12 18 24 30

Satisfactory Academic Progress determination is made for all students at the end of each academic year. For a student to be eligible for Title IV Aid at Lindenwood College, the student must have academic standing at that point in the program that is consistent with Lindenwood College's requirements for graduation as listed under "Scholarship Standards" below. Before each payment period, the student's academic record will be checked for satisfactory academic progress based on the most recent determination. In general, satisfactory progress for full-time students requires that for each two semesters (which constitutes one academic year, summer being optional) of enrollment, 15 credit hours must be earned for full-time and undergraduate students and 6 hours for full-time graduate students. Part-time students must successfully complete at least 50% of their credit hours attempted and have academic standing at that point in the program that is consistent with Lindenwood College's requirements for graduation. Failure to maintain minimum academic progress will result in a student being ineligible to receive Title IV financial assistance, following a financial aid probationary period, except as follows: If a student fails to meet the minimum requirements as stated at the end of the second academic year, the student will be placed on Financial Aid Suspension.

Financial Aid Probation/Suspension/Reinstatement

Except at the end of the student's second year, if a student fails to meet the minimum requirements as stated, the student will be placed on financial aid probation for the next succeeding academic year of enrollment. If at the end of the probationary academic year of enrollment, the student is not meeting the

minimum requirements stated, the student will be placed on financial aid suspension and will not be eligible for financial aid until the minimum cumulative requirements of the policy are attained. Withdrawal from the college has no effect on the student's satisfactory progress upon re-enrolling.

Appeal

A student has the right to appeal if the student feels that he/she has complied with the requirements of the satisfactory academic progress policy, or that there are factors such as undue hardship because of the death of a relative, the student's injury or illness, or similar special circumstances that could affect the decision, or that said decision was not correctly made. If the student's appeal is granted, the student will be placed on Financial Aid probation and will have the next succeeding term of enrollment to meet the minimum requirements stated above.

In order to appeal a decision, the student must submit a written application to the Dean of Admissions and Financial Aid, including any evidence which would substantiate the appeal.

The case will be evaluated by an Appeals Committee. The Committee will advise the student of its decision within ten working days following the date the appeal is received.

Academic Procedures

Academic Honesty

Academic dishonesty is an exceptionally serious offense to oneself and one's colleagues. The fabric of a learning community is woven by an act of trust: the work to which we affix our names is our own. To act otherwise is to undermine the contract of good faith on which productive study and the open exchange of good faith on which productive study and the open exchange of ideas is based. Students therefore wishing to maintain formal membership in a learning community must display the high level of integrity expected of all its members.

Academic dishonesty may result in a failing grade on the piece of work in question, failure in the course, or dismissal from the College.

Attendance

The faculty has adopted the following statement regarding class attendance:

1. It is required that a student attend each meeting of each course.
2. In case of unsatisfactory work due to excessive absences from class, the instructor may give ample warning to the student that his/her work is unsatisfactory and may report a final grade of "F" to the Registrar.
3. Persons receiving benefits from the Veterans Administration are governed by special regulations concerning class attendance. (See Veterans Benefits.)

Dismissal

The College reserves the right at any time to request the withdrawal of a student who is unable to meet academic

standards or whose continuance in college is felt to endanger the student's own health or that of others, or who does not observe the social regulations and standards of the conduct of the College.

Grading System

Grades are recorded by the letter "A," "B," "C," and "F." Other grades include:

INC - indicates the work of the course has not yet been completed by the end of the grading period.

W - indicates the student has officially withdrawn from the course according to the policies established by the Registrar's Office.

P - indicates that the student has successfully completed a theses, culminating project, practicum, or residency requirement.

Grades "A," "B," "C," and "F," are used to calculate the student's academic standing. A grade of "A" indicates outstanding performance. A grade of "B" indicates satisfactory performance at the graduate level. A grade of "C" indicates performance below that acceptable at the graduate level. An "F" indicates a significant failure in performance relative to the requirements of the course. No credit is awarded toward a graduate degree of courses in which a grade of "F" is earned. Students who are unable to complete a course by the end of a grading period may petition to receive the grade of "INC." Such petitions must be signed by the instructor for that course and the Dean of Academic Administration. Upon approval of the petition, the student has six weeks from the end of the term in question to complete the work of the course. At the end of the six-week extension period, the student will be awarded a grade based on the work completed at that time. If no action is taken by the student to resolve the incomplete work, the grade of "INC" will be changed to "F" at the end of the extension period.

Scholarship Standards

To be in good academic standing, all graduate students must maintain a 3.0 grade point average. At Lindenwood College, an "A" is calculated at 4.0 quality points, a "B" is 3.0 quality points, a "C" is 2.0 points and an "F" carries 0 quality points.

The academic standing of any student whose grade point average falls below the 3.0 minimum will be reviewed by the Dean of Academic Administration and the appropriate division chairperson/faculty advisor. Following that review, the student will be notified whether he or she has been placed on academic probation or suspended from the graduate program. If the student is placed on academic probation and permitted to continue, the conditions under which he or she will be allowed to continue will be provided to the student in writing. Such conditions may include requiring the student to repeat the course or courses in which a grade of "C" or below was earned. When a course is repeated, both grades will be used to determine the cumulative grade point average. In all cases, if after the next quarter or semester of work the student has not improved his or her cumulative grade point average to the 3.0 level, the student will be suspended for unsatisfactory academic progress.

Students who are suspended of unsatisfactory academic progress ordinarily are not again admissible to the graduate degree programs of Lindenwood College.



Grievance Procedure

Students who wish to appeal a final grade should first contact the course instructor. If the matter cannot be resolved at that level, the student may appeal in writing to the appropriate division dean. An Academic Grievance Committee may be convened to hear academic grievances concerning grades and other academic matters. Information about these procedures is available in the Office of the Dean of Academic Administration. Notice of intent to file a grievance must be made in writing to the appropriate division dean within six weeks of the receipt of the grade. Changes under this procedure will only be made during the term immediately following the term in which the disputed grade was given.

Readmission

Readmission to Original Program

Any student previously enrolled in a graduate program at Lindenwood College who has failed to enroll for more than 3 consecutive terms must apply for readmission. The Application for Readmission is available in the Admissions Office or the Registrar's Office. The completed Application for Readmission must be submitted to the Registrar.

Official transcripts of all work taken while not enrolled in Lindenwood should also be submitted to the Registrar.

Readmission with a Change in Program

A student wishing to pursue a degree or program other than the one originally sought, and who has not enrolled for more than one term, should contact the Office of Evening and Corporate Admissions or consult with the Dean of Academic Administration to determine whether additional materials need to be submitted.

Second Degrees

A student who has received a master's degree from Lindenwood and who desires another master's degree may receive a maximum of 9 hours credit from the first degree toward the second degree, if the credit is applicable.

Degree Time Limit

A graduate student is expected to complete the program within five (5) years of the date of entry.

Graduate Thesis/ Culminating Project Extensions

Registrations for extensions on graduate thesis/culminating projects must be completed by the student each succeeding term after the initial enrollment for their thesis/culminating project. The fee charged will be \$25.00 for each registration period.

For government reporting purposes (i.e., student loans), the student is considered half time (3 credit hours) or full time (6 credit hours) for a maximum of one year from the original registration. This would allow for a one term enrollment plus three (3) extensions. However, there is a five (5) year completion period for graduate degrees from the time of matriculation. Therefore, the limitation to three extensions is applicable only to government reporting.

If the student fails to register for a term, they will no longer be considered a degree candidate. Should they wish to resume their thesis/culminating project, they must pay the full tuition rate when they re-enroll.

Transcripts

All information in each student's College record folder is considered confidential information and is issued only to authorized individuals. Requests for official transcripts of the academic record from any individual or agency will not be filled until authorization has been received in writing from the individual student.

A fee of \$3.00 is charged for each transcript requested.

A transcript will not be issued when the student is delinquent in payment of tuition, has not returned library books, or when there are other unfulfilled obligations to the College.

A request for a transcript should be made either on a transcript request form or by letter to the Registrar's Office. Include name, date of attendance, social security number, maiden name (if applicable) and current address. Normal processing time for transcripts is 3-4 days.

Transfer Credits From Another College

A student wishing to transfer graduate credit to Lindenwood from an accredited college or university should request official transcripts be sent directly to Lindenwood College's Office of Evening and Corporate Admissions by the school(s) previously attended.

An evaluation of transfer credit will be made by the Dean or Faculty Advisor. Credit may be transferred from regionally-accredited institutions only. A maximum of 9 semester hours of credit is allowed to transfer for graduate students.

A student at Lindenwood who wishes to take courses at another college or university while pursuing a degree at Lindenwood must first obtain permission for the transfer of these courses from the academic advisor and the Registrar. A Prior Approval form may be obtained for this purpose from the Registrar's Office.

Credits accepted in transfer do not affect the student's grade point average at Lindenwood College.

Veterans' Benefits

Because of requirements imposed by the Veterans Administration, and as a condition of being certified to receive benefits from the VA, the student receiving such benefits acknowledges the following policies which may differ from those required of other students at Lindenwood.

1. The College will notify the VA of all terminations, interruptions or any change in semester-hour load within thirty days. This may change the benefits available to the student.

2. The student accepts the responsibility of notifying the Registrar, the VA Coordinator at the College, and his/her advisor immediately in case of withdrawal from any course.

3. The student accepts the responsibility of notifying his/her instructors of any expected absence from class. A student may be withdrawn by the College for any excessive absences.

4. The Veterans Administration will be informed that progress is no longer satisfactory with the accumulation of 12 or more hours of "F" grades.

5. LCIE students receiving benefits through the Veterans Administration must comply with the College's general policies regarding withdrawal, attendance and satisfactory progress.

For additional information, see also "Veterans' Benefits" in the Financial Assistance section of this catalog.

Out-of-Classroom Life

Lindenwood Student Government

All students at Lindenwood, full-time and part-time, in or out of St. Charles, undergraduate or graduate, are encouraged to participate in the Lindenwood Student Government (LSG). The LSG works to promote a structure for student expression and self-government. Members of the LSG play a strong role in the academic and administrative decision-making process of the College through representation in various planning governance committees.

Publications

A weekly campus newspaper (The LindenWorld), a yearbook (Linden Leaves), and a literary magazine (The Griffin), are published through the sponsorship of the Lindenwood Student Government and students in and out of the classroom. Students who wish to participate may contact the Humanities Division for more information.

Students are also encouraged to submit announcements, information, articles or suggested ideas for additional news coverage to the LindenWorld Faculty Advisor and to the College's Director of Public Relations for possible use in press releases and the various publications listed above.

KCLC

Students participate in the operation of the campus radio station, KCLC-FM. A stereo facility with 25,500 watts of power, it is the principal local radio station in St. Charles County and performs a major role in community affairs and emergency broadcasting. It is operated by the Communication Department.

Religious Life

Lindenwood College enjoys a rich, long-standing relationship with the Presbyterian Church.

In 1984, the College affirmed its church-related character through a covenant with the Presbyterian Synod of Mid-America. This covenant encourages the development of a rich and varied religious life at Lindenwood College.

The College fosters an ecumenical spirit which celebrates the wide range of religious traditions represented on campus. Worship services are led on campus by a Roman Catholic priest and a College chaplain, who is an ordained Presbyterian minister. Students wishing to worship off campus can find religious services of all major faiths within walking distance from the College. Presbyterian students are welcome at the St. Charles Presbyterian Church located adjacent to the campus. The College Chaplain chairs the Religious Life Council, an officially recognized student organization which promotes diverse religious expression and plans a variety of community events.

Residence Halls

Each Lindenwood residence hall has a distinctive atmosphere, meant to extend and enhance the College's classroom experience. The sense of local identity in each hall is built by residents who, through the elected officers and members of the College staff, recommend and evaluate residence policy. Head Residents provide out-of-peer-group support to students on a day-to-day basis. Married student housing is available.



Day Division Graduate Programs

Graduate Program

M.A. in Art *(also available in Evening Division)*

Program Description

The Department of Art offers the Master of Arts degree in Studio Art with concentrations in the areas of ceramics, design, drawing, painting and photography.

Graduate offerings in Studio Art and Art History also fulfill program requirements for graduate degrees in Education and Valuation Sciences.

Admission Requirements to the Program

1. Fulfillment of general requirements for admission to graduate status as outlined in this catalog.
2. Successful completion of undergraduate major in Studio Art, with a minimum grade point average 3.0 in all art courses.
3. Submission of a portfolio of the applicant's creative work for review by the Art Faculty. The portfolio should include representative examples of works in varied media as well as a fuller selection of works in the studio area proposed for concentration. Slides or colored photographs of professional quality may be included as part of the portfolio. The request for the portfolio review should be made to the departmental chairperson as early as possible in the admissions process.
4. A conditional admittance to the graduate program in art, based on the evaluation of undergraduate preparation or determined at the time of the portfolio review, requires the successful completion of specified course work prior to full admittance to graduate program. Undergraduate credit will be awarded for courses completed during the conditional status and is not applicable toward a graduate degree.
5. Full admittance to the graduate program requires the endorsement of the chairperson of the Department of Art.

Degree Requirements

1. Completion of 36 hours of graduate courses in art, distributed as follows:
 - 21 hours Studio Art area (or areas) of concentration;
 - 6 hours Studio Art courses outside of the area of concentration;
 - 6 hours Courses in Art History or art criticism;
 - 3 hours Exhibit and thesis project.
2. Satisfactory completion of an oral review of the graduate exhibit and thesis conducted by the thesis committee of three faculty members, two of whom are members of the Art faculty.
3. Completion of graduate studies with a minimum grade point average of 3.0.
4. 24 hours of credit must be earned in regularly scheduled classes.
5. No more than 9 hours of approved transfer credit at the graduate level may be included in meeting the degree requirement of 36 hours.

Courses of Study

Art History (3) Graduate study in Art History is offered in conjunction with the course offerings at the undergraduate level. A 500 prefix is added to the course selected. In addition to the normal requirements for the Art History courses, the graduate student is required to complete additional research or critical study of a quality commensurate with graduate-level work.

ART 505 Painting (3) Advanced painting in acrylic, oil, watercolor, or mixed media. Assigned problems in composition and color. Research problems directed to the needs and interests of the students. Lab fee.

ART 510 Printmaking (3) Advanced work in intaglio and relief processes. Designing for the graphic media and the technology of printmaking are emphasized. Research problems directed to the needs and interests of the student. Studio fee.

ART 530 Drawing (3) Advanced drawing in which a variety of media are explored. Problems with figurative imagery are emphasized. Research problems directed to the needs and interests of students. Lab fee.

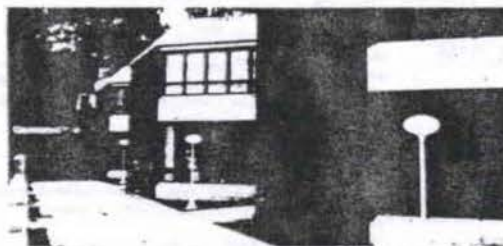
ART 540 Ceramics (3) Advanced study of ceramics. Problems in clay design using varied methods of forming. The study of different clays and their properties, glaze calculations, and varying firing procedures are included. Production of sculptural as well as functional works. Research problems directed to the needs and interests of students. Studio fee.

ART 550 Design (3) Advanced study in one or more areas of design employing media appropriate to the area of study. Problems in alternate design solutions. Research study directed to the needs and interests of students. Lab fee.

ART 581 Photography (3) Study in photography or photographically derived imagery. At the outset of the course, the methodology, the creative direction, and the criteria for evaluation are determined in conjunction with the instructor. Research study directed to meet the needs and interests of the student. Lab fee.

ART 591, 592, 593 Independent Study in Art (1-3) Independent study in Studio Art and Art History. A program of study is formulated with an advisor outlining the research tools and procedures to be followed and stipulating the methods of evaluation. Presentation of the final project in terms of a research paper and/or preparation of works for exhibition.

ART 599 Directed Thesis (3) The directed thesis consists of an exhibit of selected works completed during graduate studies and a supporting thesis. The exhibit process includes the selection of works, the mounting and framing of works in keeping with professional standards, the design of exhibition space, and the preparation of publicity related to the exhibit. The supporting thesis should include aesthetic considerations related to the body of the works along with a critical evaluation of the works. The exhibit and thesis must be approved by a committee of three, of whom two are members of the Art Faculty.





Graduate Programs in Performing Arts, M.A., M.F.A.

Program Description

The Performing Arts Department at Lindenwood offers the Master of Arts and the Master of Fine Arts degrees in Theatre. The Master of Arts degree is a general theory-based program, particularly applicable to public school and junior college teachers. The Master of Fine Arts is a terminal performance-oriented degree with specific emphasis in acting, direction, or design/technical theatre.

Admission to any of the degree programs requires an undergraduate degree from an accredited college or university. An undergraduate major in a theatre-related area is not required. Students should, however, be prepared to demonstrate their potential for success in advanced study in Performing Arts. Those students applying for the Master of Fine Arts program are required to audition, submit a portfolio, or participate in an interview. The process will depend upon their career emphasis.

A minimum of a one year residency is required. During the residency, graduate students are expected to audition for and/or participate in each major season production.

Each semester, students will participate in an evaluation with all faculty members of the department. This evaluation will give students direction as they select a concentration area. The faculty may place students on departmental probation or suspend them from the program if the quality of the curricular and extracurricular work has been deficient. It is assumed that all graduate students will maintain a "B" average and not more than 3 semester hours of "C" will be accepted towards the M.A. degree nor more than 6 hours of "C" towards the M.F.A.

Master of Arts

Program Description

This program consists of the successful completion of 30 graduate semester hours and can be completed in three full-time semesters. The course of study cannot be extended beyond five years. Students are required to take 15 hours of prescribed study which include:

- TA 501 Graduate Acting Studio (3)
- TA 511 Graduate Directing Studio (3)
- TA 525 Research Methods in Theatre (3)
- 3 hours in Theatre History
- 3 hours in Dramatic Literature

The additional 15 hours should be developed in consultation with a graduate advisor and constitute a specialization in a Performing Arts related discipline. A thesis is not required but students may opt to fulfill a 6 hour thesis project.

Master of Fine Arts

Program Description

This program consists of the successful completion of 60 hours of graduate work. The student is required to have a specialization in acting, directing, or design/technical theatre. With this requirement students are expected to complete at least 18 hours of their curricular work in this specialization which culminates in a creative thesis. The student is also expected to fulfill a 6-to-9 hour internship in a professional theatre.

The prescribed curricular requirements for all Master of Fine Arts candidates are as follows:

- TA 525 Research Methods in Theatre (3)
- TA 565 Professional Internship (3-9)

- 3 hours in Theatre History
- 3 hours in Dramatic Literature
- 18 hours in the specialty
- TA 600 Master's Project (6)
- 18-24 hours electives

Courses of Study

TA 500 Theatre Practicum (1) Practical work in a theatre related area.

TA 501, 503, 504 Graduate Acting Studio I, II, III, IV (3) (3) (3) Application of the acting techniques of Stanislavski, Grotowski, and others to assigned works and the development of audition techniques are explored. Admission to class by audition only.

TA 505, 506 Performance Practicum (3) (3)

TA 507 Stage Voice (3) Stage voice deals with learning to relax and expand the actor's voice potential. A series of relaxation and vocal exercises will be used to help strengthen the voice. The student will study the mechanics of the voice and how it works, as well as how to safely use the voice. Phonetics, Shakespeare, and scansion are studied in the class.

TA 508 Stage Combat (3) Combat mime is the study of martial movement and illusionistic pantomime. Prerequisite: TA 106 and consent of instructor.

TA 509 Theory and Composition of Dance (3) In a performance setting students study dance theory and fundamental skills in choreography. This analysis class combines actual dance techniques with basic performance theory. Prerequisite: Consent of instructor.

TA 510 Graduate Script Analysis (3) This basic course in theatrical theory presents the analytical and research processes necessary to the consideration of any play prior to production.

TA 511, 512, 513, 514 Graduate Directing Studio I, II, III, IV (3) (3) (3) (3) Application of theories and styles of directing for various kinds of plays. Presentation of short plays in the studio theatre. Evaluation of directing skills and methods of individual growth.

TA 515 Director/Designer Seminar (3) In-depth exploration of the relationship of the director and designer in production; uses both theoretical projects and actual studio productions for study. Prerequisite: TA 511 or TA 551.

TA 525 Research Methods in Theatre (3) Research methods in theatre are explored. Application of procedures by presentation of a series of short papers dealing with a variety of research problems.

TA 530, 531 History of the Theatre I, II (3) (3) In-depth study of specific periods of performing arts history. Playwrights, social conditions and trends in theatre architecture for each period will be discussed.

TA 532 Special Studies in Theatre History (3) Prerequisite: Consent of instructor.

TA 533 Shakespeare and English Drama to 1600 (3) A study of English drama before 1600, with emphasis on the principal comedies and historical plays of Shakespeare.

TA 534 Shakespeare and English Drama 1600 to 1642 (3) A thorough study of the major tragedies and tragicomedies of Shakespeare, together with selected plays by other Tudor and Stuart dramatists.

TA 535 Modern Drama (3) Study of the developments in western theatre and drama from the origins of modern drama to the present.

TA 536 Survey of Dramatic Literature (3) This course is designed to establish a firm foundation in dramatic literature. Thirty plays from eleven periods will be read and analyzed.

TA 537 Anti-Theatre in Earlier 20th Century Drama (3) A study of the Avant Garde, Dada, Surrealist, Epic and absurd theatre movement in terms of their plays, their various manifestos, and their aesthetic relationships to the culture of Western Europe and America in the 20th century.

TA 538 Greek Drama (3) Reading of representative works of Aeschylus, Sophocles and Euripides, with attention to the cultural background. Through discussion and additional readings the class will attempt to develop a concept of tragedy, using Aristotle's "Poetics" as a starting point. Selected plays of Aristophanes will round out the picture of Greek drama and provide further insight into the times.

TA 539 Comedy: Its Origin and Development (3) An investigation of the nature of laughter and the function of comedy in society. Lover or scoundrel, the comic hero is the "wise fool" upholding basic human values of mirth and pleasures in a society caught up in its own complacency. Papers and projects may deal with topics such as the feast of fools, Mardi Gras, clowns and jesters, vaudeville and comedians of the silent film.

TA 546 Introduction to Arts Management (3) Budgets, contracts, box-office procedures, public relations, personnel and executive policies of the school, and community and professional theatre are investigated.

TA 551, 552, 553, 554 Graduate Design Studio I, II, III and IV (3) (3) (3) (3) Application of theories and styles of costuming, lighting and/or scenic design for various kinds of plays. Development of portfolio materials in the area.

TA 556, 557, 558, 559 Graduate Technique Studio I, II, III and IV (3) (3) (3) (3) Application of advanced technique to the practical setting in the areas of costuming, lighting, and stage construction. Development of tools applied to advanced theatre craft.

TA 565 Professional Internship (3-9) Join a professional theatre in a performance position in the area of acting, directing, stage management, technical theatre, or theatre management. Prerequisite: Acceptance into company and consent of instructor.

TA 593 Independent Study. Investigation of specific theories, artists, techniques or literary periods in theatre history as related to the student's special interest area. Topic developed by the student. May be repeated for a maximum of 12 hours.

TA 600 Thesis (3-6) The student will present a final project which represents his or her level of accomplishment in the selected area of emphasis. Projects are presented to the theatre faculty for approval the term prior to enrollment in the course.



Graduate Program in Education* : M.A.

Program Description

Lindenwood's graduate degree in Education meets the needs of practicing educators. It builds upon existing skills, and offers new approaches for analyzing contemporary problems and for acquiring new perspectives, techniques, and knowledge. These approaches include a one-to-one relationship with an experienced and highly trained educator; a continuing problem-solving relationship with teaching peers; courses which provide strong foundations for professional growth; and the opportunity to prescribe courses for one's self.

The goal of the program is to produce skilled and motivated educators who will 1) be more effective in their educational setting; 2) show enriched lifetime commitment to the profession; and 3) view learning as a continuing process of self-assessment, planned improvement, and subsequent evaluation.

Lindenwood College is committed to offering excellent programs in teacher education both at the preservice and graduate levels of instruction. Because of the recent stress by educators on improving inservice and graduate teacher education, Lindenwood has developed several alternatives by which the practicing educator may complete the master's degree. The models span a continuum from one emphasizing requirements to one developed by the individual learner.

Graduate Teacher Education Objectives Models I, II, III

The graduate student in education at Lindenwood College will have experiences that will enable him/her:

1. to read critically in the areas of contemporary educational problems, curriculum, and educational research.
2. to analyze and discuss educational issues and write about them in accepted academic formats.
3. to analyze one's own teaching behavior and plan strategies for improvement using a variety of teaching models.
4. to demonstrate knowledge of human growth and development as it relates to the teaching-learning process.
5. to study curriculum theory and to design curricula pertinent to the needs of selected student populations.
6. to understand, analyze, interpret, design and apply research relevant to the setting of the elementary or secondary educational professional.
7. to demonstrate the ability to do effective library research.
8. to be able to effectively prescribe educational experiences for learners with special needs.
9. to gain increased understanding of the knowledge, attitudes, and skills needed to teach about global issues and cultural pluralism.
10. to design independent studies, tutorials, or research projects in education or specific areas, that will enable the practicing educator to meet his/her professional goals.
11. to be able to explore one or more areas of professional concern in some depth.
12. to be, at the end of his/her program, an informed decision maker, capable of evaluating him/herself and the educational process, and recognizing the value of continuing education.

*For information about the graduate program in School Counseling, consult the Center for Professional and School Counseling section of this catalog.

Application Procedures

See "Admissions" section for information in addition to the following. Before being considered for admission to the program a student's file must include a Program Plan.

The student should meet with an advisor to complete a program plan. On the form will be listed any courses accepted in transfer as well as the courses selected as electives. The advisor and student formally endorse the student's program; any changes made thereafter should be made with the advisor's consent.

Criteria for Fall Admission to the Graduate Program

1. A baccalaureate degree from an accredited college with a minimum grade point average of 3.0 on a 4.0 scale.
2. Recommendation by an immediate supervisor (such as principal, superintendent, etc.). This may be one of the letters of recommendation required for admission to the graduate program.
3. Recommendation by the Director of Graduate Programs in Education.

Completion of the Program

1. The student will meet with the advisor for a formal program review after 12 graduate hours are completed.
2. The student must complete thirty or thirty-three semester hours of graduate courses with a GPA of 3.0 or higher. The thirty hour program includes a thesis - The Master's Project. No thesis is required for the thirty-three hour program.
3. Effective Fall 1988, graduate degrees are to be completed within five calendar years from the date of matriculation in the program. (Matriculation is the date of the first day of the first term in which the student begins the graduate program.) Students requiring longer than five years must file a petition of exemption. Students will be expected to meet the degree requirements in effect at the time of the petition.
4. Graduate students admitted after September 9, 1985, who have not had a course in Education or Psychology of the Exceptional Child will be required to take the course.
5. Effective Fall 1988, all graduate students who register for the thesis/Master's Project in one term, must continue to register each subsequent term until the project is completed and accepted. The fee for these extensions on the thesis is \$25 per quarter or \$50 per semester. Summer semester sessions are excluded. Failure to continue to maintain continuous registration will mean that the graduate student is dropped from candidacy for the degree.
6. Graduate students admitted after March, 1990, are required to participate in an Exit Assessment. This will consist of a group meeting with members of the Education Department faculty at which each graduate candidate will:
 - a. Complete a self-evaluation assessing how he/she has met the objectives of the program.
 - b. Submit one paper/project completed during the program that he/she thinks best demonstrates significant learning. (This paper will be kept on file in the Department for three years.) Master's Project students will submit the Master's Project which will be kept permanently in the library. All will summarize for their colleagues the insights and data contained in the paper.

c. Complete a written, individual, unsigned, evaluation of the Master's Program at Lindenwood.

7. Students must complete an application for graduation in the Registrar's Office and pay any required fees in order to be accepted for graduation. The application should be submitted during the term prior to the term during which one expects to graduate.

8. All programs lead to a Master of Arts Degree in Education.

Policies Regarding Transfer & Workshop Credits

1. Graduate students may transfer no more than nine (9) graduate semester hours of credit to Lindenwood from other institutions.
2. All transfer graduate credit must be from an accredited graduate institution and must meet the approval of the advisor and Registrar.
3. All transfer credit must carry a letter grade of B or higher. An official transcript must be received for verification.
4. No "Pass-Fail" or "Credit" grades will be accepted in transfer.
5. For students admitted after March 1990, all accepted graduate credit must be relevant to the student's proposed program and must have been completed within the last 7 years.
6. Once admitted, the student must obtain prior permission from his/her advisor and the Education Dean in order to apply credit from any other college or university toward the degree. Prior Approval forms are available in the Registrar's Offices for this purpose.
7. Students may elect to take a maximum of six semester hours of approved workshops to be accepted as a part of the credit for the degree.

Model I

Model I is an advanced degree designed specifically for students who are seeking initial certification as part of the Master's degree. As such, it is a highly structured program with most of the courses required.

The student seeking certification will need to take a large number of undergraduate courses that will not apply toward the Master's degree. An evaluation of each student's program will be done by a member of the Education Department who will make specific recommendations of courses needed in order for the student to begin courses on the Master's level.

Normally the student will be required to complete the following courses or their equivalent prior to enrolling in graduate level courses in Education: a) Human Development, b) Classroom Teaching and Management (These courses should precede enrollment in Analysis of Teaching and Learning.)



Student Teaching may be taken as a graduate internship but is always beyond the 30/33 required hours of the Master's degree.

The student is required to complete the four courses required of all graduate students in education in Models II and III:

Conceptualization of Education
Analysis of Teaching and Learning Behavior
Educational Research
Master's Project or Curriculum Analysis & Design

In addition, the following courses must be completed by those in Model I:**

Curriculum Analysis and Design
Advanced Educational Psychology
Education of the Exceptional Child
A graduate level reading course (either Analysis and Correction of Reading Disabilities, or Reading in the Content Areas)
Two Electives

**If any of these courses have been taken at the undergraduate level, additional electives may be taken to complete the 30 or 33 hours.

Students who already hold a teaching certificate may choose to complete Model I if this program meets their particular needs. Model I is also appropriate for individuals whose undergraduate preparation is in areas other than education, such as nursing instruction.

Model II

Model II is an advanced degree for educators who have had experience in either elementary or secondary schools. In this Model, a student may obtain extended certification in areas such as Reading, an area of Special Education, Early Childhood Education, or Gifted Education.

In Model II, the self-prescribed or elective courses may be from several different areas. The program is designed to enable the educator to extend his/her knowledge, skills, and understanding of the processes of teaching and learning. Model II may be viewed as less "traditional" than Model I, allowing the graduate student, in accord with an advisor, to design or self-prescribe a portion of the program according to individual needs.

To be admitted to Model II, the candidate must:

1. meet all the stated admissions requirements
2. hold a valid teaching certificate
3. be presently involved in an educational setting or have worked within one during the last three years.

The program usually consists of four, but sometimes five, required courses:

Conceptualization of Education
Analysis of Teaching and Learning Behavior
Educational Research
Master's Project or Curriculum Analysis & Design
Education of the Exceptional Child*

*unless previously completed.

The remaining credit hours will be chosen by the student in consultation with the advisor from existing graduate courses, workshops or self-prescribed courses.

Model III

The one difference between Model II and Model III is that the electives or self-prescribed courses in Model III must be taken in one content area, for example, art, theatre, special education, etc. Model III enables graduate students to secure some degree of specialization in the graduate program.

Courses of Study

EDUCATION

EDU 505 Analysis of Teaching and Learning Behavior (3)
This course is designed to enable the educator to analyze, diagnose, prescribe, and evaluate ways to improve teacher and learner behavior. Various methods of analyzing teacher behavior are studied and applied. Emphasis also is given to developing the ability to analyze and prescribe programs for individual learners.

EDU 507 Teaching Reading in the Content Areas (3)
The course is designed to provide teachers of grades 4-12 with techniques for assessing and improving reading and study skills in the content areas (e.g., English, Math). Students will learn to apply reading concepts, theories, and techniques to content area material by developing model lessons and materials. This course satisfies state requirements for a basic reading course for middle school and secondary certification.

EDU 508 Organization and Administration of the Preschool (3)
A course designed to provide students with various organizational patterns for establishing educational programs for young children. The issues and concerns of administering these programs will be emphasized. Observations will be required in several local area programs.

EDU 509 Analysis and Correction of Reading Disabilities (3)
This course is designed to teach the diagnostic/prescriptive process necessary to deal with readers at various levels in the classroom. Students learn to use and analyze a variety of informal and standardized diagnostic reading tests appropriate for individual and group diagnosis. Students also learn to use commercial and teacher-made materials in conjunction with basal readers to provide appropriate instruction. Students are expected to work with a problem reader during the course.

EDU 510 Conceptualization of Education (3)
In this course the student learns how to examine contemporary educational problems by studying them from the perspectives of history, philosophy, sociology, and psychology.

EDU 511 Advanced Educational Psychology (3)
In this course the student examines current areas of interest in the study of learning theories and their applications to education; concepts, methods and problems of human development and their applications to education, with an emphasis on recent research in educational psychology.

EDU 513 A Survey of Gifted and Talented Education (3)
This course includes the initial entry level concepts and is a prerequisite for future study in the field. It introduces students to basic terminology, theories, and general approaches. It encompasses at least the following broad aspects of the field: history; major research; philosophy; definitions; cognitive, social and emotional characteristics and needs of the gifted; types and levels of giftedness; broad-based identification procedures; general program issues and approaches; special populations; and teacher characteristics and competencies.

EDU 514 Utilizing Parent and Community Resources (3)
An exploration of the resources of the community and methods of incorporating them into the preschool program. Parent resources and parent-school relationships are studied, and materials and methods for developing such relationships contribute a focus of efforts. Practicum experience is a major part of this course.

EDU 516 Language Acquisition and Development for Young Children (3)
A study of the nature of language, the normal sequence of language development, and an introduction to the theories of language acquisition. The course includes a concern for: understanding the influence of environment and culture in language development, development of techniques and materials for stimulating language growth, identification of speech and articulation problems and appropriate referral methods, familiarity with instruments and techniques for assessing language development.

EDU 518 Principles of Early Childhood Education (3)
A study of principles basic to the preschool environment designed to meet the needs of the developing child. Cognitive, physical, social, emotional, and creative development are investigated and observed in the preschool setting. Curriculum and materials appropriate for early education will be emphasized, as are planning and executing activities for the preschool child.

EDU 520 Curriculum Analysis and Design (3)
This course has a dual emphasis. First, it includes substantive study of past and current curricula with attention to their bases in research and theory. Second, this knowledge is utilized by participants in preparing curricular programs which will enable them to function more effectively in their particular educational settings.

EDU 522 Practicum: Diagnosis of Reading Difficulties (3)
The student participates in clinical experiences in the use of various diagnostic instruments and procedures for identifying types of reading difficulties. The student will be expected to administer, score, and interpret basic tests and to write case study reports for several children. Lab fee.

EDU/PSY 524 Assessment of Intellectual Skills (3)
Non-projective, educationally relevant tests will be considered with respect to theories of measurement, test construction, test administration, and ethical use. Students will attain competence in administration of one of the more commonly used methods of assessment, either Binet or Wechsler.

EDU 525 Perceptual Motor Development (3)
This course examines the complex relationship between sensory perception and the development of gross and fine motor skills. The student will analyze and evaluate the research in this field, the methods and tools of assessment, materials and activities used to enhance and/or remediate the development of perceptual motor skills.

EDU 526 Practicum: Remediation of Reading Difficulties (3)
Students apply appropriate remedial techniques using commercial and teacher-made materials in teaching students previously diagnosed with reading disabilities. Lesson plans, preliminary remediation reports, progress reports, and a final evaluation of the remediation program are required. Lab fee. Prerequisite: EDU 522 or equivalent.

EDU 528 Integrating Thinking Skills in Instruction (3)
Approaches to integrating deliberate thinking...critical, creative, whole-brained thinking and problem solving through the disciplines K-12. An in-depth examination of major thinking models will be undertaken including ASCD's Dimensions of Learning, DeBono's CORT Thinking Program, Covington and Merrill's Productive Thinking Models, Philosophy for Children, Feuerstein's Instrumental Enrichment Program, Taylor's Multiple Talents, Osborne's Problem Solving Approach and others.

EDU 530 Whole Brain Teaching/Learning: A Survey of Learning Styles (3)
An in-depth examination of theories of learning styles with emphasis on the Four-Mat System, Herrmann's Brain Dominance Model, Gregoro's Learning Styles Model, and Gardner's Multiple Intelligences. Application of the models as they can be adapted to basic teaching styles will be stressed.



EDU 532 Reading Practicum (1-3) Students will be assigned to work with regular classroom teachers or specialists for 30 hours for each hour of academic credit. Students will observe, assist, and instruct students in reading under the supervision of a teacher and/or the College supervisor. Students will keep a detailed log of all activities. Prerequisite: Students must be taking or have taken a reading methods course.

EDU 540 Integration of Technology in Instruction (3) For elementary and secondary teachers and for library/media personnel, and computer, covering the fundamentals of teaching with audiovisual technology.

EDU 541 Education of the Exceptional Child (3) In this course the student: 1. develops an understanding of the abilities and disabilities of the groups of children who are commonly classified as exceptional; 2. develops an understanding of the needs of exceptional children and the instructional planning employed to meet these needs; 3. develops an understanding of the emotional handicaps upon an individual; 4. gains an interest in the welfare of the handicapped individual and recognizes society's responsibility to help individuals realize their full potential; 5. gains actual experience with exceptional children and with those professionals who work directly with such individuals.

EDU 542 Administration and Supervision of Gifted Programs (3) This course provides the fundamental principles of program development for the gifted. Topics addressed include: student identification procedures with particular focus on special populations of the gifted; needs assessment; philosophy of curriculum development; staff selection and development; budgeting; resource identification and utilization; strategies for communicating the rationale for gifted education to the education community and the community at large; parent and community role clarification; program monitoring and evaluation, and strategies for producing change. Role functions and referent groups are studied as well as general educational procedures; steps in basic program development, including a manual of guidelines and procedures; provision for appropriate resources; and refinement of effective parent and community involvement.

EDU 544 Meeting the Affective Needs of Gifted Children (3) This course focuses on the differential affective characteristics and needs of gifted students. General counseling techniques will be studied as they apply to working with gifted students. This area includes such topics as communicating with the gifted, their teachers and parents; assessing special interests, needs, and expectations, (e.g., underachievement, perfectionism, self-esteem, leadership peer pressure, depression/suicide, motivation, personal and social dynamics, and parenting skills); the role of the school in psycho-social development; and the potential of the gifted to achieve.

EDU 545 Health, Nutrition & Safety of the Young Child (3) This course focuses upon personal hygiene, eating habits, nutritional requirements, physical fitness, safety precautions, and first aid techniques and emergency procedures. Graduate students will be expected to engage in specific research related to the health, nutrition, and safety of the young child not covered in class lectures and discussions.

EDU 547 Adolescent Literature (2-3) History and development of literature suitable for the secondary school (junior and senior high). Evaluation of current materials.

EDU 549 Practicum: Gifted Education (3) The practicum will involve the application of knowledge, skills, and competencies delineated in the five basic areas: 1. study, survey; program planning and development; screening, assessing and evaluating; instruction; meeting the affective needs of the gifted and talented. Practica will be individualized to address the needs, abilities, and prior educational and professional experiences of the students. The practicum will focus on designing and evaluating curriculum and instructional methods that enhance specific learning styles of gifted students. Individual conferences and group meetings will provide opportunities to share and discuss problems and solutions encountered during the practicum. The practicum will be waived for teachers who can verify a minimum of two (2) years teaching experience in a state approved gifted program.

EDU 550 Graduate Practicum (2-6) The practicum is an elective graduate course with credit from two to six hours. The work to be done will be based on the number of credit hours selected. In all cases the study will involve work in an educational setting, generally a school system where the student is employed or where full cooperation may be extended to the student.

EDU 551 Screening, Diagnosing and Prescribing Instruction (3) This course focuses upon methods and materials utilized in screening and diagnosing learning problems in early childhood education. Methods and materials for prescribing instruction will be utilized. Field experiences are part of the course.

EDU 559 Multicultural Education (3) This course is designed to promote an understanding of the importance of multicultural education in a pluralistic society. Students develop awareness of their own cultural heritage and attitudes, obtain information about various minority cultures, and analyze the school as a product of the cultural community and as an instrument for promoting cultural understanding.

EDU 560-568 Graduate Seminar on Teaching Strategies (1-3) The major purpose of these seminars is to update practicing teachers in educational research, theory, strategies and techniques which will provide added expertise to the schools. This may be taken more than once for credit.

EDU 570 Educational Research: A Practical Approach (3) The course is designed in such a way that practitioners will be able to evaluate the results of educational research for use in a variety of educational settings and will be aware of the impact of recent major research studies on educational practices. The participant will investigate the basic nature of educational research, along with pertinent methods of data collection and analysis. Emphasis will be placed on research problems, designs, and findings in the participant's selected area of concentration.

EDU 581 Issues in Children's Literature (3) This course examines in depth those issues in current children's literature which reflect U.S. society today as well as issues that deal with educational practice; evaluation and critical discussion of controversial literature including areas of sexism, racism, ethnicity, politics, realism, profanity, and violence. Educational issues include the use of children's literature in language experience, whole language and thinking skills programs as well as its use in an integrated language arts/social studies/science curriculum.

EDU 584 Creating Curriculum and Materials for Early Childhood Programs (4) A course designed to familiarize students with innovative curricula and materials currently in use in art, drama, music, etc. Techniques for promoting cognitive, motor, social, and emotional development through these materials and programs are emphasized. Students will prepare and test their own materials with preschool children.

EDU 589 Understanding the Middle School/Junior High School Student (3) This course will examine the special characteristics of the pre-adolescent and early adolescent; the physical, cognitive, and social needs specific to this age group; and ways in which the school can meet these needs.

EDU 591-593 Self-Prescribed Courses (3) Basic to the philosophy of this program is that the educator, in order to devise learning experiences for others, should have the opportunity to devise such experiences for oneself. The design of such experiences should not be entirely limited to a choice between already formalized learning experiences, but should allow the educator the choice of either selecting courses already offered or conceptualizing and proposing experiences to meet individual needs as a practicing educator. These learning experiences will become the Self-Prescribed Courses whenever he/she has identified personal goals and objectives and has determined the direction for meeting them.

EDU 600 Master's Project (3) Each participant in the course will be responsible for the preparation of a final project as required for the course and graduation. The project must be a specific application of gathering, analysis, evaluation, and reconceptualization which have been stressed throughout the program. The topic of the project may focus on a particular problem which the participant faces in his/her individual situation as an educator. The Master's Project may take the form of curriculum development, whereby the candidate will design, test, and evaluate a curriculum plan within an educational environment. Other paths include analysis of a teaching project for the candidate to observe, record, and analyze various patterns of teaching behavior, or a research project in which a particular research technique is applied to an educational problem. Prerequisites: EDU 570 and a proposal approved by the advisor; EDU 520 for those who undertake a curriculum project.

NOTE: For graduate courses in specific content areas, see the appropriate sections of this catalog.

SPECIAL EDUCATION

SED 502 Behavior Modification (2) Study of the application of learning principles to practical problems of behavior with emphasis on behavior management and behavior therapy. The course includes evaluation of research findings on behavior modification in home, school, and clinical setting; laboratory study in acquisition of new behaviors, and visits to local programs using behavior modification with normal and exceptional persons.

SED 528 Intro and Methods of Teaching Children with Learning Disabilities (4) In this course, the student will examine the theories, classification system, characteristics, historical data, and related resources. Methods and materials needed in teaching learners with learning disabilities in special education programs are studied. Both commercial and teacher-developed materials are examined. Practical work is expected.

SED 529 Intro and Methods of Teaching Mentally Retarded Children (4) In this course, the student will examine the theories, classification system, characteristics, historical data and related resources. Methods and materials needed in teaching learners who are mentally retarded and in special education programs will be studied. Both commercial and teacher-developed materials are examined. Practical work is expected. Graduate students will be expected to do a project.



SED 531 Intro and Methods of Teaching Behaviorally Disordered Children (4) In this course, the student will examine the theories, classification system, characteristics, historical data and related resources. Methods and materials needed in teaching the behaviorally disordered learner will be studied. Both commercial and teacher-developed materials are examined. Practicum work is an expected part of this course.

SED 533 Speech and Language Development for the Exceptional Learner (3) This course is designed to increase the student's knowledge of the characteristics of human language and how such knowledge facilitates a clearer understanding of the young special education learner. Theoretical schemes of language acquisition, the child's stages in acquisition of morphology and syntax, sound, and semantics are an integral part of the course.

SED 537 Special Education Counseling (3) A course which attempts to combine the traditional psychology of counseling in all its variety with special consideration of the problems experienced by exceptional children, their families, and their teachers.

SED 540 Career Development (3) The emphasis is on current theories and vocational development. Interest testing and aptitude testing significantly related to vocational development and their application to occupational training are included. Graduate students are required to do in depth research and/or project development in vocational training.

SED 557 Remediation in Elementary Math (3) Focus of this course are 1) the teacher's knowledge of mathematical principles and remedial techniques fundamental to arithmetic and the psychological aspects of arithmetic learning; 2) the teacher's competency in the use of concrete materials embodying mathematical principles and structure; 3) the teacher's sensitivity and willingness to adapt instruction to experiential needs of students. Graduate students will be expected to examine research literature in this area.

Evening College Graduate Programs

Graduate Programs in Business Administration: M.B.A., M.S.

Program Description

The M.B.A. degree program prepares the student to pursue careers in the management of business firms or other formally organized enterprises. The program centers upon knowledge, skills and techniques which are useful in designing and maintaining effective organizations and relating them properly to their environments. The program stresses the spirit of inquiry as a basis for lifelong learning.

The M.S. degree programs in Business Administration are designed to prepare the student for a career as a specialist in the management of formally organized enterprises in one of the following major fields: accounting, management information systems, finance, management, marketing, and international business.

In addition to being admitted to Lindenwood College, an applicant must also be accepted for admission by the Division of Management before his/her program for a master's degree can be established. The following factors are considered:

1. Scholastic achievement as represented by official transcripts of all college course work.
 2. The potential of the student to achieve academic and career goals by enrolling in the program. This factor requires an interview by a member(s) of the Division faculty.
- Lindenwood College is a member of the American Assembly of Collegiate Schools of Business.

MASTER OF BUSINESS ADMINISTRATION

Requirements for the Master of Business Administration -General-

Completion of all requirements (36 hour minimum in the graduate program as established by the student's advisor and approved by the Dean of Management). The graduate program must generally include:

1. The Business core courses: MBA 511, 521, 531, 541, 551, and 601. The prerequisite course, MBA 500, prepares students with no previous business courses to undertake the business core courses. Normally, MBA 500 will not be counted towards the minimum 36 hour MBA requirements.
2. Additional graduate or approved upper division courses to meet the 36 hour minimum.

Application for Graduation

Application for graduation must occur no later than one quarter prior to completion of course requirements. Before advancement to candidacy can be approved, the following requirements must have been met:

1. Establishment of the degree objective;
2. Completion of all prerequisite courses;
3. A 3.0 (B) average in all work completed as a graduate student at this College or transferred to meet degree requirements;
4. Satisfaction of the general College requirements for advancement to candidacy.

MASTER OF BUSINESS ADMINISTRATION WITH CONCENTRATION

Concentration in Accounting

Program Description

The graduate curriculum in accounting offers advanced training in the nature, theory, and central problems of business accounting, with the objective of responsible leadership in a dynamic business world. The program stresses the spirit of inquiry as a basis for progress and growth. Based upon a strong foundation of accounting prerequisites, the program is designed to develop the expanded knowledge which is the basis for the specialist in an accounting management career in business or government, in public accounting, or in further advanced study.

Degree Requirements

1. A minimum of 36 hours beyond the bachelor's degree in graduate courses including the graduate business core, approved by the division chairperson.

2. A minimum of 12 hours in the graduate series completed at this College in approved accounting courses with a minimum of a grade "B" in each accounting course beyond core requirements.



Concentration in Finance

Program Description

The curriculum leading to the Master of Business Administration with a concentration in Finance is designed to prepare individuals for staff or line positions in business, government, or other organizations.

The Finance Program offers instruction in areas such as financial management, insurance, investments, and real estate.

Degree Requirements

1. Completion of a minimum of 36 graduate course hours in business administration including the graduate business core and approved by the division chairperson.

2. A minimum of 12 hours in finance with a minimum grade of "B" in each finance course beyond the core course in finance.

Concentration in Management

Program Description

The prime mission of this program is to provide the student with an indepth graduate education in management. Students completing this degree should be able with successful experience to progress readily into middle management and eventually assume top management positions in business enterprise. Management graduates also have an excellent educational background to competently fill high-level administrative positions in business enterprises and in non-business organizations, such as government, universities, and various institutions.

Degree Requirements

1. Completion of a minimum of 36 hours beyond the bachelor's degree in graduate courses including the business core and approved by the division chairperson.

2. A minimum of 12 hours in approved advanced graduate courses in management with a minimum grade of "B" in each course beyond the core course in management.

Concentration in Marketing

Program Description

The Master of Business Administration degree with concentration in marketing is intended to prepare men and women for the responsibility of management in marketing - the responsibility for devising, improving, and directing the policies, strategies and techniques of marketing. The program is flexible, offering a balance between theoretical analysis and examination of established practices. It provides an opportunity for the student to explore the areas of marketing both in breadth and depth. The program is designed to permit students who have developed prior interest in marketing or in areas within marketing to delve further into their areas of interest. Areas of marketing offered include: advertising, sales management, industrial marketing, international marketing, marketing institutions, marketing research and analysis, and consumer behavior.

Degree Requirements

1. Completion of a minimum of 36 hours beyond the bachelor's degree in graduate courses, including the graduate business core, and approved by the division chairperson.

2. A minimum of 12 hours in approved graduate series courses in marketing taken at this College beyond core requirements, with a minimum grade of "B" in each course.

Concentration in Management Information Systems

Program Description

The option in Management Information Systems curriculum prepares the student for employment as a staff specialist in management information systems of a wide variety of business enterprises and governmental institutions. Synthesis and analysis of the design, improvement, installation, and operation of integrated systems of people, materials, machines, and equipment are studies resulting in the specification, prediction and evaluation of the results to be obtained from such systems. The program is designed to present an organized body of knowledge dealing with the design of both continuous and intermittent processes for converting input factors into desired products and services. Emphasis is on common processes of operations and systems techniques and their application in the industrial environment and non-industrial areas such as banks, hospitals, hotels, government, universities, and general office settings.

Degree Requirements

1. Completion of a minimum of 36 hours beyond the bachelor's degree in graduate courses, including the graduate business core, and approved by the division chairperson.

2. A minimum of 12 hours in approved graduate series courses in management information systems beyond the core requirements, with a minimum grade of "B" in each course.

Concentration in International Business

Program Description

The graduate curriculum in International Business offers advanced training in the nature, theory and central problems of U.S. businesses and agencies dealing in international trade situations. The program stresses preparing the student to grasp the complexities in international business of utilizing U.S. practices in accounting, finance, management, marketing, and law in various foreign situations.

Degree Requirements

1. A minimum of 36 hours beyond the bachelor's degree in graduate courses, including the graduate business core, and approval by the division chairperson.

2. A minimum of 12 hours in the graduate series in International Business completed at this college with a minimum grade of "B" in each course.

Certificate Description for International Business

This certificate program responds to the growing needs of corporate management and personnel for a better understanding of the scope of general international business opportunities and the actual operations of international companies and divisions. The program will be of benefit to both corporations already engaged in international operations and those considering international ventures; and to individuals currently employed or seeking employment in the international area. All 18 hours of Certificate requirements are transferable to an M.B.A. or M.S. in International Business.

The Certificate Requirements

The requirements for the Certificate program will consist of:

1. A minimum of eighteen (18) credit hours which include the following components:

A. Two (2) core course prerequisites (MBA 570 International Business Operations and MBA 571 International Risk and Politics). Three credits each course.

B. A culminating 3 credit hour research project under the supervision of a faculty member (MBA 579 International Business Topics, Directed Studies).

C. Three elective courses (3 credit hours each) from the International Curricula.

2. Foreign Language

A. A proficiency is desirable in one foreign language. This could be obtained by completion of a graduate language course or two years of undergraduate foreign language.

B. The foreign language is strongly recommended, not required, for the Certificate program.

MASTER OF SCIENCE IN SPECIALIZED FIELDS (Accounting, MIS, Finance, Management, Marketing, and International Business)

Program Description

The Master of Science in Administration requires an emphasis in a specialized field, such as Accounting, Management Information Systems, etc. This requires the student to plan a specific curriculum with a graduate advisor. The graduate advisor will be a member of the faculty with expertise in the area of specialization.

The Master of Science degree is provided for the student who has chosen to be a specialist in a given area of management; however, such programming will normally require a limited comprehensive background in core courses 511, 521, 531, 541 and 551, plus any required prerequisite courses. The major emphasis will be in the specialized field and a thesis/project will be required as a culminating requirement.

Degree Requirements

1. Student should complete all prerequisite courses as an undergraduate or graduate student as required of the M.B.A.

2. Student shall complete a minimum of 36 hours in courses, determined in conjunction with the faculty advisor, in the field of specialization and related core requirement.

3. The student shall be required, by course completion and thesis, to demonstrate an ability to undertake research in the field of specialization. This requirement may require training in research methodology, statistical procedures, computer analysis and programming. This requirement can be partially or fully demonstrated in the completion of a thesis/project as the final culminating experience. The thesis/project requirement will be 3-9 hours of credit toward the required 36 hours.

4. The student must maintain a "B" average in all work required for the degree.

Courses of Study

Accounting

MBA 511 Managerial Accounting (3 hours)

The development and use of accounting information for decision making purposes. The course will emphasize the development of financial statements and management's use of this information in the decision-making process. Topics will include external reporting, cost-volume-profit analysis, relevant cost, capital budgeting and management planning and control. Prerequisite: MBA 500 or equivalent.

MBA 512 Cost Accounting & Budgeting (3) Concepts of cost determination, reporting and control with emphasis on manufacturing operations. Also, job order and process cost accounting systems, capital budgeting, and objectives and methods of preparing coordinated and flexible budgets for business planning and control purpose. Prerequisite: MBA 511 or equivalent.

MBA 513 Advanced Accounting (3) Specialized topics in advanced financial accounting: personal financial statement; partnership accounting; and corporate consolidations and mergers. Prerequisite: MBA 515 or equivalent.



MBA 514 Auditing (3) Concepts of auditing with emphasis on financial auditing as performed by Certified Public Accountants. Professional standards, Generally Accepted Auditing Standards, legal liabilities of auditors, and specific auditing techniques are emphasized. Prerequisite: MBA 513 or equivalent.

MBA 515 Intermediate Accounting (3) Financial accounting concepts and theory with emphasis on development and usage of Generally Accepted Accounting Principles and the Financial Accounting Standards Board's Conceptual Framework of Accounting. Prerequisite: MBA 511 or equivalent.

MBA 516 Individual Tax Planning (3) Concepts of Federal Missouri State income taxes as applicable to individual income taxes. Details of planning and reporting individual income taxes. Prerequisite: MBA 511 or equivalent.

MBA 517 Governmental & Fund Accounting (3) Concepts of accounting and financial reporting for federal, state, and local governments and for nonprofit organizations. Prerequisite: MBA 511 or equivalent.

MBA 518 Corporate Tax Planning (3) Concepts of Federal and Missouri State income taxes as applicable to corporate income taxes. Details of planning and reporting corporate income taxes. Prerequisite: MBA 511 or equivalent.

MBA 519 Special Topics in Accounting (3-6) See Special Topics Courses.

International Business

MBA 570 International Business Operations (3) An introductory course for the International Business program, providing a historical perspective on patterns of trade between and within demographic regions and examining recent shifts in traditional markets and the forces that have led to them. Current world-wide interests in strategic resources will be examined in this context. Analysis of import/export opportunities, problems, and constraints also is provided, particularly from the American business point of view.

MBA 571 International Risk and Politics (3) Determination and assessment of factors of risk in international business ventures form this course, to include analysis of domestic and foreign constraints imposed by the political and economic environment of multinational business operations. Special emphasis is given to the means of identifying, evaluating, and neutralizing risks related to international law, hyperinflationary economics, nationalization of assets, revolution, war and inconvertibility of currency. The roles of governments in heightening and reducing risks also studied for their impact upon international business. Prerequisite: MBA 570.

MBA 572 International Management (3) Organizing, staffing, and managing the international enterprise constitute the core subject matter of this course. Problems for international or multinational business begin when pricing, investment, financing, production, and similar decisions that affect foreign subsidiaries are considered by the parent firm. Particular concerns are the adaptation of management to culture, adapting methods to local conditions and attitudes, and agreements and contracts. Prerequisite: MBA 570.

MBA 573 International Accounting Systems (3) This course focuses on the international dimensions of accounting. The comparative practices in accounting are reviewed, foreign currency translation, financial reporting and disclosure, analyzing foreign financial statements, international credit environment, transfer pricing and international taxation. Prerequisite: MBA 570.

MBA 574 International Marketing (3) The course examines the marketing mix and how it may or may not be standardized for national markets that comprise the international markets. Techniques that can be used for identifying potential markets for broad categories of products or services and implementation of marketing policies within the international arena as principal mechanisms for this course. Prerequisite: MBA 570.

MBA 575 International Business Communications (3) A review and study of advertising and promotion in international scene. The problems of translating marketing ideas and concepts into promotional materials for use in foreign business environments. Study of interpersonal communications for business in various cultures. Prerequisite: MBA 570.

MBA 576 International Business and Cross Cultural Communications (3) One of two introductory courses for the International Business Program. Provides an overview of the international business milieu with specific reference to relations between home and host countries, demographic and geopolitical patterns and problems, the need of international entrepreneurs and constraints of other people. Prerequisite: MBA 570.

MBA 577 International Finance (3) The course investigates the international financial environment in which businesses and individuals operate. The determinates of exchange rates are examined, international capital markets are analyzed from the point of view of portfolio theory and equilibrium asset pricing. The unique problems of the financial manager operating internationally are considered, to include foreign taxation, working capital management, sources of funds, international and regional financial institutions, commercial documents and international trade organizations. Prerequisite: MBA 570.

MBA 578 International Business Law (3) The process of adjudication across national boundaries relating to transactional business activities. The legal interrelationship between countries, individuals and business organizations. Specific areas covered include taxation, antitrust and restrictions trade practices legislation. Tariffs, quotas and other trade obstacles, along with expropriation and confiscation, product liability and civil and criminal penalties will be discussed in detail along with U.S. laws, Foreign Corrupt Practices Act (F.C.P.A.), state and local laws. Special attention will be given to patents, trademarks, trade names, copyrights and trade secrets in the international market and the agencies enforcing these areas. Prerequisite: MBA 570.

MBA 583 International Economics (3) A course in which the basic principles of economics are used to analyze and interpret exchanges between nations. Broad categories will include trade in goods and services, movements of labor and capital and a variety of financial transactions in bonds, stocks, notes, deposits and other financial assets. Specifically, areas to be covered will include the mechanics of international payments, the balance of payments accounting systems, foreign exchange rates, including arbitrage, flexible rate exchange and elasticity of supply and demand. International Monetary Systems will be covered including a history of the Gold Standard, Bretton Woods System, I.M.F., Euro-dollars and the Import-Export bank. Special attention will be devoted to tariff analysis, the economies of lesser developed countries and multinational companies. Prerequisite: MBA 570.

MBA 579 International Business Topics/Directed Studies (3)

Management Information Systems

MBA 521 Management Information Systems (3) An overview of basic terminology and the concepts of management information systems. Various types of applications that are part of an information system are explored, and attention is given to activities involved in information systems development and control. Topics include role of management information systems in organizations; structure of a management information system; database management systems; evaluation and selection of data base software; tools and techniques for system analysis and design, management of information resources. Prerequisite: None.

MBA 522 COBOL Programming (3) Computer programming for business application in structured COBOL. Applications using sequential file techniques are written, compiled, and executed on the computer. Topics include measures of the quality of structured design and programming; explanation of basic elements of COBOL to handle repetitive business problems such as I/O statements, arithmetic statements, nested IF statements, single and multiple level control breaks, table searching and sequential file updating. Prerequisite: MBA 521 or equivalent.

MBA 523 Quantitative Methods (3) Extensive examination of quantitative techniques used in managerial decision making. Emphasis is placed on recognition of management problems that can be cast in the form of optimization models. Covers linear optimization models, integer programming problems, dynamic programming, inventory models and queuing models. Topics include classical deterministic models; linear optimization models (transportation model); the Simplex method, integer programming, network models, inventory models, queuing models, simulation and decision analysis. Prerequisite: MBA 521 or equivalent.

MBA 524 Systems Analysis and Design (3) The focus of the course is on the systems analysis and design process. Through an analysis of cases the phases of Systems Development Life Cycle are presented in detail. Topics include: tools used by systems analysis; systems requirements definition, logical and physical database design, application program development, testing system conversion and implementation. Prerequisite: MBA 521 or equivalent.

MBA 525 Information Systems Project (3) The areas of computer technology, and systems analysis and design are integrated to aid the student in designing large scale application or decision support systems. Topics include development of a system for a local organization (or for a hypothetical application). Prerequisite: MBA 521 or permission of the instructor.

MBA 526 Data Base Management in Business (3) This course presents the fundamental concepts of data base processing in management and outlines techniques of data base design. Practical experience in the use of a relational DBMS is provided. Prerequisite: MBA 522 or permission of instructor.

MBA 529 Special Topics in MIS (3-6)

Financial Management

MBA 531 Financial Policy (3) This course covers statement analysis, mergers, acquisitions, management/shareholder relations, dividend policy, long-term financing, money and capital market institutions. Prerequisite: MBA 500 or equivalent.

MBA 532 Managerial Finance (3) Evaluation of major financial decisions is the focus of this course. The traditional financial problems normally reserved for executive decision-making are covered in depth. Prerequisite: MBA 531.



MBA 533 Investment Management (3) Principles of portfolio management, specifically to include risk and security analysis. Types of securities are related to investment policies and goals. Prerequisite: MBA 531.

MBA 534 Financial Aspects of Real Estate (3) An analysis of the real estate industry, defining concepts and principles of the field. The management problems in supervising and administering the real estate assets and liabilities of a business organization. Also, there is focus on legal aspects of real estate, the market, market analysis, financial techniques, land use problems, etc. Prerequisites: MBA 531.

MBA 581 Managerial Economics (3) A course designed to provide tools for analysis of economic problems, primarily micro, and their impact upon managerial decisions and policies. Prerequisite: MBA 531.

MBA 582 Analysis of Business Conditions (3) The course is designed to develop one's ability to interpret economic trends and analyze forecasts of business conditions. The course emphasizes macroeconomic and monetary policy, and the institutional environment of the U.S. economy. Prerequisite: MBA 531.

MBA 539 Special Topics in Finance (3)

Management

MBA 500 Survey in Business (3) This course is designed to provide students, desiring a current background in Business Administration, with a knowledge of general theories and terminology relating to accounting, finance, MIS, management, marketing and international areas of business.

MBA 541 Organizational Development (3) An analysis of primary factors affecting behavior and relations in organizations. Particular emphasis is given to examining the structure and process of, and behavior within organizations in order to better understand the management process. Prerequisite: MBA 500 or equivalent.

MBA 542 Socio-Political Environment of Business (3) A study of the social issues and the legal constraints facing management in the modern industrial society. An examination of regulatory function of government as it affects management decisions, public policy versus business policy, and when it is congruent to business policy. Emerging issues which relate to public issues, taxation, environmental, working environments, the corporation as a good neighbor. Prerequisite: MBA 541.

MBA 543 Personnel Management and Labor Relations (3) This course covers the scope of business and industrial personnel services. Analytical appraisal of politics in labor relations and personnel administration. Prerequisite: MBA 541.

MBA 544 Management and Business Law (3) Study discussion of terminology, definitions, and principles of contract law applicable to the contractive problems in the operation of a business, including the relevant provisions of the uniform commercial code. The application of the principles of agency law by the entrepreneur/manager in operating the firm, legal liability to his agency and third party with whom s/he deals, and the legal aspects of business in difficulty. Prerequisite: MBA 541 or equivalent.

MBA 546 Managerial Problem Solving (3) This course explores the many faceted arena of problem solving by focusing on problem descriptions, sorting out causal factors, developing and evaluating alternatives, assessing associated risks, and determining most viable choices. Both individual and small group experiences are included as well as samples from the spectrum of problem solving strategies and techniques. Students will use basic statistical tools, the structured technique of cause and effect diagramming, creative problem solving through synectics, and the more formal process skills of contemporary approaches. The practicum nature of the course results in skills which are immediately transferable to the workplace. Prerequisite: MBA 541.

MBA 547 Negotiations/Current Issues in Unionism, Collective Bargaining, and Labor Relations (3) A study of trends and the history of the union as representative of the worker, current trends and laws directed to collective bargaining process as determined and changed by labor legislation. Prerequisite: MBA 541.

MBA 548 Leadership in Structured Situations (3) Designed to develop understanding of the function and the context of the leadership role in formal organizations through the examination of leadership research and theories of leadership effectiveness. The various bases for exercising influence and the situational factors affecting leadership. Emphasis on understanding the leadership function as well as developing thinking and action capabilities for improving leadership effectiveness. Prerequisite: MBA 541.

MBA 560 Small Business Management (3) An examination of principles and methods in the operation of a small business. Emphasis is placed on the small business in planning, controlling, financing and managing operations. The problem of starting up new enterprises is considered as well as preparing the management for multiple responsibilities in operating the business. Prerequisite: MBA 541.

MBA 580 Production/Systems Management (3) An essentially non-mathematical coverage of project management and systems management, programs, including project evaluation, goal determination, PERT/criteria path methods, matrix management, and the appropriate uses of evaluation techniques and reporting systems. Prerequisite: MBA 541 or equivalent.

MBA 584 Statistics for Business (3) This course examines the application of statistical analysis in business. Topics include measures of central tendency, probability and distribution, sampling and statistical inference, time series, regression and correlation, business forecasting, and other techniques of statistical analysis. Prerequisite: None.

MBA 549 Special Topics in Management (3-6)

Special Topic Courses

MBA 519 Special Topics in Accounting (3-6)	
MBA 529 Special Topics in MIS	"
MBA 539 Special Topics in Finance	"
MBA 549 Special Topics in Management	"
MBA 559 Special Topics in Marketing	"
MBA 579 Special Topics in International	"

The courses are designed for students who desire, or are required, to explore advanced areas of study, or undertake special problem analysis, within a concentration. Such courses are open to students who have completed core and/or advanced course requirements. The subject area will normally cover a specific issue, problem, or current topic and will demonstrate the student's scholarly research abilities and techniques. In some instances, the topic may require primarily substantial reading with appropriate inference, assessment and conclusions.

Permission to register and approval of topic must be obtained from appropriate lead faculty person and the Department Chair prior to registration.

600 Level Courses

600 Thesis 3-9 hours. For students completing requirements for M.S. degree in Accounting, M.I.S., Finance, Management, or International. The student will present a final written project and defend the project before the faculty advisor or committee. This thesis must make a contribution to the field and demonstrate the student is capable of exploring and developing primary and secondary data in conducting and evaluating research. This culminating project will represent the student's level of accomplishment in the selected area of emphasis.

MBA 601 Business Policies & Strategies (3) (formerly MBA 545) The capstone MBA course utilizing a top management perspective. This course analyzes the practices and problems confronting the modern business organization. Through an analysis of cases, students are required core courses plus 12 hours of electives. This is a "capstone" course and may not apply as part of the 12 hour requirement for a concentration in management.

Marketing

MBA 551 Marketing Strategy and Management (3) A review of the principles of marketing activities to plan, price, promote, and distribute goods and services to the consumer and the industrial market. An analysis of the dynamics of developing a marketing plan including establishing a strategy model of entry, maintenance/survival, proliferation/segmentation, exit and re-entry of products and services. Prerequisite: MBA 500 or equivalent.

MBA 552 Marketing Information and Research (3) A study of the various sources of information essential to managing the marketing function. A study and review of the various methodologies in securing marketing information. Evaluating primary and secondary sources of information and data. Survey techniques and construction of research instruments. Presentation of research findings. Prerequisite: MBA 551.

MBA 553 Promotional Management and Strategy (3) A study of the various promotion systems available to the marketing manager. An analysis of print advertising, electronic advertising, electronic advertising, promotions, collateral materials, catalogue development, direct response systems, couponing, etc. Also, budgeting and controlling marketing communications functions with the sales department and other areas of the firm will be discussed. Prerequisite: MBA 551.

MBA 555 Product Management and Product Development (3) A review and study of the product management system, the role of the product manager in the firm and the interfaces required with other areas. The application of strategy models to product management, monitoring, tracking, updating, etc. The developing of new products will be analyzed with methods of evaluation, new venture teams, the pre-entry planning phase, budgeting, and decision trains. Class will develop new product concept. Prerequisite: MBA 551.

MBA 556 Industrial Marketing (3) A study of the unique aspects of operating a marketing program in the industrial market. Case histories will be employed. Data sources and market analysis of industrial markets. The industrial marketing department functions and relations with the sales organization. Prerequisite: MBA 551.

MBA 557 Consumer Marketing (3) An integration of the theories of consumer behavior with materials originating with the social sciences. A review of consumer motivation, buying behavior, market adjustment, customer service. Cases may be employed to explore the various aspects of consumer marketing. Prerequisite: MBA 551.

MBA 558 Management of the Sales Organization (3) An analysis of the organization of the selling function, staffing, training, budgeting, selection, evaluation, setting goals, competitive situation analysis, motivation. Types of organizations applicable to sales function, types of compensation, ranking of sales personnel, etc. Prerequisite: MBA 551.

MBA 559 Special Topics in Marketing (3-6)



LCIE Graduate Programs

Program Description

All graduate students in Lindenwood College for Individualized Education (LCIE) are expected to develop the abilities to write, read, and speak clearly, correctly, and effectively, and to acquire mathematical, technical, or other skills that may be essential to their particular programs of study.

Throughout their course of study, students are expected to use primary source material, to engage in speculative thinking, and to develop original work and/or research in their major areas of interest. This work should be analytical rather than descriptive, demonstrating a distinct, defensible, methodological, and theoretical perspective.

Graduate Programs LCIE

Master of Arts in Gerontology
Master of Business Administration (MBA)
Master of Science (business specialty area)
Master of Arts in Counseling or Educational Counseling*
Master of Science in Corporate Communication
Master of Science in Mass Communication
Master of Science in Health Management or Promotion
Master of Science in Human Resource Management
Master of Science in Human Service Agency Management
Master of Valuation Sciences

*See Center for Professional and Educational Counseling

Admission and Program Overview

Admission to a graduate program in LCIE is granted to students who have grade point averages of 3.0 or better (on a 4.0 scale), and whose Program Overviews have been approved. Students who do not meet that grade point or other admissions standard will be given individual consideration.

Conditional status may be granted to students who have grade point averages between 2.5 and 2.99, or whose Program Overviews have not been approved. Probationary status is granted to students whose grade point average is less than 2.5. A student may be on probationary status for no more than one quarter. Once admitted to full status, graduate students must maintain a grade point average of at least 3.0.

Each student is assigned to a Faculty Advisor who assists with the design of the Program Overview, which must be completed during the student's first quarter. The Program Overview is a detailed and logical proposal that includes the student's learning objectives and term-by-term plan of the subject areas to be studied. The Program Overview must be approved by the student's Faculty Advisor.

Students may make alterations to their Overviews by submitting a written amendment to their Faculty Advisors. If the change involves only a minor adjustment of the original plan, the amendment can simply be filed along with the student's original proposal. All changes must be approved by the Faculty Advisor.

Program Requirements

For most LCIE graduate programs, the smallest unit for which a student may enroll is 9 semester hours. For structured programs, certain areas of study are required by the College. For individualized programs, the student and Faculty Advisor determine requisite areas of study. When all objectives of the Overview have been met and credited by the College faculty, the student will be recommended for graduation.

To receive the Master's degree from LCIE all students must meet the following requirements:

1. Completion of at least 27 semester hours (3 quarters) as an enrolled student at Lindenwood with a grade point average of at least 3.0.

2. Completion of the objectives set forth in the Program Overview.

3. Demonstration of graduate level writing and speaking skills as evaluated by the Faculty Advisor and Faculty Sponsor each term.

4. Completion of all practicum, apprenticeship, and residency requirements connected with the degree program, as specified in the Program Overview.

5. Participation in at least one colloquium per term of study.

Culminating Project

For graduate students, the culminating project is a significant and original accomplishment. It must demonstrate that students have mastered the conceptual and methodological skills outlined in the Program Overview.

The project may be in the form of a written thesis or a creative work, including the use of a wide variety of media. If the project is not a written thesis, it must contain substantial written analytical documentation and demonstrate appropriate research methods. Graduate culminating projects require the guidance and approval of a committee consisting of at least three faculty members and/or resource specialists. The student must successfully defend the culminating project at a meeting of committee members for it to be approved.

Graduate Programs In Business Administration: MBA, MSA

Program Description

Two graduate programs in Administration are offered:

1. The Master of Business Administration (MBA), a general degree.
2. The Master of Science in Administration (MSA), a specialized degree.

Master of Business Administration (MBA)

The MBA program is designed to educate people in advanced administrative and managerial capacities. The clustered learning format of the College for Individualized Education is ideally suited to the manager. In weekly seminars, three related subject areas are combined in one interdisciplinary unit of nine semester hours. This synthesis and the small class size provide a unique atmosphere for full-time study. Lindenwood College is a member of the American Assembly of Collegiate Schools of Business.

The degree program is 5 quarters in length (42 semester hours).

Core Curriculum:

- I. Accounting Management and Management Information Systems Cluster
 - IBA 510 Financial Accounting Concepts (3)
 - IBA 511 Managerial Accounting (3)
 - IBA 521 Management Information Systems (3)

- II. Human Resource Management and Organizational Structure and Design Cluster
 - IBA 540 Organizational Concepts (3)
 - IBA 541 Organizational Development (3)
 - IBA 543 Personnel Management & Labor Relations (3)

- III. Foundations of Marketing Function and Marketing Management Cluster
 - IBA 550 Marketing Concepts (3)
 - IBA 551 Marketing Strategy & Management (3)
 - IBA 589 Legal Aspects of Marketing Strategy (3)

- IV. Foundations of Finance and Financial Management Cluster
 - IBA 530 Financial Concepts (3)
 - IBA 531 Financial Policy (3)
 - IBA 532 Managerial Finance (3)

- V. Research Methods and Culminating Project
 - IBA 593 Research Methods & Design (3)
 - ICU 599 Culminating Project/Directed Thesis (3)

Courses of Study

Accounting Management/Management Information Systems

IBA 510 Financial Accounting Concepts (3). This course treats generally accepted accounting concepts and their influences upon the preparation, analysis, and use of financial statements and reports.

IBA 511 Managerial Accounting (3). Admission to this course requires a basic understanding of general accounting concepts. The focus of the course is the internal use of accounting data by managers for planning and control purposes.

IBA 521 Management Information Systems (3). Exploration of computer resources, concepts and applications commonly available to managers, examination of managerial and technical skills and responsibilities required to use information systems. Emphasis is given to the system concept as an integrating approach to visualizing and describing existing management activities with particular attention to data and information.

Management

IBA 540 Organizational Concepts (3). This course presents theory, research, and their applications that provide the cornerstones for the study of managing within organizations. The functions of management, human behavioral studies and leadership styles are examined.

IBA 541 Organizational Development (3). An analysis of primary factors affecting behavior and relations in organizations. Particular emphasis is given to examining the structure and processes of, and behavior within, organizations in order to better understand the management process.

IBA 543 Personnel Management and Labor Relations (3). This course covers the scope of business and industrial personnel services. Analytical appraisal of policies in labor relations and personnel administration.



Marketing

IBA 550 Marketing Concepts (3). A study of the principles of marketing activities to plan, price, promote, and distribute goods and services to the consumer and the industrial market.

IBA 551 Marketing Strategy and Management (3). An analysis of the dynamics of developing a marketing program; establishing a strategy model for entry, maintenance-survival, proliferation-segmentation, exit and re-entry of products and service. Developing the marketing plan for the organization, budgeting, interfacing with the other areas of the organization.

ISA 589 Legal Aspects of Marketing Strategy (3). A study of the various legal aspects which affect marketing management including anti-trust issues and government agencies constraining strategy; patent, copyright and warranty responsibilities of producers; consumer protection; legal and regulatory issues regarding pricing policies; and areas in promotion and advertising which are regulated by agencies or governed by laws.

Financial Management

IBA 530 Financial Concepts (3). This course deals with managerial functions of finance with emphasis on financial statement analysis, working capital management, capital budgeting, long-term financing.

IBA 531 Financial Policy (3). This course covers statement analysis, mergers, acquisitions, management/shareholder relations, dividend policy, long term financing, money and capital marketing institutions.

IBA 532 Managerial Finance (3). Evaluation of major financial decisions is the focus of this course. The traditional financial problems normally reserved for executive decision-making are covered in depth.

Research Methodology/Culminating Project

IBA 593 Research Methods & Design (3). A study and review of the various methodologies in securing management information. Evaluating primary and secondary sources of information and data. Survey techniques and construction of research instruments. Presentation of research findings. A review of the various sources of information essential to managing the administrative function.

ICU 599 Culminating Project/Directed Thesis (3). Demonstration of ability to carry out and write a major research effort.

Master of Science in Administration (MSA)

The Master of Science in Administration (MSA) program is designed to meet the needs of students who may wish to specialize in one of several major areas such as Marketing, Finance, or Management. Specialization within each of these major areas is possible on an individualized basis and may be designed in consultation with one or more Faculty Advisors. Following are recommended interdisciplinary cluster units of one semester hours for each of the three major areas based on an evaluation of the desires of the corporate sector. However, the MSA program may be individualized with courses chosen from other LCIE graduate programs. This places responsibility on the student to identify and study subject areas of interest.

MSA - Marketing Emphasis

- I. IBA 550 Marketing Concepts (3)
IBA 551 Marketing Strategy & Management (3)
ISA 589 Legal Aspects of Marketing Strategy (3)
- II. IMC 550 Principles of Advertising (3)
IMC 589 Principles of Public Relations (3)
IMC 590 Promotion Management (3)
- III. IBA 555 Product Mgmt and Product Dev. (3)
ISA 552 Marketing Segmentation Research (3)
ISA 553 Prod. Pos. Strategy/Mrktg. Plan (3)

- IV. IBA 530 Financial Concepts (3)
IBA 531 Financial Policy (3)
IBA 532 Managerial Finance (3)
- V. IBA 593 Research Methods & Design (3)
ICU 599 Culminating Project/Dir. Thesis (3)

MSA - Finance Emphasis

- I. IBA 510 Financial Acct. Concepts (3)
IBA 511 Managerial Accounting (3)
IBA 521 Management Info. Systems (3)
- II. IBA 530 Financial Concepts (3)
IBA 531 Financial Policy (3)
IBA 532 Managerial Finance (3)
- III. IVS 540 Investment Strategy (3)
IVS 541 Adv. Interdis. Study (3)
IVS 542 Financial Analysis (3)
- IV. IMC 563 Computer Based Info. Sys. (3)
IMC 564 Computer Syst. Analysis (3)
IMC 565 Database Management (3)
- V. IBA 593 Research Methods & Design (3)
ICU 599 Culminating Project/Dir. Thesis (3)

MSA - Management Emphasis

- I. IBA 540 Organizational Concepts (3)
IBA 541 Organizational Development (3)
IBA 543 Personnel Mgmt. & Labor Relations (3)
- II. IMC 560 Organizational Comm. Theory (3)
IMC 561 Communications Process Analy. (3)
IMC 562 Prac. Appl. of Comm. Processes (3)
- III. IOD 578 Organ. Diag. and Intervention (3)
IOD 579 Train. Design, Eval. & Facil. (3)
IOD 580 Selected Reading-Spec. Topic Sem. (3)
- IV. IBA 530 Financial Concepts (3)
IBA 531 Financial Policy (3)
IBA 532 Managerial Finance (3)
- V. IBA 593 Research Method & Design (3)
ICU 599 Culminating Project/Dir. Thesis (3)

These are recommended programs which are designed to give the student a thorough foundation in the respective major areas. However, as noted above, for students with particular career goals, courses from other disciplines may be taken with the consent of the LCIE Business Administration Department Chair.

Courses of Study

Marketing Emphasis

IBA 550 Marketing Concepts (3). See IBA 550 in Master of Business Administration section of the catalog.

IBA 551 Marketing Strategy & Management Strategy (3). See IBA 551 in Master of Business Administration section of the catalog.

ISA 589 Legal Aspects of Marketing Strategy (3). See ISA 589 in Masters of Business Administration section of the catalog.

IMC 550 Principles of Advertising (3). Advertising practices, techniques, and strategies, including copywriting, media and marketing plans, advertising distribution, and budgeting. Case studies of advertising problems, and interfacing with other corporate areas.

IMC 589 Principles of Public Relations (3). Promotional concepts and practices, including integration of varied elements, strategic scheduling and planning, and promotion's use in development. Case studies, coordination with other corporate areas, and budgeting strategies.

IBA 555 Product Management and Product Development (3). A review and study of the product management system, the role of the product manager in the firm and the interfaces required with other product managers in the firm and the interfaces required with other areas of the organization. The application of strategy models to product management, monitoring, tracking, updating, etc. The developing of new products will be analyzed with methods of evaluation, new venture teams, the pre-entry planning phase, budgeting, and decision trees. Class will develop new product concepts.

ISA 552 Market Segmentation Research (3). A specialized study of one large and critical area in marketing research. Focus is on the bases for segmenting consumer and industrial markets, and the sources and types of information essential to managing the marketing and product development functions. Quantification of data into meaningful profiles so as to guide the marketing effort.

ISA 553 Product Positioning Strategy and the Marketing Plan (3). A specialized part of the marketing strategy relating to the image of a product or service in the customer's thoughts. Methods in achieving a position, selection of a positioning strategy, and writing a plan to implement that strategy. How the positioning plan fits with the total written marketing plan.

IBA 530 Financial Concepts (3). See IBA 530 in Master of Business Administration section of the catalog.

IBA 531 Financial Policy (3). See IBA 531 in Master of Business Administration section of the catalog.

IBA 532 Financial Policy (3). See IBA 532 in Master of Business Administration section of the catalog.

Finance Emphasis

IBA 510 Financial Accounting Concepts (3). See IBA 510 in Master of Business Administration section of the catalog.

IBA 511 Managerial Accounting (3). See IBA 511 in Master of Business Administration section of the catalog.

IBA 521 Management Information Systems (3). See IBA 521 in Master of Business Administration section of the catalog.

IBA 530 Financial Policy (3). See IBA 530 in Master of Business Administration section of the catalog.

IBA 531 Financial Policy (3). See IBA 531 in Master of Master of Business Administration section of the catalog.

IBA 532 Financial Policy (3). See IBA 532 in Master of Business Administration section of the catalog.

IVS 540 Investment Strategy (3). See IVS 540 in Valuation Sciences section of the catalog.

IVS 541 Adv Interdis. Study (3). See IVS 541 in Valuation Sciences section of the catalog.

IVS 542 Financial Analysis (3). See IVS 542 in Valuation Sciences section of the catalog.

IMC 563 Computer Based Information Systems (3). See IMC 563 Financial Emphasis in Communication section of the catalog.

IMC 564 Computer Systems Analysis (3). See IMC 564 Financial Emphasis in Communication section of the catalog.

IMC 565 Database Management (3). See IMC 565 Financial Emphasis in Communication section of the catalog.

MSA - Finance Emphasis

IBA 510 Financial Accounting Concepts (3). See IBA 510 in Master of Business Administration section of the catalog.

IBA 511 Managerial Accounting (3). See IBA 511 in Master of Business Administration section of the catalog.

IBA 521 Management Information Systems (3). See IBA 521 in Master of Business Administration section of the catalog.



IBA 530 Financial Concepts (3). See IBA 530 in Master of Business Administration section of the catalog.

IBA 531 Financial Policy (3). See IBA 531 in Master of Business Administration section of the catalog.

IBA 532 Managerial Finance (3). See IBA 532 in Master of Business Administration section of the catalog.

IBA 540 Investment Strategy (3). Study of efficient markets, investment options, risk and decision-making, portfolio analysis. Applications in stock, bonds, real estate, fine arts, etc.

IVS 541 Advanced Interdisciplinary Study (3). Specialized applications of appraisal and valuation methods to stocks, bonds, real estate, fine arts, antiques, etc. Case studies.

IVS 542 Financial Analysis (3). Uses of financial ratios and techniques for investment analysis and comparisons. Applications and case studies in stocks and real estate, corporate analysis.

IMC 563 Computer Based Information Systems (3). Survey of hardware components, software, varieties of system's applications, particularly for large organizations. Introduction to current issues in computer technology: office automation, artificial intelligence, etc. Individualized study in a selected issue.

IMC 564 Computer Systems Analysis (3). Computer based decision making analysis and quantitative decision making methodology. Data evaluation techniques.

IMC 565 Database Management (3). The role of data in computer systems. Survey of methods of organization, accessing, integration, and security. Strategies of data management.

MBA - Management Emphasis

IBA 540 Organizational Concepts (3). See IBA 540 in the Master of Business Administration section of the catalog.

IBA 541 Organizational Development (3). See IBA 541 in the Master of Business Administration section of the catalog.

IBA 543 Personnel Management & Labor Relations (3). See IBA 543 in the Master of Business Administration section of the catalog.

IMC 560 Organizational Communications Theory (3). Study of major communications theories as they apply to organizational applications.

IMC 561 Communications Process Analysis (3). Communications structures and styles within organizations are analyzed, including "systems" of internal and external communications flow. Special attention to problems of specialization and departmentalization.

IMC 562 Practical Applications of Communications Processes (3). Case studies of problems and issues in communications systems within organizational frameworks.

IOD 578 Organizational Diagnosis and Intervention (3). This course will examine several key topics: 1) The use of self as a change agent, 2) the processes of organizational change, 3) the functioning of organizations, and 4) the systems perspective of organizations. Students focus on the diagnosis procedure prior to interventions.

IOD 579 Training, Design, Evaluation and Facilitation (3). This course will develop students' skills as trainers and their understanding of the basic theories. Students will diagnose their own needs and skills for learning.

IOD 580 Selected Readings - Special Topics Seminars (3). Selected issues and methods in human resource management will be reviewed, critically examined and discussed.

IBA 530 Financial Concepts (3). See IBA 530 in the Master of Business Administration section of the catalog.

IBA 531 Financial Policy (3). See IBA 531 in the Master of Business Administration section of the catalog.

IBA 532 Managerial Finance (3). See IBA 532 in the Master of Business Administration section of the catalog.

Graduate Programs in Communication: M.S.

Program Description

Master's students in Communication pursue either a Corporate Communication or Mass Communication degree. Each degree is typically a 42 credit hour program, 4 terms of 9 credit hour cluster courses and 6 semester hours of research methodology and culminating project. All programs of study are designed in consultation with a Faculty Advisor. Each cluster is limited in size to approximately ten students, allowing for close contact with faculty members and individualization of study to best meet each student's need within the parameters of the course. Each cluster meets one evening a week for 4-5 hours and integrates related areas of study which, in more traditional formats, are taught separately. The Culminating Project is roughly equivalent to a Master's Thesis. Its topic is initiated by the student, subject to faculty approval and supervision, and represents his or her independent research in an area of interest. The project itself can take the form of a traditional academic thesis, or it can be in part, an "applied project" (e.g., a marketing plan, communications flow analysis, video production, training manual, etc.) related to an empirical setting. This latter option enables our adult students to apply learning to their professional environments and, often times, to make a meaningful contribution to them.

Corporate Communication

Students take four of the following clusters and an additional term is allotted for research and beginning the culminating project. Total credit hours are 42.

Fundamentals of Organizational Communication

IMC 562 Practical Applications of Communication Processes

IMC 561 Communication Process Analysis

IMC 560 Organizational Communication Theory

Information Technologies

IMC 563 Computer Based Information Systems

IMC 564 Computer Systems Analysis

IMC 565 Database Management

Marketing and Promotion

ISA 552 Market Segmentation Research

ISA 553 Product Positioning Strategy and the Marketing Plan

IBA 555 Product Management and Product Development

Public Relations, Advertising and Promotions

IMC 550 Principles of Advertising

IMC 589 Principles of Public Relations

IMC 590 Promotion Management

Visual Communications

IMC 531 Design & Visual Communication

IMC 532 Color Theory & Application

IMC 533 Twentieth Century Art Application

Corporate Journalism

IMC 544 Corporate Newswriting and Editing

IMC 588 Editorial and Feature Writing

IMC 546 Newsletter

Research Methods and Culminating Project

IBA 593 Research Method and Design (3)

ICU 599 Culminating Project (3)

Mass Communication

Students take four of the following clusters and an additional term is allotted for research and beginning the culminating project. Total credit hours are 42.

Basic Video Production

IMC 554 Television Production

IMC 558 Writing for Television

IMC 559 Pre- and Post- Production

Advanced Video Production

IMC 574 Advanced Video Production

IMC 576 Advanced Video Direction

IMC 577 Advanced Video Editing

Radio Production

IMC 597 Special Projects III

IMC 569 Broadcast Operations

IMC 578 Seminar in Broadcast Communication

Creative Writing

IMC 511 Creative Writing Lab

IMC 512 The Art of Fiction

IMC 513 The Art of Poetry

Documentary Expression

IMC 572 Documentary Film and Video

IMC 573 Photojournalism

IMC 575 Documentary Journalism

Corporate Journalism

IMC 544 Corporate Newswriting and Editing

IMC 588 Editorial and Feature Writing

IMC 546 Newsletter

Visual Communications

IMC 531 Design and Visual Communication

IMC 532 Color Theory and Applications

IMC 533 Twentieth Century Art Application

Research Methods and Culminating Project

IBA 593 Research Methods and Design (3)

ICU 599 Culminating Project (3)



Courses of Study

IMC 511 Creative Writing Lab (1). Development of creative writing techniques through writing exercises and projects. Students select an emphasis in poetry, fiction, or feature writing. Workshop format with a process approach.

IMC 512 The Art of Fiction (3). Readings in short fiction by major authors with special attention to character, theme and style. Introduces aesthetic concepts and strategies ranging from realistic to abstract modes.

IMC 513 The Art of Poetry (3). Readings in poetry ranging from tribal times to the present. Views of poetry's connection to human spirituality, to societies and to the individual.

IMC 531 Design and Visual Communication (3). Theory and examination of design as a mode for clear and effective communication. Emphasis is on understanding the importance of design in a total communication process.

IMC 532 Color Theory and Applications (3). Exploration of the use of color in the process of creating effective communication pieces. A study of various media in which color has a significant impact on the message conveyed.

IMC 533 Twentieth Century Art Application (3). An examination of new technology and new art forms used in modern design for business applications. Computer graphics and mass produced art for use in print and video will be discussed.

IMC 544 Corporate News Writing and Editing (3). The nature of news, journalistic content and style, basic editing criteria and practices. Problem solving in editing.

IMC 546 Newsletter (3). Design, layout, and editing techniques for the small newsletter, particularly related to corporate, in-house trade, special interest journals. The role of the newsletter is examined, along with relationship of role to format and style.

IMC 550 Principles of Advertising (3). Advertising practices, techniques and strategies, including copywriting, media and marketing plans, advertising distribution and budgeting. Case studies of advertising problems and interfacing with other corporate areas.

ISA 552 Market Segmentation Research (3). A specialized study of one large and critical area in marketing research. Focus is on the bases for segmenting consumer and industrial markets, and the sources and types of information essential to managing the marketing and product development functions. Quantification of data into meaningful profiles so as to guide the marketing effort.

ISA 553 Product Positioning Strategy and the Marketing Plan (3). A specialized part of the marketing strategy relating to the image of a product or service in the customer's thoughts. Methods in achieving a position, selection of a positioning strategy and writing a plan to implement that strategy. How the positioning plan fits with the total written marketing plan.

IMC 554 Television Production (3). Hands-on television experience in directing, writing, camera work and various studio and production techniques. Student develops one or more projects from brainstorming through writing production stages.

IBA 555 Product Management and Product Development (3). The product management system, including the role of the product manager and his department's interfaces with other areas of the organization. The application of strategy models to product management, monitoring, updating, and other key functions. The development of new products will be analyzed with methods of evaluation, new product organization, the pre-entry planning phase, budgeting, and decision making.

IMC 558 Writing for Television (3). A study and experience in appropriate techniques and layout for writing copy for use in televised advertisement, news, and feature presentations. Attention to the art of connecting words and actions for effective communication in commercial television and for industrial/training efforts.

IMC 559 Pre- and Post-Production (3). Demonstration and experience in setting up lighting, set arrangements, and camera positions for effective video production. Demonstration of video switching, audio adjustments, postproduction assembly and insert editing for both live and prerecorded video production.

IMC 560 Organizational Communication Theory (3). Study of major communication theories as they apply to organizational applications.

IMC 561 Communication Process Analysis (3). Communication structures and styles within organizations are analyzed, including "systems" of internal and external communications flow. Special attention to problems of specialization and departmentalization.

IMC 562 Practical Applications of Communication Processes (3). Case studies of problems and issues in communication systems within organizational frameworks.

IMC 563 Computer Based Information Systems (3). Survey of hardware components, software, varieties of system's applications, particularly for large organizations. Introduction to current issues in computer technology: office automation, artificial intelligence, etc. Individualized study in a selected issue.

IMC 564 Computer Systems Analysis (3). Computer based decision making analysis and quantitative decision making methodology. Data evaluation techniques.

IMC 565 Database Management (3). The role of data in computer systems. Survey of methods of organization, accessing, integration and security. Strategies of data management.

IMC 569 Broadcast Operations (3). An examination of the structural organization of radio and television stations in the United States. Various divisions and departments of broadcast operations will be studied. Special attention to programming, promotions, audience research and broadcast management techniques.

IMC 572 Documentary Film & Video (3). Defines documentary from its beginnings and traces its development in subject, techniques and impacts on American and European societies. Samples of silent and sound film as well as recent video documentaries representing different approaches to subjects will be viewed throughout the course. Applied analytical techniques and visual communication theories.

IMC 573 Photojournalism (3). The history of photojournalism from its inception in the 19th century to the present. Features the study of important developments, techniques and styles in the field from magazines to newspapers and the individual photographers responsible for those developments. Special project.

IMC 574 Advanced Video Production (3). Use of camera, lighting, writing, casting and other preproduction activities in the production of a taped video documentary or feature.

IMC 575 Documentary Journalism (3). Traces the development of documentary and investigative journalism from its origins to the present with concentration on various styles, methods, and subject matter of recent documentary books including informational journalism, propaganda, and new journalism.

IMC 576 Advanced Video Direction (3). Concentration on the position and responsibilities of the director in commercial and industrial/training video productions. Student will serve as director in the creation of an original taped feature project.

IMC 577 Advanced Video Editing (3). Direction and experience in the use of editing, assembly and insert, as well as switching and audio mixing and other postproduction video techniques in the creation of an original project.

IMC 578 Seminar in Broadcast Communication (3). An examination of the relationship between communication theory and the evolution of the communication industry.

IMC 588 Editorial and Feature Writing (3). Subjective vs. objective journalistic styles; persuasive, human interest and documentary writing strategies and techniques. Special project in journalistic writing.

IMC 589 Principles of Public Relations (3). Introduction to the field of public relations, including attention to internal and external publics, media relations and practices, event planning, financial report and ethics.

IMC 590 Promotion Management (3). Promotional concepts and practices, including integration of varied elements, strategic scheduling and planning and promotion's use in development. Case studies, coordination with other corporate areas, and budgeting strategies.

IMC 593 Media Internship (3).

IMC 594 Communication Internship (3).

IMC 595 Special Projects I (3). Individually designed studies in communication.

IMC 596 Special Projects II (3). Individually designed studies in communication.

IMC 597 Special Projects III (3). Individually designed studies in communication.

IBA 593 Research Methods & Design (3). See IBA 593 in Master of Business Administration section of the catalog.

ICU 599 Culminating Project (3). Individually designed project in communication that involves independent research and application and integration of major skills and concepts.



Graduate Program in Gerontology: Master of Arts

Program Description

The College for Individualized Education has provided education for the understanding of the human aging process and the problems associated with being elderly in the United States, since 1980. Students interested in understanding aging, in providing service to older individuals, in affecting social change for the benefit of the elderly or in conducting gerontological research are served by Lindenwood's graduate programs in Gerontology. In 1984, a graduate certificate program was added to meet the needs of those who seek a specialty in Gerontology, but who have completed other graduate degree programs.

There are no typical graduates of the Lindenwood Institute for Intergenerational Studies. Alumni serve as directors of retirement housing complexes, managers of multi-service senior centers, nursing home administrators, gerontopharmacologists, researchers, founders of home health agencies and in a range of other careers dedicated to serving older Americans. Programs of study, therefore, are individualized to provide areas of concentration toward a variety of career paths. Many students elect to take a practicum or residency in a particular agency to develop practical knowledge in an area of service to the elderly. The general aim of the programs in Gerontology is to provide a solid foundation in the theories and research in Gerontology and then to allow each student to specialize in a particular area of interest.

The Master of Arts in Gerontology is a 36 semester hour program in an area of concentration, and a thesis project for a final 3-9 semester hour component.

Graduate Certificate in Gerontology

The Graduate Certificate in Gerontology is a 27 semester hour program which is identical to the Master of Arts program in content except that a thesis is not required.

Core Curriculum:

Aspects of Aging

- IGE 511 Sociology of Aging (3)
- IGE 512 Psychological Aspects of Aging (3)
- IGE 513 Physiological Aspects of Aging (3)

Resources, Policy and Service Provision

- IGE 520 Community Organization and Resource Allocation (3)
- IGE 521 Social Policy in Gerontology (3)
- IGE 522 Service Provision to the Elderly (3)

Specialized Study

- Specialized Study in Student's area of interest (9)

Practicum and Culminating Project

- IGE 500 Practicum in Gerontology (1-6)
- ICU 599 Culminating Project (3-9)

Courses of Study

IGE 500 Practicum in Gerontology (1-6). Students are placed in setting from a variety of gerontological services. Typically a practicum extends for a 14 to 28 week period.

IGE 511 Sociology of Aging (3). Attention is directed toward eradicating major myths and stereotypes regarding the elderly and the aging process. Emphasis is on socio-cultural theories of aging and the role of the older individual in society today. Topics include housing, transportation, health, income, retirement role change and intergenerational relationships.

IGE 512 Psychological Aspects of Aging (3). This course discusses psychological theories of aging. Various behavioral functions in late life are examined including intelligence, memory and personality development. The major functional and organic psychopathologies are discussed.

IGE 513 Physiological Aspects of Aging (3). This course examines the biological and physiological changes associated with the aging process. Both normal and pathological changes are discussed. Special attention is directed toward correcting stereotyped notions regarding the aging process. Students investigate and critique several biological theories of aging.

IGE 520 Community Organization and Resource Allocation (3). The application of community organization concepts and techniques of administration to the planning organization, financing and management of social services, health services, informal education and volunteer generated programs for older adults. This course explores operations of health, housing, social and nutrition programs in light of economic and political constraints.

IGE 521 Social Policy in Gerontology (3). This course focuses on the political forces that shape official policies toward aging in America at all levels of government, with emphasis on federal policies. Through the use of selected examples, the course examines the impact of political vested interests in shaping the enactment and implementation of legislation for the elderly. Topics include: retirement income, housing subsidies, age discrimination, the Older Americans Act and state and local programs.

IGE 522 Service Provision to the Elderly (3). This course focuses on specific programs that are designed to provide psycho-social and health services to the elderly. Programs under review include those already in existence and potential variations that might be proposed. Designed to aid human services practitioners, managers and policy makers in understanding basic objectives, approaches, and options in the most effective means of delivering services to the elderly.

IGE 593 Special Topics in Gerontology (3-9)

ICU 599 Culminating Project (3-9). Thesis studies may be analytical or demonstration projects. Topics and methods are selected with Faculty Advisor approval.

Graduate Program in Health Management and Health Promotion: Master of Science

Program Description

The LCIE Master of Science in Health Management or Health Promotion is designed for practicing professionals in the health and human service professions. Curriculum content is based upon recommendations of the Accrediting Commission on Education for Health Services Administration.

The program requires 45 semester hours including the culminating project/thesis. The culminating project is a planning, program development, or research assignment (thesis) undertaken by the student for his/her own employer or a client at an organization affiliated with the health management program.

Students take three required clusters with a choice of specialty areas for the fourth and fifth clusters. The culminating project/thesis typically follows the last cluster.

Core Curriculum:

(Required by all majors)

Cluster I: Foundations of United States Health Care

- IHM 560 Alternative Health Care Systems (3)
- IHM 561 Organization and Operation of the United States Health Care System (3)
- IHM 540 Organizational Concepts (3)

Cluster II: Advertising and Promotion Management

- IMC 550 Principles of Advertising (3)
- IMC 589 Principles of Public Relations (3)
- IMC 590 Promotion Management (3)

Cluster III: Health Care Ethics, Law & Culminating Project

- IHM 501 Issues in Health Care Ethics (3)
- IHM 506 Health Care Law and Legislation (3)
- ICU 599 Culminating Project (3)

AREAS OF SPECIALIZATION

HEALTH CARE ADMINISTRATION FOCUS

Foundations of Financial Management

- IHM 510 Financial Accounting Concepts
- IHM 511 Managerial Accounting
- IHM 521 Management Information Systems

and a choice of one (1) of the next 3 clusters:

Research and Strategic Planning

- IHM 563 Community Health Planning or Strategic Planning Methods
- IHM 566 Administrative Planning Methods
- IHM 567 Applied Research Design and Methods

Special Care

- IHM 568 Community Care
- IHM 564 Ambulatory Care
- IHM 570 Long-Term Care

Gerontology Issues

- IGE 520 Community Organization & Resource Allocation
- IGE 521 Social Policy in Gerontology
- IGE 522 Service Provision to the Elderly

HEALTH PROMOTION/WELLNESS FOCUS

Health Promotion/Wellness

- IHM 572 The History and Future of Health Promotion/Wellness
- IHM 573 Current Health Issues
- IHM 574 Administration of Health Promotion/Wellness Programs

and one (1) of the following clusters:

Health Promotion/Wellness

- IHM 575 Special Topics in Health Promotion/Wellness (1-3, may be repeated 3 times)
- IHM 576 Exercise Life Styles, Adherence and Compliance
- IHM 577 Introductory Teaching Skills in Lifestyle Exercises

Advanced Training, Design, Facilitation & Organizational Development

- IOD 578 Organizational Diagnosis & Intervention
- IOD 579 Training Design, Evaluation & Facilitation
- IOD 580 Selected Readings

IHM 600 Practicum in Health Promotion/Wellness (1-9)

IHM 610 Post Graduate Internship in Promotion/Wellness (12-15)

Courses of Study

IHM 501 Issues in Health Care Ethics (3). An introduction to selective issues of social and biomedical ethics in health care. Issues of social ethics include the allocation of scarce resources, equity in the provision of health care, and professional accountability. Issues of biomedical ethics include death and dying, abortion rights, the right to life, organ transplantation, and genetic engineering.

IHM 506 Health Care Law and Legislation (3). Presentation of current health care legislation, patient care issues, regulation.

IHM 540 Organizational Concepts (3). Theory, research, and their applications provide the cornerstones for the study of managing within organizations. The functions of management, human behavioral studies, and leadership styles are examined.

IHM 560 Alternative Health Care Systems (3). An introduction to changes in the organization and provision of health care. Includes the study of health maintenance organizations, preferred provider arrangements, emergency centers, hospice, adult day and respite care, community care and health promotion.

IHM 561 Organization and Operation of the United States Health Care System (3). Study of the existing health care system in the United States. Health care economics, organization, politics and professional preparation and services are some of the subject areas covered.

IHM 564 Ambulatory Care (3). Examination of ambulatory medical care, its development within the U.S. health care system, present aspects, and possible future developments.

IHM 565 Community Health Planning or Strategic Planning Methods (3). A presentation of the methods and approaches to estimating health care needs, identifying resources, and evaluating the impact of new services.

IHM 566 Administrative Planning Methods (3). Introduction to the basic methods used in strategic planning, program development, program implementation, and evaluation.

IHM 567 Applied Research Design and Methods (3). Introduction to research design and methodology, basic research methods, and research in applied settings.

IHM 568 Community Care (3). Introduction to the structure of the human community and community organization. Readings in the provision of health and human services within the local community and in-depth analysis of selective community care options (e.g., home care, day care, hospice care, health promotion).

IHM 570 Long-Term Care (3). Introduction to Social Gerontology. An examination of long-term care, its development within the U.S. health care system, present aspects, and possible future developments.

IHM 572 The History and Future of Health Promotion/Wellness (3). A study of the wellness movement, its present status including strengths and weaknesses, and its future direction.

IHM 573 Current Health Issues (3). A comprehensive review and examination of the major current health issues. Focus on how these issues interface with Health Promotion/Wellness Programs.

IHM 574 Administration of Health Promotion/Wellness Programs (3). A study of the present status of the worksite environment as it interfaces with Health Promotion/Wellness Programs. Focus on program planning, analysis of organizational structure, design and implementation of program.

IHM 575 Special Topics in the Health Promotion/Wellness Area (1-3, may be repeated three times). Advanced work jointly planned by the faculty advisor and student in any of the various disciplines of health management/health promotion/wellness. The course provides students with a structured study in the selected topic area and permits advanced application of prior coursework. Course may be repeated with different area of concentration.

IHM 576 Exercise Life Styles, Adherence and Compliance (3). Analysis of alternative life-styles along with corporate wellness movement.

IHM 577 Introductory Teaching Skills in Lifestyle Exercises (3). The study of alternative lifestyle exercises (Yoga, Aerobic Dance, Exercise Prescription, Meditation, etc.)

IOD 578 Organizational Diagnosis and Intervention (3). This course will examine several key topics: 1) The use of self as a change agent, 2) the processes of organizational change, 3) the functioning of organizations, and 4) the systems perspective of organizations. Students focus on the diagnosis procedure prior to interventions. Four basic diagnostic steps are utilized: organizational analysis, quality of worklife analysis, technical system analysis, and environmental analysis.

IOD 579 Training Design, Evaluation and Facilitation (3). This course will develop students' skills as trainers and their understanding of the basic theories. Students will diagnose their own needs and skills for learning; explore their training style and its effectiveness; learn about needs assessment techniques; develop their design skills; examine various training evaluation designs; and gain a better understanding of the philosophy and ethics of adult and laboratory education.



IOD 580 Selected Readings (3). Selected issues and methods in human resource management will be reviewed, critically examined and discussed.

IHM 510 Financial Accounting Concepts (3). See IBA 510 in Master of Business Administration section of the catalog.

IHM 511 Managerial Accounting (3). See IBA 511 in Master of Business Administration section of the catalog.

IHM 521 Management Information Systems (3). See IBA 521 in Master of Business Administration section of the catalog.

IGE 520 Community Organization and Resource Allocation (3). See IGE 520 in Master of Arts Gerontology section of the catalog.

IGE 521 Social Policy in Gerontology (3). See IGE 521 in Master of Arts Gerontology section of the catalog.

IGE 522 Service Provision to the Elderly (3). See IGE 522 in Master of Arts Gerontology section of the catalog.

IMC 550 Principles of Advertising (3). See IMC 550 in Master of Science Communication section of the catalog.

IMC 589 Principles of Public Relations (3). See IMC 589 in Master of Science Communication section of the catalog.

IMC 590 Promotion Management (3). See IMC 590 in Master of Science Communication section of the catalog.

ICU 599 Culminating Project (3-9). The culminating project is a planning service, development or research assignment undertaken by the student with his/her own organization or at an organization affiliated with the graduate program. A culminating keystone seminar is taken toward the end of the graduate program. This seminar is designed to provide practical and methodological guidance to the student in completing the culminating project.

IHM 600 Practicum in Health Promotion/Wellness (1-9)

IHM 610 Post Graduate Internship in Promotion/Wellness (12-15)



Graduate Program in Human Service Agency Management: Master of Science

Program Description

The graduate degree in Human Services Agency Management is designed to prepare students for leadership positions in youth and community service agencies. In recent years the demands on human service organizations have created a need for managers with very specialized training and education. Not-for-profit agencies, whether in the public, tax-supported domain or in the private volunteer sector require skilled and knowledgeable managers at all levels.

In cooperation with the American Humanities Foundation, Lindenwood offers an area of concentration in Youth Service Administration as part of the graduate program in Human Service Agency Management. Students selecting the Youth Services concentration will be involved with academic and experiential opportunities to develop the skills necessary for careers in such agencies as the Boy Scouts, Girl Scouts, Camp Fire, 4-H, Y.M.C.A., Y.W.C.A., and others. The program requires 45 semester hours.

Core Curriculum (recommended sequence):
(Required of all majors)

Foundations of Organizational Management
IAM 540 Organizational Concepts
IAM 542 Human Service Agency Management
IAM 543 Volunteer Management

Foundations of Financial Management
IBA 510 Financial Accounting Concepts
IBA 511 Managerial Accounting
IBA 521 Management Information Systems

Marketing and Promotion Management
IMC 550 Principles of Advertising
IMC 589 Principles of Public Relations
IMC 590 Promotion Management

Internship and Culminating Project
IAM 598 Human Service Agency Internship
ICU 599 Culminating Project

Area of Specialization (9)

Students will select a cluster of courses in this term which is targeted toward their intended interest in the field of Human Service Agency Management. The following clusters are representative of particular areas of focus yet are not the only concentrations available. Individualized focus areas are also available through consultation with the Dean of Academic Administration.

Youth Services (American Humanities) Focus
IAM 560 Child and Adolescent Development
IAM 561 Social Policy and Provision of Service to Youth
IAM 562 Youth Service Agency Program Design

Gerontological Service Focus

IGE 520 Community Organization and Resource Allocation
IGE 521 Social Policy in Gerontology
IGE 522 Service Provision to the Elderly

Health Promotion/Wellness Focus

IHM 572 The History and Future of Health Promotion/Wellness
IHM 573 Current Health Issues
IHM 574 Administration of Health Promotion/Wellness Programs

Fundraising/Development Focus

IAM 571 History of Philanthropy in the U.S.
IAM 572 Development Prospect Management
IAM 573 Development Campaign Organization

Courses of Study

IBA 510 Financial Accounting Concepts (3) See IBA 510 in Master of Business Administration section of the catalog.

IBA 511 Managerial Accounting (3) See IBA 511 in Master of Business Administration section of the catalog.

IBA 521 Management Information Systems (3) See IBA 521 in Master of Business Administration section of the catalog.

IGE 520 Community Organization and Resource Allocation (3) See IGE 520 in Master of Arts-Gerontology section of the catalog.

IGE 521 Social Policy in Gerontology (3) See IGE 521 in Master of Arts-Gerontology section of the catalog.

IGE 522 Service Provision to the Elderly (3) See IGE 522 in the Master of Arts-Gerontology section of the catalog.

IAM 540 Organizational Concepts (3) Theory, research and applied aspects of the functions of management, human behavior styles, and leadership models.

IAM 542 Human Service Agency Management (3) Investigation of the structure and processes of, and behavior within, not-for-profit organizations as a function of the management process.

IAM 543 Volunteer Management (3) Recruitment, training, retention and motivation of a volunteer personnel pool for effective agency functioning.

IAM 560 Child and Adolescent Development (3) Human physical, psychological and social development with the focus on individuals from the age of 5 to 18.

IAM 561 Social Policy and Provision of Service to Youth (3) An analysis of social problems and legislation effecting programs designed for youth.

IAM 562 Youth Service Agency Program Design (3) An introduction to program design for the youth service professional with attention to marketability, training, staffing and evaluation issues.

IAM 571 History of Philanthropy in the United States (3) An analysis of charity and philanthropy as American institutions. Focus on social, historical and other factors which motivate individual, corporate and foundation giving.

IAM 572 Development Prospect Management (3) A study of the techniques necessary for effective and targeted fundraising campaigns with a focus on specific donors.

IAM 573 Development Campaign Organization (3) Analysis of the marketing, promotion, planning and evaluation necessary for an effective fundraising campaign.

IHM 572 The History and Future of Health Promotion/Wellness (3) A study of the wellness movement, its present status including strengths and weaknesses, and its future direction.

IHM 573 Current Health Issues (3) A comprehensive review and examination of the major current health issues. Focus on how these issues relate to Health Promotion Programs.

IHM 574 Administration of Health Promotion/Wellness Programs (3) A study of the status of the worksite environment as it interfaces with Health Promotion/Wellness programs. Focus on program planning, analysis of organizational structures, design and introduction of the program.

IMC 550 Principles of Advertising (3) See IMC 550 in the Master of Science-Communication section of the catalog.

IMC 589 Principles of Public Relations (3) See IMC 589 in the Master of Science-Communication section of the catalog.

IMC 590 Promotion Management (3) See IMC 590 in the Master of Science-Communication section of the catalog.

IHM 598 Human Service Agency Internship (3)

ICU 599 Culminating Project (6)



Graduate Program in Human Resource Management: Master of Science

Program Description

This program provides professional development for students interested in becoming serious practitioners in the field of Human Resource Management. For newer trainees, it provides the key to professional, credible work in the human resource area. Professionals already in the field can expand their knowledge with activities, techniques and instruments to update and reinforce learning and enhance awareness of difficult concepts.

The program requires 42-45 semester hours including the culminating project/thesis. Three one-hour seminars will be offered on special topics in the human resource management/specialty areas. Either a thesis (APA-style/research-based) or a culminating project, including the design through implementation of a workshop or organizational intervention, are required.

Core Curriculum (Required of all majors)

Foundations of Organizational Management
 IOD 540 Organizational Concepts
 IOD 541 Organizational Development
 IOD 543 Personnel Management and Labor Relations

Information Technologies
 IMC 563 Computer Based Technologies
 IMC 564 Computer Systems Analysis
 IMC 565 Database Management

Advanced Training Design, Facilitation & Organizational Development
 IOD 578 Organizational Diagnosis & Intervention
 IOD 579 Training, Design, Evaluation & Facilitation
 IOD 580 Selected Readings

Research Methods and Design/Culminating Project
 IBA 593 Research Methods and Design
 ICL 599 Culminating Project
 or
 IOD 598 Practicum in Organizational Development or Training and Development

Areas of Specialty (choose one of the following):

Organizational Management Focus
 IOD 533 Performance Appraisal & Productivity for HRM
 IOD 534 Consultation Skills for HRM
 IOD 548 Leadership in Structured Situations

Human Factors (Ergonomics) Focus
 IOD 581 Human Factors in Engineering and Design
 IOD 582 Management of Human Factors Work
 IOD 583 Selected Readings in Human Factors

Health Promotion/Wellness Focus
 IHM 572 The History and Future of Health Promotion/Wellness
 IHM 573 Current Health Issues
 IHM 574 Administration of Health Promotion/Wellness Programs

Finance Management Focus

IBA 510 Financial Accounting Concepts
 IBA 511 Managerial Accounting
 IBA 521 Management Information Systems
 or
 IBA 530 Financial Concepts
 IBA 531 Financial Policy
 IBA 532 Managerial Finance

Marketing Management Focus

IBA 550 Marketing Concepts
 IBA 551 Marketing Strategy & Management
 ISA 589 Legal Aspects of Marketing Strategy
 or
 IMC 550 Principles of Advertising
 IMC 589 Principles of Public Relations
 IMC 590 Promotion Management
 or
 ISA 552 Market Segmentation Research
 ISA 553 Product Positioning Strategy and The Market Plan
 ISA 555 Product Management & Product Development

Small Business Management Focus

IOD 568 Entrepreneurship
 IOD 560 Small Business Management
 IOD 569 Special Topics/Directed Studies in Small Business

Organizational Communication Focus

IMC 562 Practical Applications of Communication Processes
 IMC 561 Communication Process Analysis
 IMC 560 Organizational Communication Theory

Corporate Journalism Focus

IMC 544 Corporate News Writing & Editing
 IMC 588 Editorial and Feature Writing
 IMC 546 Newsletter

Basic Video Production Focus

IMC 554 Television Production
 IMC 558 Writing for Television
 IMC 559 Pre- and Post-Production

Courses of Study

IOD 533 Performance Appraisal and Productivity for HRM (3). This course deals with the basic elements of the process, including goal setting, individual and organizational performance measurement, coaching and counseling, and productivity improvement for both unionized and non-unionized employees. Focus will be on analysis of performance systems and redesign.

IOD 534 Consultation Skills for Human Resource Management (3). Development of skills in client contact, contracting, diagnosis, intervention, feedback and follow-up, team building, and the delivery of services in a class project.

IOD 540 Organizational Concepts (3). Theory, research and their applications provide the cornerstones for the study of managing within organizations. The functions of management, human behavioral studies, and leadership styles are examined.

IOD 541 Organizational Development (3). An analysis of primary factors affecting behavior and relations in organizations. Particular emphasis is given to examining the structure and processes of and behavior within organizations in order to better understand the management process.

IOD 543 Personnel Management and Labor Relations (3). This course covers the scope of business and industrial personnel services. Analytical appraisal of policies in labor relations and personnel administration.

IOD 548 Leadership in Structured Situations (3). Designed to develop understanding of the function and the context of the leadership role in formal organizations through the examination of leadership research and theories of leadership effectiveness.

IOD 560 Small Business Management (3). An examination of principles and methods in the operation of a small business. Emphasis is placed on the small business in planning, controlling, financing and managing operations. The problem of starting up new enterprises is considered as well as preparing the management for multiple responsibilities in operating the business.

IOD 568 Entrepreneurship (3). The role of the innovator in businesses. Methods of starting a business; reasons, logic and problems in starting new business. Invention and patent protection for new ideas, methods of funding interested parties to commercialize new ideas and products.

IOD 569 Special Topics/Directed Studies in Small Business (3). Student may undertake special problems in small business and develop, under direction of suitable supervisor, plans for a new business or reorganizing an existing business, etc.

IOD 578 Organizational Diagnosis and Intervention (3). This course will examine several key topics: 1) The use of self as a change agent, 2) the processes of organizational change, 3) the functioning of organizations, and 4) the systems perspective of organizations. Students focus on the diagnosis procedure prior to interventions. Four basic diagnostic steps are utilized (i.e., organizational analysis, quality of work-life analysis, technical system analysis, and environmental analysis).

IOD 579 Training Design, Evaluation and Facilitation (3). This course will develop students' skills as trainers and their understanding of the basic theories. Students will diagnose their own needs and skills for learning; explore their training style and its effectiveness; develop their design skill; examine various training evaluation designs; and gain a better understanding of the philosophy and ethics of adult and laboratory education.

IOD 580 Selected Readings (3). Selected issues and methods in human resource management will be reviewed, critically examined and discussed. (Three quarters of Special Topics Seminars.)

IOD 581 Human Factors (Ergonomics) in Engineering and Design (3). First portion of the course reviews human capabilities and limitations relevant to human machine systems. Balance of course examines in-depth applications of experimental psychology to the workplace; e.g., environmental stressors, control-display compatibility, information overloading and display codes.



IOD 582 Management of Human Factors (Ergonomics) Work (3). This course studies the role and value of Human Factors work. Focus is on what makes systems fail and the use of Human Factors during needs analysis, workflow design, interface design and support materials development. Evaluating Human Factors work and setting up an in-house capability included.

IOD 583 Selected Readings in Human Factors (Ergonomics) (3). In-depth review and examination of several applications of experimental psychology to the workplace. Special emphasis on identifying critical areas of need. Designs and remedies for Human Factors problems.

IOD 598 Practicum in Organizational Development or Training and Development (3). Includes written procedures with program implementation and evaluation in independent consulting.

IBA 510 Financial Accounting Concepts (3). See IBA 510 in Master of Business Administration section of the catalog.

IBA 511 Managerial Accounting (3). See IBA 511 in Master of Business Administration section of the catalog.

IBA 521 Management Information Systems (3). See IBA 521 in Master of Business Administration section of the catalog.

IBA 530 Financial Concepts (3). See IBA 530 in Master of Business Administration section of the catalog.

IBA 531 Financial Policy (3). See IBA 531 in Master of Business Administration section of the catalog.

IBA 532 Managerial Finance (3). See IBA 532 in Master of Business Administration section of the catalog.

IOD 548 Leadership in Structured Situations (3). Designed to develop understanding of the function and the context of the leadership role in formal organizations through the examination of leadership research and theories of leadership effectiveness.

IBA 551 Marketing Concepts (3). See IBA 550 in Master of Business Administration section of the catalog.

IBA 551 Marketing Strategy & Management (3). See IBA 551 in Master of Business Administration section of the catalog.

IBA 593 Research Methods and Design (3). See IBA 593 in Master of Business Administration section of the catalog.

IHM 572 The History and Future of Health Promotion/Wellness (3). See IHM 572 in Master of Science-Health Management section of the catalog.

IHM 573 Current Health Issues (3). See IHM 573 in Master of Science-Health Management section of the catalog.

IHM 574 Administration of Health Promotion/Wellness Programs (3). See IHM 574 in Master of Science-Health Management section of the catalog.

IMC 544 Corporate Newswriting and Editing (3). See IMC 544 in Master of Science-Communication section of the catalog.

IMC 546 Newsletter (3). See IMC 546 in Master of Science-Communication section of the catalog.

IMC 550 Principles of Advertising (3). See IMC 550 in Master of Science-Communication section of the catalog.

IMC 554 Television Production (3). See IMC 554 in Master of Science-Communication section of the catalog.

IMC 558 Writing for Television (3). See IMC 558 in Master of Science-Communication section of the catalog.

IMC 559 Pre- and Post-Production (3). See IMC 559 in Master of Science-Communication section of the catalog.

IMC 560 Organizational Communication (3). See IMC 560 in Master of Science-Communication section of the catalog.

IMC 561 Communication Process Analysis (3). See IMC 561 in Master of Science-Communication section of the catalog.

IMC 562 Practical Applications of Communication Processes (3). See IMC 562 in Master of Science-Communication section of the catalog.

IMC 563 Computer Based Information Systems (3). See IMC 563 in Master of Science-Communication section of the catalog.

IMC 564 Computer Systems Analysis (3). See IMC 564 in Master of Science-Communication section of the catalog.

IMC 565 Database Management (3). See IMC 565 in Master of Science-Communication section of the catalog.

IMC 588 Editorial and Feature Writing (3). See IMC 588 in Master of Science-Communication section of the catalog.

IMC 590 Promotion Management (3). See IMC 590 in Master of Science-Communication section of the catalog.

ISA 552 Market Segmentation Research (3). See ISA 552 Master of Science in Administration section of the catalog.

ISA 553 Product Positioning Strategy and the Marketing Plan (3). See ISA 553 in Master of Science in Administration section of the catalog.

ISA 555 Product Management and Product Development (3). See ISA 555 in Master of Science in Administration section of the catalog.

ISA 589 Legal Aspects of Marketing Strategy (3). See ISA 589 in Master of Business Administration section of the catalog.

ICU 599 Culminating Project (3-6). Demonstration of ability to carry out and write a major research effort.

Center for Professional and Educational Counseling

Graduate Programs in Professional and School Counseling: Master of Arts

Program Description

The various programs leading to a Master of Arts in Professional and/or a type of Educational Counseling are designed to prepare master's level counseling practitioners. They provide students with a broad base of psychological knowledge and theory, and integrate these with extensive training and practice in the use of counseling skills with individuals, groups, couples and families. Graduates of the programs are qualified to work in a variety of mental health and/or school settings. Qualified graduates interested in further training are well equipped to pursue doctoral studies at other institutions.

The programs are intensive and comprehensive, requiring 48-60 semester hours of course work, education courses when applicable and applied experience. Students who take classes year-round can complete most course work in eight terms. Additional time may be required for education courses

when applicable and to finish practicum and thesis requirements. Students interested in special topics may wish to extend their programs by taking elective courses.

Students in the Professional Counseling program must obtain a minimum of 600 hours of supervised practicum experience. Practicum placements may be arranged with a variety of mental health agencies in the direct delivery of counseling services to clients. Practicum students receive one-to-one supervision from qualified professionals at their field-sites, and they also participate in a group supervision seminar conducted by a faculty member of the Professional Counseling program.

Each student is required to do a culminating thesis project. The thesis must make a contribution to knowledge in the field through conducting and evaluating counseling research and/or evolving creative approaches to solving problems in the field.

Students are expected to take 6 hours in the Counseling sequence per term. Classes are taught concurrently 1 evening per week to help students meet this requirement.



Master of Arts in Professional Counseling

The 48-hour program listed below is designed to meet Professional Counselor Licensure Requirements as set forth by the State of Missouri.

Core Curriculum

(Required of all majors)

IPC 511 Foundations of Professional and School Counseling
IPC 512 Professional Ethics and Issues

IPC 521 Human Growth and Development
IPC 522 Personality Theories

IPC 531 Family Counseling/Therapy I
IPC 532 Marital Counseling/Therapy

IPC 551 Counseling Theory and Practice I
IPC 552 Counseling Theory and Practice II

IPC 561 Group Dynamics, Process and Counseling
IPC 562 Social & Cultural Foundations of Counseling

IPC 581 Appraisal of Individuals
IPC 582 Lifestyle and Career Development

IPC 590 Practicum in Counseling

IPC 541 Research Methods and Statistics
IPC 599 Culminating Project/Directed Thesis

Practicum Requirement:

600 hours of supervised practicum experience.

Thesis Requirement:

An original project that demonstrates competence in designing, conducting, and evaluating quantitative, qualitative, and/or philosophical/theoretical counseling research.

Master of Arts in Professional Counseling and School Counseling

The 60-hour program listed below is designed for those students who elect a combined program in Professional Counseling (Professional Counselor Licensure Requirements as set forth by the State of Missouri) and School Counseling. This option is available only to those students who meet requirements for Elementary and Secondary School Counseling Psychology set forth below:

1. A valid Missouri teaching certificate (elementary or secondary) as required to teach in the public schools in Missouri.
2. A minimum of two years of approved teaching experience.
3. Completion of a course in Psychology and Education of the Exceptional Child for two or more semester hours.
4. Completion of a master's degree with a major emphasis in guidance and counseling from a college or university meeting the approval of the Missouri Department of Elementary and Secondary Education.
5. One year of accumulated paid employment (other than teaching or counseling).
6. Recommendation for certification from the designated official of a college or university approved to train elementary and secondary school counselors by the Missouri Department of Elementary and Secondary Education.

The program of study at Lindenwood required for recommendation for certification in School Counseling and that meets Professional Counselor Licensure requirements is the following:

IPC 511 Foundations of Professional and School Counseling
IPC 512 Ethics and Professional Issues

IPC 521 Human Growth and Development
IPC 522 Personality Theories

IPC 575 Family and School Consulting
IPC 532 Marital Counseling/Therapy

IPC 582 Lifestyle and Career Development
IPC 581 Appraisal of Individuals (Group Testing)

IPC 551 Counseling Theory and Practice I
IPC 561 Group Dynamics, Process and Counseling

IPC 583 Analysis of the Individual
IPC 590 Practicum in Counseling I (Laboratory)

IPC 541 Research Methods and Statistics
IPC 599 Culminating Project/Directed Thesis

IPC 590 Practicum in Counseling II (School Field Site)

IPC 562 Social and Cultural Foundations of Counseling
IPC 590 Practicum in Counseling III (Agency/Hospital Field Site)

Courses to be taken individually through the Division of Education:

EDU/PSY 524 Assessment of Intellectual Skills (Wechsler/Binet)

EDU 584 Advanced Educational Psychology
SED 528 Methods of Teaching Children with Learning Disabilities

Students who desire the School Psychological Examiner's Certificate must take the following courses in addition to the above curriculum:

IPC 585 Individual Diagnostic Assessment
IPC 586 Practicum in Diagnostic Assessment

Thesis Requirement:

An original project that demonstrates competence in designing, conducting, and evaluating quantitative, qualitative, and/or philosophical/theoretical counseling and/or school counseling research.

Master of Arts in Elementary or Secondary School Counseling

Students electing this degree program option must meet the following requirements:

1. A valid Missouri teaching certificate (elementary or secondary) as required to teach in public schools in Missouri.
2. A minimum of two years of approved teaching experience.
3. Completion of a course in Psychology and Education of the Exceptional Child for two or more semester hours.
4. Completion of a master's degree with a major emphasis in guidance and counseling from a college or university meeting the approval of the Missouri Department of Elementary and Secondary Education.
5. One year of accumulated paid employment (other than teaching or counseling).
6. Recommendation for certification from the designated official of a college or university approved to train elementary and secondary school counselors by the Missouri Department of Elementary and Secondary Education.

The 48-hour program at Lindenwood College required for recommendation for certification is the following:

IPC 511 Foundations of Professional and School Counseling
IPC 512 Ethics and Professional Issues

IPC 521 Human Growth and Development
IPC 575 Family and School Consulting

IPC 551 Counseling Theory and Practice I
IPC 561 Group Dynamics, Process and Counseling

IPC 582 Lifestyle and Career Development
IPC 581 Appraisal of Individuals (Group Testing)

IPC 583 Analysis of the Individual
IPC 590 Practicum I (Laboratory)

IPC 541 Research Methods and Statistics
ICL 599 Culminating Project/Directed Thesis

IPC 590 Practicum in Counseling II (School Field Site)*

Courses taken individually through the Division of Education:

EDU/PSY 524 Assessment of Intellectual Skills (Wechsler/Binet)

EDU 511 Advanced Educational Psychology
SED 528 Methods of Teaching Children with Learning Disabilities

For students who desire to be recommended for both Elementary and Secondary School Certification, an additional practicum in an elementary or secondary school is required.

Students who desire to be recommended for School Psychological Examiner's Certificate must take the following courses in addition to the standard School Counseling Program set forth above:

IPC 522 Personality Theories (3)

or
IPC 536 Child and Adolescent Psychology (3)
IPC 585 Individual Diagnostic Assessment (3)
IPC 586 Practicum in Diagnostic Assessment (3)

Thesis Requirement:

An original project that demonstrates competence in designing, conducting, and evaluating quantitative, qualitative, and/or philosophical/theoretical school counseling research.

School Psychological Examiner's Certificate

*Students electing this degree option must meet the following requirement:

1. Completion of a master's degree from a college or university meeting approval of the Missouri Department of Elementary and Secondary Education in one of the following areas:

- a. Psychology
- b. Educational Psychology
- c. Guidance and Counseling
- d. Education

2. A valid Missouri teaching certificate

3. Recommendation for certification from the designated official of a college or university approved to train elementary and secondary counselors by the Missouri Department of Elementary and Secondary Education.

4. A minimum of two years teaching experience approved by the Missouri Department of Elementary and Secondary Education.

5. Completion of a course in Psychology and Education of the Exceptional Child for two or more semester hours.

6. A minimum of 24 semester hours of professional preparation at the graduation level with competence demonstrated in all areas listed to the satisfaction of a college or university meeting approval of the Missouri Department of Elementary and Secondary Education.

The program of study at Lindenwood College required for recommendation for certification is the following:

EDU 511 Advanced Educational Psychology (3)
IPC 521 Human Growth and Development (3) or
IPC 535 Child and Adolescent Psychology (3)
IPC 522 Personality Theories (3)
IPC 541 Research Methods and Statistics (3)
IPC 581 Appraisal of Individuals (Group Testing) (3)
IPC 584 Individual Intelligence Testing (Wechsler/Binet) (3) OR

EDU/PSY 524 Assessment of Intellectual Skills (Wechsler/Binet)(3)

IPC 585 Individual Diagnostic Assessment (3)
IPC 586 Practicum in Diagnostic Assessment (3)

Total Credits: 24



Students who earned their master's degree in Psychology, Education, Educational Psychology or Guidance and Counseling at an approved college or university other than Lindenwood College and who desire the Lindenwood Certification Official to recommend them for certification as a School Psychological Examiner must take a minimum of 15 semester hours of graduate course work at Lindenwood College. This course work must include:

IBC 545 Individual Diagnostic Assessment (3)
IPC 586 Practicum in Diagnostic Assessment (3)

Additional courses listed here will be taught individually or in cluster format and may be taken to fulfill requirements set forth by various professional associations. Consult with your Faculty Advisor.

Courses of Study

IPC 511 Foundations of Counseling and Human Services (3)
An introduction to the field of counseling, services, tools and challenges of the professional counselor. Another focus is the theoretical and applied study of the helping relationship, the facilitative conditions, techniques of interviewing, and counselor self-awareness and use of self and client self-awareness.

IPC 512 Ethics and Professional Issues (3) Study of professional organizations and codes of ethics. Examines professional identity issues in the mental health field and explores current political, legal and ethical issues affecting the practice of counseling. Reviews the current status of professional training standards and licensing.

IPC 551, 552 Counseling Theory and Practice I, II (3) (3)
Intensive study of the basic theories, principles, and methods of counseling. Involves experiential integration of theoretical material with different approaches to counseling.

IPC 521 Human Growth and Development (3) Study of human growth and development from infancy through old age. Covers psychological, sociological, and physiological aspects of development. Examines developmental theories and research and their implications for counseling interventions.

IPC 522 Personality Theories (3) A review of current personality theories and the use of these theories in the practice of counseling. Psychopathology and diagnostic skills included.

IPC 533 Advanced Educational Psychology (3) Emphasis on the application of educational psychological principles of teaching and counseling at all levels.

IPC 535 Child and Adolescent Psychology (3) A survey of the theoretical foundations of child and adolescent psychology: psychoanalytic theories, social learning theories, cognitive-developmental theories, and comparative ecological theories.

IPC 541 Research Methods and Statistics (3) Principles and methods of designing psychological research. Hypothesis stating, experimental design options, data analysis, and interpretation. Prepares students to design research and to analyze research literature. Introduction to the statistical analysis of psychological research and the evaluation and application of findings.

IPC 543 Advanced Parametric and Nonparametric Statistics (3)

IPC 544 Qualitative and Ethnographic Research Methods (3)
Intensive study of alternatives to empirical research designs.

IPC 531 Family Counseling/Therapy I (3) Intensive study of theories of family counseling. The applied focus emphasizes counseling skills with parents with whole families in a variety of family forms, i.e., traditional, single-parent, and re-marriage families. Communication, systemic and strategic therapies are a focus.

IPC 532 Marital Counseling/Therapy (3) Study of theories and research and skill development in premarital, marital, divorce, and remarriage counseling.

IPC 551 Counseling Theory and Practice I (3)

IPC 552 Family Therapy II (3) Intensive study of brief experiential, psychodynamic, contextual, and transgenerational approaches.

IPC 553 Family Therapy III (3) Intensive study of experiential, psychodynamic, contextual, and transgenerational approaches.

IPC 554 Seminar in Family Studies (3) A systemic perspective on the historical context of the evolution of the family. Examines the variety of alternative family forms and ethnic and cultural differences in family form as well as the changes in the meaning of childhood and roles within the family.

IPC 555 Individual, Marriage and Family Development (3)
Study of theories of individual, marriage and family development and the implications of these theories for individual, marriage and family therapy.

IPC 556 Social Ecology: The Social Context of the Family (3) Macrosystemic study of the relationship between the families and work, religious, education, and medical and mental health systems. Includes a focus on consultation theory and skills in working with macrosystems.

IPC 557 Family Systems I: Epistemological Issues in Marriage and Family Therapy (3) Study of the paradigm shift represented by the systems perspective and the implications of this shift for therapy, social policy and mental health practice.

IPC 558 Family Systems II: Foundations of Marriage and Family Therapy (3) Study of the historical and philosophical evolution of family therapy and systemic thinking in individual, marriage and family therapy.

IPC 559 Professional Issues in Marriage and Family Therapy (3) Intensive study of ethics, family law, professional practice, licensure and certification, and intra- and inter-professional relationships.

IPC 560 Supervision of Marriage and Family Therapy (3)
Theory, research, and supervised practice of family therapy.

IPC 561 Group Dynamics, Process and Counseling (3) Study of the principles of group dynamics with an exploration of the processes of group interactions. Examines types of groups and theories and techniques of group counseling.

IPC 562 Social and Cultural Foundations of Counseling (3)
Study of the social bases of behavior with an emphasis on the influence of culture and cultural differences in counseling. Examines the impact of social, cultural, economic, political, racial, religious, and sexual factors on human behavior and the counseling process. Explores a broad range of topics including attraction, affiliation, conformity, aggression, prejudice, sexism, processes of social change, ethnic groups, urban and rural societies, changing roles of men and women, different life patterns, gerontology and the use of leisure time.

IPC 563 Consultation and Outreach (3) Study of social organizations and the impact of these organizations on individuals and vice versa. The applied focus involves organization evaluation and consultation skills as a complement to working with clients. Social organizations studied include educational, medical, religious, business, and mental health service agencies.

IPC 582 Appraisal of Individuals (3) Introduction to psychometrics and methods of appraisal. Examines several data collection approaches including interviewing and testing. Considers factors affecting data interpretation such as age, sex, and ethnic and cultural background. Students will learn how to use and interpret a variety of tests including personality, vocational interest, achievement, group intelligence, and aptitude tests.



IPC 581 Lifestyle and Career Development (3) Study of major theories of career development including career choice theories and models of career decision making. Examination of the relationship between career choice and lifestyle. Introduction to career counseling techniques and sources of occupational and educational information.

IPC 573 Individual Intelligence Testing (3) A review of the historical and theoretical bases of intelligence testing in addition to instruction and supervised practice in scoring, interpreting, and reporting results for individual intelligence tests.

IPC 574 Analysis of the Individual (3) Intensive study and practice in a variety of data gathering procedures in an intensive case study and preparation of a comprehensive case report. Test, interview, sociometric, qualitative, and observational tools will be included among the procedures studied.

IPC 575 Family and School Consulting (3) Study of the interface between family and school and the children who are members of both the family and the school. The skill focus will be on developing consulting procedures for working with school personnel and parents.

IPC 589 Seminar in the Theory and Practice of a Counseling Modality (3-9) Each seminar focuses on one mode of psychotherapy and provides an in-depth examination of its theory and practice.

IPC 590 Practicum in Professional Counseling (1-6) Students engage in clinical practice in agency settings under the supervision of qualified professionals. Students also participate in a supervision group led by a faculty member. Advanced approval from the Professional Counseling Faculty Advisor is required for registration.

IPC 591 Practicum in Marriage and Family Therapy (3-12) Supervised experiences designed to prepare the student for involvement in marriage and family counseling and family life education. May be repeated for credit.

ICU 599 Culminating Project/Directed Thesis (3) Students register for thesis credits concurrently with IPC 541 Research Methods/Statistics. While taking this cluster of course work, they design their thesis proposal. After completion of the cluster, they work on implementing their proposal at their own pace. They receive an incomplete grade for their thesis credits until their thesis is finished and is approved by a review committee.

IPC 585 Individual Diagnostic Assessment (3)

IPC 586 Practicum in Individual Diagnostic Assessment (3)



Master of Valuation Sciences

Program Description

The International Valuation Sciences Institute (IVSI) at Lindenwood College serves higher education needs of the appraisal profession. It offers degrees in appraisal and fosters research and publications. The IVSI also presents appraisal seminars and conferences. The Institute will enhance the current quality, scope and international professional standing of appraisers.

The Institute meets certain current needs in the field of appraisal:

1. Effective higher education available to all appraisers, especially in the U.S., in all appraisal disciplines.
2. Major improvements in the quality and reliability of appraisal training for the public and for government agencies.
3. Sponsorship and coordination of advanced research and publication in all fields of appraisal education, especially in Valuation Sciences, consumer investor behavior, value theory and influences.
4. Identification and planning for educational needs in appraisal through multi-disciplinary seminars on appraisal education, principles and methods.

The Institute offers both Bachelor's and Master's degrees in Valuation Sciences for appraisers. The program is fully supported by the American Society of Appraisers and members of other appraisal organizations, many of whom serve as faculty. This support has created a significant increase in the library and other resources of the IVSI for academic and professional research. Graduates play a major role in the profession internationally. All graduates are employed in their chosen fields. The Institute does not offer certification in appraisal, but graduates are prepared to take relevant examinations from various organizations.

The Institute sponsors research and publication in valuation sciences and appraisal, especially for faculty and students in higher education.

A particular strength of academic work at the Institute is its emphasis on communication skills. All students do work in written and oral communication for research, report writing and expert witness testimony.

Membership

Membership in the Institute is open to anyone seeking educational and research resources in appraisal/valuation. Members draw on the services of the Institute, its resources and publications and serve the development of the profession with their financial support.

Institutional memberships are also encouraged. The Institute works cooperatively with other appraisal societies and institutes, with appraisal/accounting corporations, with museums, and with major auction houses, to enhance the educational and public standing of the appraisal profession.

The St. Louis Regional Program

The regional degree program is for students who live within commuting distance of St. Louis. Classes meet weekly. Training in real estate appraisal is available.

The International Valuation Sciences Program

The International Program is available to appraisers who live beyond commuting distance from St. Louis. Participants come from around the U.S. and the globe. Applicants must have prior appraisal experience.

Graduate Program in Valuation Sciences: Master of Valuation Sciences

The Lindenwood College for Individualized Education program in Valuation Sciences meets the vital needs of the appraisal profession. It provides a broad and specialized theoretical education as well as skills for valuation and appraisal. Students in the program come from many fields: real estate, business, appraisal, antiques and fine arts, art history, archaeology, museums, banking, government, engineering and marketing research. Students without appraisal experience complete internships in the field.

These are the objectives of the Valuation Sciences program:

1. Interdisciplinary knowledge of appraisal principles, procedures and methodology

2. Knowledge of motivation and valuing, consumer and investor behavior

3. Knowledge of contemporary global social-economic value influences

4. Knowledge of economics and economic analysis, business law and other topics relating to appraisal

5. Interdisciplinary knowledge and skills in income financial and investment analysis

6. Special knowledge of chosen emphasis: e.g. real estate, personal property, business valuation

7. Acceptable appraisal documentation

8. Preparation to obtain certification as an appraiser

The Master of Valuation Sciences program requires 36 semester hours of credit. Three quarters of 9 semester hours each in valuation studies are required. A fourth quarter may consist of either related transfer credits or waiver of some credits.

Core Curriculum:

(Required of all majors)

I. Valuation Theory and Practice

IVS 500 Appraisal Theory and Practice (3)

IVS 509 Value Influences and Analysis

and one of the following:

IVS 501 Personal Property Appraisal (3)

IVS 503 Gems and Jewelry Appraisal (3)

IVS 504 Business Valuation (3)

IVS 505 Real Estate Appraisal

IVS 506 Machinery and Equipment Appraisal (3)

II. Valuation Core

IVS 540 Investment Strategy (3)

IVS 541 Advanced Interdisciplinary Studies (3)

IVS 542 Financial Analysis (3)

III. Appraisal Electives

Business Track:

IBA 530 Financial Concepts (3)

IBA 531 Financial Policy (3)

IBA 532 Managerial Finance (3)

or

Personal Property Track:

IVS 560 Material Culture: 1680-1840 (3)

IVS 564 Craftsmanship: 1680-1840 (3)

IVS 568 Connoisseurship and Identification (3)

IV. Culminating Studies

IVS 580 Appraisal Documentation (3)

IVS 586 Advanced Review of Appraisal (3)

IVS 600 Culminating Project (3)

IVS 592 Special Topics: Appraisal Standards

(elective)

Real Estate Elective (recommended for students specializing in Real Estate)

IVS 570 Real Estate (3)

IVS 574 Real Estate Law (3)

IVS 578 Real Estate Finance (3)

Courses of Study

IVS 500 Appraisal Principles and Practice (3) Interdisciplinary study of the foundations of value theory, appraisal principles, and procedures; value concepts and history, theory of ownership and property, purposes and methods of valuation. Applications to real estate and personal property. Appraisal ethics.

IVS 501 Personal Property Appraisal (3) Study of principles and procedures in personal property appraisal; purposes and functions, types of appraisal, identification, authentication, condition, provenance, ranking, market, and income methods, and the appraisal report. Applications and case studies in fine arts, antiques, and decorative arts.

IVS 503 Gems and Jewelry Appraisal (3) Identification, analysis and valuation of gems and jewelry.

IVS 504 Business Valuation (3) Economic, corporate and industry analysis; data sources; closely-held corporations; taxation; intangibles; financial analysis and valuation.

IVS 505 Real Estate Appraisal (3) Study of principles and procedures in real estate appraisal; capital and financial markets, neighborhood and data analysis, highest and best use, cost, market and income methods, capitalization, and the appraisal report. Applications and case studies.

IVS 506 Machinery and Equipment Appraisal (3) Identification, inspection, description, conditions; depreciation; costs and sales analysis; liquidation.

IVS 509 Value Influences and Analysis (3) Identification and analysis of forces influencing appraised values; social, political, environmental, economic. Sample topics: global economics, regional and national economic analysis, environmental problems, consumer-investor behavior, consumer rights, equal opportunity, government regulation, public policy.

IVS 540 Investment Strategies (3) Study of efficient markets, investment options, risk and decision making, investment and portfolio analysis. Applications in stocks, bonds, real estate, fine arts, etc.

IVS 541 Advanced Interdisciplinary Study (3) Specialized applications of appraisal and valuation methods to stocks, bonds, real estate, fine arts, antiques, etc. Case studies.

IVS 542 Financial Analysis (3) Uses of financial ratios and techniques for investment analysis and comparisons. Applications and case studies in stocks and real estate, corporate analysis.

IVS 560 Material Culture: 1680-1840 (3) Interdisciplinary study of early American material culture and European antecedents: historical and archaeological methods, furniture, glass, ceramics, metals, technology, architectural history, artistic styles and design, methods of identification, condition.

IVS 564 Craftsmanship: 1680-1840 (3) Study of American crafts and craftsmanship, tools and technology, economic development, organization, industrialization, European influences. Applications and case studies.



IVS 568 Connoisseurship and Identification (3) Role and process of the connoisseur and appraiser; identification of periods and styles; condition and preservation of art, antiques and decorative arts; ranking, collection, auctions.

IVS 570 Real Estate (3) An introduction to real estate business and markets; land, property, ownership and rights; legal and economic environment; taxation and insurance; investment and finance; appraisal and investment analysis; development and management; sales and brokerage; regulations; international trends.

IVS 574 Real Estate Law (3) The study of legal instruments of real estate, legal descriptions, easements, condemnation and compensation, contracts, titles and deeds, mortgages, foreclosure, zoning and planning, land use change and controls, real estate categories, assessment, federal taxation.

IVS 578 Real Estate Finance (3) Financial instruments and markets, lenders, government, mortgage and international markets, investment and financial analysis, risk and decision making, investment portfolio, types of financing, reversion and rehabilitation.

IVS 580 Appraisal Documentation (3) Analysis and reconciliation of data and valuation conclusions; components and reports; ethics and documentation; alternate forms of reporting; communication skills; expert witness.

IVS 586 Advanced Review (3) Advanced work in student's specialization, with review of topics involved in professional examinations: e.g., ethics, principles and definitions, description and analysis of properties, methods, capitalization, financial and statistical analysis, report-writing, law and taxation, expert witness testimony.

IVS 592 Special Topics: Appraisal Standards (3) The study of professional standards of appraisal procedure and reporting, based on the Uniform Standards of Professional Appraisal Practice (the Appraisal Foundation). Topics include the 10 standards on real estate appraisal, review appraisal, real estate analysis, mass appraisal, personal property appraisal, and business appraisal and appraisal reporting. Applications and case studies.

ICU 599 Culminating Project (3) Final project and paper dealing with a selected problem in valuation and appraisal; theory, history and sources of valuing, motivation, principles and methods of appraisal, applications in real estate, personal property or business valuation.

Principles of Valuation— International Valuation Sciences Institute American Society of Appraisers Lindenwood College

The American Society of Appraisers and Lindenwood College of St. Charles, Missouri collaborate in a program which makes available one semester hour of undergraduate or graduate college credit per course to persons who successfully complete individual Principles of Valuation courses and subsequently request such credit. In addition, Lindenwood College hosts an International Valuation Sciences Institute which affords appraisers the opportunity to obtain baccalaureate or master's degrees in valuation sciences. The eighteen Principles of Valuation courses described here provide instruction and examination across four major appraisal disciplines: business valuation, machinery & equipment valuation, personal property valuation, and real property valuation.

Undergraduate/Graduate

Personal Property

IVS 411, 421, 431, 451/IVS 511, 521, 531, 551

Business Valuation

IVS 414, 424, 434, 454/IVS 514, 524, 534, 554

28

Real Estate

IVS 415, 425, 435, 455/IVS 515, 525, 535, 555

Machinery and Equipment

IVS 416, 426, 436, 456/IVS 516, 526, 536, 556

IVS 411/511 Introduction to Personal Property Appraising (1) Theory of value and value concepts; history of appraisal; identification and valuation of personal property; methodologies and data analysis; appraisal functions.

IVS 421/521 Research and Analysis in Appraising Personal Property (1) Development of data sources; market economics, statistics and analysis; identification and authentication; primary and secondary sources; research organization; condition; damage, restoration, conservation; bibliographies and libraries.

IVS 431/531 Personal Property Appraisal Report Writing (1) Appraisal reports; components and formats; methods of preparation; written communication skills; IRS appraisals; case study materials.

IVS 451/551 Personal Property Appraisers in Practice, Standards and Obligations (1) Professional identity of the appraiser; appraisal business management; the legal community; legal precedents; appraiser as expert witness; standards of professional appraisal practice.

IVS 414/514 Introduction to Business Valuation (1) Overview of business valuation profession; theory and techniques for analysis and valuation of small closely held businesses; data collection sources and techniques; economic and industry analysis; financial statement analysis; ratio analysis; asset-based valuation techniques; government regulation and business valuation; report formats.

IVS 424/524 Business Valuation Methodology (1) Specific methods for valuation of closely-held companies; comparable publicly-held companies; discounted cash flow analysis; capitalization of dividends; discounted future earnings; price-earnings ratios; excess earnings; price to debt-free cash flow ratios; price to book ratios.

IVS 434/534 Business Valuation Case Study (1) Case studies; engagement letter; information request; research and data gathering; field interviews; financial analysis; selecting valuation approaches; developing valuation conclusions; narrative report.

IVS 454/554 Business Valuation: Selected Advanced Topics (1) Special case studies; theory and components of capitalization; CAPM, Gordon and other models; selecting rates; comparable sales approach; adjustments to public comparables; ESOP valuations, Department of Labor guidelines; tax valuations; estate planning techniques; preferred stock valuations; valuations for dissenter purposes; minority interest discounts; marketability discounts; control premiums; writing the narrative report.

IVS 415/515 Introduction to Real Property Valuation (1) Principles and methodology of valuation; the appraisal process; application to residential appraisal; land valuation; adjustments; depreciation; research methods; form appraisals; report writing; ethics and standards.

IVS 425/525 Income Property Valuation Methods (1) Present worth concepts; terminology; property classifications; income and expense analysis; capitalization rates and techniques; comparable adjustment grids; residual analysis techniques; interest; six functions of the dollar; IRV formula; cash equivalency; land valuation; discounted cash flow analysis; depreciation and cost approach; research methods; measurement and inspection techniques.



IVS 435/535 Analysis and Valuation of Income-Producing Property Case study applications of concepts and methods for income analysis; terminology; capitalization techniques; property types; investment analysis; discounted cash flow analysis; mortgage equity analysis; Ellwood formula; marketability; feasibility; leasing; research methods; narrative report writing.

IVS 455/555 Real Property Valuation: Selected Advanced Applications (1) Special uses of real property valuation methodology; expert witness; condemnation appraisals; tax appeal procedures; partitions, bankruptcies, litigation; land valuation; single-purposes and special-use properties; case studies; research methods; report writing.

IVS 416/516 Introduction to Machinery and Equipment Appraising (1) Valuation theory and approaches to value; value definitions with M&E applications; purposes and objectives of appraisals; M&E appraisal terminology for industrial plant equipment; preparation and organization of the appraisal; identification and classification of machinery and equipment; function and purposes of M&E description; depreciation; field inspection techniques and field safety; uses of indices in appraising M&E; basic pricing practice.

IVS 426/526 Machinery and Equipment Appraisal Methods (1) Focus on the cost approach in M&E appraising; industrial plant case study; concepts of value in M&E appraising; reproduction and replacement cost, fair market value in use, liquidation; development and use of indices.

IVS 436/536 Case Study Applications of Machinery and Equipment Appraisal Methods (1) Appraisal of operating entities; industry-specific applications of M&E methods; exponential pricing techniques; cost estimating techniques; obsolescence; functional, economic, technological; use of research/data in valuation opinions; case studies; commercial aircraft, process plants, oil terminals, offshore platforms.

IVS 456/556 Advanced M&E Valuation Techniques and Appraisal Standards (1) Advanced applications of cost approach; reproduction and replacement costs; components of cost estimates; trending; cost-capacity relationships; present value calculations; analysis of plant operations; capacity, operating costs; obsolescence and measures of obsolescence; and Uniform Standards of Professional Appraisal Practice.

IVS 461/561 Residential Contents (1) Value in use, effects of provenance on value, networking, residential contents, research techniques, presentation techniques, library, appraisal practice.

IVS 469/569 Master Gemologist Appraiser (1) Valuation principles and approaches, descriptions, market research and analysis, case study, record-keeping, report writing, standards, liability, subject properties.



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Reference Librarian

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John Guffey, M.A.,
Dean of Admissions/Financial Aid
Marsha Parker, M.F.A.,
Director of Evening, Corporate and
Graduate Admissions
Jerry Bladdick
Director of Day Admissions
Pam Williams, M.B.A.,
Director of Financial Aid

Business Office

David Kandel, C.P.A.,
Chief Finance Officer
Adraana Stapleton, Personnel Director

Student Life

Sheryl Guffey, M.B.A.,
Associate Dean of Admissions and
Acting Dean of Student Life

Operations

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Dan Taylor, Director of Maintenance

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Faculty

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Reah Sadowsky, Walter Cook.

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sor, Early Childhood Special Education,
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Petrillo, Nick, Instructor of Physical Education, 1990; B.S., Peru State College; M.S., Northwest Missouri State University.

Polette, Nancy, Assistant Professor, Education, 1979; B.S., Washington University; M.S., Southern Illinois University.

Reeder, Bryan, Assistant Professor and Director of Theatre, 1987; B.A., Northwestern State University; M.A., Wake Forest University; M.F.A., Lindenwood College.

Rickert, Richard, Associate Professor and Faculty Advisor, LCIE; Director, Valuation Sciences, 1975; B.A., Concordia Seminary, Ph.D., University of North Carolina.

Sakahara, Suzanne A., Assistant Professor, Communications, 1978; B.S., Fontbonne College; M.A., St. Louis University.

Schroeder, Dave, Instructor, Physical Education, 1989; Head Football Coach; B.S., University of Wisconsin-Stephens Point; M.A., Northern Michigan University.

Scupin, Ray, Associate Professor, Sociology/Anthropology, 1981; B.A., University of California-Los Angeles; M.A. and Ph.D., University of California-Santa Barbara.

Siebels, Arthur, Instructor, Physical Education, 1988; Head Basketball Coach; B.S., Southeast Missouri State University; M.Ed., University of Arizona.

Soda, Dominic C., Professor, Mathematics, 1969; B.S., M.S., Queen's University, Canada; M.Sc., University of Missouri-Rolla; Ph.D., Yale University.

Solomon, Eileen Fredman, Assistant Professor of Communication, 1990; B.A., Washington University; M.A., Boston University.

Sweet, James W., Associate Professor of Sociology, 1984; B.A., Pomona College; B.D., University of Chicago; M.A., University of Colorado; Ph.D., Washington University; Post-Doctoral Study, London School of Economics.

Taich, Arlene, Associate Professor and Dean of Academic Administration, Sociology, 1980; B.S., Ohio State University; M.S., Ph.D., Saint Louis University.

Taylor, Jean, Instructor, Professional Librarian, 1985; B.A., Bradley University; M.A.L.S., Rosary College.

Utley-Shook, Mary E., Assistant Professor, Psychology, 1990; B.A., St. Louis University; M.A., Southern Illinois University-Edwardsville; Ph.D., University of Georgia.

Wehmer, John H., Professor, Art, 1959; B.F.A., Washington University; M.F.A., University of Illinois.

Wier, Richard A., Associate Professor, Political Science, 1968; B.A., Blackburn College; M.A., St. Louis University; Ph.D., Georgetown University; J.D., St. Louis University.

Wilson, James, Dean of Humanities and Associate Professor, Communications, 1979; B.S., University of Wisconsin-LaCrosse; M.A., Oklahoma State University.

White, Gary, Instructor, Physical Education, 1989; Head Track and Cross-Country Coach; B.S., M.A., Moorehead State University.

Zumbrunnen, Wanita A., Associate Professor, English, 1980; B.A., Coe College; M.A., Mills College; Ph.D., University of Iowa.



ACADEMIC CALENDAR

SPRING SEMESTER - 1991 Day Classes, All Education & Computer Science Classes

Students Arrive	Jan 12 & 13*
General Registration	Jan 14
Classes Begin	Jan 15
Last day to register, add a class, choose audit or drop with no record	Jan 25
Deadline to apply for May 18 Graduation	Feb 8
Last day to drop with a "W"	Feb 22
Deadline for making up "INC" grades from Fall Semester	Feb 28
Late Start Classes Begin	Mar 4
Midterm Grades Due	Mar 15
Spring Break	Mar 18-22
Last day of classes	May 6
Study Day (No classes/tests)	May 7
Final Exams	May 8-10,13-14
Final Grades Due, 12:00 noon	May 16
Baccalaureate & Commencement	May 18

SPRING QUARTER - 1991 LCIE, Evening College, MBA Program

Deadline for Registering without a late fee	April 4 (7pm)
Opening Session for LCIE	April 6
Saturday Art classes begin	April 6
Evening classes begin	April 8
Last day to register, add a class, choose audit, or drop with no record	April 12
Deadline to apply for June 30 graduation	May 3
Midterm grades due	May 17
Deadline for making up "INC" grades from previous term. Those not made up change to "F"	May 17
Baccalaureate & Commencement	May 18
Last day to withdraw with a "W"	May 24
Memorial Day-No Classes	May 27
Quarter ends	June 22
Final grades due, 4:00 pm	June 25

SUMMER SCHEDULE - 1991

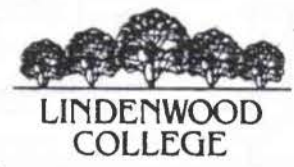
Two Eight Week Sessions:	Jun 10 - Aug 2 (Education Only) Jun 17-Aug 9
Three Four Week Sessions:	May 20 - Jun 14 Jun 17 - Jul 12 Jul 15 - Aug 9
Two Six Week Sessions:	May 20-Jun 28 Jul 1-Aug 9

SUMMER TRIMESTER - 1991 Center for Professional and School Counseling

Deadline for Registering without a late fee	May 9 (7pm)
Opening Session	May 11
Last day to register, add a class, choose an audit, or drop with no record	May 17
Deadline to apply for September 30 graduation	August 2
Last day to withdraw with a "W"	June 17
Trimester ends	August 4
Final Grades Due, 4:00 pm	August 13

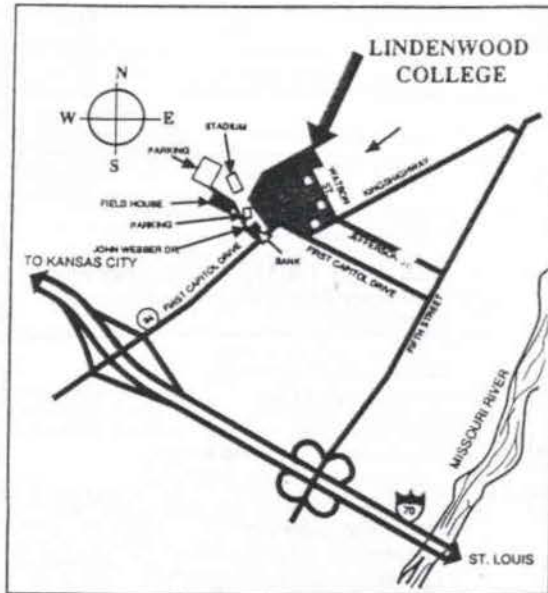
SUMMER QUARTER - 1991 LCIE, Evening College, MBA Program

Opening Session for LCIE	July 6
Evening, MBA classes begin	July 8
Quarter Ends	Sept 21





Lindenwood College Directions and Campus Map



**First Capitol and Kingshighway
St. Charles, MO 63301
(314) 949-2000**

Directions to Lindenwood College:

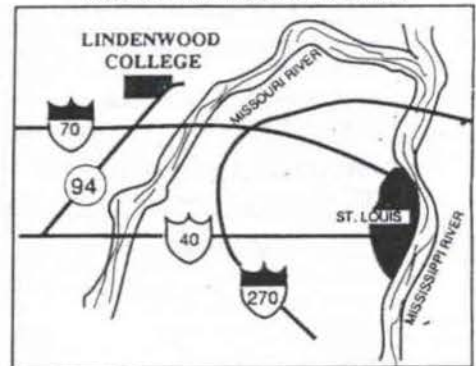
From St. Louis:
Travel west on I-70 across the Missouri River. Take the First Capitol Drive (Hwy. 94) exit North. Turn right and stay on First Capitol Drive to Kingshighway. Turn left onto Kingshighway. The campus gates are immediately on the left.

You may enter the campus by:

- (1) turning left off Kingshighway to main gate entrance-(no buses, no parking).
- (2) turning left off Kingshighway at Watson. Take Watson to first left at Houston Gate (lower half campus).
- (3) turning left off Kingshighway to Watson, take third left to upper half of campus (visitor parking near Roemer Hall).

For athletic events at the stadium, turn left off First Capitol onto John Webber Dr. (adjacent to Commerce Bank). Follow drive to stadium parking.

MAJOR THOROUGHFARES TO LC



LCIE IN THE LOGOS SCHOOL SITE



WESTPORT CENTER

