

2008/2009 LCIE Catalog

Lindenwood University • Saint Charles, Missouri
Founded 1827



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Introduction to Lindenwood University

This catalog contains a description of the undergraduate and graduate programs in the Lindenwood College for Individualized Education (LCIE). 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 university.

Lindenwood University is an Equal Opportunity, Affirmative Action Employer. The university complies with the Civil Rights Act of 1964 and other legislation, as amended, including the Equal Pay Act of 1963, the Age Discrimination in Employment Act of 1967, the Americans With Disabilities Act of 1990, and other legislation which prohibits discrimination in employment and access to educational programs because of race, color, national origin, sex, age or physical handicap. Lindenwood University is committed to a policy of non-discrimination and dedicated to providing a positive discrimination-free educational and work environment. Any kind of discrimination, harassment, and intimidation is unacceptable conduct. For the purpose of this policy, discrimination, harassment and intimidation may be defined as any attempt on the part of individuals, groups and recognized campus organizations to deny an individual or group those rights, freedoms or opportunities available to all members of the university community. The university is committed to meeting the full intent and spirit of the anti-discrimination laws, not merely the minimum letter of the law. Inquiries concerning the application of Lindenwood University's policy on non-discrimination should be directed to the university's vice president of Human Resources.

Lindenwood University complies with the Drug Free Schools and Communities Act of 1989 (Public Law 101-226) as amended; the Drug-Free Workplace Act of 1988 (Public Law 101-690); the Student Right-to-Know and Campus Security Act of 1990 (Final regulations published 1995, as revised 1999); and the Campus Securities Disclosures Section 485 of the Higher Education Amendments of 1992 (Final regulations published 1994, with technical corrections published 1995, as revised 1999); the Equity in Athletics Disclosure Act (the Higher Education Amendments of 1992, as revised in the Amendments of 1998); and the Family Educational Rights and Privacy Act of 1974 (the Buckley Amendment), as amended, including Section 507 of the USA Patriot Act of 2001, and seeks to provide a healthy, safe and secure environment for students and employees.

Lindenwood is accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools and the Missouri Department of Elementary and Secondary Education and is a member of the Teacher Education Accreditation Council. Lindenwood University is authorized to grant associate, bachelor, master, Education Specialist and Doctor of Education degrees.

The Mission of Lindenwood University

Lindenwood University offers values-centered programs leading to the development of the whole person—an educated, responsible citizen of a global community. .

Lindenwood is committed to

- providing an integrative liberal arts curriculum,
- offering professional and pre-professional degree programs,
- focusing on the talents, interests, and future of the student,
- supporting academic freedom and the unrestricted search for truth,
- affording cultural enrichment to the surrounding

community,

- promoting ethical lifestyles,
- developing adaptive thinking and problem-solving skills,
- furthering lifelong learning.

Lindenwood is an independent, public-serving, liberal arts university that has an historical relationship with the Presbyterian Church and is firmly rooted in Judeo-Christian values. These values include belief in an ordered, purposeful universe, the dignity of work, the worth and integrity of the individual, the obligations and privileges of citizenship, and the primacy of the truth.

Historic Lindenwood

Amid the beautiful linden trees, Lindenwood University was founded in 1827 by innovative pioneering educators Mary Easton Sibley and Major George Sibley. They sought to establish an institution that reached across all fields of knowledge, teaching a solid academic core along with the balanced sense of self-worth that accompanies dedication to the larger community and the world—an institution that was always up-to-date and with the times in teaching both the breadth of the liberal arts and the attention to detail of the sciences, seeking to synthesize all knowledge in an effort to educate the whole person. Lindenwood University serves full- and part-time students of all ages, with a wide variety of educational programs leading to baccalaureate and master's degrees. This academic year, Lindenwood University will serve more than 14,000 full-time and part-time students. More than 3,400 of these students will live on the university's beautifully wooded campus in St. Charles.

Program Format

The Lindenwood Evening College was established to meet the request for part-time education for those students unable to attend classes during the day. Classes are held on a quarterly basis. In 1975, the Lindenwood College for Individualized Education (LCIE) was created to provide an accelerated program of study that enables students to make progress toward an undergraduate or graduate degree without relinquishing career and family obligations. Many older adults who might not pursue higher education in a traditional setting find LCIE's educational philosophy and flexible program an ideal learning environment in which to earn a degree or to pursue studies appropriate to personal learning goals. Since its inception, the evening format has maintained a deep commitment to meet the intellectual and professional needs of adult learners with employment experience. The purpose continues to be to provide high-quality professional and personal competence. Using methods based in adult learning theory, the Lindenwood College for Individualized Education provides students with the techniques of scholarly inquiry. Through varied curricula and excellent teaching designed to meet a full range of adult student needs, the Lindenwood evening program realizes its mission within the university community.

Campus Locations

St. Charles Campus: Located at 209 South Kingshighway in the heart of St. Charles, this 500-acre site is the original campus founded by Major George and Mary Easton Sibley. Historic buildings grace the tree-lined walks and house classrooms, administrative offices and residential living.

Lindenwood University Cultural Center (LUCC): Located at 400 N.Kingshighway, a few blocks from the main campus, the LUCC is the center for the Lindenwood College for Individualized Education. Classrooms, faculty offices, and a

600-seat auditorium are among the building's amenities.

Westport Campus: 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 University evening division. Classrooms and administrative offices are housed in a modern, air-conditioned facility with ample free parking.

North County (Florissant) Campus: Students in the Florissant, Mo., area can take classes conveniently at Lindenwood's new site, 4500 Washington Ave. (formerly Our Lady of Fatima School). Those interested should call 314-878-7653.

O'Fallon Campus: Located on the administrative campus of the City of O'Fallon, Missouri at 100 North Main Street, this center represents a partnership with the city of O'Fallon and provides classroom education and encompasses a variety of cultural and athletic activities.

Wentzville Campus: Located at 1102 East Pitman, the Wentzville site serves students in Lincoln, Warren and Western St. Charles counties. The site offers undergraduate and graduate programs designed to meet the needs of adult students.

South County Campus: Located in the Hyland Educational Center at 10020 Kennerly Road, the South County Education Center meets the needs of working adults by offering evening undergraduate and graduate degree programs. Classrooms and administrative offices are housed in a modern, air-conditioned facility with ample parking.

Belleville Campus: Located at 2600 West Main Street in Belleville, Illinois, the Belleville site has more than 50 classrooms, including science labs, computer labs, and multipurpose classrooms. There is a gymnasium, a computer room, an athletic field, a theater, and offices.

Lindenwood University Higher Education Center of Lincoln County: Located at 995 Main Street, Moscow Mills, Missouri, this center has four classrooms with traditional schoolhouse decorum. The center includes a computer laboratory for technology classes.

Weldon Spring Campus: Located at 7295 Highway 94 South, the Weldon Spring site is housed in the former office complex of the Department of Energy. Generous parking and classroom space characterize this facility, which serves the Chesterfield area as well as the Technology Corridor along Highway 40/61.

Boone Campus: The site of the Boone Home and Boonesfield Village is located on Highway F near Defiance, Missouri, approximately 40 minutes from Lindenwood's main campus. This historic landmark merged with Lindenwood University in 1998. The 1,000-acre Boone property, with its rich heritage and historic buildings and features, will remain a popular St. Charles County tourist attraction. The campus also serves as a "laboratory" for students to study a variety of frontier-related programs, including the values, culture and history of the American frontier. Classes held at the site include historic preservation, frontier crafts, interpretation, museology and archaeological digs. The tourist component provides for internships and practica in nearly every major in the Lindenwood curriculum, from accounting and marketing to theatre and education. In addition to the above, the university provides on-site instruction at a number of businesses and school districts in the region.

Undergraduate Admissions

Admission Standards

The standards of admission to Lindenwood University are selective, yet flexible. We do expect our applicants to have a sound academic preparation for college, and we carefully examine each applicant's record to determine whether or not the student has the potential to be successful at Lindenwood.

Lindenwood University consciously seeks a diverse student body and welcomes applicants from all socioeconomic, religious, and ethnic backgrounds. We also value geographical diversity and welcome international students to our campus.

Application Procedures

To be considered for admission to the university, an applicant's file must include each of the following documents:

1. Online or paper application sent with the non-refundable \$30 application fee. Students should attach a personal resume indicating community service, youth leadership, clubs, organizations and non-academic experiences. Also included should be a personal essay including why he/she wishes to further his/her education, his/her long-term goals, or a specific experience in his/her life.

2. Official transcript, indicating graduation, from the last high school attended or home school program. A copy of the student's General Education Development (GED) certificate may be provided in lieu of the high school transcript. Transfer students who have successfully completed a two-year program that is acceptable for full credit toward a bachelor's degree may not be required to submit their high school transcript. Students wishing to transfer credit from a regionally accredited institution should request official university transcripts at the time they apply for admission to Lindenwood University. Candidates who do not have a high school diploma or its recognized equivalent must achieve a passing score on an approved "ability to benefit" assessment test.

Provisional admission to the university may be granted by the dean of admissions on the basis of facsimile copies of high school transcripts, ACT/SAT scores, GED scores, and/or other university transcripts.

3. Results of either the ACT or SAT. Students should contact the Admissions Office or their high school counselor for an application and scheduled dates for these examinations. Lindenwood's code number is 2324 for the ACT or 6367 for the SAT. Transfer students with 24 or more hours of credit, applicants who have been out of high school for five or more years, or those given approval by the dean of admissions may not be required to furnish scores from standardized tests, although they are recommended. Satisfactory standardized test scores are required for all students majoring in teacher education.

International Students

All international students are requested to submit the following documents:

- A. International Student Application—The application must be submitted along with a non-refundable \$100 application fee. Graduate applicants must enclose a copy of their resume along with their application.

- B. Affidavit of Support—Students should provide an official document or statement from their bank verifying the amount of personal/family funds, in U.S. dollars, that is available for tuition (personal cost) and educational expenses (books, insurance). All documents must be in English.

- C. Official Transcripts. Undergraduates must submit certified copies of high school transcripts and college transcripts. If the

transcript is from a US school, the transcripts must be original and sent directly from the US institution. Graduate candidates must submit certified copies of college transcripts, which include evidence that a baccalaureate degree has been earned. Transcripts must be in their original language and accompanied by a certified English translation. These documents will not be returned to the student. They will become part of the student's official file at Lindenwood University. The cost for the evaluation will be incurred by the applicant. However, once the applicant obtains a visa and arrives at Lindenwood University, the cost of the evaluation will be refunded, provided that the application brings in the receipt for the evaluation service.

If transfer credit is requested from an overseas school, please submit your transcripts and translations to World Evaluation Services (WES) for evaluation. Applicants should contact WES for more information about how to get transcripts evaluated. Make sure to list Lindenwood University as the recipient. WES will also provide a copy of the evaluation directly to the applicant. The applicant should keep this copy for their records.

D. Housing Application—All students must submit a housing application and a \$300 housing deposit made payable to Lindenwood University. All international students are required to live on campus during their attendance at Lindenwood University. Campus housing will be assigned upon receipt of the housing application and deposit. Students should include their e-mail address on their housing form.

E. Personal Statement (Essay)—Students should complete an essay concerning their education plans. For example, the essay may include why the student wishes to further his/her education, long term goals he/she possesses, or a special experience in his/her life.

F. Transfer Procedure—If transferring from another university within the United States, students should forward the transfer paperwork found in the student application to their schools' officials for processing.

G. Passport—Students must provide a clear, readable copy of the identification page of their passports.

H. Insurance—All students must be insured while studying in the United States. Lindenwood University does not provide insurance for students. Students may carry any health insurance policy they choose.

Students should send all required documents and any other relevant information to complete the application to Lindenwood University, International Office, 209 S. Kingshighway, St. Charles, MO. 63301-1695. The e-mail address is international@lindenwood.edu <<mailto:international@lindenwood.edu>> , the phone number is (636) 949-4982, and FAX is (636) 949- 4108.

Undergraduate Academic Procedures

Lindenwood's LCIE program offers the Bachelor of Arts degree at the undergraduate level. Specific degree requirements are listed in the appropriate sections of the catalog. Major requirements are listed along with the courses of instruction in the sections following the description of degree requirements.

Bachelor's Degree Requirements

The requirements for a bachelor's degree are as follows:

1. Successful completion of a minimum of 128 semester hours, at least 42 of which must be upper division courses, numbered 300 or above.
2. Successful completion of the requirements for one of the undergraduate majors offered by the university, at least 50% of which must be taken at Lindenwood University.
3. A minimum cumulative grade point average of 2.0 in

all courses taken at Lindenwood University, as well as in the student's major, concentration emphasis, and minor, with at least half of the credits for the minor being earned at Lindenwood. Overall cumulative GPA is a continuous representation of grades received for all courses taken at Lindenwood University.

4. Successful completion at Lindenwood University of the last 36 credits leading to the degree.

5. Successful completion of the general education course requirement for a bachelor's degree listed later in this catalog.

Academic Load Quarter System

LCIE Undergraduate and Graduate:

- 9 semester hours full time
- 8 semester hours three quarter time
- 6-7 semester hours half time
- 1-5 semester hours less than half time

Graduate students:

- 9 semester hours full time
- 6-8 semester hours half time
- 1-5 semester hours less than half time

Course extensions (including culminating project extensions and thesis extensions) are not considered as "hours enrolled" for purposes of this policy and are therefore less than half time. For purposes of a Missouri Student Grant, students must be enrolled in nine hours in the quarter system both at the time the funds are requested and at the time the funds are received. A minimum of one hundred and twenty-eight (128) semester hours are necessary to complete a bachelor's degree. Missouri students expecting to qualify for Missouri State Grant funds are required by the state to be enrolled in a minimum of nine hours per quarter.

Auditing

A student may register in any lecture course as an auditor. Students are not permitted to audit skill courses such as studio or photography courses involving extensive supervision by an instructor. Auditors will be expected to attend all classes. No credit may be earned or later claimed by a student who audits a course. A student has two weeks into a regular term and two class meetings into a quarter or summer session to make a change in registration to audit a class or to take it for credit. The audit fee is 50 percent of the regular tuition for a course.

Advanced Standing

Advanced standing is the administrative placement of students beyond introductory courses in a curriculum allowing credit for work done in other institutions or giving credit for examinations or other evidence of learning outside the university setting. Students must submit transcripts of previous academic study, results of examinations, or proof of occupational experience to be granted advanced standing.

Transfer Credits from Another University

Students transferring from a regionally accredited university should submit official transcripts from each university attended to the office of Admissions along with the application for admission. An evaluation of transfer credit will be made by the registrar only after all official documents have been received.

All hours accepted in transfer must be from regionally accredited colleges and universities, except in rare cases. Students may contact the Associate Dean of Academic Services for a list of non-accredited institutions from which credit is accepted.

In order to count toward graduation, all credits must be earned at the 100 level or above. Remedial courses will not count

toward graduation. Credits accepted from another institution that correspond to 300 level or higher courses at Lindenwood University will be recognized as part of the 42-hour upper-division requirement. Transfer credits numbered 300 or higher from a four-year regionally accredited institution will also count toward the 42 hours of 300-level credit required for graduation. All credits transferred from other colleges will be added to the Lindenwood University transcript and will be counted in the total number of hours earned. If courses contain similar or like content and credit and a passing grade has been earned, they will transfer as equivalents of Lindenwood's courses and credits.

If the content is unlike any course offered at Lindenwood but within our programmatic range of studies, elective credit may be granted. If the transfer credit is unrelated to any Lindenwood program, a maximum of 12 hours of elective credit may be granted. The appropriate department will determine if and how the evaluated transfer credit may be used to meet major and minor requirements.

Appeals of transfer credit evaluations should be submitted in writing to the provost.

LU will accept all grades of D or better in transfer. A grade of D will be counted for general education and elective courses. A student transferring to LU with a D in a major course or a major course prerequisite may be required to retake the course at LU; this decision will be based on department policy. Decisions concerning requirements to retake courses will be left up to the program manager (or Dean if the program manager is unavailable) who has authority over that major. If a transferred course in which a D is earned is retaken, the transferred course credit will be removed from the transcript.

Course credit (hours) will be transferred to Lindenwood. Grades earned at other colleges will be made available in the CAMS system for advising purposes but not computed into the LU GPA. Each department will decide on the equivalency of each transfer course relative to its respective degree requirement. There will be no limit on the number of credit hours a student can transfer from other colleges.

A transfer student must take a minimum of 36 hours in residence in order to receive the degree.

A transfer student will need to complete a minimum of 50% of his/her major (three clusters) at LU, but a department or division may require a higher minimum number of hours to be taken at LU in the major to earn the degree.

A student who satisfies only three semester hours of the cluster with transfer credit, must take the cluster. In contrast, a student who satisfies six semester hours of the cluster with transfer credit will be permitted to transfer the remaining three semester hours to Lindenwood. Once the student has matriculated into the LCIE program, all transfer credit must be approved by the faculty advisor, the dean of LCIE and the registrar.

Internships

Internships are available in most areas of study and provide the opportunity for students to obtain academic credit through an out-of-classroom work experience. Each academic division publishes its standards for eligibility to undertake an internship. Standards vary by program. Students interested in applying for an internship should contact their faculty advisor for additional information. Internships are typically worth between one and three semester hours of credit and are billed at the current tuition rate per semester hour.

Calendar

All degree programs offered in the LCIE are on a quarter calendar. All academic credit is given in semester hours.

Course Numbers

Course numbers used at Lindenwood indicate the following:

051-053	A skill development course
100-199	An introductory course open to all students without prerequisites
200-299	A more specialized course normally open to all students
300-399	Advanced courses normally having prerequisites
391, 392, and 393	Undergraduate, independent study courses
400-499	Senior level courses
450	Internship
500-600	Graduate courses

Please note: 2008-2009 will be a transition year for Lindenwood University's course numbering system. All course numbers will change from 3-digit numbers to 5-digit numbers prior to the beginning of the 2009-2010 academic year. In most cases, the change will simply involve the addition of two zeros to the already existing number.

Dismissal

The university reserves the right at any time to request the withdrawal of a student who is unable to meet academic standards or whose continuance in the university is felt to endanger the student's own health or well-being or that of others or who does not observe the social regulations and standards of conduct of the university.

Grading System

Students may receive grades of A, B, C, D, F, W, WP, WF, AW, AF, NG, I and Audit. A mark of "A" represents work outstanding in quality; it indicates that the student has shown initiative, skill and thoroughness and has displayed originality in thinking. The "B" grade is awarded for work of high quality, well above average. The grade of "C" indicates average work and satisfactory completion of course requirements. The "D" grade represents work below the average in quality. Although this grade indicates minimal capability in a subject, credit is given. An "F" grade indicates one's coursework has been unsatisfactory and no credit is given.

An undergraduate student who has received a "D" or "F" in a course may repeat the course. Only the second grade earned will be used in the calculation of the grade point average.

A grade of "I" (incomplete) is given at the end of a quarter only for failure to complete the course work because of exceptional circumstances beyond the student's control. An incomplete is not an alternative for the student who is failing the course or who has excessive absences. An incomplete is not an option for the student who has consistently missed or been tardy with assignments. A student should have attended all cluster meetings to date and should be relatively current with the assignments in order to qualify for the extension afforded through an incomplete grade. Students must contact their faculty advisors for additional information about an incomplete grade in a cluster. Incomplete grades not made up by the end of the next term automatically become "F's."

Grade reports are issued to all students at the end of each semester or term. Deficient ("D") and Failing ("F") warning notices are sent to the student, his/her advisor, and the appropriate academic dean at both the 4-week mark and the midterm period. Cumulative records are maintained for each student on individual transcripts. Lindenwood University operates under the 4.0 grading system. An "A" carries 4 quality points; a "B," 3 quality points; a "C," 2 quality points; a "D," 1 quality point. A grade of

“F” carries no quality points and no credit. Thus, a course worth 3 semester hours in which a student earned an “A” would merit 12 quality points.

The grade point average is computed by dividing the total number of quality points earned by the total number of hours attempted. Only grades earned at Lindenwood are used in computing the GPA, unless the student is seeking teacher certification.

Withdrawals

1. The deadline for withdrawals shall be a date for each term as set annually on the academic calendar: This date is typically eight weeks into the quarter term. Students should refer to the Withdrawal and Refund section of this catalog.

2. Students must complete a withdrawal form and secure the instructor’s and advisor’s signature for approval.

Students who are permitted to withdraw from a course before the deadline will receive a grade of either “WP” (withdraw passing) or “WF” (withdraw failing). Neither grade will affect the student’s grade point average.

Late withdrawals will be approved only under extreme circumstances. Requests for late withdrawal will NOT be approved for the following reasons: inability to master or keep up with course assignments, a lower grade than desired, or discovery that one does not need the course to complete a degree or enter graduate school.

Attendance Failure (AF)

This grade is for use when students stop attending a particular class prior to the published deadline to receive a grade of WP or WF but do not withdraw from the course. The grade of “AF” is treated as a grade of “F” in the calculation of the student’s grade point average.

Administrative Withdrawal

When in the best interest of a student or Lindenwood University, a student may be given an Administrative Withdrawal (AW) from his or her classes. A grade of AW results in removal of all credits associated with the affected classes and places the student on administrative suspension. Before re-enrolling at the university, the student on administrative suspension must write a letter of appeal to the provost. A grade of AW does not affect one’s grade-point average.

No Grade

An administrative grade of NG is assigned by the registrar when final course grades have not been submitted prior to running term grades. Under normal circumstances, the NG grade will be cleared within two weeks from the end of the term. Faculty members are not authorized to submit a grade of NG.

Suspensions

Students who are suspended for financial aid reasons will be suspended for academic cause as well, even if they do not meet the usual term-based criterion for academic suspension.

Quarter students will be given seven calendar days from the date of their suspension letter to appeal. If the appeal is not received and approved within that time limit, the student will be dropped from all current and future classes. Faxed, emailed, mailed, or delivered appeal letters will be accepted.

In addition to regular mail notification, the suspension letter for international students will be e-mailed to the student’s LU e-mail account by the Registrar (in coordination with the International Office).

Grievance Procedure

Students who wish to appeal a final grade will normally first contact the course instructor. If the matter cannot be resolved at that level, the student may appeal in writing to the dean of LCIE or the provost. An Academic Grievance Committee may be convened to hear academic grievances concerning grades and other academic matters before a recommendation is made to the president for review by the president or his designee. Information concerning these procedures is available through the provost. Notice of intent to file a grievance must be made in writing to the dean of LCIE or provost within six weeks of 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.

Lindenwood University shares information from students’ formal written complaints with the North Central Association of Colleges and Schools as part of its normal accrediting process. This information is shared in such a manner as to shield all individual identities of complainants. No letters or documents revealing the identities of individual complaints will be shared without the express written permission of the complainants.

Lindenwood University has a number of appeals and grievance processes in place (see, e.g., the process for “Appeal of Financial Aid Suspension”) in various university publications. Once these normal appeals and grievance procedures have been exhausted, students may make formal written complaints concerning academic matters to the provost and those complaints concerning student services to the dean of campus life. All other formal written student complaints should be directed to the president’s office.

Honors

The Lindenwood faculty awards general honors to those undergraduate students who have completed all degree requirements with academic distinction. In order to be eligible for general honors, a student must have completed a minimum of 60 semester hours in residence at Lindenwood University. “In residence” hours are produced by taking graded Lindenwood courses. Transfer and experiential learning credits do not count as “in residence” semester hours. Students whose Lindenwood cumulative grade point averages fall within the following ranges are eligible:

- The student who achieves a cumulative grade point average between 3.70 and 3.85 receives the degree cum laude.
- The student whose cumulative grade point average is between 3.86 and 3.93 receives the degree magna cum laude.
- The student who achieves a cumulative grade point average of 3.94 or above receives the degree summa cum laude.

Alpha Sigma Lambda

Alpha Sigma Lambda is a premier national honor society that recognizes those senior LCIE students who have achieved academic excellence while handling other life responsibilities, including family, employment and community service. Nominees must have completed eighty-four (84) hours at Lindenwood and maintained a 3.8 cumulative grade point average.

Re-Enroll/Stop Out

LCIE students who leave Lindenwood University for one year or more will need to meet with an Admissions counselor to complete the re-admission process, which will include a review of major requirements and scholarship awards. Students who were suspended at the time they left the university will need to submit a letter of appeal to the Provost and Vice-President for Academic Affairs.

Thesis/Culminating Project Extensions

Registrations for extensions on undergraduate thesis/culminating projects must be completed by the student each succeeding term after the initial enrollment for his/her thesis/culminating project. The fee charged will be \$50 for each extension.

If the student fails to register for a term, he/she will no longer be considered a degree candidate. Should the student wish to resume the thesis/culminating project, he/she must pay the full tuition rate for the thesis/culminating project at the time of re-enrollment. In order to appeal that charge, the student must submit a written request to the Business Office controller including any evidence that would substantiate the appeal.

Classification of Students

Academic progress is calculated in semester hours. To be classified as a sophomore, a student must have successfully completed at least 24 hours. To be classified as a junior, a student must have successfully completed at least 54 hours, and to be classified as a senior, the student must have successfully completed at least 84 hours. The classification of a student is changed only at the end of a regular university semester or term.

Scholarship Standards

The following standards of scholarship have been established by the faculty of Lindenwood University:

1. To qualify for graduation, an undergraduate student must attain a cumulative grade point average no lower than 2.00. Failure to maintain established standards of scholarship will result in probation, suspension, or dismissal from the university.

2. An academic warning will be given to any student not suspended or placed on probation whose term G.P.A. is below 2.00.

3. A student will be placed on probation at the end of any term in which he/she falls below the established standards. If that standard is not attained by the end of the following term, the student may be suspended or dismissed from the university.

4. A student enrolled in 6 or more credit hours who fails to achieve a 1.00 average in the course work of any term will be suspended.

5. A student on academic probation may not receive a grade of incomplete (I).

6. A student who has earned 0-24 credits must attain a 1.60 grade point average. A student who has earned 25-54 credits must achieve a 1.80 average. A student who has earned 55-84 credits must achieve a 1.90 average, and a student who has earned 85 or more credits must attain at least a 2.00 to maintain acceptable academic progress. Failure to make the aforementioned academic progress at the end of any term will result in academic probation.

Academic probation means that a student is not in good standing and is subject to suspension or dismissal if the student's work does not reach a satisfactory level.

Academic suspension is normally for one term. A student who has been suspended may apply for re-admission. Re-admitted students will enter on probation and be obligated to

the requirements in the catalog in effect at the time of the re-admission.

Any re-admitted student failing to achieve the necessary grade point average by the end of the second term after re-admission may be permanently dismissed from the university.

Appeals of academic suspension and petitions for re-admission should be directed to the provost for review by the president or his designee. A listing of requirements that must be met in writing in order for an appeal to be resolved will be sent to each student. This listing is also available in Academic Services.

Transcripts

All information in each student's university 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 \$5 is charged for each transcript requested.

A transcript will not be issued when the student is delinquent in payment of tuition or fees, has not returned library books, or when there are other unfulfilled obligations to the university. Students will be given 30 days after a transcript request has been made to clear any outstanding balance with the business office. After 30 days, it will be the student's responsibility to submit a new request for transcript.

A request for a transcript should be made either on a transcript request form or by letter to the Registrar's Office, including name, Social Security Number, date of attendance, and current address. Normal processing time for transcripts is three days. Students may also request a transcript online by accessing the Lindenwood University website and completing the transcript request form located in the Academics area.

Family Educational Rights and Privacy Act - In conformance with the Family Educational Rights and Privacy Act of 1974 (the Buckley Amendment), Lindenwood University has established a system to ensure that students have complete access to their educational records and the right to challenge information they believe to be inaccurate or misleading. Information about these procedures can be obtained from the Academic Services Office. Unless specifically prohibited by the student, Lindenwood University may release "Student Information" at its discretion for government-mandated reporting, news releases, and other purposes that it believes serve the student's interest. This includes (1) full name, (2) local and home addresses, (3) local and home telephone numbers, (4) e-mail address, (5) date and place of birth, (6) most recent educational institution attended, (7) enrollment status, (8) class level, (9) dates of attendance, (10) degrees, awards and honors received, (11) participation in officially recognized activities and sports, (12) weight and height of athletic team members, and (13) photographs.

Students may withhold information from some of these disclosure requests by notifying the Academic Services Office in writing the first week of each semester. All written requests for non-disclosure will be honored by the university for only one semester; therefore, authorization to withhold student information must be filed during each semester of attendance.

Student Expenses

2008-2009 Academic Year Tuition

LCIE

Undergraduate	\$2700/9 hour cluster
Graduate	\$3240/9 hour cluster

Part-time Tuition

Undergraduate semester rate	\$360/cr hr
Undergraduate quarter rate	\$300/cr hr

Housing & Meals

Quarter	\$2,700/quarter
Room fee during breaks	\$210/week

Other Fees

Housing/Enrollment Deposit (non-refundable)	\$300
Full-time Student Activity and Health Fee	\$140/term
Communications Fee-Residence Halls	\$150/term
Full-time Student E-Mail Fee	\$30 / term
Lab Fee (in specified courses)	\$30-\$75/course
Studio Fee (general)	\$30-\$75/course
Studio Fee (other*)	\$85/course
*Includes such items as ceramics, color theory, photography and figure drawing)	
Applied Music Fee	\$150/half-hour
(For individual lessons in piano, voice, orchestral instruments and organ; per semester hour credit)	
Experiential Learning Fee (one-time only charge)	\$250
Experiential Learning Credit	\$75/cr hr
Overload Fee (except LCIE)	\$360/sem hr
(a charge to full-time students who take more than 18 hours in a term)	
Late Registration Fee	\$25
Promissory Note Origination Fee	\$25
Late Payment Fee (per month)	\$50
Culminating Project Extension Fee	\$50
Graduation Processing/diploma fee	
Undergraduate	\$100
Graduate	\$125

Note: The undergraduate or graduate contract degree rate will be determined at the time of admission into the program. Provisions for extended stay housing and meals, degree programs, and tutoring and additional services are available upon request.

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.

The communications fee covers telephone service, voicemail, and cable TV services. The university provides complimentary Internet service to resident students living in the dormitories and some on campus housing.

Payment Options

All tuition charges and fees are payable prior to the beginning of the term. Students should consult their student account representative in the Business Office regarding due dates or to make other payment arrangements prior to the beginning of the term. Payment options include:

Corporate Promissory Note: The Corporate Promissory Note is available to students who work for companies that have tuition reimbursement plans. Proof of employment and a copy of the company's reimbursement policy must be on file in the Business Office. The amount of the promissory note cannot exceed the amount the employer pays for tuition for each term. The due date for all promissory notes is 30 days following the conclusion of the term for which the note applies. A monthly late charge will be assessed after this date. By signing a promissory note, students give Lindenwood University permission to contact their employer if the note is not paid by the date due.

Direct Debit Payment Note (DDP): Lindenwood University offers a Direct Debit Payment Plan for the convenience of students. Their payments can be made directly (electronically) from their checking account. There are no fees associated with this method of payment.

Any payment or financial aid received prior to the promissory note due date will be applied to the balance appearing on the student's account.

Delinquent Accounts

Students must meet all financial obligations to the university in order to qualify for continued enrollment or graduation.

This means that each quarter a student must pay all money due to the university, including tuition, fees, traffic fines, library fines, and any other financial obligation.

Students with delinquent accounts can expect that

1. Enrollment 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.

Withdrawal & Refund

Students wishing to withdraw from Lindenwood University should contact both the Registrar's Office and the Financial Aid Office. In order to receive the proper refund, any notification of withdrawal or cancellation and requests for refund should be made in writing. To begin the withdrawal process, students should submit a completed withdrawal form to the Registrar's Office located in the lower level of Roemer Hall. The office hours are Monday-Thursday, 8 a.m. until 6 p.m., Friday 8 a.m. until 5 p.m. and Saturday 8 a.m. until 4 p.m.

Calculations of the return of Title IV aid or tuition adjustments shall be based on the date the student begins the withdrawal process, provides official notification of the intent to withdraw, or the midpoint of the payment period for which Title IV aid was disbursed.

Students who receive Title IV aid while attending Lindenwood University and withdraw during the first 60 percent of the term will be disbursed Title IV aid in direct proportion to the length of time he/she remains enrolled. A student who remains enrolled beyond the 60 percent point of the term will not be entitled to a return of Title IV aid.

All students are subject to the Lindenwood University refund calculation as described below. If any student withdraws prior to the beginning of a term, all payments for that term, except the initial \$300 non-refundable room reservation deposit, will be refunded.

The refund policy for tuition, including overload charges for Semester and Trimester schedules, is as follows:

Withdrawal during 1st two weeks	75%
Withdrawal during 3rd week of term	50%
Withdrawal during 4th week of term	25%
Withdrawal after 4th week of term	No Refund

The Quarter tuition refund schedule is as follows:

Withdrawal before 1st class meets	100%
Withdrawal before 2nd class meets	75%
Withdrawal before 3rd class meets	50%
Withdrawal before 4th class meets	25%
After 4th class meets	No Refund

No refund for room charges will be made for a term after the student signs either a New Student Housing Application or a Returning Student Housing Application. Application, activity, lab, miscellaneous fees, and room reservation deposits are non-refundable, except as indicated under "Enrollment Deposit" and above.

Appeals

Appeals of withdrawal and refund calculations, or other institutional charges, from students and parents who feel that individual circumstances warrant exceptions 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 that would substantiate the appeal.

Refund Distribution of Financial Aid

After the amount of the refund has been calculated, the Financial Aid Office will determine the Title IV refund amounts according to the calculation schedule approved by the Secretary of Education. Refunds to specific Title IV programs will be made to the following programs in the order outlined: (1) Outstanding balances on FFEL Program Loans (Unsubsidized Stafford, Subsidized Stafford); (2) Federal Perkins Loans; (3) PLUS; (4) Federal Pell Grant awards; (5) Federal SEOG awards; (6) other Title IV student assistance; (7) other federal, state, private or institutional aid; and (8) the student. No Title IV program may receive a portion of the federal refund amount if that program was not part of the student's original package.

Cash Disbursements

When a student officially or unofficially withdraws from school and has received a cash disbursement for educational expenses that exceeds non-institutional costs of education up to that time, the student owes the excess amount to the Title IV program(s) which helped meet the student's educational costs. Lindenwood University will follow the same procedures used in the refund policy to determine which Title IV program(s) will receive the student-owed repayment. The university will notify, bill, and collect the amount owed the Title IV program(s) from the student.

Financial Assistance

Financial aid is available to all qualified students. Financial need may be met through a combination of state, federal and institutional aid. Federal grants are outlined below. Institutional awards and grants are offered in the areas of academics, leadership, athletics, and the fine arts.

The Lindenwood University financial aid program provides assistance to students with financial need who would otherwise be unable to receive an undergraduate education. The primary

responsibility for paying the student's education expenses rests with the student and his/her family, and the university expects both the student and his/her parent(s) to make a realistic contribution to meet these costs. Financial aid is a supplement for those students and families who cannot afford the entire cost of a university education.

What the student is expected to pay is determined by a standard analysis of the financial statement the student and his/her family must file. Lindenwood University uses the Free Application for Federal Student Aid (FAFSA) to determine eligibility for all Title IV and institutional assistance. Lindenwood does not require students to fill out supplementary fee-based forms to determine eligibility for institutional financial aid. All students wishing to receive Title IV aid must submit a valid set of Student Aid Reports or a valid ISIR (Institutional Student Information Record) that results from the processing of the FAFSA and must complete any required verification. Financial need is calculated as the difference between the cost of attendance and the expected family contribution from the student and his/her parent(s). Financial aid is an award from grant, loan, and/or work funds that will help meet this need. Upon completion of all documentation necessary to establish eligibility, financial assistance will be posted to the student accounts at least once each term.

To be considered for financial assistance, a student applying for need-based aid must complete a FAFSA (Free Application for Federal Student Aid) online at www.fafsaed.gov. The LU school code is 002480. Students are reminded to press "print" because that is what submits the application. Students should then FAX submission results to the attention of their admissions counselors at 636-949-4989 and sign and mail signature page to them. If students have any questions about their SAR (Student Aid Report), they are encouraged to call 1-800-433-3243.

Scholarships

A variety of scholarships are awarded to students who have excelled in fields of study, community activities, or athletic competition. Lindenwood University's admissions counselors can advise prospective students of the full program of scholarship availability.

Although Lindenwood University scholarships and grants are credited in total at the beginning of each term, they are actually earned as tuition, room and board charges are incurred. Therefore, tuition, room, and board charges that are reduced as a result of being unearned will automatically result in an immediate proportional reduction of the Lindenwood University scholarship or grant as also being unearned. All institutional aid will be reduced in accordance with the student's reduced charges. Lindenwood University undergraduate grants/scholarships are intended for and may only be used for undergraduate programs; they are not intended for, and may not be used for, graduate programs.

Older Student & Institutional Grants

Lindenwood University offers a 50 percent scholarship to all persons age 55 and over. The university also offers partial institutional grants for employees of selected companies, municipalities, and school systems. These grants apply to the tuition for credit classes and do not apply to courses that are audited. Any other funding may first replace the Lindenwood University funding.

Student Employment

Most full-time resident students are able to defray a portion of their university costs by participating in the Lindenwood

University “Work and Learn” Program on campus. Generally, compensation that would otherwise be provided for this work is instead credited against the student’s account. If the student chooses not to participate in the Work and Learn program or to complete his/her work study, the balance is payable to the Business Office at that time.

Types of Federal Financial Aid
Federal Pell Grant Program

Eligibility is determined by the Pell Grant processor and is based on a student’s Estimated Family Contribution (EFC). The student must submit the Free Application for Federal Student Aid (FAFSA) and request that pertinent financial data be sent to the Pell Grant processing agency for determination of eligibility. The results are forwarded to the student in the form of a Student Aid Report (SAR) which must then be sent to the Lindenwood University Financial Aid Office. Electronic filing results will also be sent directly to the institution in the form of an Institutional Student Information Record (ISIR).

Federal Supplemental Equal Opportunity Grant (FSEOG)

Eligibility for this grant depends upon the extent of a family’s inability to pay the educational costs. It is determined by an analysis of the family’s financial situation, as reflected on the Student Aid Reports.

Federal Work-Study Program (FWS)

The program provides work opportunity for needy students. Eligibility is dependent upon the extent of financial need, as determined by an analysis of the FAFSA. If a student is awarded work-study funds as part of the financial aid package, that student may seek employment on campus. Ordinarily a student will work 10 hours per week while attending school. Wages are \$8 per hour.

Federal Perkins Loans

This is a federal loan to students at an interest rate of five percent repayable nine months after graduation, after termination of an academic program, or after enrolling for fewer than 6 credit hours during a semester. Students may borrow up to \$4,000 per year to an aggregate maximum of \$20,000 as an undergraduate, and \$6,000 per year to an aggregate maximum of \$40,000 as a graduate student.

Repayment extends over a maximum of 10 years at a minimum monthly payment of \$40. This loan is administered by Lindenwood University and does not require a separate application other than the FAFSA. Availability of this loan is at the discretion of the dean of admissions and financial aid.

Federal Family Education Loan Programs (FFELP)
Subsidized Federal Stafford Loan

The federal government guarantees loans from \$3,500 to \$5,500 for eligible undergraduates and up to \$8,500 for eligible graduate students per academic year. These loans are made by private lending institutions, and interest is subsidized by the federal government.

Eligible Stafford Borrower Limits:
Undergraduate Study

1st year of study	\$3,500/academic yr.
2nd year of study	\$4,500/academic yr.
3rd, 4th & 5th year of study	\$5,500/academic yr.
Cumulative Limit	\$23,000
Graduate Study	\$8,500/academic yr.
Cumulative Limit (including undergraduate study)	\$65,500

For borrowers who have loans that were originated July 1, 2007 - June 30, 2008, the interest rate on a Stafford Loan is fixed at 6.8 percent.

Students must file the FAFSA to determine eligibility for a Stafford Loan and must submit Student Aid Reports in order to receive loan fund

Unsubsidized Federal Stafford Loan

Students who meet the eligibility requirements under Section 484 of the Higher Education Amendments and who do not qualify for interest subsidies under the FFELP Stafford Loan program may borrow under the Unsubsidized Stafford Loan program.

Similar to the Federal Subsidized Stafford Loan program, the Unsubsidized Stafford Loan is available to all eligible students, and students must complete a valid need analysis. Unsubsidized Stafford Loans are not need based; however, any interest accruing on the loan is not subsidized (or paid) by the federal government while the student is in school. Students must therefore pay the interest payments while in school.

Federal Parent Loans to Undergraduate Students (FPLUS)

Parents may borrow for dependent undergraduate or dependent graduate and professional students. The maximum amount a parent may borrow on behalf of each eligible student is limited to the cost of education, less financial aid. These loan limits do not include amounts borrowed by a student under the FSL programs. FPLUS loans do not qualify for interest subsidy. FPLUS interest rates for a loan disbursed between July 1, 1998 and June 30, 2006 is variable based on the 91-day T-bill plus 3.1 percent, not to exceed 9 percent. Effective July 1, 2007 through June 30, 2008, the interest rate is fixed at 8.5 percent.

A student can obtain a Master Promissory Note application form for the subsidized Federal Stafford Loan from the Lindenwood University Financial Aid Office.

Unsubsidized Loan (Formerly SLS)

Unsubsidized loans to students provide for a maximum of \$4,000 for the first two years of study and \$5,000 per year for the third or subsequent years, with an aggregate loan limit of \$23,000, and up to \$12,000 a year for graduate students with an aggregate loan limit of \$73,000.

Graduate and professional students or independent undergraduate students are eligible to borrow under this program. Loans made under the unsubsidized loan program are not eligible for interest subsidy. Students must therefore pay this interest payments while in school, or allow the interest to capitalize.

The interest rate for a loan originated July 1, 2007 - June 30, 2008 is fixed at 6.8 percent.

Loan Limits

Pursuant to P.L. 101-508, Lindenwood University reserves the right to refuse to certify a loan application, or to reduce the amount of the loan, in individual cases where the institution determines that the portion of the student’s costs covered by the loan could more appropriately be met directly by the student. In addition, requested loan amounts will be reviewed to ensure compliance with educational purpose regulations.

Loan Repayment

Student loans are funds borrowed by students to pay educational expenses. Student loans must be repaid, as consistently emphasized in the university’s Student Loan Entrance and Exit Interviews for both the Federal Perkins Loan Program and the Federal Stafford Loan Program, are required by 34 CFR 672.42 and CFR 682.04, respectively. A sample loan

repayment schedule may be obtained by contacting the Financial Aid Office. The term and conditions whereby borrowers under the Federal Family Loan Program may obtain deferral of their principal and interest are reviewed during the Student Loan Exit Interview. Additional information regarding a deferment may be obtained by contacting the Student Loan Guarantor or the Financial Aid Office.

Types of State Financial Aid

Several grants are available to Missouri residents who attend eligible institutions in the state of Missouri. Lindenwood University is an eligible institution.

Access Missouri Financial Assistance Program (formerly known as Charles Gallagher Student Financial Assistance Program) is a need-based grant available to eligible full-time, Missouri resident undergraduate students. Please visit the Missouri Department of Education website at <http://www.dhe.mo.gov/accessmo.shtml> for a list of eligibility criteria.

Missouri Higher Education Academic Scholarship Program

The Missouri Higher Education Academic Scholarship Program is available to Missouri residents who have a composite score on either the ACT or SAT tests that places them in the top 3 percent of all Missouri students taking those tests. The Scholarship is renewable for up to four years for Missouri residents who enroll as full-time undergraduate students and maintain a 2.5 cumulative GPA at an approved institution for the period of the scholarship. Lindenwood University is an approved eligible institution. Students will be notified by the Missouri Department of Higher Education as to their eligibility.

Missouri Teacher Education Scholarship

Eligible applicants for the Missouri Teacher Education Scholarship Program are defined as residents of Missouri who

1. are high school seniors, university freshman, or university sophomores enrolled in a four-year college or university located in Missouri or students enrolled in a junior or community college located in Missouri;

2. make a commitment to pursue an approved teacher education program and enroll as full-time students in a four-year college or university in Missouri;

3. Have achieved scores on an accepted nationally-normed test of academic ability such as the Scholastic Aptitude Test (SAT), the American College Test (ACT), or the School College Ability Test (SCAT) which place them at or above the 85th percentile or have achieved a high school grade point average which ranks them in the upper 15 percent of their high school graduating class as calculated at the end of the sixth semester. Applications are available through high school counselors and financial aid offices throughout the state of Missouri.

Marguerite Ross Barnett Memorial Scholarship Program

This program is available to eligible students who are enrolled part-time and who are employed for at least 20 hours a week. Students interested in this program should contact the Missouri Coordinating Board or the Financial Aid Office for details on eligibility criteria.

Vocational Rehabilitation

Assistance may be available for students with disabilities. Students should contact their regional office of Vocational Rehabilitation in regard to benefits. Students may contact the Lindenwood University Financial Aid Office if they have questions.

Montgomery G.I. Bill, MOARG, ROTC

Lindenwood assists qualified students in obtaining financial assistance for their education through the various military funding sources. Missouri Army National Guard and Reserve Officer Training Corps members may be eligible for special financial incentives and entitlements such as Lindenwood ROTC GRANT, ARNG Federal Tuition Assistance, MOARNG State Tuition, Monthly Drill Pay, ROTC Stipend, Montgomery G.I. Bill, and Kicker. Information is available from the V.A. Coordinator or in the offices of Admissions and Financial Aid.

Veterans' Benefits

Veterans who believe they may be eligible for benefits can receive information and applications through the V.A. coordinator at the university. Educational assistance is also provided to widows or children of veterans who died in service or as a result of service related injuries. Wives and children of disabled veterans are also eligible for assistance.

It is the responsibility of the students to notify the V.A. coordinator of any changes in their class schedules. The Registrar's Office promptly reports to the Veterans Administration when notified that a veteran is making unsatisfactory progress or has withdrawn from a class or from studies.

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

1. The university will notify the V.A. of all terminations, interruptions, or changes in semester-hour load within 30 days. This may change the benefits available to the student.

2. The student accepts the responsibility of notifying the Registrar, the V.A. coordinator at the university, 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 university for 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 university's general policies regarding withdrawal, attendance, and satisfactory progress

Satisfactory 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" below and in the graduate catalog. Satisfactory progress is defined as satisfactory based on the following maximum academic years and earned credit hours per school division of enrollment:

Full-time Students

Undergraduate College

Academic Years Completed

1 2 3 4 5 6

Earned Credit Hours:

16 34 55 77 100 128

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 University, the student must have academic standing at the point in the program that is consistent with Lindenwood University's requirements for graduation as previously listed under "Scholarship Standards". 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 requires that for each two semesters (which constitutes one academic year, summer being optional) of enrollment, 16 credit hours must be earned the first year, a total of 34 by the end of the second year and so on according to the above chart for full-time undergraduate semester students, and 12 hours the first year and so on for full-time graduate students.

Part-time and quarter schedule undergraduate students must successfully complete at least 50 percent of their credit hours attempted and have academic standing at that point in the program that is consistent with Lindenwood University'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 does not meet the minimum requirements, the student will be placed on financial aid suspension and will not be eligible for financial aid reinstatement until the minimum cumulative requirements of the policy are attained. Students placed on probation or suspension will have their Lindenwood University Institutional Grant re-evaluated. Withdrawal from the university has no effect on the student's satisfactory progress upon re-entering.

Appeals

A student has the right to appeal if he/she feels that he/she has complied with the requirements of the satisfactory academic progress policy or believes that there are factors such as undue hardship because of the death of a relative, an 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 financial aid, including any evidence that would substantiate the appeal. The case will be evaluated by the Appeals Committee. The committee will advise the student of its decision within 20 working days following the date the appeal is received.

Out of Classroom Life

The fabric of a learning community weaves itself whole. To bridge formal and out-of-classroom learning, the Student Development Office—in collaboration with the LSGA—promote programs, services, and diverse opportunities for personal growth and development.

Lindenwood University currently serves nearly 14,000 students in more than 100 undergraduate and graduate degree programs. Resident students live on the 500-acre, wooded, highly attractive campus within a large metro area that offers almost unlimited cultural, recreational, entertainment and service opportunities.

Built in 1929, Margaret Leggat Butler Library is a beautiful building full of character and tradition meant to provide an environment for scholarly pursuit. The library contains a balanced collection of books, periodicals, online resources, and other instructional and media resources. The materials in the library exist to support the curricular offerings of the university as well as the idea of reading and research as essential skills for the lifelong learner. In addition to the traditional offerings at Butler Library, students are encouraged to stop in for a cup of coffee and a snack at the library's recently added coffee shop, Java 201.

Butler Library is fully automated with wireless capabilities, allowing students to access its resources both on campus and off campus. Faculty and students have access to over 50 subscription databases providing them with the ability to retrieve full-text documents at no cost. In addition, the library houses the Mary E. Ambler Archives, which includes primary source material documenting the history of Lindenwood and the surrounding area.

The Library is a member of the MOBIUS consortium. MOBIUS provides students access to over 14 million book titles throughout the state of Missouri. If an item is not available through MOBIUS, patrons may use Butler Library's Inter-Library Loan service.

Butler Library's dedicated staff is available to help patrons navigate the wealth of traditional print and electronic resources that it offers. The library staff has developed a series of workshops, class presentations, and study guides to assist users. In addition, Lindenwood's librarians are available during all library hours to assist patrons with whatever their research needs might be. Reference librarians may be contacted in person, by phone or email.

Lindenwood Student Government Association

All students at Lindenwood, full-time and part-time, undergraduate or graduate are encouraged to participate in the Lindenwood Student Government Association (LSGA). The LSGA works to promote structure for student expression and self-government. Members of the LSGA play a strong role in the academic and administration decision-making process of the university through representation in various planning governance committees. For more information about LSGA, please contact the Student Development offices.

Residence Halls

Each Lindenwood residence hall has a distinct atmosphere meant to extend and enhance the university's classrooms. Resident directors and advisors provide support for students on a day-to-day basis.

Athletics

Intercollegiate, intramurals and recreational sports are an important part of Lindenwood's out-of-classroom life.

Intramural sports offer exercise and healthy competition to all students in the community

Intercollegiate baseball, basketball, bowling, cheerleading, cross country, field hockey, ice hockey, football, golf, lacrosse, roller hockey, soccer, softball, spirit squads, swimming and diving, tennis, track, trap and skeet, volleyball, water polo, and wrestling are offered for full-time students.

Lindenwood is a member of the Heart of America Athletic Conference (HAAC) and the men's and women's Divisions of the National Association of Intercollegiate Athletics (NAIA)

For those involved in team sports and others interested in personal fitness, the university has a Field House and Fitness Center with extensive weight training equipment.

Religious Life

Lindenwood University enjoys an historical relationship with the Presbyterian Church (USA). The university fosters an ecumenical spirit that celebrates the wide range of religious traditions represented on a campus. Students wishing to worship can find religious services of all major faiths within the greater St. Louis area.

Campus Tobacco Use

The use of both smoking and smokeless tobacco is prohibited in all buildings on campus. This includes classrooms, laboratories, hallways, offices, restrooms, residence halls and lounges.

KCLC – FM 89.1

Students may participate in the operation of Lindenwood's all digital radio station, KCLC-FM, through the Communications Department. A 35,500-watt stereo facility, KCLC is the principal local radio station in St Charles County and performs a major role in community affairs, entertainment programming, local news gathering, and sports broadcasting.

Lindenwood University LUTV-989, All-Digital Television Channel

Students have the opportunity to conduct practica and internships in the context of Lindenwood's Higher Education Television Channel. St. Charles County's only Higher Education TV Venue offers original programming designed to provide education experiences and cultural enrichment for persons of all ages in Charter Communications' St. Charles County broadcast area.

Firearms Policy

No person is permitted to carry firearms or other weapons - either concealed or visible - on Lindenwood property or to any Lindenwood class (offered anywhere), except duly sworn law enforcement officers who are on duty. Off-duty police officers may carry completely concealed weapons to their Lindenwood classes only if authorized to do so by their employer and the state of Missouri or Illinois.

Campus Accessibility

It is the guiding philosophy of Lindenwood University to make programs and facilities as accessible to students with disabilities as is practical. The coordinator for campus accessibility services acts to ensure the accessibility of programs and assists and supports students with disabilities. Each student is encouraged to serve as her or his own advocate and to be responsible for obtaining special services offered by the university. If the coordinator is unable to satisfy a reasonable request, that request may then be directed to the dean of academic services.

Conferences

The university 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.

2008-2009 Academic Calendar

Quarter Schedule

Fall Quarter 2008

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	October 1
LCIE New Undergraduate and Graduate Student Opening Session (8 a.m.)	October 4
Quarter NPA and traditional undergraduate classes begin	October 6
Last day to drop with a "W"	October 17
Last Day to Choose an Audit	October 31
Deadline to apply for March/May/June graduation	November 1
Midterm grades due, noon	November 14
Last day to withdraw from a class with a "WP/WF"	November 21
Thanksgiving Holiday- No Classes	November 27-28
Lindenwood residential quarter/graduate housing closes at 6 p.m.	December 20
Quarter ends	December 20
Deadline for making up "INC" from previous term	December 20
Final grades due, 3 p.m.	December 22

Winter Quarter 2009

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	January 7
LCIE New Undergraduate and Graduate Student Opening Session (8 a.m.)	January 10
Quarter NPA and traditional undergraduate classes begin	January 12
Last day to drop with a "W"	January 23
Last Day to Choose an Audit	February 6
Midterm grades due, noon	February 20
Last day to withdraw from a class with a "WP/WF"	February 27
Deadline to apply for August/September/October/December graduation	February 28
Deadline for making up "INC" from previous term	March 28
Quarter ends	March 28
Final grades due, 3 p.m.	March 30

Spring Quarter 2009

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	April 8
Good Friday Observance- no classes	April 10
LCIE New Undergraduate and Graduate Student Opening Session (8 a.m.)	April 11
Quarter NPA and traditional undergraduate classes begin	April 13
Last day to drop with a "W"	April 24
Last Day to Choose an Audit	May 8
Midterm grades due, noon	May 22
Memorial Day, no classes	May 25
Last day to withdraw from a class with a "WP/WF"	May 29
Deadline for making up "INC" from previous term	June 27
Quarter ends	June 27
Final grades due, 3 p.m.	June 29

Summer Quarter 2009

LCIE Continuing Undergraduate Student Opening Session (6 p.m.)	July 8
LCIE New Undergraduate and Graduate Student Opening Session (8 a.m.)	July 11
Quarter NPA and traditional undergraduate classes begin	July 13
Last day to drop with a "W"	July 24
Last Day to Choose an Audit	August 7
Midterm grades due, noon	August 21
Last day to withdraw from a class with a "WP/WF"	August 28
Labor Day Holiday	September 1
Deadline for making up "INC" from previous term	September 26
Quarter ends	September 26
Final grades due, 3 p.m.	September 28

Academic Programs

UNDERGRADUATE DEGREES

Business Administration (B.A.)
Christian Ministry Studies (B.A.)
Communication (B.A.)
Corporate Communication (B.A.)
Criminal Justice (B.A.)
Fire Science Management (B.S.)
Gerontology (B.A.)
Health Management (B.A.)
Hospitality Services Management (B.A.)
Human Resource Management (B.A.)
Information Technology (B.A.)
Mass Communication (B.A.)
Mortuary Management (B.S.)

POST BACHELOR CERTIFICATE

Information Technology

GRADUATE DEGREES

Masters of Business Administration (MBA)
Master of Science in Administration, Management Emphasis (MSA)
Master of Science in Administration, Marketing Emphasis (MSA)
Master of Arts in Communications, Digital & Multimedia Emphasis (M.A.)
Master of Arts in Communications, Media Management Emphasis (M.A.)
Master of Arts in Communications, Promotions Emphasis (M.A.)
Master of Arts in Communications, Training & Development Emphasis (M.A.)
Masters of Science in Criminal Justice Administration (M.S.)
Master of Arts in Gerontology (M.A.)
Master of Science in Health Management (M.S.)
Master of Science in Human Resource Management (M.S.)
Master of Science in Managing Information Technology (M.S.)
Master of Fine Arts in Writing (MFA)

LINDENWOOD COLLEGE FOR INDIVIDUALIZED EDUCATION (LCIE)

Undergraduate Program

Program Description

The Lindenwood College for Individualized Education is intended for students who are seeking a Bachelor's degree and who normally do not fit the traditional model of a college student. In the Lindenwood College for Individualized Education (LCIE), emphasis is placed upon using community and academic resources to acquire both practical and theoretical knowledge. LCIE degree requirements embody the essentials for professional preparation. It is the university's responsibility to provide the basic framework. We recognize, however, that adult learners come to LCIE programs with a wealth of experience and skills; they often have specific needs and demonstrate a variety of learning styles. LCIE provides significant flexibility within courses designed to meet established academic criteria. The course format is an accelerated system in which students are able to combine extensive self-directed study with a once-per-week class meeting schedule to earn nine semester hours of university credit in 12 weeks. This model has a high degree of rigor, and it challenges the student's abilities in all areas. It is especially valuable because it merges practical learning with academic excellence and features content tailored to the experienced, adult learner. Upon entry, each student is assigned an advisor to help with program design. The student-advisor link remains critical throughout a student's career at Lindenwood and often extends beyond graduation. In fact, it is an LCIE requirement for all students to meet with their faculty advisors on a quarterly basis. The LCIE learning experience involves selecting among many educational options. When students have completed their LCIE education, they find they have acquired skills in planning, organizing, and communicating, and an understanding of their use of resources tools they can use in a continuing process of self-education long after they leave LCIE.

Student Profile

The prospective LCIE student is employed full-time for at least one year or part-time for at least two years in a responsible position. He or she is seeking a degree to enrich advancement opportunities or to make career changes through the acquisition of new skills. LCIE graduates constitute a strong network of people in leadership positions throughout the greater St. Louis, St. Charles, and Belleville metropolitan area.

The Cluster

Central to the theory and practice of adult education is the ideal of the synthesis of knowledge. LCIE seeks to achieve this goal through the construction of the cluster. Clusters are comprised of a faculty member and approximately 12 students who meet for four hours weekly during an evening or weekend. Each student is enrolled in three related subject areas, called cluster groups, that are, in many cases, integrated into one seminar. The cluster provides students with an opportunity to explore basic subject areas beyond the confines of a single discipline. These cluster group meetings provide a collegial environment in which students present their work and share their learning. A major objective of this format is the development of knowledge-synthesis, so LCIE students can expect their learning to be measured in a variety of ways: written and oral presentation, class discussion, research papers, group projects, and traditional testing. However, as is true of most higher-education programs, in LCIE it is up to each professor to determine how students

are to be assessed and graded; therefore, tests, quizzes and inventories may be used to supplement papers and presentations as assessments of student mastery.

Each cluster is limited in size to approximately 12 students. The cluster follows the quarter schedule and meets one evening a week for four hours, integrating related courses of study. Three semester hours of credit are awarded for successful completion of each course in the cluster for a total of nine semester hours per cluster. Evaluation is based on projects and testing as appropriate.

Academic Honesty

Academic dishonesty is an exceptionally serious offense to oneself and one's colleagues. The fabric of a learning community is woven by a bond 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 ideas is based. Therefore, students wishing to maintain formal membership in a learning community must display the high level of integrity expected of all its members.

According to Lindenwood University's Academic Honesty policy, names of students found guilty of cheating or plagiarizing will be sent to the University Provost. A first offense of academic dishonesty may result in a lessened or failing grade on the work/test or failure in the course. A second offense will lead to academic probation and failure of the class, and a third offense may result in suspension from the university.

Cluster Attendance Policy

LCIE is an accelerated program designed for motivated learners who take responsibility for their education. It is assumed that a student will not miss any classes. However, recognizing that LCIE students are working adults, one absence can be compensated for (at the instructor's discretion) through additional assigned work. Two absences will result in a grade drop in one, two, or all three of the cluster courses, depending on the class format and the instructor's judgment. Three absences are unacceptable as that represents one-fourth of the class periods. A student who has missed or will miss three classes is required to withdraw from the cluster. The first class (Saturday for graduate students and new undergraduate students and Wednesday for returning undergraduate students) and the thirteenth class (arranged by the instructor) are both considered part of the scheduled coursework and attendance will be counted accordingly.

Cluster Textbook Policy

All students must have their textbooks by the second cluster meeting.

Textbook Ordering

Textbooks for all clusters in the LCIE are available through MBS Direct, an online book source. To order texts, students should go to the Lindenwood University website and access MBS through a direct link to the company. Students will need to know the number of each course within the cluster and be prepared to use a credit card to order books. Students are strongly encouraged to order books at least two weeks before the beginning of the quarter and have them shipped directly to their home addresses.

Failure To Complete Cluster Assignments

A grade of "I" (incomplete) is given at the end of a quarter only for failure to complete the course work because of exceptional circumstances beyond the student's control. An incomplete is not an alternative for the student who is failing the course or who has excessive absences. An incomplete is

not an option for the student who has consistently missed or been tardy with assignments. A student should have attended all cluster meetings to date and should be relatively current with the assignments in order to qualify for the extension afforded through an incomplete grade. The student must contact his/her faculty advisor for additional information about an incomplete grade in a cluster.

Incomplete grades not made up by the end of the next term automatically become "F's."

The Colloquium

The interdisciplinary nature of a liberal arts education is the heart of the LCIE format. Consequently, all LCIE students are required to participate in at least once colloquial experience during each term of enrollment. A colloquium is an "out of class" learning experience, such as a lecture, workshop, seminar, literary reading, or guided tour. It is a means of rounding out the liberal arts education, as well as upping the instructional content for each student per term. At times, colloquia are sponsored by Lindenwood University, though students are encouraged to seek other colloquial experiences that, with the approval of their faculty advisors, will fulfill this requirement. Each term, LCIE students submit a two-page critique and evaluation of the colloquium to their advisors. A colloquium is required for each nine-hour cluster completed in LCIE.

The Culminating Project

Some LCIE students may complete a culminating project. A Culminating Project is an integral part of the student's program and is equivalent to an extended paper or honors thesis. Under the supervision of the Faculty Advisor, the student will design a culminating project and complete it during the last quarter of study in LCIE. Students will enroll in ICU 499, Culminating Project, at the same time that they register for their last coursework or cluster. Students who do not finish their project within their last term must register for a culminating project extension for each term that the project is not completed. The culminating project is an opportunity for a student to synthesize his or her major areas of study and to demonstrate mastery of basic written and oral skills and concepts. The project may be a thesis, a demonstration, or a creative work. It may involve a combination of media. If the project is a film, video, computer program, etc., it must still include written analytical documentation. The culminating project, designated on the student transcript as ICU 499, carries one semester hour of academic credit. A grade of "C" or above is necessary to pass the culminating project. The Culminating Project is NOT an option for students majoring in Business Administration, Fire Science Management, Health Management, Human Resource Management, Information Technology and Mortuary Management.

The Capstone Course

The capstone course is required for students majoring in Business Administration, Fire Science Management, Health Management, Human Resource Management, Information Technology and Mortuary Management. Students who take the capstone course must have completed all of their required core clusters in their area of concentration, or enroll in the capstone course concurrently with the final core cluster. The course will emphasize the theories and concepts of the major from an academic viewpoint as well as their practical applications in the professional setting. The course requires a mastery of the concepts within the major and integrates academic studies with issues faced by practicing professionals in their area of

employment. Consequently, students should expect midterm and final examinations, case analyses, and at least one major research paper during the term of enrollment. A grade of "C" or above is necessary to pass this course.

Full-Time Accelerated Pace

The academic year at Lindenwood College for Individualized Education consists of twelve-week terms with 13 cluster meetings per term. The LCIE student enrolls in one cluster per term, earning nine credit hours in most degree programs. New students may be admitted at the beginning of each term, and they may pursue a full-time academic program by attending all four terms during the year. In this manner, students make rapid progress toward degree completion while still fulfilling professional and personal responsibilities. Students in LCIE are not permitted to take more than one cluster per quarter. The accelerated format employing clusters is based on the assumption that highly motivated students are entirely focused on the content of their clusters during the quarter. The one cluster limit maximizes the likelihood of a quality effort resulting in a quality learning experience. Limiting a student's course load is intended to protect the academic integrity of the LCIE program and its degree offerings. Students are allowed to take a 3 credit hour course in the same quarter in which they are enrolled in a cluster. Normally, a maximum of 12 credit hours per quarter is allowed.

Individualized Study

LCIE is committed to the idea that people learn more effectively when their experience and goals converge. To this end, the University actively fosters the participation of students in the planning of their educational programs. Students are also expected to individualize their cluster group work through directed independent research. Upon enrolling in LCIE, each student is assigned a Faculty Advisor who helps the student plan and coordinate a program of study from entry through degree completion. In addition to assisting students in the design of their programs of study, the Faculty Advisor acts as a mentor, provides a source of continuity to students' ongoing academic experience, and evaluates the overall quality of their work. In regularly scheduled conferences, the Faculty Advisor monitors student progress by reviewing course work and by providing feedback on projects.

Special Topics Courses/Numbers

Special topics courses/numbers, listed in the catalog, are designated for use as substitute classes for those who have taken, through transfer credit, one part of a nine-hour cluster. A special topics course may be taken only in conjunction with a cluster and is not used as a separate course or tutorial. Special topics numbered courses may not be used to extend the cluster for three extra hours beyond the nine-hour cluster; the student may not take a 12-hour cluster. In cases in which the student needs one more hour to graduate, the faculty advisor may allow the special topics course number to be used for one additional semester hour of credit (e.g. 10-semester-hour cluster).

Experiential Learning Credit Process

Lindenwood considers experience such as career-oriented skills acquired on the job, participation in business seminars, experience in community affairs, self-developed training in particular fields, or non-credit courses with academic content as part of the many possibilities for experiential learning credit. It is important to note that we do not award credit for experience. Credit is awarded for the college level knowledge and learning gained from the experience. Credit is not granted

for non-university level learning or routine tasks, outdated or forgotten knowledge, or private experience. Limits for credit are also imposed on the acquisition of certain technical skills and specialties. In addition, credit is not given for learning that duplicates a university course already taken. Students may request up to 27 hours of credit through the experiential learning process depending on the requirements of their degree program. Total advanced standing may not exceed 90 hours. Amounts of credit may vary according to the time spent in particular activities and the nature of the learning experience. Students may satisfy only nine semester hours of core requirements (one cluster) through experiential learning credit in their major. Lindenwood cannot guarantee how any other university might interpret transfer credit from the Experiential Learning Credit program.

The Portfolio

The criterion for the award of experiential learning credit is knowledge accumulated, not time involved. The student may claim such knowledge by the preparation of a portfolio in which the student validates the experience with proof by certificate, diploma, syllabi, letters of testimony, and/or samples of work accomplished. A substantial essay describing the knowledge gained in the learning experience accompanies the validations. The experiential learning coordinator will help the student develop a portfolio. The coordinator will identify potential credit areas and discuss the organization of the portfolio and whether the process justifies the learning equivalent of existing university-level courses. Students wishing to receive experiential learning credit in their majors must apply before taking courses in their major. Once the portfolio has been approved, the student will be charged a portfolio fee of \$250* and \$75* per credit hour. Credit will not be applied to the transcript until payment is received. Financial aid may be applied to experiential learning, but the student must be enrolled in classes at the time the request for funding is made.

Experiential Learning Not Requiring a Portfolio

Certain learning experiences are sufficiently standardized and do not require the preparation of a portfolio. Lindenwood University accepts the recommendations for credit set by The American Council on Education (ACE). The student must provide the ACE transcript or certificates verifying the training recognized by ACE. ACE credits will be applied to the student's transcript upon receipt of the \$75* per credit fee. Credit will not be applied to the transcript until the student has paid the fees. The application of credit is evaluated upon presentation of proof of certification or transcripts for the following areas:

These credits are transcribed at no charge:

Graduate of Diploma Schools of Nursing (RN) (up to 12 hours). Official transcript.

Licensed Practical Nurse (LPN) (6 hours). Official transcript from an LPN program.

Completion of an accredited course of Medical Laboratory technician or Radiologic Technology (up to 12 hours). Official transcript from accredited school of MLT or School of Radiology.

Completion of training and certification for Emergency Medical Technology (up to hours). Copy of license.

Completion of training and certification in Respiratory Therapy (up to 12 hours). Official transcript from accredited

school of RT.

Graduates from the St. Louis or St. Charles Police academies (up to 15 hours). Copy of certification or official transcript.

These credits are transcribed for \$75* per credit hour
Real Estate Sale License (3 hours). Copy of license.

Real Estate Broker's License (3 hours). Copy of license.

Completion of training and certification for Life Insurance Licensure (3 hours). Students may be eligible for an additional three semester hours in an area of specialization. Copy of license.

Completed training and certification for a Stockbroker's License (series 6 or 7) (up to 6 hours). Copy of completion certificate.

Certified Legal Assistant (up to 24 hours). Copy of certificate.

Certified Professional Secretary in selected business and economic areas. (up to 14 hours). Copy of completion certificate.

YMCA Leadership Development Courses (up to 5 hours). Requires submission of YMCA transcript.

These credits are transcribed for \$25* per credit per agreement with Boeing Completion of V.I.P. or Learning Together Program courses from Boeing (up to 12 hours). Copy of completion certificate.

The Center for Financial Training (CFT): Lindenwood University agrees to provide direct transfer credit for designated college-level course work offered by the Center for Financial Training (CFT). A complete listing of course equivalences and acceptable transfer credit may be obtained from the Registrar's Office or the experiential learning coordinator.

Military Credits are transcribed at no charge based on ACE recommendations.

Military Experience: Students seeking an experiential learning award for military experience, formal courses in the military, or for proficiency in a military occupational specialty (MOS) must provide official military records. For military experience and formal courses, veterans should submit a DD Form 95, DD Form 214, AARTS and/or SMARTS transcripts, depending on the branch of the military, or a transcript of in-service training.

Training courses offered by specific companies or corporations may be awarded credit for experiential learning. For a list of these companies and eligible courses, students should check with the registrar or the experiential learning coordinator.

The award of credit for life experience is a well-established principle in hundreds of colleges and universities around the country. Lindenwood University has been awarding credit for experiential learning for many years. Our faculty and administrators have worked to create and maintain a program that meets the needs of students and the requirements of educators. The university and the program have the approval of the Higher Learning Commission of the North Central Association of Colleges and Secondary Schools.

Proficiency Examination

Many undergraduate courses at Lindenwood University may be challenged by examination. Exceptions include, but

are not necessarily limited to, student teaching, internships, studio courses, laboratory courses, and private music lessons. In addition, students may not receive credit for courses they previously have audited or attended unofficially. College Level Examination Program (CLEP) and DAN TES Subject Standardized Tests may also be used to qualify for specific credit. Students with CLEP and/or DAN TES credit should consult with the Lindenwood registrar to determine whether their achievement levels qualify for Lindenwood credit. A student may earn a maximum of 27 hours of credit through a combination of proficiency exams, recognized coursework, or portfolio creation.

Students who pass a proficiency examination have two options:

They may request to have the course waived, and no credit is granted. There is no fee for this, as no credits will be added to the transcript.

They may request to have course credit granted and posted on the transcript. The cumulative grade point average is not affected because no grade is recorded for a course completed in this manner. An administrative fee of \$75* per credit hour is charged and must be paid before the credit is posted to the transcript. The charge for the proficiency examination is a flat rate. It may not be included in the student's full-time tuition or any other enrollment charge nor will the student be charged an overload fee.

**Note: This fee is subject to change. Please consult the fee schedule for current rates.*

General Education Requirements

LCIE clusters, transfer credits, or CLEP (College Level Examination Program) credit may be used to fulfill General Education requirements. The following clusters will satisfy these requirements.

I. Communications Cluster (9)

ICM 101 Communications I (3)
ICM 102 Communications II (3)
ICM 104 Literary Types (3)

NOTE: The communications cluster is required of all LCIE students and may not be met through transfer or experiential learning credits.

In order to advance beyond the Communications Cluster, a student must meet the criteria set by the communications faculty, typically by earning a "C" or above in all three classes, Communications I, Communications II, and Literary Types.

II. Cross Cultural Cluster (9)

IHS 100 A History of the Human Community (3)
plus 6 hours of Focus Courses selected from:

ICL 320 Chinese Art & Culture (3)
ICL 321 Issues in Modern China (3)
or
ICL 330 Japanese Art & Culture (3)
ICL 331 Issues in Modern Japan (3)
or
ICL 341 Politics & Culture of 20th Century Africa (3)
ICL 342 African Continuum (3)
or
ICL 351 Art & Culture of India (3)
ICL 352 Literature of India (3)
or

ICL 312 History of Russia II (3)
ICL 337 Russian Authors (3)
or
ICL 310 Native American Indians (3)
ICL 350 Myth and Civilization (3)
or
ICL 361 Art and Culture of Latin America (3)
ICL 362 Issues in Modern Latin America (3)
or
ICL 364 Issues in Modern Germany
ICL368 German Artist & Authors

NOTE: In special circumstances and with the permission of faculty advisor, ICL 294 Special Topics in Cross Cultural (1 or 3) may substitute for one of the above courses.

III. Humanities Cluster (9)

IEN 201 World Literature & Ideas I (3)
IPH 100 Introduction to Philosophy (3)
IRT 210 Concepts of Visual Arts (3)

NOTE: In special circumstances and with the permission of faculty advisor, IEN 293 Special Topics in Humanities (1 or 3) may substitute for one of the above courses.

IV. Math Clusters (9)

Computer Math Cluster

(Required of all Information Technology majors)
IMH 110 Essential Computer Mathematics
IMH 210 Introduction to Programming
IMH 311 Quantitative Computer Applications
or

Math/Statistics Cluster

(Required for all non- Information Technology majors)
IMH 141 Statistics (3)
IMH 220 Research Design and Methodology (3)
IMH 310 Quantitative Management Applications (3)

NOTE: The mathematics requirement is for two courses at the college algebra or above level. A student with approved transfer credit needs a minimum of 6 semester hours of credit from those classes. Some majors have special requirements as noted in the description of those majors.

V. Natural Science Cluster (9)

INS 101 Modern Topics in Environmental Science (3)
INS 202 Science and the 21st Century (3)
INS 303 Science, Public Policy, and Public Values (3)

NOTE: The natural science requirement is for two courses, one of which has an accompanying lab. The courses must come from two distinct sciences: earth, physical, or biological. A student with approved transfer credit may satisfy the natural science cluster with fewer than 9 semester hours.

VI. Social Sciences Cluster I (9)

IPS 155 American National Government (3)
IPY 100 Principles of Psychology (3)
ISC 102 Basic Concepts of Sociology (3)

NOTE: In special circumstances and with the permission of faculty advisor, ISS 293 Special Topics in Social Sciences (1 or 3) may substitute for one of the above courses.

Requisite Study: Major

Requirements vary, but at least 45 semester hours in the major area are necessary, 50% of which must be taken at Lindenwood University. In some majors, LCIE requires prescribed areas of study to be covered. In other majors, requirements are more flexible and the program of study is developed by the student in consultation with the Faculty Advisor.

Please note: 2008-2009 will be a transition year for Lindenwood University's course numbering system. All course numbers will change from 3-digit numbers to 5-digit numbers prior to the beginning of the 2009-2010 academic year. In most cases, the change will simply involve the addition of two zeros to the already existing number.

Graduation Requirements

In addition to completing the work necessary to qualify for a baccalaureate degree, the student must meet LCIE graduation requirements within the scope of the specific degree program designed with the help of the Faculty Advisor. The following are the overall requirements for graduation from LCIE with a baccalaureate degree:

1. Successful completion of at least 128 semester hours.
2. Successful completion of the LCIE General Education requirements.
3. Demonstration of a satisfactory knowledge of English in oral and written forms, as evaluated by the Faculty Advisor and Instructor each term.
4. Completion and approval of the Culminating Project or the Capstone Course.
5. Completion of at least 30 semester hours of study at Lindenwood University and at least 42 of which must be upper division courses, numbered 300 or above.
6. Completion of at 50% of the courses required for a major at Lindenwood University.
7. A minimum cumulative grade point average 2.0 in all courses taken at Lindenwood University, as well as in the student's major of concentration.

Preparing for Graduation

It is the shared responsibility of both a student and his/her advisor to determine that all requirements for graduation have been completed by the anticipated graduation date. The advisor has the authority to approve academic work within the major; however, only the chief academic officer of the university and the registrar have the authority to certify that all requirements for graduation have been fulfilled and post a notification of degree completion on a student's transcript. Therefore, it is important that each student, as well as the advisor, track his/her own progress through a degree program by maintaining a checklist of all requirements including major and minor requirements, general education requirements, free electives, sufficient numbers of 300+ level courses, and total number of credits.

LCIE Degrees

The LCIE awards twelve different degrees, They are Bachelor of Arts

1. Business Administration
2. Christian Ministry Studies
3. Communications
 - Mass Communications Emphasis
 - Corporate Communications Emphasis
4. Criminal Justice
5. Gerontology

6. Health Management
 7. Hospitality Services Management
 8. Human Resource Management.
 9. Information Technology
- Bachelor of Science
1. Fire Science Management
 2. Mortuary Management

LCIE UNDERGRADUATE PROGRAM DESCRIPTIONS

NOTE: Program descriptions are listed alphabetically by the name of the program.

Business Administration (B.A.) Program Description

The LCIE Bachelor of Arts degree in Business Administration educates managers of business and nonprofit organizations. Many students are employed in management or are making career changes. The intent of the program is to expand skills and to provide students with a strong liberal arts and professional business background. All LCIE undergraduate degree programs contain core requirements in the liberal arts. This is particularly important to the manager because it provides the opportunity to develop cultural, human, and theoretical understandings essential for successful business interactions and effective community leadership. Throughout their studies, LCIE students gain practice in management techniques as they learn to write concise papers, make small group presentations, practice effective time management, and communicate with fellow student-professionals. The Business Administration major requires 45 semester hours in the area of business administration as listed in the core curriculum.

Core Curriculum

(Clusters are listed in the recommended sequence):

Accounting/Finance Cluster

- IBA 200 Principles of Accounting (3)
- IBA 308 Managerial Accounting (3)
- IBA 320 Principles of Finance (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 409 Special Topics in Accounting (1-3) and/or IBA 429 Special Topics in Finance (1 or 3) may substitute for one of the above courses.

Economics/Money and Banking Cluster

- IBA 211 Micro Economics (3)
- IBA 212 Macro Economics (3)
- IBA 412 Money and Banking (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 419 Special Topics in Economics (1 or 3) may substitute for one of the above courses.

Management Cluster

- IBA 330 Principles of Management (3)
- IBA 332 Human Resource Management (3)
- IBA 430 Management Policy (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 439 Special Topics in Management (1-3) may substitute for one of the above courses.

Marketing Cluster

IBA 350 Principles of Marketing (3)
IBA 353 International Marketing (3)
IBA 453 Marketing Management & Planning (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 459 Special Topics in Marketing (1 or 3) may substitute for one of the above courses.

Personal Finance/Business Law Cluster

IBA 323 Personal Finance (3)
IBA 360 Business Law (3)
IBA 420 Investments (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 479 Special Topics in Investment (1 or 3) and/or IBA 469 Cases in Business Law (1 or 3) may substitute for one of the above courses.

In addition, the student must complete IBA 499 Business Administration Capstone (3).

Business Administration Internship (optional):

IBA 450 Business Administration Internship (1-3)

Christian Ministry Studies (B.A.)

Program Description

Earning a Bachelor of Arts in Christian Ministry Studies (CMS) allows students to explore their call as they prepare for service in the Church or parachurch organization or as preparation for seminary or graduate school. Orthodox and theologically balanced, the CMS degree is built on the principle of Christian unity which means that people of many faith traditions can learn together from qualified instructors and from each other.

In addition to the LCIE General Education requirements, a B.A. in Christian Ministry Studies requires:

Biblical Survey Cluster

IRL 210 Old Testament (3)
IRL 211 New Testament (3)
IRL 325 Philosophy of Religion (3)

Vocational Orientation Cluster

IMS 120 Introduction to Christian Theology (3)
IMS 304 Vocation: Orientation, Theology and
Servant Formation (3)
IMS 323 Christian Ethics and Apologetics (3)

Interpreting Faith Cluster

IMS 221 Doctrine of Salvation and Humanity (3)
IMS 301 Hermeneutics (3)
IMS 330 New Testament Book Study (3)

Leadership Skills Cluster

IMS 310 Oral Communication in Ministry (3)
IMS 340 Old Testament Book Study (3)
IMS 351 Leadership Development (3)

World Religions Cluster

IRL 100 Introduction to Religion (3)
IRL 200 World Religions Religions (3)
IRL 202 Religion in America (3)

NOTE: In special circumstances and with the permission of

faculty advisor, IMS 381-384 (1 or 3) may substitute in one of the above clusters.

In addition, the student must complete IMS 499, Christian Ministry Studies Capstone.

Communications (B.A.)

Program Description

The Lindenwood College for Individualized Education (LCIE) Bachelor of Arts in Communications provides students with broad-based knowledge and pragmatic skills. Classes are taught by experienced communication professionals and include a wide range of offerings in both the corporate and mass communication fields. LCIE students majoring in Communications pursue individualized degrees, designed in consultation with a Faculty Advisor, a sequence of courses consistent with their particular interests and needs. Students may pursue one of three degree titles in Communications: Communications, Mass Communications, or Corporate Communications. All majors must have at least 45 hours of credits in the major. Foundation Studies in Communications (ICM 400, 405, 406) is required of all majors. This cluster introduces students to the varied field of Communications, exploring its historical evolution and cultural impacts, and the major issues, theories, and trends that mark its development and relationship to American and World cultures. To declare as a Communications major, a student must have 45 hours in the major (any combination of coursework) including Foundations Studies. To declare as a Mass Communications major, a student must have 45 hours of coursework including Foundations Studies, and at least 27 hours of Mass Communications coursework. To declare as a Corporate Communications major, a student must have 45 hours of coursework including Foundations Studies, and at least 27 hours of Corporate Communications coursework.

Foundation Studies in Communications Cluster

ICM 400 Historical Development and Trends in
Communication (3)
ICM 405 Media and Society (Ethics and the Media) (3)
ICM 406 Theories of Communication (3)
(Required of all Communications majors)

Mass Communication Emphasis Clusters

Creative Writing Cluster

ICM 311 Creative Writing Lab (3)
ICM 312 The Art of Fiction (3)
ICM 313 The Art of Poetry (3)

Advanced Creative Writing Cluster

ICM 314 Advanced Creative Writing (3)
ICM 351 Modern Poetry (3)
ICM 380 Selected Topics in Literature (3)

Documentary Expression Cluster

ICM 372 Documentary Film and Video (3)
ICM 373 Photojournalism (3)
ICM 375 Documentary Journalism (3)

Desktop Publishing Cluster

ICM 305 Desktop Publishing in the Workplace (3)
ICM 445 Information Systems Project (3)
ICM 463 Computer Based Graphics (3)

Television Production Cluster

ICM 354 Television Production (3)
ICM 358 Writing for Television (3)
ICM 359 Production Management (3)

Advanced Television Production Cluster

ICM 474 Advanced Television Production (3)
ICM 476 Advanced television Directing (3)
ICM 477 Advanced Television Editing (3)

Visual Communications Cluster

ICM 431 Design-Visual Communication (3)
ICM 432 Color Theory and Applications (3)
ICM 433 20th Century Art Applications (3)

Creative Non-Fiction Cluster

ICM 455 Literary Feature Writing (3)
ICM 456 Memoir and the Personal Essay (3)
ICM 457 Studies in Creative Non-Fiction (3)

Corporate Communication Emphasis Clusters

Group Dynamics Cluster

IHR 370 Group Dynamics (3)
IHR 371 Conflict Resolution (3)
IHR 410 Labor Economics & Industrial Relations (3)

Human Development & Training Cluster

IHR 360 Adult Learning Processes (3)
IHR 361 Career/Staff Development (3)
IHR 362 Employee Training and Development (3)

Desktop Publishing Cluster

ICM 305 Desktop Publishing in the Workplace (3)
ICM 445 Information Systems Project (3)
ICM 463 Computer Based Graphics (3)

Marketing Cluster

IBA 350 Principles of Marketing (3)
IBA 353 International Marketing (3)
IBA 453 Marketing Management and Planning (3)

Organizational Communication Cluster

ICM 460 Organizational Communications Theory (3)
ICM 461 Communications Process Analysis (3)
ICM 462 Practical Appl of Communication Processes (3)

Promotional Mix Cluster

ICM 350 Principles of Advertising (3)
ICM 389 Principles of Public Relations (3)
ICM 390 Promotion Management (3)

Public Relations Cluster

ICM 441 Group Communication (3)
ICM 442 PR Ethics (3)
ICM 443 PR Research and Planning (3)

NOTE: In special circumstances and with the permission of faculty advisor, ICM 495 (1 or 3) may substitute in one of the above clusters.

Students must also complete ICU 499 Culminating Project.

Criminal Justice (B.A.)

Program Description

The LCIE undergraduate degree in Criminal Justice requires 128 semester hours including 45 semester hours in the major itself. The Criminal Justice program is designed to provide a broad based education in the criminal justice field. Upon completion of the program, students should be prepared to enter into the criminal justice career field or pursue further academic study. Completion of the Capstone Course is a requirement for the program and may be taken only after all core course requirements have been met or concurrently with the final cluster. The capstone course will emphasize the theories and concepts of the major from an academic viewpoint as well as their practical applications in the professional setting. The course requires a mastery of the concepts within the major and integrates academic studies with issues faced by practicing professionals in their area of employment. Consequently, students should expect midterm and final examinations, case analyses, and at least one major research paper during the term of enrollment. A grade of "C" or above is necessary to pass this course.

Criminology Cluster

ICJ 200 Criminology (3)
ICJ 210 Criminal Justice Systems (3)
ICJ 225 Comparative Justice Systems (3)

Criminal Procedure Cluster

ICJ 301 Criminal Procedure (3)
ICJ 310 Criminal Law (3)
ICJ 315 Criminal Investigation (3)

The Juvenile System Cluster

ICJ 311 The Juvenile Justice System (3)
ICJ 312 Juvenile Law (3)
ICJ 313 Delinquency in Society (3)

Criminal Justice Communications Cluster

ICJ 341 Criminal Justice Communications (3)
ICJ 342 The Media & Criminal Justice (3)
ICJ 343 Criminal Justice Alternatives (3)

Policing Cluster

ICJ 300 Policing (3)
ICJ 305 Institutional and Community Corrections (3)
ICJ 440 The Victim & Crime (3)

NOTE: In special circumstances and with the permission of faculty advisor, ICJ 492-496 (1 or 3) may substitute in one of the above clusters.

Students must also complete ICJ 499 Criminal Justice Capstone (3).

Fire Science Management (B.S.)

Program Description

The Bachelor of Science in Fire Science Management is designed as both a degree completion program for students who have completed an Associate in Applied Science degree in Fire Science and as an entry-level program for students who will complete the required Fire Science courses through their training in the fire service industry. The Fire Science industry refers to the agency of the government charged with the enforcement of fire codes, the prevention of fire, the administration of medical assistance and the fighting of fires. The degree program consists of fifty-four semester hours of General Education requirements,

thirty-six hours of Business Administration requirements, and the completion of the three hour Business Administration Capstone Course. In addition, thirty-six hours of Fire Science coursework must be transferred to fulfill the requirements in the areas listed below:

Fire Science Requirements

(coursework required as transfer credit):

Firefighter I, Firefighter II, Building Construction, Hydraulics/Driver Operator, Fire Attack & Strategies, Fire Inspector, Alarm Systems, Arson Investigator, Officer I, Officer II, Instructor I, Instructor II. These Fire Science courses must include a minimum of 40 contact hours each and offer an appropriate letter grade (a pass or fail grade is not acceptable). All Fire Science transfer coursework is subject to review and approval by the Fire Science Program Manager.

Accounting Cluster

IBA 200 Principles of Accounting (3)
IBA 308 Managerial Accounting (3)
IBA 320 Principles of Finance (3)

Economics Cluster

IBA 211 Micro Economics (3)
IBA 212 Macro Economics (3)
IBA 412 Money & Banking (3)

Management Cluster

IBA 330 Principles of Management (3)
IBA 332 Human Resource Management (3)
IBA 430 Management Policy (3)

Marketing Cluster

IBA 350 Principles of Marketing (3)
IBA 353 International Marketing (3)
IBA 453 Marketing Management & Planning (3)

Students must also complete IBA 499 Business Administration Capstone (3).

Gerontology (B.A.)

Program Description

There are no typical graduates of the Gerontology program. Alumni serve as directors of retirement housing complexes, managers for senior centers, nursing home administrators, researchers, founders of home health agencies and a broad range of other careers dedicated to serving older individuals. Programs are tailored to provide areas of concentration toward a variety of career paths. The general aim of the Gerontology program is to provide a solid foundation in the theories and research in Gerontology and then allow each student to specialize in his/her particular area of interest. Students earning a Bachelor of Arts in Gerontology must complete the LCIE general education requirements, 36 credit hours of core requirements, a culminating project or capstone course, and one cluster from specialized gerontology or health courses.

Core Curriculum

Aspects of Aging Cluster

IGE 311 Sociology of Aging (3)
IGE 312 Psychological Aspects of Aging (3)
IGE 313 Physical Aspects of Aging (3)

Organization and Social Policy in Aging Cluster

IGE 320 Community Organization & Resource Allocation (3)

IGE 321 Social Policy in Gerontology (3)
IGE 322 Service Provision to the Elderly (3)

Counseling and Assessment Cluster

IGE 440 Multi-disciplinary Geriatric Assessment (3)
IGE 441 Counseling Older Adults (3)
IGE 443 Mental Health Issues in the Elderly (3)

Research Methods and Literature Review in Gerontology Cluster

IGE 444 Research Methods in Gerontology (3)
IGE 445 Literature Review in Aging (3)
IGE 446 Using Statistics in Gerontology (3)

Elective Clusters

Nursing Home Industry Cluster

IGE 325 Historical Overview of Nursing Home Industry (3)
IGE 326 Role of Management in Long-Term Care (3)
IGE 327 Regulations Concerning Long-Term Care Industry (3)

Legal/Economic Issues in Elder Health Care Cluster

IGE 447 Law and Aging (3)
IGE 448 Economics of Aging (3)
IGE 449 Issues of Abuse and Neglect of Older Adults (3)

NOTE: In special circumstances and with the permission of faculty advisor, IGE 393 (1 or 3) may substitute in one of the above clusters.

Students must also complete either ICU 499 Culminating Project (1) or IHM 499 Health Management Capstone (3).

Health Management (B.A.)

Program Description

The LCIE Health Management degree prepares students for management positions in a variety of health care environments, including but not limited to, hospitals, ambulatory care, long-term care, health promotion/wellness, or community care organizations. The program is based upon curriculum content recommended by the Accrediting Commission on Education for Health Services Administration. The intent of the program is to expand upon existing skills and to give the student a strong liberal arts and professional health and business background. Students majoring in Health Management will complete the LCIE General Education requirements, 36 credit hours of core requirements (listed below), a capstone course and one 9 credit hour cluster from an area of specialty in health management, gerontology, or information technology. A total of 128 credit hours are required to graduate.

Core Curriculum

Employee Supervision Cluster

IHR 357 Employee Supervision (3)
IHR 358 Legal Issues for Human Resource Management (3)
IHR 359 Performance Management/Performance Appraisal Systems (3)

Foundation of Management Cluster

IHM 301 Ethical Issues In Health Care Management (3)
IHM 302 Management in Health Care (3)
IHM 340 Organizational Concepts (3)

Health Policy Cluster

IHM 460 Health Care Delivery in the USA (3)

IHM 461 Health Care Policy & Research (3)
IHM 462 Health Care Reform (3)

Accounting Cluster

IBA 200 Principles of Accounting (3)
IBA 308 Managerial Accounting (3)
IBA 320 Principles of Finance (3)

Students must also complete one cluster in the area of the student's interest. Selection of a cluster may be made from the following clusters in the areas of Health Management, Gerontology, and Information Technology.

Health Care Finance Cluster

IHM 476 Essentials of Health Care Finance (3)
IHM 477 Health Care Finance (3)
IHM 478 Economics of Health and Medical Care (3)

Health Law Cluster

IHM 333 Legal Issues in Health Care (3)
IHM 334 Govern. Organization & Health Care Industry (3)
IHM 335 Cases in Health Care Administration (3)

Information Systems Cluster

IIT 240 Introduction to Information Systems (3)
IIT 362 Fund of Management Information Systems (3)
IIT 365 Microcomputer Applications/Case Studies (3)

Managed Care Cluster

IHM 480 Essentials of Managed Care (3)
IHM 481 Medicare, Medicaid, Legal & Regulatory Issues (3)
IHM 482 Contracting in a Managed Care Environment (3)

NOTE: In special circumstances and with the permission of faculty advisor, IHM 493-495 (1 or 3) may substitute in one of the above clusters.

Students must also complete IHM 499 Health Management Capstone (3).

Hospitality Services Management (B.A.) Program Description

The HSM program at Lindenwood University is designed as a Bachelor's Degree completion program for students who have already earned an Associate Degree in Applied Science in Hospitality studies, or the equivalent classes. The Bachelor of Arts in Hospitality Services Management educates food service professionals in the areas of business and management. The Lindenwood program accepts sixty-six semester hours of transfer credit from a regionally accredited academic institution and requires the completion of sixty two semester hours at Lindenwood University. Using coursework from the business administration degree in the LCIE program or equivalent day school classes, the hospitality services management degree focuses on the importance of continued improvement of oral, written, and analytical skills. In addition, this program requires hands on training through a practicum and an internship with a qualified employer in the industry.

Core Curriculum (required of all HSM majors)

Accounting Cluster

IBA 200 Principles of Accounting (3)
IBA 308 Managerial Accounting (3)
IBA 320 Principles of Finance (3)

Cross Cultural Cluster

IHS 100 Human Community (3)
ICL 330 Cross Cultural Focus (3)
ICL 331 Cross Cultural Focus (3)

Management Cluster

IBA 330 Principles of Management (3)
IBA 332 Human Resource Management (3)
IBA 430 Management Policy (3)

Marketing Cluster

IBA 350 Principles of Marketing (3)
IBA 353 International Marketing (3)
IBA 453 Marketing Management (3)

Humanities Cluster

IPH 100 Introduction to Philosophy (3)
IEN 201 World Literature & Ideas (3)
IRT 210 Concepts of Visual Arts (3)

In addition, students must complete the following Professional Emphasis Courses: in their Junior year, IHS 439 Practicum in Hospitality Services Management (4); in their Senior year, IHS 450 Internship in Hospitality Services Management (12); and IBA 499 Business Administration Capstone (3).

Human Resource Management (B.A.) Program Description

The Human Resource Management (HRM) program focuses on organizational theory and the behavior of individuals within organizations, including issues of management theory, employee productivity, motivation, and leadership. Action, analytical, and interpersonal skills are stressed. Clusters deal with current issues in personnel and focus on such topics as training and development, performance appraisal, conflict resolution, and legal issues. Students earning a Bachelor of Arts Degree in HRM will complete the University general education requirements, the 45 semester hour core curriculum, and the capstone course.

Accounting Cluster

IBA 200 Principles of Accounting (3)
IBA 308 Managerial Accounting (3)
IBA 320 Principles of Finance (3)

Adult Learning Cluster

IHR 360 Adult Learning Processes (3)
IHR 361 Career/Staff Development (3)
IHR 362 Employee Training and Development (3)

Supervision Cluster

IHR 357 Employee Supervision (3)
IHR 358 Legal Issues for Human Resource Management (3)
IHR 359 Performance Management/Performance Appraisal Systems (3)

Group Dynamics Cluster

IHR 370 Group Dynamics (3)
IHR 371 Conflict Resolution (3)
IHR 410 Labor Economics & Industrial Relations (3)

Management Cluster

IBA 330 Principles of Management (3)
IBA 332 Human Resource Management (3)
IBA 430 Management Policy (3)

NOTE: In special circumstances and with the permission of faculty advisor, IHR 492 (1 or 3) may substitute in one of the above clusters.

Students must also complete IBA 499 Business Administration Capstone (3).

Information Technology (B.A.)

Program Description

The Lindenwood College for Individualized Education (LCIE) Bachelor of Arts degree in Information Technology provides a wide range of courses for students interested in the information age. Classes are taught by experienced professionals in the various areas. The LCIE general education requirements of the university must be met by each student. The Bachelor of Arts in Information Technology requires forty-five (45) semester hours of credit in the major.

In general, the Foundations in Information Systems cluster will be the first computer cluster taken. Either one three-hour Introduction to Programming course and transfer credit in two acceptable math classes or the Essential Computer Mathematics Cluster is required for all majors. Students must complete the remaining LCIE general education requirements.

The student will work with a Faculty Advisor to determine an appropriate sequence of courses from the following lists of nine credit hour clusters and individual three semester hour courses.

Foundations in Information Systems Cluster

(Required of all IT majors)

- IIT 240 Introduction to Information Systems (3)
- IIT 362 Fundamentals of Mgt Information Systems (3)
- IIT 365 Microcomputer Applications/Case Studies (3)

Essential Computer Mathematics Cluster

(This cluster satisfies the general education requirement in mathematics and does not count as part of the 45 hours required in the major. Prerequisite: Foundations in Information Systems Cluster)

- IMH 110 Essential Computer Mathematics (3)
- IMH 210 Introduction to Programming (3)
- IMH 311 Quantitative Computer Application (3)

NOTE: Students who transfer in two math courses at the college algebra or above level may complete the requirement by taking one three credit hour introduction to programming course

Computer Networking Fundamentals Cluster

- IIT 321 Networking Essentials (3)
- IIT 322 Network Applications (3)
- IIT 323 Network Case Study and Implementation(3)

Advanced Networking Cluster

(Prerequisite: Networking Fundamentals Cluster or equivalent experience)

- IIT 421 General Network Administration (3)
- IIT 422 Network Applications – Client Server (3)
- IIT 423 Problem Solving – Network Applications (3)

Web Design Cluster

- IIT 377 Fundamentals of HTML (3)
- IIT 378 Applications in Web Development (3)
- IIT 379 Applications in Web Site Publishing (3)

Advanced Web Design Cluster

- (Prerequisite: Web Design Cluster or equivalent experience)
- IIT 477 Fundamentals of User Interface Design (3)
- IIT 478 Applications in Object-Oriented Web Development (3)
- IIT 479 Applications in Multi-Tiered Web Programming (3)

Database Analysis and Design Cluster

- IIT 351 Database Analysis and Design (3)
- IIT 452 Database Application Implementation (3)
- IIT 453 Database Project Implementation (3)

Desktop Publishing Cluster

- ICM 305 Desktop Publishing in the Workplace (3)
- ICM 463 Computer Based Information Systems (3)
- ICM 445 Information Systems Projects (3)

Operating Systems Cluster

- IIT 311 Operating System Concepts (3)
- IIT 312 Practical Operating System Skills (3)
- IIT 313 Operating System Evaluation (3)

Project Management Cluster

(required of all IT majors)

- IIT 331 Project Cost & Schedule Estimating (3)
- IIT 432 Project Management Process (3)
- IIT 433 Cost and Scheduling Applications (3)

In addition, students must also complete IIT 499 Information Technology Capstone (3).

Three Semester Hour Courses

The following courses may be incorporated into the Information Technology degree. They are taught in the traditional format rather than in the LCIE format. The programming, database, and information system courses are offered in the evenings. Complete catalog descriptions of each course can be found under the majors of Business Administration and Communications in the semester catalog.

- BA 240 Introduction to Information Systems
- BA 340 COBOL I
- BA 341 COBOL II (prerequisite: BA 340)
- BA 342 Programming in Visual Basic
- BA 343 Programming in C++
- BA 347 Advanced Programming in Visual Basic
- BA 370 Introduction to Management Science
- BA 410 Java Programming
- BA 441 Database Design and Management
- BA 442 Information Systems Analysis and Design
- BA 443 Management of Information Technology
- BA 449 Special Topics in MIS
- COM 305 Desktop Publishing
- COM 307 Writing for Electronic Media

An emphasis is not required. However, a student majoring in Information Technology might choose clusters or combinations of clusters and three-hour courses from the following emphases:

Networking/Operating Systems Emphasis

Advanced Networking Cluster

(Prerequisite: Networking Fundamentals Cluster or equivalent experience.)

- IIT 421 General Network Administration (3)
- IIT 422 Network Applications – Client Server (3)
- IIT 423 Problem Solving – Network Applications (3)

Computer Networking Fundamentals Cluster

IIT 321 Networking Essentials (3)
IIT 322 Network Applications (3)
IIT 323 Network Implementation—A Case Study and Simulation (3)

Operating Systems Cluster

IIT 311 Operating System Concepts (3)
IIT 312 Practical Operating System Skills (3)
IIT 313 Operating System Evaluation (3)

Project Management Cluster

IIT 331 Project Cost & Schedule Estimating (3)
IIT 432 Project Management Process (3)
IIT 433 Cost and Scheduling Applications (3)

The three credit hour courses that will satisfy part of the Networking/Operating Systems Emphasis requirements are: BA 342, BA 347, BA 441, BA 442.

Programming/Database Emphasis

Advanced Web Design Cluster

(Prerequisite: Web Design Cluster or equivalent experience)
IIT 477 Fundamentals of User Interface Design (3)
IIT 478 Applications in Object-Oriented Web Develop (3)
IIT 479 Applications in Multi-Tiered Web Program (3)

Database Analysis and Design Cluster

IIT 351 Database Analysis and Design Concepts (3)
IIT 452 Database Application Implementation (3)
IIT 453 Database Project Implementation (3)

Operating Systems Cluster

IIT 311 Operating System Concepts (3)
IIT 312 Practical Operating System Skills (3)
IIT 313 Operating System Evaluation (3)

Project Management Cluster

IIT 331 Project Cost & Schedule Estimating (3)
IIT 432 Project Management Process (3)
IIT 433 Cost and Scheduling Applications (3)

The three credit hour courses that will satisfy part of the Programming/ Database Emphasis requirements are: BA 410, BA 340, BA 341, BA 342, BA 343, BA 347, BA 441, BA 442.

Multimedia Emphasis

Advanced Web Design Cluster

(Prerequisite: Web Design Cluster or equivalent experience)
IIT 477 Fundamentals of User Interface Design
IIT 478 Applications in Object-Oriented Web Development
IIT 479 Applications in Multi-Tiered Web Programming

Desktop Publishing Cluster

ICM 305 Desktop Publishing in the Workplace (3)
ICM 445 Information Systems Projects (3)
ICM 463 Computer Based Graphics (3)

Project Management Cluster

IIT 331 Project Cost & Schedule Estimating (3)
IIT 432 Project Management Process (3)
IIT 433 Cost and Scheduling Applications (3)

Web Design Cluster

IIT 377 Fundamentals of HTML (3)
IIT 378 Applications in Web Development (3)
IIT 379 Applications in Web Site Publishing (3)

The three credit hour courses that will satisfy part of the Multimedia Emphasis requirements are: COM 305 and COM 307.

Post-Bachelor's Certificate in Information Technology

Program Description

The Post-Bachelor's Certificate in Information Technology is intended for individuals who already have a bachelor's degree in a non related major and who feel that they need skills in information technology. The certificate is a professional program offered through the Lindenwood College for Individualized Education (LCIE). Courses are offered in the cluster format characteristic of LCIE. The certificate requires 45 semester hours of coursework, which can be obtained in five quarters. Up to 9 hours of this coursework can be obtained through experiential learning by those students having designated professional certifications or experience. The student will work with a faculty advisor to determine an individualized overview and curriculum.

Core Curriculum

(Recommended sequence may be altered to accommodate individual students' needs)

Computing Networking Fundamentals Cluster

IIT 321 Networking Essentials (3)
IIT 322 Network Applications (3)
IIT 323 Network Case Study and Implementation (3)

Database Analysis and Design Cluster

IIT 351 Database Analysis and Design (3)
IIT 452 Database Application Implementation (3)
IIT 453 Database Project Implementation (3)

Essential Computer Mathematics Cluster

IMH 110 Essential Computer Mathematics (3)
IMH 210 Introduction to Programming (3)
IMH 311 Quantitative Computer Applications (3)

Operating Systems Cluster

IIT 311 Operating System Concepts (3)
IIT 312 Practical Operating System Skills (3)
IIT 313 Operating System Evaluation (3)

Project Management Cluster

IIT 331 Project Cost & Schedule Estimating (3)
IIT 432 Project Management Process (3)
IIT 433 Cost and Scheduling Applications (3)

Mortuary Management (B.S.)

Program Description

The LCIE Bachelor of Science in Mortuary Management degree educates Funeral Service Professionals in the areas of business management. The degree is designed as a degree-completion program for students who have already earned an Associate in Applied Science degree in Funeral Service. The intent of the program is to expand existing skills and to provide students with a strong liberal arts and professional business background. A student who has earned an Associate in Applied Science degree in Funeral Service from a college

or university that has regional accreditation or is accredited by the American Board of Funeral Service Education (ABFSE) is eligible for admission to Lindenwood's Mortuary Management degree program in the LCIE. Students may transfer sixty-four (64) semester hours to Lindenwood from their Associate in Applied Science in Funeral Service Education Program toward the Bachelor of Science in Mortuary Management. The Baccalaureate Degree at Lindenwood requires the completion of 128 semester hours.

Core Curriculum

(Required of all Mortuary Management majors)

Accounting Cluster

IBA 200 Principles of Accounting (3)
IBA 308 Managerial Accounting (3)
IBA 320 Principles of Finance (3)

Cross Cultural Cluster

IHS 100 Human Community (3)
ICL 330 Cross Cultural Focus (3)
ICL 331 Cross Cultural Focus (3)

Management Cluster

IBA 330 Principles of Management (3)
IBA 332 Management of Personnel Systems (3)
IBA 430 Management Policy (3)

Marketing Cluster

IBA 350 Principles of Marketing (3)
IBA 353 International Marketing (3)
IBA 453 Marketing Management (3)

Humanities Cluster

IPH 100 Introduction to Philosophy (3)
IEN 201 World Literature and Ideas (3)
IRT 210 Concepts of Visual Arts (3)

Math/Statistics Cluster

IMH 141 Statistics (3)
IMI 220 Research Design & Methodology (3)
IMH 310 Quantitative Mgmt Applications (3)

Professional Emphasis

(Select One Cluster)

Employee Supervision Cluster

IHR357 Employee Supervision (3)
IHR 358 Legal Issues for HRM (3)
IHR 359 Performance Management (3)

Information Systems Cluster

IIT 240 Introduction to Information Systems (3)
IIT 362 Fundamentals of MIS (3)
IIT 365 Microcomputer Applications (3)

Sociology of Aging Cluster

IGE 311 Sociology of Aging (3)
IGE 312 Psychological Aspects of Aging (3)
IGE 313 Physical Aspects of Aging (3)

In addition, students must also complete IBA 499 Business Administration Capstone (3).

LCIE UNDERGRADUATE COURSE DESCRIPTIONS

NOTE: Course descriptions are listed alphabetically by degree program.

GENERAL EDUCATION

Communications Cluster

ICM 101 Communications I (3) This course is an intensive review of the English language and its use in college-level writing. Concepts include the mechanics of written discourse, sentence structure, paragraph development, and essay organizations. Students use models from English prose and poetry for discussion and composition topics.

ICM 102 Communications II (3) This course is a continuation of Communications I with special attention to skills involved in writing a major analytical research project, including how to gather and organize viable data. In addition, students learn how to communicate in small group settings. These concepts include problem-solving, leadership styles, and roles of a group member.

ICM 104 Literary Types (3) This course is a study of English prose and poetry; work of major writers studied in terms of the particular school or movement to which they belong.

Cross Cultural Cluster

(Note: This cluster consists of IHS 100 and any two courses in groups as follows: ICL 320 and ICL 321; ICL 330 and ICL 331; ICL 341 and ICL 342; ICL 351 and ICL 352; ICL 312 and ICL 337; ICL 310 and ICL 350; ICL 361 and ICL 362; ICL 364 and ICL 365.)

IHS 100 A History of Human Community (3) This course is a study of the growth of traditional societies around the world and their recent transformation by the urban, industrial revolution. The first half term focuses on the evolution of the major world civilizations and their differences and similarities. The second half-term deals with the impact of the urban and industrial revolutions on these civilizations and their reactions to the modern world.

ICL 320 Chinese Art & Culture (3) This course is an exploration of Chinese cultural traditions, attitudes, and values through a study of Chinese art and related concepts and ideas.

ICL 321 Issues in Modern China (3) This course is a survey of major trends of thought, culture, politics, philosophy, and religion in China during the modern period. Emphasis will be on how these trends have affected the historical development of China and its current policies.

ICL 330 Japanese Art & Culture (3) This course is an exploration of Japanese cultural traditions, attitudes, and values through the study of Japanese art and related concepts and ideas.

ICL 331 Issues in Modern Japan (3) A This course is a study of significant current issues in Japan regarding business and government policies.

ICL 341 Politics and Culture in 20th Century Africa (3) This course

will survey African political and cultural thought in the 20th century as it interacts with non-African attempt to assimilate and transform Western Political influences.

ICL 342 The African Continuum: Africa and Its Diaspora (3) This course is an overview of the survival techniques and spiritual relationship that exist among peoples of African descent as expressed through African, Afro-Caribbean, and Afro-American literature in the modern period.

ICL 351 Art and Culture of India (3) This course is a survey of Indian art and architecture, with attention to Hindu, Islamic, and European influences and ideas.

ICL 352 Literature of India (3) This course includes selected readings in Indian sacred literatures as well as in writings by modern Indian authors in working in essay, drama, poetry, or fiction.

ICL 312 History of Russia II (3) This course consists of an historical and cultural study of the USSR and a survey of Russian history focusing upon the twentieth century. John Reed, Gorbachev, and standard text of Russian history will be read in this course. Cultural studies included.

ICL 337 Russian Authors (3) This course consists of readings in Russian cultural life and Russian literature and is a survey of the literary traditions of Russia with comparisons and contrasts to the Soviet literature of the Twentieth century. Literary themes and their relationship to issues in Russian life will be of special interest.

ICL 310 Native American Indian (3) This course is an examination of the origins, traditional culture, and current situation of Native Americans. Attention is given to the history of Indian/White relations.

ICL 350 Myth and Civilization (3) This course is an introduction to the myths that have been understood as origins of civilization and culture. Readings include tales of creation and myths concerning the origins of organized society. The readings provide information and understanding about the functioning of myth as it survives in the present.

ICL 361 Art and Culture of Latin America (3) This course is an exploration of the rich multicultural heritage of the Spanish- and Portuguese speaking countries of Latin America through a study of their art, music, festivals, and related topics.

ICL 362 Issues in Modern Latin America (3) This course is a survey of major trends in current thought, politics, economics, societal relations, and religion, as they pertain to problems now confronting the region.

ICL 364 Issues in Modern Germany (3) This course is a survey of the rich history of Germany, from first attempts to knit together medieval principalities to form a German nation to its position today in the European Union. This course will raise awareness of cultural issues and give new insights on modern politics and everyday life in Germany.

ICL 365 German Artists & Authors (3) This course is an introduction to the rich and diverse culture of German literature, music, and art, from the poets of Romanticism to Kafkaesque existential guilt; from Bach, Beethoven and Brahms to Teckno;

from Duerer to Beckmann.

Humanities Cluster

IEH 201 World Literature and Ideas I (3) This course is a study of ideas that have shaped civilizations, Western and non-Western, with emphasis on the literature of various cultures and periods. The first semester of the sequence deals with Far and Near Eastern cultures and Western culture from Ancient Egypt through the Middle Ages.

IPH 100 Introduction to Philosophy (3) This course is designed to introduce the student to the activity of philosophy by studying the ways in which a number of important philosophical schools have attempted to deal with such major concerns as proof the existence of God, the challenges of science and materialism to free will, the basis for human knowledge, and the justification of moral beliefs.

IRT 210 Concepts of Visual Arts (3) This course is a study of selected works in the visual arts that examines the role the arts have traditionally played in society, drawing upon examples from a variety of cultures and historical periods. Emphasis will be placed on the analysis and interpretation of works of art in varied media from the points of view of aesthetics, style, social function, and the expression of cultural values.

Computer Math Cluster

IMH 110 Essential Computer Mathematics (3) This course is a brief introduction to the mathematics needed by students studying either computer science or information technology. Topics for this course include sets, functions and relations, number systems, Boolean algebra, recursion, counting, matrices, and graphs.

IMH 210 Introduction to Programming (3) This course will examine basic programming logic and concepts with a focus on solving common math problems. Concepts covered will include variables and data types, simple statements, loops, conditional statements, arrays, methods, and functions.

IMH 311 Quantitative Computer Applications (3) This course emphasizes problem solving skills needed in management and finance. Topics include quantitative methods in banking, investments, taxes, financial indices, personal finance, and decision making.

Math/Statistics Cluster

IMH 141 Statistics (3) This course is an introduction to the theory and applications of descriptive and inferential statistics including probability, random variables, expected values, probability distribution functions, and hypothesis testing.

IMH 220 Research Design and Methodology (3) This is the first course in collecting, organizing, and drawing conclusions from data. Topics include sampling, first steps in statistical design of experiments, ethical problems, correlation, association and causation, and prediction.

IMH 310 Quantitative Management Applications (3) This course emphasizes problem solving skills needed in management and finance. Topics include quantitative methods in banking, investments, taxes, financial indices, personal finance, and decision making.

Natural Science Cluster

INS 101 Modern Topics in Environmental Science (3) This course is a survey of environmental issues and problems such as global climate change, destruction of stratospheric ozone, ocean pollution, earthquake geology, and loss of bio-diversity.

INS 202 Science and the 21st Century (3) This course addresses issues such as genetic manipulation and diversity, advances in modern scientific technology, and potential diseases of the new millennium.

INS 303 Science, Public Policy, and Public Values (3) In this course, students investigate the morality of scientific experimentation, questions on balancing population, how scientific technology affects public opinions and awareness of world policies, and other topics of current interest.

Social Science Cluster

IPY 100 Principles of Psychology (3) This course is an introduction to behavioral science, focusing on the study of perceptual, learning, and motivational processes. Students will explore basic psychological concepts, methods, and findings leading to an understanding of human behavior.

ISC 102 Basic Concepts of Sociology (3) This course is an introduction to the basic concepts and theories that enable us to understand and explain human group behavior in various social contexts. Application of sociological concepts to socialization, social interaction, groups, stratification, contemporary industrial society and Third World Societies, ethnic groups, social change, and social institutions.

IPS 155 American National Government (3) This course is a survey of the structures, principles, and decision-making processes of the institutions of American national government, with selected studies of particular policy areas.

BUSINESS ADMINISTRATION (B.A.)

Accounting Cluster

IBA 200 Principles of Accounting (3) This course is a basic study of the financial aspects of asset resources including their nature, valuation, sources, and uses in operations; transaction analysis within the accounting information processing system and cycle, and income and financial position measurements and reporting.

IBA 308 Managerial Accounting (3) This course is designed to provide students not concentrating in accounting with an understanding of the utilization of internal accounting data for management planning and decision making.

IBA 320 Principles of Finance (3) This course examines the fundamentals of financial management which include planning, budgeting, and control, also external sources and methods of capital acquisition. Students will study the evolution, functions, and practices of the many types of financial intermediaries with which the firm must interface.

Economics/Money & Banking Cluster

IBA 211 Micro Economics (3) This course examines the scope and method of economics as well as the market economy, demand,

supply, and the price system and market structures, distribution of income, current problems that be investigated by micro-economic analysis.

IBA 212 Macro Economics (3) Students will investigate the national income measurement and determination; consumption, investment, and saving; the cyclical nature of economic activity; role of money and financial institutions, economic growth; international economic relationships.

IBA 412 Money & Banking (3) Topics examined in the course include the nature and functions of money and banks, the development of the American banking system, the organization and function of the Federal Reserve System, and monetary and fiscal policy.

Management Cluster

IBA 330 Principles of Management (3) This course will delve into the development of the understanding of organizations and of the decision-making skills required in management positions and include an examination of the various concepts of management and the basic functions of management planning, organizing, motivating, and controlling. The planning of goals, changes, progression of people, and managerial value systems will be investigated.

IBA 332 Human Resource Management (3) This course is designed to provide basic understanding of the field of industrial relations including personnel management and labor relations. Labor relations that deal with activities impacting employees as members of a collective bargaining unit as they relate to management goals will be reviewed. Personnel management as it is concerned with those activities related to individuals and their employment and employers will also be examined.

IBA 430 Management Policy (3) This course consists of the development of the understanding of the top management views of organizations and the understanding the formulation and scope of general policy to direct the activities of the organization, including methods of determining objectives, developing plans to achieve objectives, measurement of results, reappraisal of objectives, and ability to react to evolving situations.

Marketing Cluster

IBA 350 Principles of Marketing (3) This class is designed to define the marketing function in order to provide an understanding of the macro and micro view of presenting goods and services to the users. The macro marketing view will encompass an interdisciplinary approach to the analysis of economic functions in which an organization offers its goods and services. The micro marketing view will analyze the organizations preparation, methods, and goals in presenting its goods and services in the marketplace. Emphasis will be on the student gaining a working knowledge of the vocabulary, principles, and theory of marketing.

IBA 353 International Marketing (3) This course will examine the significance of international markets to American firms. Tariffs, social and cultural restrictions, economic and political environments, and legal restrictions will be discussed as well as the international distribution system, international pricing decisions, and international marketing research.

IBA 453 Marketing Management and Planning (3) Students will develop the ability to identify, organize, and manage the marketing function in the organization with the other functional areas of the organization as well as to identify marketing problems, investigate alternative solutions, and render decisions as a member of a marketing team.

Personal Finance/Business Law Cluster

IBA 323 Personal Finance (3) This course is a study of consumer credit, interest rates, real estate, risk management (insurance) income tax, estate planning, and the application of same to the individual.

IBA 360 Business Law (3) This course is an introduction to the sources of law and the judicial function, contracts, agency and employment, partnerships, and corporations. Federal regulations of business/health, including insurance, sales, commercial papers, real and personal property, secured transactions, debtors' and creditors' rights will be examined.

IBA 420 Investments (3) This course is a survey and analysis of particular types of investment securities and vehicles, public and relation stock companies, bonds, various types of securities, real estate, various government and private financial paper. It will serve as a survey of the basis for investment decisions and the management of investment portfolios.

Small Business Cluster

IBA 356 Introduction to Small and Growing Companies (3) This course will begin with small business management and expand into the particular issues faced by growing organizations with a brief look at family-controlled organizations. A "macro" view of small business as a political, economic, and cultural cause and consequence will also occur throughout the term. A variety of educational methods will be employed to provide a broad range of learning experiences such as lectures, guest speakers, group discussion, video presentations, case analysis, and field work projects.

IBA 357 New Venture Formation (3) This course focuses on analytical techniques used to create and evaluate new concepts and new business operations. Students study the process of feasibility analysis for new business ventures or projects from the time of the generation of the concept through critical concept analysis, opportunity screening, and pre-feasibility study, include the financial aspects in starting a business. Students prepare a feasibility study as a term project and may use the completed study as the initial step in writing a business plan.

IBA 358 Small Business Management (3) The objective of this course is to examine the necessary functional skills to operate a small business. The underlying assumptions are that the business is around \$1 million in sales volume, fewer than 20 employees, a mission of stability over growth and is probably in the retail/service sector. The course will develop an understanding and knowledge of the way the critical areas of law, human resources, finance/accounting, marketing, and management are integrated and applied for successful small business management.

CHRISTIAN MINISTRY STUDIES (B.A.)

Vocational Orientation Cluster

IMS 120 Introduction to Christian Theology (3) This course is an overview of the foundational teachings of Christianity, approached from a faith perspective. Attention will be given to theology proper (doctrine of God), Christology (including His person and work), pneumatology (doctrine of the Holy Spirit), anthropology (doctrine of humanity), ecclesiology (doctrine of the church), soteriology (doctrine of salvation), doctrine of revelation, and eschatology (doctrine of the end times). Some attention will be given to the historical development of doctrine, significant theological controversies, and theological distinctions between various denominations and faith perspectives within evangelical Christianity.

IMS 304 Vocation: Orientation, Theology and Servant Formation (3) This course will first orient students to vocational ministry by using Biblical theology as the primary resource. Ongoing servant formation is vital while active in vocational ministry. So, this course will examine basic spiritual disciplines such as personal Bible study, prayer and private devotions, financial stewardship, fasting, and confronting temptations and trials for cultivating servant formation.

IMS 323 Christian Ethics and Apologetics (3) This combined Ethics and Apologetics course will cover both theory and practice. The ethics portion of the course will briefly cover the philosophy of ethics and different ethical systems. The apologetics portion of the course will cover basic principles for defending Christianity against common objections such as: why is there suffering in the world? and why is Jesus the only way to God? For both topics, case studies will be used to facilitate the integration of "head and heart."

World Religions Cluster

IRL 100 Introduction to Religion (3) This course is an introduction to the academic study of religion. It is not intended to convince students of the truth (or falsehood) of any particular religious beliefs, but rather to develop an understanding of the religious aspect of being human. Topics may include the definition of religion, religion and ethics, religion and Western culture, and theological topics such as the problem of evil.

IRL 150 World Religions (3) This course aims to familiarize the student with the great religious systems of the world. Specific attention is given to Hinduism, Buddhism, Taoism, Confucianism, Judaism, Christianity, and Islam.

IRL 202 Religion in America (3) This course is an overview of the history and development of the major religious tradition in the United States, beginning with the Puritans and concluding with contemporary religious movements. Included are the beliefs, programs, and organizations of the major Protestant denominations, the Roman Catholic Church, and Judaism, along with ethno-religious groupings, ecumenical movements, and church-state relations.

Interpreting Faith Cluster

IMS 221 – Doctrine of Salvation and Doctrine of Humanity (3) This course is a survey of the biblical teachings concerning salvation, as well as the historical development of various schools of

thought. Attention will be given to the issues of eternal security, the extent of the atonement, and the work of the Holy Spirit in the conversion process. Additionally, this course will serve as a survey of the biblical teachings concerning human beings in relation to God, creation, and other humans. Attention will be given to the understandings of anthropology in the teachings of several major theologians of the church. Contemporary views of human nature will be discussed and evaluated. (Prerequisite: IMS 120).

IMS 301 Hermeneutics (3) This course is a study of the principles of biblical interpretation. Attention will be given to the historical, geographical, linguistic, and cultural settings of the Bible. Prevalent hermeneutical errors will be identified and addressed. Significant attention will also be given to the doctrines of revelation, biblical inspiration, and biblical authority.

IMS 330 New Testament Book Study (3) This course is a study of a selected book in the New Testament based on the English text. (May be taken more than once for credit if a different book is studied.)

Biblical Survey Cluster

IRL 210 Old Testament (3) This course is an introduction to the analytical (or “critical”) study of the Old Testament, which assumes no particular denominational or faith standpoint. The course familiarizes students with the content of the Old Testament by teaching them to use reasoning abilities and the methods developed by modern critical scholars to understand that content.

IRL 211 New Testament (3) This course is an introduction to the analytical (or “critical”) study of the New Testament, which assumes no particular denominational or faith standpoint. The course familiarizes students with the content of the New Testament by teaching them to use reasoning abilities and the methods developed by modern critical scholars to understand that content.

IRL 325 Philosophy of Religion (3) This course is a survey of the philosophical investigation of religion. Topics examined may include arguments for and against the existence of God; the basis in reason and experience for religious faith; problems of religious language; the conflicting claims to truth of different religions; and human destiny after death.

Leadership Skills Cluster

IMS 310 Oral Communication in Ministry (3) This course is a study of sermon/lesson construction and delivery. Attention will be given to principles of successful communication, platform techniques, use of analogy and illustration, and general speaking qualifications within the context of cultural appropriateness.

IMS 340 Old Testament Book Study (3) This course is a study of a selected book in the Old Testament based on the English text. (May be taken more than once for credit if a different book is studied.)

IMS 351 Leadership Development (3) This course is an overview of basic leadership principles as applied to Christian ministry, formulating an organized system of recruitment, accountability, training, encouragement, motivation and vision casting.

COMMUNICATIONS (B.A.)

Creative Non-Fiction Cluster

ICM 455 Literary Feature Writing (3) This course will consist of writing fully developed articles with an emphasis on creative language in reporting everyday life, personality profiles, travel, entertainment, and documentary narrative for magazines and newspapers; study includes fundamentals of journalism, interviewing, reporting, research and how to gauge the needs of publications and sell freelance stories.

ICM 456 Memoir and the Personal Essay (3) Students will use memory and reflection as a creative source and storytelling techniques to enhance non-fictional presentations. Students will also examine of the use of voice, style, character development, plot and sense of place.

ICM 457 Studies in Creative Non-Fiction (3) This course consists of selected readings and analysis of exemplary and experimental writings in literary journalism, memoir and related fields.

Creative Writing Cluster

ICM 311 Creative Writing Lab (3) This course will examine the 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.

ICM 312 The Art of Fiction (3) This course consists of readings in short fiction by major authors with special attention to character, theme, and style and introduces aesthetic concepts and strategies ranging from realistic to abstract modes.

ICM 313 The Art of Poetry (3) This course consists of readings in poetry ranging from tribal times to present. Views of poetry’s connection to human spirituality, to societies, and to the individual will be discussed.

Advanced Creative Writing Cluster

ICM 314 Selected Topics in Literature (3) This class is an advanced workshop course that will concentrate on one or more of the following forms: poetry, short fiction, playwriting, or non-fiction.

ICM 351 Modern Poetry (3) Poetry from 1900 to the present, principally English and American but with selections in translation from other cultures will be read. Readings include poetry representing the growing importance of women and other writers who have not previously been in the mainstream of poetic tradition.

ICM 380 Selected Topics in Literature (3) This course is a concentrated study and analysis of specific authors, genres, or topics in English, American and World Literatures. The course may be repeated as the topics vary.

Desktop Publishing Cluster

ICM 305 Desktop Publishing in the Workplace (3) Using desktop publishing tools, students will design projects that meet personal and professional goals.

ICM 445 Information Systems Projects (3) This course acquaints the student with the gathering and displaying of information from various sources: e.g. databases, desktop office presentations, teleconferencing, and in house video training. Students develop projects in business communications.

ICM 463 Computer Based Graphics (3) This course is a survey of hardware components, software, varieties of systems applications, particularly for large organizations and serve to introduce students to current issues in computer technology: Office automation, artificial intelligence, etc. Individualized study in a selected issue is a part of this course.

Documentary Expression Cluster

ICM 372 Documentary Film and Video (3) This course defines documentary from its beginning and traces its development in subject, techniques, and impacts on American and European societies.

ICM 373 Photojournalism (3) This course is the history of photojournalism from its inception in the 19th Century to the present. It features the study of important developments, techniques, and styles in the field from magazines to newspapers and the individual photographers responsible for those developments.

ICM 375 Documentary Journalism (3) This course traces the development of documentary and investigative journalism from its origins to the present with concentration on various styles, methods, and subject matters of recent documentary books, including informational journalism, propaganda, and new journalism.

Foundation Studies In Communication Cluster

ICM 400 Historical Development and Trends in Communication (3) This course is an overview of the communication fields, including identification of its varied elements, history, and trends.

ICM 405 Media and Society (Ethics and the Media) (3) This course includes readings and discussions of major issues involving media's impact on society. Significant ethical and legal issues are included. Content ranges over a variety of media.

ICM 406 Theories of Communication (3) This course consists of the reading of works by major theorists in the communication field. Theories include image and attitude formation and other impacts of communication media.

Fundamentals Of Organizational Communication Cluster

ICM 460 Organizational Communication Theory (3) This course is the study of major communication theories as they apply to organizational structures.

ICM 461 Communications Process Analysis (3) This course is the study of both formal and informal communication flow within the structure of organizations. Analysis and design of communication models and identification of various publics served by the organization will be investigated.

ICM 462 Practical Applications of Communication Processes (3) This course consists of practical application of communication theory in simulated and actual organizational settings.

Promotional Mix Cluster

ICM 350 Principles of Advertising (3) Advertising practices, techniques, and strategies, including copywriting, media attributes and selection, media and marketing plans, advertising distribution and budgeting are examined in this course.

ICM 389 Principles of Public Relations (3) This course is an introduction to the field of public relations, including attention to internal and external publics, media relations and practices, event planning, financial reports and ethics.

ICM 390 Promotion Management (3) Promotional concepts and practices including integration of various elements, strategic scheduling and planning, and promotions use in development are examined in this course.

Public Relations Cluster

ICM 441 Group Communications (3) This course is the examination of elements of effective oral and written communication skills that facilitate group dynamics and develop positive interpersonal relationships in the work setting.

ICM 442 PR Ethics (3) This course is an assessment of professional conduct on issues facing Public Relations practitioners relative to the expanding role of PR in American society. Students will examine ethical issues in the context of exploring PR's role in corporate, nonprofit, institutional, government, and political arenas.

ICM 443 PR Research and Planning (3) This course is the study of the basic practices of Public Relations on a day-to-day basis and includes contingency planning and crisis management, strategizing, elements of a PR campaign, client and media relations, case studies, and public perceptions.

Television Production Cluster

ICM 354 Television Production (3) In this course, students will gain hands-on television experience in directing, writing, camera work, and various studio and production techniques.

ICM 358 Writing for Television (3) In this course, students will practice the techniques used in writing for television. This includes creating storyboards, scripting commercials of varying lengths and subjects, PSA's and writing and editing news leads.

ICM 359 Production Management (3) Conceptualization, organization, research, budgeting, and management for video production will be discussed in this course. Demonstration of video switching and post-production assembly and insert editing will be included.

Advanced Television Production Cluster

ICM 474 Advanced Television Production (3) This course focuses on hands-on and remote video production, culminating in an individual or class project produced entirely by the student(s).

ICM 476 Advanced Television Directing (3) This course is the

study of directing television commercials, and documentary programming. Students work closely with talent and technical personnel.

ICM 477 Advanced Television Editing (3) This course is an advanced study of post-production techniques in lab and seminar setting.

Visual Communications Cluster

ICM 431 Design-Visual Communication (3) This course examines two-and three-dimensional design concepts: space, form, balance, rhythm, psychological, and emotional impacts, and historical applications in art and design.

ICM 432 Color Theory and Applications (3) This course examines the physiology of color perception, emotional and psychological impacts, historical applications in art and design.

ICM 433 20th Century Art Applications (3) This course is an individualized study of application of visual communications concepts in art, advertising, or design approaches of the 20th Century. Each student will select his or her own area of concentration.

CRIMINAL JUSTICE (B.A.)

Criminal Justice Communications Cluster

ICJ 341 Criminal Justice Communications (3) This course is the study of the major communications processes and theories applied to criminal justice structures and situations. Simulated situations utilizing appropriate writing, interpersonal and group skills will be employed throughout the class. The focus will be on multicultural group communication issues.

ICJ 342 The Media and Criminal Justice (3) This course is the study of the utilization of media and technology by criminal justice agencies and institutions as well as an examination of the portrayal of the criminal justice system by the popular media.

ICJ 343 Criminal Justice Alternatives (3) This course is an examination of contemporary alternative programs and processes being implemented domestically and internationally. The course may consider the effectiveness and consequences of programs such as community-based justice, community policing, restorative justice, and mediation centers.

Criminal Justice System Cluster

ICJ 200 (3) Criminology (3) This course will examine crime as a social phenomenon through an interdisciplinary investigation of the causes and patterns of criminal behavior.

ICJ 210 Criminal Justice Systems (3) This course is a survey of various institutions by which the criminal justice system is administered—police, the legal profession, the courts, and penal institutions—including an examination of the problems which the criminal justice system faces and an evaluation of the adequacy of the existing system.

ICJ 225 Comparative Justice Systems (3) This course provides an opportunity for students to learn about the key Criminal Justice systems around the world allowing them to better understand the

dimensions of their own system.

The Juvenile System Cluster

ICJ 311 The Juvenile Justice System (3) This course is an examination of the origin, philosophy, and objectives of the juvenile justice system. Emphasis will be placed on the decision making process of police, court, and probation officials relative to the apprehension, processing and treatment of juveniles. The ideology, politics, and controversies of the juvenile justice system are also addressed.

ICJ 312 Juvenile Law (3) This course is a study of the law as it is related to the arrest, search, and seizure of juvenile offenders. The rights of juveniles in the criminal justice and educational system will be examined and supported with a review of Supreme Court decisions.

ICJ 313 Delinquency in Society (3) This course is the study of juvenile delinquency as a complex phenomenon. Causal theories and societal perspectives will be examined and the myriad issues surrounding juvenile delinquency will be studied.

Criminal Procedure Cluster

ICJ 301 Criminal Procedure (3) This course is a study of the law as it relates to arrest, search, and seizure with emphasis on present controlling legal decisions and historical development, philosophy, and problems underlying these decisions.

ICJ 310 Criminal Law (3) This course is an analysis of the purposes and sources of the criminal law. It includes an examination of the preliminary crimes of solicitation, conspiracy, and attempt. The specific elements of crimes against the person and crimes against property are addressed. A consideration of defenses to criminal liability is also undertaken.

ICJ 315 Criminal Investigation (3) This course is an introduction to the techniques, methodologies and science of criminal investigation. The role of thorough and accurate investigative report writing will be explored in depth.

Law Enforcement & Corrections Cluster

ICJ 300 Policing (3) This course is an analysis of the contemporary role of the police relative to such areas as the police subculture and community relations, police accountability and civil liability, police stress, and unique problem situations and groups encountered by the police.

ICJ 305 Institutional and Community Corrections (3) This course is a contemporary analysis of the operation of and problems encountered by jails and prisons. This course will also examine probation, parole, community service and restitution, electronic monitoring, and other innovative community correctional programs.

ICJ 440 The Victim & Crime (3) This course will examine the crime victim as a social phenomenon. It will explore the role of the victim in criminal acts and delve into the treatment of victims by the police and the courts. Victim's rights will be examined in relationship to new offender treatment programs such as Restorative Justice and Victim's Compensation Funding.

FIRE SCIENCE MANAGEMENT (B.S.)

There are no specific courses that belong to this program. This program consists of transfer credits and clusters listed in other programs.

GERONTOLOGY (B.A.)

Aspects Of Aging Cluster

IGE 311 Sociology of Aging (3) In this course 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 312 Psychological Aspects of Aging (3) This course discusses current 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 313 Physical Aspects of Aging (3) This course examines the biological changes associated with the aging process. Normal and pathological changes are discussed, as well as methods of diagnosis, treatment, and health promotions. Students investigate and critique several biological theories of aging.

Organization & Social Policy In Aging Cluster

IGE 320 Community Organization and Resource Allocation (3) This course consists of 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 and explores operations of health, housing, social, and nutrition programs in light of economic and political restraints.

IGE 321 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 322 Service Provision to the Elderly (3) This course focuses on specific programs that are designed to provide psychosocial and health services to the elderly. Programs under review include those already in existence and potential variations that might be proposed. This course is designed to aid human services practitioners, managers, and policy makers in understanding basic objectives, approaches, and options in delivering services to the elderly in the most cost effective manner.

Counseling & Assessment Cluster

IGE 440 Multi-disciplinary Geriatric Assessment (3) This course presents an overview of assessment, instruments, and techniques related to measuring problems, needs, strengths, and changes of older adults.

IGE 441 Counseling Older Adults (3) This course focuses on specific mental health needs of older adults and training in basic interactive helping skills. Group work and individual counseling methods are discussed.

IGE 443 Mental Health Issues in the Elderly (3) This course is an overview of mental health disorders faced by older adults with intense focus on Dementia, Depression, and Alzheimer's disease. Symptoms, assessment, treatment, and coping methods are discussed.

Research Methods & Literature Review In Gerontology Cluster

IGE 444 Research Methods in Gerontology (3) This course introduces the student to basic methods of research in gerontology. Topics will include reliability and validity, qualitative methods, and data analysis. The focus will be on the different research methods, survey techniques, the field study, and program evaluation.

IGE 445 Literature Review in Aging (3) Students will review the current literature pertaining to relevant and current issues in the field of aging. Topics covered include demographic trends, the aging process, social attitudes toward old age, problems and potential of aging, retirement, death, and social policies and programs for older adults.

IGE 446 Using Statistics in Gerontology (3) Students will use current statistics in gerontology to solve gerontological research problems.

Nursing Home Industry Elective Cluster

IGE 325 Historical Overview of Nursing Home Industry (3) This course examines the history of nursing homes from earliest times to the present; this would include discussion of some of the political, economic, and social conditions in existence at that time.

IGE 326 Role of Management in Long-Term Care (3) This course is a discussion of the various roles expected of the administrator in the long-term care facility.

IGE 327 Regulations Concerning Long-Term Care Industry (3) Federal and state regulations concerning the long-term care institution will be discussed, and future directions for the industry as a whole will also be explored.

Legal/Economic Issues In Elder Health Care Elective Cluster

IGE 447 Law and Aging (3) This course is an overview of laws and programs regarding financial assistance, health care, housing, insurance, personal planning and protection, nursing home rights, grandparents rights, and social services for the elderly.

IGE 448 Economics of Aging (3) This course focuses on the economic issues faced by older adults. Retirement planning, housing issues, and legal concerns are addressed. Options for planning for these life care issues and their economic impact are discussed.

IGE 449 Issues of Abuse and Neglect of Older Adults (3) This

course focuses on case studies, literature, legal issues, reporting issues, and community resources pertaining to the abuse/neglect and exploitation of older adult's in today's society.

HEALTH MANAGEMENT (B.A.)

Foundation Of Management Cluster

IHM 301 Ethical Issues in Health Care Management (3) Issues and problems that arise within the health care field will be reviewed and discussed.

IHM 302 Management in Health Care (3) This course examines the development of the understanding of health care organizations and the decision-making skills required in management positions. The origins and functions of various health systems in the U.S. are reviewed and discussed.

IHM 340 Organizational Concepts (3) This course is designed for students to develop better understanding of the nature of organizations such as those in health care and those factors which influence the performance of the individual and the organization as a whole.

Health Care Finance Cluster

IHM 476 Essentials of Health Care Finance (3) This course provides students with material that will assist them in understanding the conceptual basis and mechanics of financial analysis and decision making as it pertains to daily decisions in their organization and in the health care industry.

IHM 477 Health Care Finance (3) This course provides the student with informational methods to enhance productivity, market strategy, quality, and profitability. The student will understand the complexities of the health care reimbursement system, including but not limited to federal and state payers, PPO's, HMO's, cost limits, out-of-pocket, and fee-for-service. The course will look at real world experiences of successes and failures in cost cutting measures while maintaining quality.

IHM 478 Economics of Health and Medical Care (3) This course provides the student the fundamental tools necessary to apply basic economic principles to the health care field. This course will deliver a balance of population-based health economics and consumer-driven, managed health care economics.

Health Law Cluster

IHM 333 Legal Issues in Health Care (3) This course begins with an extensive overview of the major issues in health law and continues with a broad discussion of the legal system and the sources of its statutory laws, rules, regulations, and guidelines. This course will include a basic review of tort law, criminal law, contract law, civil procedure, and trial practice.

IHM 334 Government Organization and the Health Care Industry (3) This course will discuss the organization of our government and the various federal, state, and local administrative departments relevant to the health care industry. A variety of issues confronting professionals working in health care will be explored.

IHM 335 Cases in Health Care Administration (3) This course is a discussion and analysis of case law presentations. Because of

their effect on the health care system, the student should be able to apply appropriate political, social, and economic factors in said analysis.

Health Policy Cluster

IHM 460 Health Care Delivery in the USA (3) Students are challenged to understand the dynamics of the health care industry and the impact that it has on the nation's and world's economy.

IHM 461 Health Care Policy and Research (3) Students will identify the health policies that have impacted health care delivery past and present and the current state of the health environment. Students will be required to identify and define policies that are currently under consideration in Congress and what the future impact will be on the health care organizations.

IHM 462 Health Care Reform (3) Student's will propose a method of changing the current health care delivery system that will meet the needs of the country.

Managed Care Cluster

IHM 480 Essentials of Managed Care (3) The influence of managed care is felt throughout the healthcare industry. This course looks at an overview and history of managed care and integrated healthcare delivery systems. The relationship between various provider sectors and managed care will be examined. Basics of medical management and non-medical operational marketing and management will be discussed.

IHM 481 Medicare, Medicaid, Legal & Regulatory Issues (3) Medicare and Medicaid and their relationship to managed care and the challenges they present will be discussed. A brief overview of important current legal topics will also be presented, such as liability for medical management and HIPAA.

IHM 482 Contracting in a Managed Care Environment (3) The complexities and idiosyncrasies of contracting in a managed care environment will be examined in detail. The future challenges of managed care contracting and healthcare services will be numerous, and this course is designed to best prepare health care managers to address those challenges.

HOSPITALITY SERVICES MANAGEMENT (B.A.)

Program Description

This program is designed as a degree completion program for students who have already earned an Associate Degree in Applied Science in Hospitality Studies. The coursework is comprised of specific clusters in the areas of general education and business administration.

HUMAN RESOURCE MANAGEMENT (B.A.)

Adult Learning Cluster

IHR 360 Adult Learning Processes (3) This course is a study of selected methods and instructional techniques appropriate for the teaching of adults with a focus on the training and development area. Applications of adult development theory will be applied to the design, development, and evaluation of training programs and staff development.

IHR 361 Career/Staff Development (3) Students are introduced to career development programs in organizations and how they relate to the productivity of individuals. Focus is on the skills and concepts that will enable the student to design and implement staff development programs. Students also work on their personal career development and life planning.

IHR 362 Employee Training and Development (3) This course is a specialized study of training in organizations, including needs analysis, learning theory, management development, and development of training objectives and programs. Methods of field-based research techniques and evaluation of training programs are included. Projects and exercises supplement readings.

Supervision Cluster

IHR 357 Employee Supervision (3) This course examines the industrial environment and the role of the supervisor. It is directed toward the enhancement of managerial skills and includes a survey of current literature on the subject of leadership.

IHR 358 Legal Issues for Human Resource Management (3) This course examines the various laws relating to the employer/employee relationship. Special emphasis will be placed on topics such as equal employment opportunity, affirmative action, grievance handling, hiring and termination, training, questions of equity, labor relations, and other issues associated with the management of human resources.

IHR 359 Performance Management/Performance Appraisal Systems (3) Performance appraisal is mandated by the Civil Service Reform Act. This course examines its basic elements, including goal setting, writing behavioral objectives, individual and organizational performance measurement, coaching and counseling, and productivity improvement among both unionized and non-unionized employees. Specific emphasis will be placed on reward systems and methods of positive discipline.

Managerial Issues Cluster

IHR 334 Gender Issues in Management (3) This course focuses on the role of women in management. Areas of study include the function of management, gender differences, barriers to career development, strategies for advancement, the difficult employee, effective communication, motivation, leadership, and problem-solving.

IHR 335 Managerial Ethics (3) This course is a study of the nature of business ethics, moral reasoning, and the moral problems of management, i.e., work force reductions, the community, the legal aspect of ethics, areas of marketing, working conditions, and making ethical decisions.

IHR 336 Implementing and Managing Diversity (3) This course aims to increase the awareness and dimension of diversity in the work place. Areas of study will include the value of diversity and communicating its importance in the work place, the changing organization, strategies for implementing diversity, and managing a diverse organization.

Group Dynamics Cluster

IHR 370 Group Dynamics (3) This course is the study of

motivation, leadership, communication, morale, and intra- and inter-group dynamics, and decision making in organizations.

IHR 371 Conflict Resolution (3) This course is an examination of causes of conflict in human interactions, including principles and techniques to diagnose conflict and to differentiate among types of conflict. Students will develop skills in leadership, group facilitation, team building, and handling group conflict.

IHR 410 Labor Economics & Industrial Relations (3) This course is a study of the labor force employment, wages, hours, and industrial conflict. Unions, collective bargaining, and labor laws will be given important consideration.

Human Development & Training Cluster

IHR 360 Adult Learning Processes (3) This course is a study of selected methods and instructional techniques appropriate for the teaching of adults with a focus on training and development areas. Applications of adult development theory will be applied to the design, development, and evaluation of training programs and staff development.

IHR 361 Career/Staff Development (3) Students are introduced to career development programs in organizations and how they relate to the productivity of individuals. Focus is on skills and concepts that will enable the student to design and implement staff development programs. Students also work on their personal career development and life planning.

IHR 362 Employee Training and Development (3) This course is a specialized study of training in organizations, including needs analysis, learning theory, management development, and development of training objectives and programs. Methods of field-based research techniques and evaluation of training programs are also included. Projects and exercises supplement the reading.

INFORMATION TECHNOLOGY (B.A.)

Foundations In Information Systems Cluster

IIT 240 Introduction to Information Systems (3) This course covers basic design features of computers, major components of computer systems, and the impact of information technology on business organizations. Topics discussed will include an overview of available hardware, software, telecommunications, databases, and systems development methodologies.

IIT 362 Fundamentals of Management Information Systems (3) This course will illustrate the concepts of management systems using microcomputer software packages such as Microsoft Word, Excel, and Access. Visual Basic will be used to introduce principles of programming.

IIT 365 Microcomputer Applications in MIS (3) Students will examine techniques for problem solving using microcomputer software packages. Projects in selected business applications will be assigned.

Operating Systems Cluster

IIT 311 Operating System Concepts (3) This course will look at designs of popular operating systems including memory

management, file systems, and I/O. Centralized versus distributed processing will be examined including client server, and performance issues. The quantity and quality of third party hardware and software and their importance in evaluating operating systems will be explored.

IIT 312 Practical Operating System Skills (3) Students will install Windows and at least one network operating system during this class. They will execute commonly used commands in Linux and Windows, which will be set up in the classroom and examine, evaluate, and present user installed enhancements and modifications to operating systems.

IIT 313 Operating System Evaluation (3) Using knowledge gained in class work, course books and Internet skills, students will research a specific topic and show their knowledge by performing commands in an operating system. They will be doing program simulations that illustrate operating system algorithms.

Networking Cluster

IIT 321 Networking Essentials (3) This class will introduce the student to the basics of designing and implementing a modern computer network. It will include an introduction to the elements of the OSI model, protocols, basic network architectures, and requisite basic hardware.

IIT 322 Network Applications (3) This course is an introduction to computer networks and network operating systems. In series of short, practical problems, students will evaluate, troubleshoot, research, and resolve real world networking situations. These problems will include operational difficulties, disaster recovery policies and procedures, network maintenance, and end-user training issues.

IIT 323 Network Implementation—A Case Study and Simulation (3) In this class, the students (working in small groups) will design (or modify) a network for a small business or home office. Working within an assigned budget, the group will research requisite equipment, define the network architecture, and present a proposal for implementation that includes a time line, labor costs, and guidelines for training and ongoing support.

Advanced Networking Cluster

IIT 421 General Network Administration (3) This class will focus on the “day-to-day” task faced by a Network Administrator. It will include communication issues (including protocols), event tracking, network function performance and monitoring, security monitoring, disk management, scheduled tasks, and other topics.

IIT 422 Network Application—Client Server (3) In this course, the student will setup and install a small Win 2000 domain based network. Beginning with un-configured computers, the software will be installed and configured, user accounts will be created (and maintained) and security procedures, including, shares, will be implemented.

IIT 423 Problem Solving—Network Applications (3) In this course, students will work individually and in small groups to address a series of common networking problems and design appropriate solutions. Solutions will be presented as formal procedures, short research papers, or practical demonstrations as defined by the problem.

Web Design Cluster

IIT 377 Fundamentals of HTML (3) This course will introduce development concepts as well as HTML/DHTML tags used to create Web pages. Interface design standards, e-Commerce trends and Web security issues will be discussed.

IIT 378 Applications in Web Development (3) This course will introduce procedures for developing and testing Web pages using the Microsoft Visual Inderdev environment. Other development environments will be explored and reasons for choosing one development environment over another will be discussed.

IIT 379 Applications in Web Site Publishing (3) This course covers the techniques used to implement a Web site design and will examine the architecture, security, Web-hosting and usability issues with developing Web-based applications for the World Wide Web.

Advanced Web Design Cluster

IIT 477 Fundamentals of User Interface Design (3) This course will introduce the steps involved with analysis and design of web based solutions. Project life cycle concepts will be presented and used as a guideline for the Web project. This course will also cover procedures for testing and debugging Web-based applications.

IIT 478 Object-Oriented Web Development (3) This course will introduce object-based programming terminology and concepts. Programming principles will be presented in JavaScript, VBScript, and ASP.NET.

IIT 479 Multi-Tiered Web Programming (3) This course will cover the techniques used to implement a multi tiered Website design. This course will also examine the architecture and programming issues involved with developing distributed client/server applications for the World Wide Web.

Database Cluster

IIT 351 Database Analysis and Design Concepts (3) This course explains the components of a database system. It stresses data modeling, data normalization, and database design.

IIT 452 Database Application Implementation (3) Students will develop a database in this course using Microsoft Office DBMS. The course will cover application design, object based implementation, and foundations of relational implementation.

IIT 453 Database Project Implementation (3) Students will become familiar with Structured Query Language and SQL Server, embedding SQL in host languages, client server and related applications and distributed processing.

Project Management Cluster

IIT 331 Project Cost & Schedule Estimating (3) This course is an introduction to the theory and applications of Project Cost & Schedule Estimating including life cycle cost, staffing profiles, GUI and object metrics, cost by phase and activity, lines of code, and project risks.

IIT 432 Project Management Process (3) A course in the theory of project management involving planning, organizing, staffing,

tracking, measurement, and evaluation. Topics include defining projects, developing networks, managing risk, scheduling resources, inter organizational relations, and international projects.

IIT 433 Cost and Scheduling Applications (3) This course emphasizes problem solving skills needed in project management. The student will be exposed to multiple cost and scheduling systems. Training and problem specific assignments will be given using Microsoft Project.

MORTUARY MANAGEMENT (B.S.)

Program Description

This program is designed as a degree completion program for students who have already earned an Associate in Applied Science in Mortuary Studies. The coursework is comprised of specific clusters in the areas of general education and business administration.

Special Topics & Independent Study Courses

Program Description

Special topics courses must be taken in conjunction with a cluster. One hour of credit may be earned if they are added to a cluster. Three hours of credit may be earned if they replace one of the existing three hour courses in the cluster. Independent study courses can be taken outside of a cluster.

IBA 419 Special Topics in Economics (1-3)

IBA 409 Special Topics in Accounting (1-3)

IBA 429 Special Topics in Finance (1-3)

IBA 439 Special Topics in Management (1-3)

IBA 459 Special Topics in Marketing (1-3)

IBA 469 Cases in Business/Law (1-3)

IBA 479 Special Topics In Investments (1-3)

ICJ 340 Independent Study in Criminal Justice (1-3) This course will deal with a specialized topic in criminal justice. Subject areas will change from time to time to reflect relevant issues within the field of criminal justice. Possible topical fields may be drawn from such areas as comparative criminal justice, victimology, the history of criminal justice, white collar crime, ethics in criminal justice, the law of criminal evidence, criminal investigation, drugs and alcohol, and private security. The particular topic to be addressed will be announced and a course description provided at the time of registration.

ICJ 492-496 Special Topics in Criminal Justice (1-3)

ICL 294 Special Topics in Cross-Cultural Studies (1-3)

ICM 495 Special Topics in Communications (1-3)

IGE 393 Special Topics in Gerontology (3)

IHM 492-494 Special Topics in Health Management (1-3)

IHM 495 Independent Study in Health Management (1-3)
Specialized area (may be repeated three times). This course is

an intensive study of a topic in the health management health promotion/wellness area. It may be taken independent of a cluster.

IHR 492 Special Topics in Human Resource Management (1-3)

IMS 380 Independent Study in Christian Ministry (3) This course is a concentrated study of topics relevant to the preparation for ministry. For example, courses in traditional and contemporary worship may be offered. This course may be repeated. Prerequisites will be noted in the course listing.

IMS 381-384 Special Topics in Christian Ministry (1-3)

ISS 293 Special Topics in Social Sciences (1-3)

Capstone Courses

IBA 499 Business Administration Capstone (3) This course examines the decisions required of middle management with respect to problem solving within an organization. Emphasis is given to the contributions of several business disciplines of study, such as marketing, finance, and management to understanding both the internal operations of the organization and the influences of the external environment. Subject matter stressed includes but is not limited to (1) development of organizational planning & strategy, (2) decision making within the framework of a strategy, (3) the planning process, (4) formulation of objectives and policies, and (5) the management of change.

ICJ 499 Criminal Justice Capstone (3) This course will tie together the various components of the criminal justice system and allow students to critically examine the justice system as it exists in American society. A substantial research paper and class presentation of the research paper topic is a major component of the course. Additionally, criminal justice practitioners in the areas of policing, corrections, juvenile justice, and the courts will be frequent guest lecturers who will provide students with relevant information on differing roles within the justice system and enlighten the class on trends within their fields.

IHM 499 Health Management & Gerontology Capstone (3) This course culminates the undergraduate student's educational experience in becoming a highly effective Health Care Supervisor or Manager and serves to synthesize and integrates the student's educational experience consistency while analyzing the practices and problems confronting today's healthcare managers.

IIT 499 Information Technology Capstone (3) As an overview of Information Technologies in general, this course will cover the history and basic design features of computers including the major components of a computer system and the impact of developing technologies on business. Topics will include an overview of hardware, software, operating systems, operating environments, system development methodologies, and emerging technologies. It will also explore concepts of information management and production systems as they apply to Office Automation and problem solving using microcomputer, based solutions.

IMS 499 Christian Ministry Studies Capstone (3) This course is a summary of the CMS experience and provides an opportunity for discussion and synthesis of professional standards and ethics through an evaluation of case studies related to students' ministry experiences.

Culminating Project

ICU 499 Culminating Project (1) The culminating project is designed to synthesize the major area of study and demonstrate mastery of basic written and oral skills and concepts. The topic of a student's project must be proposed and approved by his/her faculty advisor and must be in the area of his/her concentration.

Internship Courses

Program Description

Permission of the faculty advisor, the dean, junior standing and a cumulative GPA of 3.0 or above are required to register for an internship. The faculty advisor will provide the student and his or her mentor with paperwork explaining the internship, the accompanying journal, and the assessment criteria.

IBA 450 Business Administration Internship (1-3) While not a requirement of the business program, credit for an internship in business is available to the student who has this opportunity prearranged with his/her current employer.

ICM 492 Communications Internship (1-3)

IGE 400 Practicum in Gerontology (1-6) Students are placed in a practice setting from a variety of gerontology services. Students are awarded 1 credit per 50 hours of volunteer service. This practicum is designed for students who have limited experience in gerontology or for those who want to experience other types of gerontology services in search of career change or exposure to other services, including specialty hospitals.

LINDENWOOD COLLEGE FOR INDIVIDUALIZED EDUCATION (LCIE)

Graduate Program

Program Description

The Lindenwood College for Individualized Education (LCIE) is specifically designed for the student with significant employment experience. Graduate students are challenged to expand their knowledge with exercises, techniques and instruments to update and reinforce learning and enhance awareness of difficult concepts. In addition, students continue to develop their analytical and conceptual skills by enlarging their perspectives and identifying a balance between theory and practice with regard to their particular areas of study. At the completion of the program, students will be prepared to contribute to their organization's goals by effectively administering and developing its resources. Throughout their course of study, students will have the opportunity to develop their communication skills, demonstrate workplace responsibility, use interpersonal skills, practice working within a team, and develop an appreciation of the importance of continuing growth and education with an emphasis on values-centered thinking. Students are encouraged 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.

Admission and Program Requirements

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

Conditional degree candidacy may be granted to students who have grade point averages between 2.5 and 2.99 or whose program overviews have not yet been approved. Probationary degree candidacy may be granted to students whose grade point average is less than 2.5. A student may be in the probationary status for no more than one quarter. Once accepted for full degree candidacy, graduate students must maintain a cumulative grade point average of at least 3.0 or run the risk of suspension.

Students are assigned a faculty advisor to guide them through their specific degree program. Each degree program is designed to meet both student needs and accreditation requirements. Consequently, students may not deviate from any cluster requirements. Degree programs typically consist of four core clusters, an elective cluster, and either a directed thesis/ culminating project or a capstone course.

Students may, however, take additional clusters or courses to meet individual needs once their core requirements have been met.

To receive the master's degree from LCIE, students have two educational alternatives:

1. Complete a 45-hour degree program that includes four 9-semester hour clusters, three semester hours of research methods, and a six semester- hour directed thesis/culminating project.
2. Complete a 48-hour degree program that includes four 9-semester hour clusters, one 9-semester-hour elective cluster, and a three semester- hour capstone course.

Students in Administration, however, may select three 3-semester hour courses from the traditional graduate business

programs instead of a 9-hour elective cluster in the LCIE. In addition, all students must meet the following requirements:

1. Have a grade point average of at least 3.0 to graduate from LCIE.
2. Complete the objectives set forth in the program overview.
3. Demonstrate graduate level writing and speaking as evaluated by the faculty advisor and instructor each term.
4. Complete all practicum, apprenticeship, and residency requirements connected with the degree program, as specified by the program overview.
5. Participate in at least one colloquium per term of study.

Faculty Advisor Meetings

Once students enroll in the LCIE program, a faculty advisor is assigned. It is imperative that students meet with their faculty advisor at least twice during the first quarter. During this meeting (typically on the first day of class, right after the orientation meeting) the advisor will review the special requirements of the program and schedule an advising appointment for the next registration period. At the second meeting, advisors will assist in cluster selection and approve the enrollment form. A meeting with the faculty advisor is required to enroll in a cluster each term (quarter).

The Student

The prospective LCIE student is twenty-two years or older and employed full-time for at least one year or part-time for at least two years in a responsible position. He or she is seeking a degree to enrich advancement opportunities or to make career changes through the acquisition of new skills. LCIE graduates constitute a strong network of people in leadership positions throughout the greater St. Louis, St. Charles, and Belleville metropolitan area.

The Cluster

The synthesis of knowledge is central to the theory and practice of adult education.

LCIE seeks to achieve this through the construction of the cluster, in which two or three related subject areas are integrated into one seminar. The cluster provides students with an opportunity to explore basic subject areas beyond the confines of a single discipline. Cluster groups are comprised of a faculty member and approximately 12 students who meet weekly during an evening or weekend, for four hours. These cluster group meetings provide a collegial environment in which students present their work and share their learning experiences.

Because a major objective of this format is the development of the student's knowledge-synthesis and communication skills, more emphasis normally is placed on written and oral presentation, class discussion, papers, and projects than on traditional testing. However, as is true of most higher education programs, it is up to each professor to determine how students are to be assessed and graded; therefore, tests, quizzes, and inventories may be used to supplement papers and presentations as assessments of student mastery.

Cluster Attendance Policy

LCIE is an accelerated program designed for motivated learners who take responsibility for their education. It is assumed that a student will not miss any classes. However, recognizing that LCIE students are working adults, one absence can be compensated for (at the instructor's discretion) through additional assigned work. Two absences will result in a grade drop in one, two, or all three of the cluster courses, depending on the

class format and the instructor's judgment. Three absences are unacceptable as that represents one fourth of the class periods. A student who has missed or will miss three classes is required to withdraw from the cluster. The first class (Saturday for graduate students and new undergraduate students and Wednesday for returning students) and the thirteenth class (arranged by the instructor) are both considered part of the scheduled coursework and attendance will be counted accordingly.

Academic Honesty

Academic dishonesty is an exceptionally serious offense to oneself and one's colleagues. The fabric of a learning community is woven by a bond 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 ideas is based. Therefore, students wishing to maintain formal membership in a learning community must display the high level of integrity expected of all its members.

According to Lindenwood University's Academic Honesty policy, names of students found guilty of cheating or plagiarizing will be sent to the University Provost. A first offense of academic dishonesty may result in a lessened or failing grade on the work/test or failure in the course. A second offense will lead to academic probation and failure of the class, and a third offense may result in suspension from the university.

Cluster Textbook Policy

All students must have their textbooks by the second cluster meeting.

Textbook Ordering

Textbooks for all clusters in the LCIE are available through MBS Direct, an online book source. To order texts, students should go to the Lindenwood University website and access MBS through a direct link to the company. Students will need to know the number of each course within the cluster and be prepared to use a credit card to order books. Students are strongly encouraged to order books at least two weeks before the beginning of the quarter and have them shipped directly to their home addresses.

Failure To Complete Cluster Assignments

A grade of "I" (incomplete) is given at the end of a quarter only for failure to complete the course work because of exceptional circumstances beyond the student's control. An incomplete is not an alternative for the student who is failing the course or who has excessive absences. An incomplete is not an option for the student who has consistently missed or been tardy with assignments. A student should have attended all cluster meetings to date and should be relatively current with the assignments in order to qualify for the extension afforded through an incomplete grade. The student must contact his/her faculty advisor for additional information about an incomplete grade in a cluster.

Incomplete grades not made up by the end of the next term automatically become "F's."

Full-Time Accelerated Pace

The academic year at Lindenwood College for Individualized Education consists of twelve-week terms with 13 cluster meetings per term. The LCIE student enrolls in one cluster per term, earning nine credit hours in most degree programs. New students may be admitted at the beginning of each term, and they may pursue a full-time academic program by attending all four terms during the year. In this manner, students make rapid progress

toward degree completion while still fulfilling professional and personal responsibilities. Students in the LCIE are not permitted to take more than one cluster per quarter. The accelerated format is based on the assumption that highly motivated students are entirely focused on the content of their clusters during the quarter. The one cluster limit is to maximize the likelihood of a quality effort resulting in a quality learning experience. Ultimately it is intended to protect the academic integrity of the LCIE program and its degree offerings. Students are allowed to take a 3 credit hour course in the same quarter in which they are enrolled in a cluster. A maximum of 12 credit hours per quarter is allowed.

The 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. A grade of "B" or above is necessary to pass the culminating project/thesis.

Graduate students must register for the culminating project immediately after they complete their last cluster of coursework. Students who do not finish their project within that term of project registration must register for a project extension for each term that the project is not completed. The culminating project is NOT an option for graduate students majoring in Business Administration, Health Management, and Human Resource Management.

The Capstone Course

The capstone course is required for graduate students majoring in Business Administration, Health Management, Human Resource Management, and Information Technology. Students who take the capstone course must have completed all of their required core clusters in their area of concentration or enroll in the capstone course concurrently with the final core cluster. The course will emphasize the theories and concepts of the major from an academic viewpoint as well as their practical applications in the professional setting. The course requires a mastery of the concepts within the major and integrates academic studies with issues faced by practicing professionals in their area of employment. Consequently, students should expect midterm and final examinations, case analyses, and at least one major research paper during the term of enrollment. A grade of "B" or above is necessary to pass this course.

The Colloquium

The interdisciplinary nature of a liberal arts education is the heart of the LCIE format. Consequently, all LCIE students are required to participate in at least once colloquial experience during each term of enrollment. A colloquium is an "out of class" learning experience, such as a lecture, workshop, seminar, literary reading, or guided tour. It is a means of rounding out the liberal arts education, as well as upping the instructional content for each student per term. At times, colloquia are sponsored by Lindenwood University, though students are encouraged to seek other colloquial experiences that, with the approval of their faculty advisors, will fulfill this requirement. Each term,

LCIE students submit a two-page critique and evaluation of the colloquium to their advisors. A colloquium is required for each nine-hour cluster completed in LCIE.

Course Numbering System

Please note: 2008-2009 will be a transition year for Lindenwood University's course numbering system. All course numbers will change from 3-digit numbers to 5-digit numbers prior to the beginning of the 2009-2010 academic year. In most cases, the change will simply involve the addition of two zeros to the already existing number.

Preparing for Graduation

It is the shared responsibility of both a student and his/her advisor to determine that all requirements for graduation have been completed by the anticipated graduation date. The advisor has the authority to approve academic work within the major; however, only the chief academic officer of the university and the registrar have the authority to certify that all requirements for graduation have been fulfilled and post a notification of degree completion on a student's transcript. Therefore, it is important that each student, as well as the advisor, track his/her own progress through a degree program.

LCIE GRADUATE PROGRAM DESCRIPTIONS

NOTE: Program descriptions are listed alphabetically by the name of the program.

Master Of Business Administration (M.B.A.)

Program Description

The Lindenwood College for Individualized Education offers two graduate programs in Business Administration. The programs offered are

1. The Master of Business Administration (MBA), a general degree;
2. The Master of Science in Administration (MSA), a specialized degree with emphasis areas in marketing and management.

Master Of Business Administration Program Description

The MBA program offers a broad-based education in advanced administrative and managerial capacities. The program features a curriculum that prepares adult students for the knowledge economy while emphasizing the latest concepts, practices and skills in today's rapidly changing marketplace. It is designed for working professionals from a wide range of backgrounds who wish to advance or enhance their business careers. The clustered learning format of the College for Individualized Education is ideally suited to the new or experienced 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. The MBA requires the completion of forty-eight semester hours.

Graduate Accounting Cluster

- IBA 510 Financial Accounting Concepts (3)
- IBA 511 Managerial Accounting (3)
- IBA 512 Case Studies in Accounting (3)

Graduate Management Cluster

IBA 540 Management & Administrative Theory (3)
IBA 541 Organizational Behavior (3)
IBA 543 Personnel Management and Labor Relations (3)

Graduate Marketing Cluster

IBA 550 Marketing Concepts (3)
IBA 551 Marketing Strategy & Management (3)
IBA 552 Issues in Marketing (3)

Graduate Finance Cluster

IBA 530 Financial Concepts (3)
IBA 531 Financial Policy (3)
IBA 532 Managerial Finance (3)
Prerequisite: Graduate Accounting Cluster

In addition to the four required clusters, students must complete an elective cluster and IBA 601 Business Policies & Strategies (3).

Graduate Small Business Elective Cluster

IBA 556 Introduction to Small and Growing Companies (3)
IBA 557 New Venture Formatting (3)
IBA 558 Small Business Management (3)

Master of Science In Administration (MSA)

Program Description

The Master of Science in Administration (MSA) program is designed to meet the needs of students who may wish to specialize in either Marketing or Management. Following are recommended interdisciplinary cluster units of nine semester hours for each of the major areas. The MSA requires the completion of forty-eight semester hours.

MSA - Marketing Emphasis

The MSA with a Marketing Emphasis requires completion of the following clusters:

Graduate Marketing Cluster

IBA 550 Marketing Concepts (3)
IBA 551 Marketing Strategy & Management (3)
IBA 552 Issues in Marketing (3)

Graduate Promotional Mix Cluster

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

Graduate Product Management Cluster

IBA 555 Product Management and Product Development (3)
IBA 560 Brand Management (3)
IBA 565 Product Positioning (3)

Graduate Finance Cluster

IBA 530 Financial Concepts (3)
IBA 531 Financial Policy (3)
IBA 532 Managerial Finance (3)
Prerequisite: Graduate Accounting Cluster

In addition to the four required clusters, students must complete an elective cluster and IBA 601 Business Policies & Strategies (3).

Graduate Small Business Elective Cluster

IBA 556 Introduction to Small and Growing Companies (3)
IBA 557 New Venture Formatting (3)
IBA 558 Small Business Management (3)

MSA - Management Emphasis

The MSA with a Management Emphasis requires completion of the following clusters:

Graduate Management Cluster

IBA 540 Management and Administrative Theory (3)
IBA 541 Organizational Behavior (3)
IBA 543 Personnel Management & Labor Relations (3)

Graduate Organizational Communication Cluster

ICM 560 Organizational Communications Theory (3)
ICM 561 Communications Process Analysis (3)
ICM 562 Practical Applications of Communications Processes (3)

Graduate Organizational Assessment Cluster

IHR 577 Organizational Assessment (3)
IHR 579 Training, Design, Evaluation & Facilitation. (3)
IHR 580 Contemporary Issues (3)

Graduate Finance Cluster

IBA 530 Financial Concepts (3)
IBA 531 Financial Policy (3)
IBA 532 Managerial Finance (3)
Prerequisite: Graduate Accounting Cluster

In addition to the four required clusters, students must complete an elective cluster and IBA 601 Business Policies & Strategies (3).

Graduate Small Business Elective Cluster

IBA 556 Introduction to Small and Growing Companies (3)
IBA 557 New Venture Formatting (3)
IBA 558 Small Business Management (3)

Communications

Program Description

The Master's program in Communications offers a great deal of flexibility in planning and design. The graduate student in Communications may specialize in one of four areas of emphases. The four areas of emphasis are 1) Promotions, 2) Training and Development, 3) Media Management and 4) Digital & Multimedia Studies.

A capstone course, ICM 601, is required of all emphases except for Digital & Multimedia majors with an emphasis in Television Production. Students with that emphasis will complete a script or television production project, pending faculty approval. All versions of the degree in the LCIE program require 48 hours.

Each cluster is limited to approximately 12 students which allows for close contact with faculty members and individualization of study to meet each student's needs within the parameters of the course. Each cluster meets one evening a week for four hours and integrates related areas of study which, in more traditional formats, are taught separately. Evaluation is based primarily upon projects in which written and oral communications skills are developed.

Students may apply for three credits of either ICM 593 Media Internship or ICM 594 Communications Internship, on-site learning experiences in communications-related establishments. Students who wish to pursue an internship must receive the

recommendation of the Faculty Advisor and be accepted by the internship organization. Internships normally require a student to spend 15-20 hours per week at the internship site. The internship is an option, not a requirement.

Students also have the option of mixing courses offered in Lindenwood's traditional format into their LCIE program. Requirements, with options, for each of the emphases areas in the LCIE format are listed below.

M.A. In Communication, Promotions Emphasis

The M.A. in Communications with a Promotions Emphasis requires completion of the following clusters:

Graduate Corporate Writing Cluster

ICM 500 Communication in the Corporate Environment (3)
ICM 501 Using Media for Presentations (3)
ICM 503 Copywriting (3)
(MS equivalent: MBA 500, COM 507)

Graduate Organizational Communication Cluster

ICM 560 Organizational Communication Theory (3)
ICM 561 Communication Process Analysis (3)
ICM 562 Practical Application of the Comm. Process (3)
(MS equivalent: MBA 541, MBA 548)

Graduate Digital Media Cluster

ICM 534 Practical Business Graphics (3)
ICM 565 Electronic Resources (3)
ICM 595 Media Project Management (3)
(MS equivalent chooses 9-12 hours from: ART 581, COM 505, 565, 566, MBA 521, 525)

Choose two clusters from

Graduate Promotional Mix Cluster

ICM 550 Principles of Advertising
ICM 589 Principles of Public Relations
ICM 590 Promotion Management

Graduate Public Relations Cluster

ICM 541 Group Communication
ICM 542 Public Relations Ethics
ICM 543 PR Research and Planning

Graduate Marketing Cluster

IBA 550 Marketing Concepts
IBA 551 Marketing Strategy & Mgmt.
IBA 552 Issues in Marketing

Graduate Product Management Cluster

IBA 555 Product Management and Development
IBA 560 Brand Management
IBA 565 Product Positioning Strategy

Graduate Accounting Cluster

IBA 510 Financial Accounting Concepts
IBA 511 Managerial Accounting
IBA 512 Cases in Accounting
(MS equivalent chooses 9-12 hours from: MBA 510, 511, 521, 550, 552, 553, 554, 555, 557, 584, COM 503, 589)

In addition to the above requirement, all majors with the Promotions emphasis must complete ICM 601 Communications Policies and Strategies (MS equivalent: COM 601).

M.A. In Communication, Training & Development Emphasis

The MA in Communications with a Training & Development Emphasis requires completion of the following three clusters and one cluster from two groups listed below:

Graduate Corporate Writing Cluster

ICM 500 Communication in the Corporate Environment (3)
ICM 501 Using Media for Presentations (3)
ICM 503 Copywriting (3)
(MS equivalent: MBA 500, COM 507)

Graduate Organizational Communication Cluster

ICM 560 Organizational Communication Theory (3)
ICM 561 Communication Process Analysis (3)
ICM 562 Practical Application of the Communication Process (3)
(MS equivalent: MBA 541, MBA 548)

Graduate Organizational Assessment Cluster

IHR 577 Organizational Assessment (3)
IHR 579 Training, Design, Evaluation and Facilitation (3)
IHR 580 Contemporary Issues (3)

Choose one cluster from

Graduate Desktop Publishing Cluster

ICM 505 Desktop Publishing in the Workplace (3)
ICM 545 Information Systems Projects (3)
ICM 563 Computer Based Graphics (3)

Graduate Digital Media Management Cluster

ICM 534 Business Graphics (3)
ICM 565 Electronic Resources (3)
ICM 588 Media Project Planning (3)
(MS equivalent chooses 9 hours from: ART 581, COM 505, 565, 566, MBA 521, 525)

Choose one cluster from

Graduate Television Production Cluster

ICM 554 Television Production (3)
ICM 558 Writing for Television (3)
ICM 559 Production Management(3)

Graduate Advanced Television Production Cluster

ICM 574 Advanced Television Production (3)
ICM 576 Advanced Television Directing (3)
ICM 577 Advanced Television Editing (3)

In addition to the above requirement, all majors with the Training & Development emphasis must complete ICM 601 Communications Policies and Strategies (MS equivalent: COM 601).

M.A. In Communication, Media Management Emphasis

The MA in Communications with a Media Management Emphasis requires completion of the following four clusters and one cluster from the groups listed below:

Graduate Corporate Writing Cluster

ICM 500 Communication in the Corporate Environment (3)
ICM 501 Using Media for Presentations (3)
ICM 503 Copywriting (3)

(MS equivalent: MBA 500, COM 507)

Graduate Management Cluster

IBA 540 Management and Administrative Theory (3)
IBA 541 Organizational Behavior (3)
IBA 543 Personnel Management & Labor Relations (3)
(MS equivalent: MBA 540, 541, 548)

Graduate Accounting Cluster

IBA 510 Financial Accounting Concepts (3)
IBA 511 Managerial Accounting (3)
IBA 512 Cases in Accounting (3)
(MS equivalent: MBA 510, 511, 521)

Graduate Promotional Mix Cluster

ICM 550 Principles of Advertising (3)
ICM 589 Principles of Public Relations (3)
ICM 590 Promotion Management (3)
(MS equivalent: MBA 551, MBA 553)

Choose one cluster (9 hours) from

Any cluster with courses starting with course identifiers of IBA, ICM, or HRM.

In addition to the above requirement, all majors with the Media Management emphasis must complete ICM 601 Communications Policies and Strategies (MS equivalent: COM 601).

M.A. In Communication, Digital & Multimedia Studies Emphasis Program Description

The Masters Program in Digital and Multimedia Studies combines coursework that involves both hands-on experiences with current technologies and conceptual studies relating to their applications. The MA in Communications with a Digital & Multimedia Emphasis requires completion of five clusters and one three semester hour capstone course for a total of 48 credit hours:

Students must complete a minimum of at least three clusters from the following list of six core clusters:

Graduate Desktop Publishing Cluster

ICM 505 Desktop Publishing in the Workplace (3)
ICM 545 Information System Projects (3)
ICM 563 Computer Based Graphics (3)

Graduate Imaging & Design Cluster

ICM 526 Design Concepts
ICM 527 Design in Media I
ICM 528 Design in Media II

Graduate Web Page Design Cluster

ICM 564 Web Imaging (3)
ICM 567 Web Page Building (3)
ICM 570 Website Management (3)

Graduate Digital Media Management Cluster

ICM 534 Business Graphics (3)
ICM 565 Electronic Resources (3)
ICM 588 Media Project Planning (3)

Graduate Television Production Cluster

ICM 554 Television Production (3)

ICM 558 Writing for Television (3)
ICM 559 Production Management (3)

Graduate Advanced Television Production Cluster

ICM 574 Advance Television Production (3)
ICM 576 Advanced Television Directing (3)
ICM 577 Advanced Television Editing (3)

Elective Clusters

To complete their five clusters, students must select additional core clusters or any two of the following clusters:

Graduate Corporate Writing Cluster

ICM 500 Communications in the Corporate Environment (3)
ICM 501 Using Media for Presentations (3)
ICM 503 Copywriting (3)

Graduate Promotional Mix Cluster

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

Graduate Public Relations Cluster

ICM 541 Group Communications (3)
ICM 542 Public Relations Ethics (3)
ICM 543 PR Research & Planning (3)

Graduate Documentary Expression Cluster

ICM 572 Documentary Film & Video (3)
ICM 573 Photojournalism (3)
ICM 575 Documentary Journalism (3)

In addition to the above requirement, all major with the Digital & Multimedia emphasis must complete ICM 601 Communications Policies and Strategies (MS equivalent: COM 601) or ICM 599 Graduate Culminating Project.

Criminal Justice Administration (M.S.) Program Description

The Master of Science degree program in Criminal Justice Administration is designed for practicing professionals in the fields of law enforcement and criminal justice administration. The degree is designed for both younger professionals who intend to pursue a career in the field and for seasoned professionals who wish to expand their knowledge and skills in criminal justice administration.

The program can be 45 credit hours including a 3-hour research methods course and a 6-hour culminating project or a 48 semester hour degree program. The project represents the student's independent research and application of knowledge in the field of criminal justice administration.

Students must complete the following four core clusters:

Graduate Management Cluster

IBA 540 Management and Administrative Theory (3)
IBA 541 Organizational Behavior (3)
IBA 543 Personnel Management and Labor Relations (3)

Graduate Homeland Security Cluster

ICJ 520 Terrorism and Counter Terrorism (3)
ICJ 521 Homeland Security (3)
ICJ 522 Homeland Security and American Policing (3)

Graduate Constitutional Law Cluster

ICJ 510 Constitutional Law (3)
ICJ 511 Rules of Evidence (3)
ICJ 512 Courtroom Testimony and Presentation (3)

Graduate Administration of Justice Cluster

ICJ 502 Critical Issues in Police Civil Liability (3)
ICJ 525 Administration of Justice (3)
ICJ 526 Police in Society (3)

In addition, students may select one of the following options:

1. IBA 593 Research Methods & Design (3)
ICU 599 Culminating Project/Directed Thesis (6)
ICJ 593 Special Topics in Criminal Justice (3)
or
2. Complete one cluster (9 hours) selected from any other cluster groupings and ICJ 601 (3)

Gerontology (M.A.)

Program Description

The Master of Arts in Gerontology is designed for practicing professionals in the fields of gerontology and health to enhance their understanding of the human aging process and the challenges associated with aging in the United States. Current curriculum content is based upon recommendations found in the Standards and Guidelines for Gerontology programs prepared and presented by the Association of Gerontology programs in higher education.

The Gerontology program requires 48 semester hours. Graduate students take four (core) clusters, an elective cluster (selected to best serve the student's chosen area of specialization) and a three semester hour capstone course or internship. Students may, however, substitute a graduate thesis (with approval of the faculty advisor) and a research methods course for the elective cluster and the capstone course or internship.

Graduate alumni from the Gerontology program serve as directors of retirement housing complexes, managers of senior centers, nursing home administrators, researchers, founders of home health agencies, and a range of other careers dedicated to serving older individuals. The aim of the program is to provide a solid foundation in the theories and research in Gerontology.

The M.A. in Gerontology requires completion of the following four clusters (36 hours) plus one cluster from the elective groups listed below;

Graduate Sociology of Aging Cluster

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

Graduate Community Organization Cluster

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

Graduate Geriatric Assessment Cluster

IGE 540 Multidisciplinary Geriatric Assessment (3)
IGE 541 Counseling Older Adults (3)
IGE 543 Mental Health Issues in the Elderly (3)

Graduate Research Methods Cluster

IGE 544 Research Methods in Gerontology (3)
IGE 545 Literature Review in Aging (3)
IGE 546 Basic Statistics for Research in Gerontology (3)

In addition to the above four clusters, student must also complete one of the following clusters:

Graduate Issues of Aging Cluster

IGE 547 Law and Aging (3)
IGE 548 Economics of Aging (3)
IGE 549 Issues of Abuse and Neglect of Older Adults (3)
or

Graduate Long-term Care Cluster

IGE 525 Historical Overview of Nursing Home Industry (3)
IGE 526 Role of the Management in Long-Term Care (3)
IGE 527 Regulations Concerning Long-Term Care Industry (3)
or
Any Health Management cluster (9 hours) with the approval of the Gerontology program manager

Students must also complete one of the following courses:

Special Topics Course, Thesis/Project, Capstone Course or Professional Internship (3-6 hours)

Complete a minimum of 3 hours from the following options:

IGE 500 Professional Internship (3)
IGE 593 Special Topics in Gerontology (3)
ICU 599 Thesis/Culminating Project (6)
IHM 601 Health Management Capstone (3)

SPECIAL NOTE: Students may substitute a graduate thesis (with approval of the faculty advisor) and a research methods course, IBA 593, Research Methods & Design, or an alternative graduate research course approved by the program director for the elective cluster and the capstone course or internship.

Health Management (M.S.)

Program Description

The LCIE Master of Science in Health Management 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 Service Administration. The Health Management degree requires the completion of forty-eight semester hours.

Students must complete the following four core clusters:

Graduate Legal Issues Cluster

IHM 533 Legal Issues in Health Care (3)
IHM 534 Government Organizations & Health Care Industry (3)
IHM 535 Cases in Health Care Administration (3)

Graduate Health Care Strategies Cluster

IHM 550 Strategic Management in Health Care Organizations (3)
IHM 551 Health Care Marketing (3)
IHM 552 American Health Care and International Experience (3)

Graduate Health Care Finance Cluster

IHM 576 Essentials of Health Care Finance (3)
IHM 577 Health Care Finance (3)
IHM 578 Economics of Health and Medical Care (3)

Graduate Health Information Management Cluster

IHM 590 Implications of Digital Medicine for Healthcare Leaders (3)
IHM 591 Medical Records and the Law (3)
IHM 592 Ethical Challenges in Management of Health Information (3)

In addition to the four required clusters, students must complete:

One of the two cluster groups shown below and IHM 601 Health Management Capstone (3).

Elective Clusters

Graduate Public Health Cluster

IHM 570 Public Health (3)
IHM 571 Managerial Epidemiology (3)
IHM 572 Concepts of Health and Disease for Administrators (3)

Graduate Managed Care Cluster

IHM 580 Essentials of Managed Care (3)
IHM 581 Medicare, Medicaid and Legal & Regulatory HC Issues (3)
IHM 582 Contracting in a Managed Care Environment (3)

Human Resource Management (M.S.) Program Description

This program provides professional development for students interested in becoming serious practitioners in the field of Human Resource Management. For newer trainers, 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 Human Resource Management degree requires the completion of forty-eight semester hours.

Students must complete the following four core clusters:

Graduate Management Cluster

IBA 540 Management and Administrative Theory (3)
IBA 541 Organizational Behavior (3)
IBA 543 Personnel Management & Labor Relations (3)

Graduate Supervision Cluster

IHR 557 Employee Supervision (3)
IHR 558 Legal Issues for Human Resource Management (3)
IHR 559 Performance Management/Performance Appraisal Systems (3)

Graduate Organizational Assessment Cluster

IHR 577 Organizational Assessment (3)
IHR 579 Training, Design, Evaluation & Facilitation (3)
IHR 580 Contemporary Issues (3)

Graduate HR Strategies Cluster

IHR 590 Strategies for Human Resource Management (3)
IHR 591 Issues in Employee Selection & Retention (3)
IHR 592 Employee Benefits & Compensation (3)

In addition to the four required clusters, students must complete an elective cluster that will be determined by the student and the faculty advisor and:

IBA 601 Business Policies & Strategies (3)

Graduate Management Issues Elective Cluster

IHR 534 Gender Issues in Management (3)
IHR 535 Managerial Ethics (3)
IHR 536 Implementing and Managing Diversity (3)

Managing Information Technology (M.S.) Program Description

The Master of Science in Managing Information Technology will accept students who have undergraduate degrees in information technology, computer science, computer information systems, management information systems, the Post Bachelor's Certificate in Information Technology, or equivalent work experience or professional certifications to be determined by Lindenwood University. It serves students by providing them with the background necessary to become effective IT managers.

The degree is offered in a 48 hour program consisting of three required core clusters, two elective clusters and a capstone course.

Graduate Project Management Cluster

IIT 531 Scheduling, Cost Control and Estimating Models (3)
IIT 532 Implementing a Management Control System (3)
IIT 533 System Approach to Software Management (3)

Graduate Managerial System Integration Cluster

IIT 541 Database Integration and Management (3)
IIT 542 New Technology Integration (3)
IIT 543 Enterprise Resource Planning (ERP) (3)

Graduate Network Management and Administration Cluster

IIT 525 Network Security (3)
IIT 526 Current Issues in Network Technology (3)
IIT 527 Network Project (3)

Elective Clusters: Students must select two of the following:

Graduate Internet Culture Cluster

IIT 571 Understanding the Internet Culture (3)
IIT 572 Developing an Effective Web Strategy (3)
IIT 573 Web Site Administration (3)

Graduate Management Cluster

IBA 540 Management & Administrative Theory (3)
IBA 541 Organizational Behavior (3)
IBA 543 Personnel Management and Labor Relations (3)

Graduate Digital Media Management Cluster

ICM 534 Business Graphics (3)
ICM 565 Electronic Resources (3)
ICM 588 Media Project Planning (3)

Graduate Web Page Design Cluster

ICM 564 Web Imaging (3)
ICM 567 Web Page Building (3)
ICM 570 Web Site Management (3)

Students must take IIT 601 Information Technology Capstone (3).

Master Of Fine Arts In Writing (M.F.A.) Program Description

The MFA in Writing is designed to provide students with the guidance and knowledge necessary to distinguish themselves as writers, both personally and in the community. The program offers personalized instruction in small workshop settings, exposing students to an unusually wide range of genres and offering the opportunity to develop a project in their genre of choice. Classes are taught by working, published writers who offer the necessary balance of critical challenge and encouragement, and, as a result, each student is equipped to better

express his or her understanding of the human experience.

Admission to the program is contingent upon approval of a submitted writing sample. Any student not admitted into the MFA program must receive permission from the program director before enrolling in a cluster. Once accepted, students pursue a forty-eight hour program in “cluster” format.

Students must complete five of the seven clusters listed below:

Graduate Creative Writing Cluster

IMF 515 Creative Writing for the MFA (3)

IMF 516 Fiction Genres (3)

IMF 517 Poetry Genres (3)

Graduate Poetry Cluster

IMF 525 Poetry Writing Workshop (3)

IMF 526 The Craft of Poetry: Prosody & Language (3)

IMF 527 Selected Emphases in Poetry (3)

Graduate Fiction Cluster

IMF 535 Fiction Writing Workshop (3)

IMF 536 Fundamentals of Contemporary Fiction (3)

IMF 537 Selected Emphases in Fiction (3)

Graduate Creative Nonfiction Cluster

IMF 545 Creative Nonfiction Workshop (3)

IMF 546 The Personal Essay & Memoir (3)

IMF 547 The Lyric Essay (3)

Graduate Prose Studies Cluster

IMF 555 Prose Workshop (3)

IMF 556 The Prose Collection (3)

IMF 557 The Literary Journal (3)

Graduate Journalism Cluster

IMF 565 Writing For Publications (3)

IMF 566 Narrative Journalism (3)

IMF 567 Readings in Narrative Journalism (3)

Graduate Scriptwriting Cluster

IMF 575 Scriptwriting Workshop (3)

IMF 576 Narrative Arc in Film (3)

IMF 577 Script Analysis (3)

NOTE: This cluster is open to other Communications majors.

Additional MFA coursework can be taken in the form of independent study. The opportunity to study one-on-one with a faculty member is particularly beneficial to a student of fine arts. Independent studies offer a mentoring relationship and practical flexibility. Students who undertake an independent study are given a comprehensive, genre-based reading list, and, over the term, complete coursework that reflects a critical understanding of a chosen number of texts and their usefulness to the student’s own work. Students must meet at least twice per term with a faculty member and accumulate at least fifteen pages of written work.

The final three hours of the program are devoted to completion of a graduate thesis, a project developed in the chosen genre. Students produce a book-length thesis of poetry, fiction, or nonfiction (approximately 40 pages), or a feature-length script (approximately 90 pages). Working closely with their advisor, students revise, order, and research publishing opportunities for their manuscript. All graduate theses are evaluated by at least two faculty members.

The independent study course are

IMF 595 Independent Study (1-3) (poetry)

IMF 596 Independent Study (1-3) (fiction)

IMF 597 Independent Study (1-3) (nonfiction)

LCIE GRADUATE COURSE DESCRIPTIONS

NOTE: Course descriptions are listed alphabetically by the name of the program.

BUSINESS ADMINISTRATION (M.B.A., M.S.A.)

Graduate Accounting Cluster

IBA 510 Financial Accounting Concepts (3) This course investigates 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 512 Case Studies in Accounting (3) This course will use case analysis to illustrate and describe what accountants do and provide a basis for discussion about alternatives and implications of accounting standards, procedures and reports. The focus will be on the manager as a decision maker, using accounting as a strategic tool.

Graduate Management Cluster

IBA 540 Management and Administrative Theory (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 Behavior (3) This course is 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 and includes an analytical appraisal of policies in labor relations and personnel administration.

Graduate Marketing Cluster

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

IBA 551 Marketing Strategy and Management (3) This course is 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. Students will study the development of a marketing plan for an organization, budgeting, interfacing with other areas of the organization.

IBA 552 Issues in Marketing (3) Current and significant issues in marketing (electronic marketing, direct marketing, interactive services marketing, Internet marketing) are examined. The course considers the existing theories and practices as learned in the above two courses; however, emphasis is given to new and emerging topics in the field.

Graduate Finance Cluster

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.

Graduate Small Business Elective Cluster

IBA 556 Introduction to Small and Growing Companies (3) This course will begin with small business management and expand into the particular issues faced by growing organizations with a brief look at family-controlled organizations. A “macro” view of small business as a political, economic and cultural cause and consequence will also occur throughout the term. A variety of educational methods will be employed to provide a broad range of learning experiences such as lectures, guest speakers, group discussion, video presentations, case analysis, and field work projects.

IBA 557 New Venture Formation (3) This course focuses on analytical techniques used to create and evaluate new concepts and new business opportunities. Students study the process of feasibility analysis for new business ventures or projects from the time of the generation of the concept through critical concept analysis, opportunity screening and pre-feasibility analysis, to the development of the written feasibility study, including the financial aspects in starting a business. Students prepare a feasibility study as a term project and may use the completed study as the initial step in writing a business plan.

IBA 558 Small Business Management (3) The objectives of this course are to examine the necessary functional skills to operate a small business. The underlying assumptions are that the business is approximately \$1 million in sales volume, has fewer than 20 employees, employs a mission of stability over growth and is in the retail/service sector. The course will develop an understanding and knowledge of the way the critical areas of law, human resources, finance/accounting, marketing, and management are integrated and applied for successful small business management.

Graduate Product Management Cluster

IBA 555 Product Management and Product Development (3) This course is 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 of the organization. The application of strategy models to product management, monitoring, tracking,

updating, etc. will be conducted. 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.

IBA 560 Brand Management (3) Product and brand management decisions needed to build, measure and manage brand equity will be discussed. Focal objectives are to increase the understanding of important issues in planning and evaluating brand strategies and to provide the appropriate theories, concepts and models to make better branding decisions.

IBA 565 Product Positioning Strategy (3) A specialized part of the marketing strategy related to the image of a product or service in the customer’s thoughts will be investigated. Methods of achieving a position, selection of a positioning strategy and writing a plan to implement that strategy as well as how the positioning plan fits with the total written marketing plan will be examined.

Graduate Organizational Assessment Cluster

IHR 577 Organizational Assessment (3) This course will examine the process of organizational change from a systems perspective. Students will focus on techniques for organizational diagnosis including: organizational analysis, quality of work life analysis, technical system analysis, and environmental analysis.

IHR 579 Training, Design, Evaluation & 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.

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

COMMUNICATIONS (M.A.)

Graduate Promotional Mix Cluster

ICM 550 Principles of Advertising (3) This course examines 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.

ICM 589 Principles of Public Relations (3) This course investigates 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.

ICM 590 Promotion Management (3) Students will study promotional concepts and practices, including integration of varied elements, strategic scheduling and planning, and promotions use and development. Case studies, coordination with other corporate areas, and budgeting strategies are discussed.

Graduate Corporate Writing Cluster

ICM 500 Communications in the Corporate Environment (3)

This class is the study and practice of effective business communication, with emphasis on writing, speaking and group communication. Topics will include principles of verbal and non-verbal communication in the work place; writing memorandums, letters, reports and proposals; interviewing and oral presentation. Work will focus on persuasive communication for both internal and external business audiences.

ICM 501 Using Media for Presentations (3) This course is the practical application of oral presentation enhancements through the use of audio-visual and computer-aid materials and includes design and use of newsletters for internal and external audiences.

ICM 503 Copywriting (3) Students will learn to write and edit copy for business projects, such as reports, newsletters, brochures, proposals, news releases, video scripts, and/or speeches.

Graduate Desktop Publishing Cluster

ICM 505 Desktop Publishing in the Workplace (3) Using desktop publishing tools, students will design projects that meet personal and professional goals.

ICM 545 Information Systems Projects (3) This course is designed to acquaint the student with the gathering and displaying of information from various sources: e.g. databases, desktop office presentations, teleconferencing, and in-house video training. Students develop projects in business communications.

ICM 563 Computer Based Graphics (3) This course is an exploration of graphic concepts and applications in an organizational context. Students will do hands-on work with computer-based programs.

Graduate Organizational Communication Cluster

ICM 560 Organizational Communication Theory (3) This course is the study of communication theories that apply to organizational applications.

ICM 561 Communication Process Analysis (3) Students will examine communication structures and styles within organizations are analyzed, including “systems” of internal and external communications flow. Special attention is paid to problems of specialization and departmentalization.

ICM 562 Practical Applications of Communication Processes (3) This course consists of case studies of problems and issues in communication systems within organizational frameworks.

Graduate Imaging & Design Cluster

ICM 526 Design Concepts (3) This course is a study of basic art and design concepts that enable students to produce visually and aesthetically pleasing work in current and emerging software applications.

ICM 527 Design in Media I (3) This course is a study of basic and intermediate concepts and applications of color theory and graphic design within the context of visual media. Students will explore current design trends and strategies and develop a body

of work through practical application exercise assignments.

ICM 528 Design in Media II (3) This course is an in-depth examination and analysis of historical, cultural and psychological effects of color and symbolism on the field of vision within design media. This course includes - individual research and composition of custom art work using a practical design platform.

Graduate Digital Media Management Cluster

ICM 534 Practical Business Graphics (3) This course explores the use of graphics in the business community. Discussions center on emerging technologies, current uses of graphics in business contexts, and potential uses as a communications tool or as a support element for a wide range of projects.

ICM 565 Electronic Resources (3) This course introduces students to a wide range of current technologies and explores the various electronic means to provide information to the end user. The class covers distribution means for graphics, video, digital images and electronic resources.

ICM 588 Media Project Planning (3) This course focuses on how to plan and develop a large media project. Examples may include, but are not limited to, organizing conferences, major announcements, news events, training and promotional applications. The course involves applying and coordinating the uses of both Advanced Business Graphics and Electronic Resources.

Graduate Public Relations Cluster

ICM 541 Group Communication (3) This course is the examination of elements of effective oral and written communication skills that facilitate group dynamics and develop positive interpersonal relationships in the work setting.

ICM 542 Public Relations Ethics (3) This course is an assessment of professional conduct on issues facing Public Relations practitioners relative to the expanding role of PR in American society. Examination of ethical issues in the context of exploring PR's role in corporate, nonprofit, institutional, government, and political arenas will be conducted.

ICM 543 PR Research and Planning (3) This course is a study of the basic practices of Public Relations on a day to day basis and includes contingency planning and crisis management, strategizing, elements of a PR campaign, client and media relations, case studies, and public perceptions.

Graduate Web Page Design Cluster

ICM 564 Web Imaging (3) This course covers creation and editing of imagery for electronic delivery. Students will discuss topics include resolution, sizing, and compression. Coursework includes both raster (Photoshop) and vector (Illustrator, Flash) formats and their application.

ICM 567 Web Page Building (3) This course looks at several approaches to constructing web pages, including text based and visual editors. Skills taught in the Imaging course are applied to create visuals for import into pages with text elements.

ICM 570 Web Site Management (3) Students take groups of web

page and gather them into a web site. The class will consider site/page usability, interface philosophy, and how software tools can help in the construction, management, and maintenance of a web site as well as consider different ways to deliver electronic content, i.e., inter/ intra networks and CD.

Graduate Television Production Cluster

ICM 554 Television Production (3) This course offers a hands-on television experience in directing, writing, camera work and various studio and production techniques. The student develops one or more projects from brainstorming through the writing and production stages. Lab fee.

ICM 558 Writing for Television (3) This course is a study and experience in appropriate techniques and layout for writing copy for use in television advertisement, news and feature presentations. Attention is given to connecting words and actions for effective communication in commercial television and for industrial training efforts.

ICM 559 Production Management (3) This course serves as a demonstration and experience in setting up lighting, set arrangements and camera positions for effective video production. Demonstration of video switching, audio adjustments, post-production assembly and insert editing for both live and pre-recorded video production is included.

Graduate Advanced Television Production Cluster

ICM 574 Advanced Television Production (3) This course demonstrates the use of camera, lighting, writing, casting and other pre-production activities in the production of a taped video documentary or feature. Lab fee.

ICM 576 Advanced Television Directing (3) This course concentrates on the position and responsibilities of the director in commercial and industrial/training video productions. Students will serve as director in the creation of an original feature project. Lab fee.

ICM 577 Advanced Television Editing (3) This course consists of 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. Lab fee.

Graduate Documentary Expression Cluster

ICM 572 Documentary Film & Video (3) This course defines documentary from its beginnings and traces its development in subject, techniques, and impacts on American and European societies. Samples of silent, sound film and recent video-documentaries representing different approaches to subjects are viewed. Applied analytical techniques and visual communication theories will be included.

ICM 573 Photojournalism (3) The history of photojournalism from its inception in the 19th century to the present will be examined. This course 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.

ICM 575 Documentary Journalism (3) This course 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.

ICM 595 Special Projects I (3) Special project to be determined in consultation with Faculty Advisor (for Digital & Multimedia students).

ICM 596 Special Projects II (3) Special project to be determined in consultation with Faculty Advisor (for Digital & Multimedia students).

ICM 597 Special Projects III (3) Special project to be determined in consultation with Faculty Advisor (for Digital & Multimedia students).

ICU 599 Graduate Culminating Project (3) Project to be determined in consultation with Faculty Advisor (for Digital & Multimedia students).

CRIMINAL JUSTICE ADMINISTRATION (M.S.)

Graduate Homeland Security Cluster

ICJ 520 Terrorism and Counter Terrorism (3) This course examines the history and development of international and domestic terrorism as political tools. It will focus on cultural, religious and philosophical elements that together have provided terrorist organizations with a fundamental basis for using terrorism to promote their causes. Various terrorist organizations and their philosophies will be studied by examining case histories of terror organization development.

ICJ 521 Homeland Security (3) This course will explore the emergence of homeland security and America's historical approach to defending its homeland and the evolution of the terrorist threat that led to September 11, 2001. Special focus will be given to threat assessment and mitigation, critical infrastructure protection, emergency response, incident management, and continuity of operations. Critical policy issues shaping the future of homeland security and the roles, responsibilities, and methods of major federal, state and local government agencies along with key private sector organizations will be examined.

ICJ 522 Homeland Security and American Policing (3) This course will address the needs of state and local law enforcement to work practically and effectively with the communities they serve in light of the terrorist threat facing the nation. Issues such as preparedness, mitigation, recovery and response will be studied. Special attention will be given to balancing the rights of the citizen against the need for public safety during times when terrorist threats are highest.

Graduate Constitutional Law Cluster

ICJ 510 Constitutional Law (3) This course examines the history and traditions of the United States Constitution and its impact on American Criminal Justice. The spirit and philosophy of

Constitutional Law will be explored through the study of important criminal and civil case law and their impact on American Society.

ICJ 511 Rules of Evidence (3) The rules of evidence, as statutory and constitutional law prescribes them, are examined in this course. The long-standing history of proper evidentiary procedure is explored in depth and is made relevant through examination of related Supreme Court Cases.

ICJ 512 Courtroom Testimony and Presentation (3) The role of courtroom testimony and procedure is examined in this course. The importance of proper case preparation and presentation is carefully examined in this course along with constitutional restrictions on testimony and evidence.

Graduate Administration Of Justice Cluster

ICJ 502 Critical Issues in Police Civil Liability (3) This course consists of an analysis of the scope and impact of police civil liabilities as they pertain to such matters as use of excessive force, police vehicle pursuits, high risk drug enforcement operations, and failure to arrest intoxicated drivers.

ICJ 525 Administration of Justice (3) This course is an analysis of criminal justice organizations, structural operations, and political considerations and focuses on Police Department Administration.

ICJ 526 Police in Society (3) This course is an analysis of selected readings and research on the police role, selection and training, discretion, use of force, corruption and future trends.

GERONTOLOGY (M.A.)

Graduate Sociology Of Aging Cluster

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 functional and organic psychopathologies are discussed.

IGE 513 Physical Aspects of Aging (3) This course examines the biological changes associated with the aging process. Normal and Pathological changes, as well as methods of diagnosis, are discussed in treatment and health promotion. Students investigate and critique several biological theories of aging.

Graduate Community Organization Cluster

IGE 520 Community Organization and Resource Allocation (3) This course consists of 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. Students will explore operations of health, housing, social and nutrition programs in light of economic and political restraints.

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 students will examine 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 designed to provide psycho-social and health services to the elderly. Programs under review include those designed to aid human services practitioners, managers, and policy makers in understanding basic objectives, approaches and options in delivering services to the elderly in the most cost-effective manner.

Graduate Long-Term Care Cluster

IGE 525 Historical Overview of Nursing Home Industry (3) The course looks at the history of nursing homes from earliest times to the present; this would include discussion of some of the political, economic and social conditions in existence at that time.

IGE 526 Role of Management in Long-Term Care (3) This course includes discussion of the various roles expected of the administrator in the long-term care facility.

IGE 527 Regulations Concerning the Long-Term Care Industry (3) In this course, students will examine federal and state regulations concerning the long-term care. Future directions for the industry as a whole will also be explored.

Graduate Geriatric Assessment Cluster

IGE 540 Multidisciplinary Geriatric Assessment (3) This course presents an overview of assessment, instruments, and techniques, related to measuring problems, needs, strengths, and changes of older adults.

IGE 541 Counseling Older Adults (3) This course focuses on specific mental health needs of older adults and training in basic interactive helping skills. Group work and individual counseling methods are discussed.

IGE 543 Mental Health Issues in the Elderly (3) This course includes an overview of mental health disorders faced by older adults with intense focus on Dementia, Depression, and Alzheimer's disease. Symptoms, assessment, treatment, and coping methods are discussed.

Graduate Research Methods Cluster

IGE 544 Research Methods in Gerontology (3) This course introduces the student to basic methods of research in gerontology. Topics include reliability and validity, qualitative methods, and data analysis. The focus is on the different research methods, survey techniques, the field study, and program evaluation.

IGE 545 Literature Review in Aging (3) Students will review the current literature pertaining to relevant and current issues in the field of aging. Topics covered include demographic trends, the aging process, social attitudes toward old age, problems and potential of aging, retirement, death, and social policies and programs for older adults.

IGE 546 Basic Statistics Use in Gerontology (3) An introduction to the use of basic statistics to support Gerontology Research and Assessment. Sampling methods and sample validity will be discussed.

Graduate Issues Of Aging Cluster

IGE 547 Law and Aging (3) This course is an overview of laws and programs regarding financial assistance, health care, housing, insurance, personal planning and protection, nursing home rights, grandparents rights, and social services for the elderly.

IGE 548 Economics of Aging (3) This course focuses on the economic issues faced by older adults. Retirement planning, housing issues, and legal concerns are addressed. Options for planning for these life care issues and their economic impact are discussed.

IGE 549 Issues of Abuse and Neglect of Older Adults (3) This course focuses on case studies, literature, legal issues, reporting issues, and community resources pertaining to the abuse/neglect and exploitation of older adult's in today's society.

HEALTH MANAGEMENT (M.S.)

Graduate Legal Issues Cluster

IHM 533 Legal Issues in Health Care (3) The cluster begins with an extensive overview of major issues in health law. Following this is a broad discussion of the legal system and the sources of its statutory laws, rules, regulations and guidelines. This will include a basic review of tort law, criminal law, contract law, civil procedure and trial practice.

IHM 534 Government Organizations and the Health Care Industry (3) This segment discusses the organization of our government and the various federal, state and local administrative departments relevant to the health care industry. A variety of issues confronting professionals working in health care will be explored.

IHM 535 Cases in Health Care Administration (3) In the final segment, there will be discussion and analysis of the case law presentations. Because of their effect on the health care system, the student should be able to apply appropriate political, social and economic factors in said analysis.

Graduate Health Care Strategies Cluster

IHM 550 Strategic Management in Health Care Organizations (3) This course enhances the student's ability to look closely at a health care organization and develop a strategic plan. Health care organizations, both nonprofit and for-profits, must be concerned with the changing environment and consumer demands. The health care organization, similar to other businesses, must be able to respond quickly to demands including but not limited to, health promotion, and wellness programs as well as alternative medicine breakthroughs. Therefore, strategic planning is more important in

today's changing health care environment.

IHM 551 Health Care Marketing (3) This course provides the health management student with a thorough understanding of the principles and concepts of marketing as they apply to health care organizations. The class will discuss marketing applications from both a traditional fee-for-service approach and a managed care framework, identifying the strengths and weaknesses of both.

IHM 552 American Health Care and the International Experience (3) The US health care system will be discussed in depth, and also why so many Americans are uninsured or underinsured. Students will conduct a detailed analysis of the health care system of one of the countries covered in the World Health text. This analysis will help the student better understand global health issues.

Graduate Public Health Cluster

IHM 570 Public Health (3) Public health is concerned with threats to the overall health of a community based on population health analysis. The focus of a public health intervention is to prevent rather than treat a disease through surveillance of cases and the promotion of healthy behaviors. The growing field of population health has broadened the focus of public health from individual behaviors and risk factors to population-level issues such as inequality, poverty, and education.

IHM 571 Managerial Epidemiology (3) This course will emphasize the basic principles of epidemiology as it applies to the management and utilization of health services. It will incorporate a non-traditional approach/philosophy which encompasses methods necessary to perform managerial and public health analysis from a broad-based holistic point of view.

IHM 572 Concepts of Health and Disease for Administrators (3) People carry from their immediate and historical families and backgrounds many perspectives of the health care delivery system. Cultures carry with them many examples of healing traditions and traditional health beliefs. This class will examine a general understanding of health and illness, broad issues of health care delivery, as well as the concept of culture and the role it plays in perceptions of health and wellness.

Graduate Health Care Finance Cluster

IHM 576 Essentials of Health Care Finance (3) This course provides the health care executive and manager material that will assist them in understanding the conceptual basis and mechanics of financial analysis and decision making as it pertains to daily decisions in their organization and in the health care industry.

IHM 577 Health Care Finance (3) This course will provide the health care executive and manager information methods to enhance productivity, market strategy, quality and profitability. The student will understand the complexities of the health care reimbursement system, including but not limited to federal and state payers, PPOs, HMOs, cost limits, out-of-pocket, and fee-for-service. The course will look at real world experiences of successes and failures in cost cutting measures while maintaining quality.

IHM 578 Economics of Health and Medical Care (3) This course provides the students the fundamental tools necessary to apply basic economic principles to the health care field. This course will deliver a balance of population-based health economics and

consumer driven, managed health care economics.

Graduate Essentials Of Managed Care Cluster

IHM 580 Essentials of Managed Care (3) The influence of managed care is felt throughout the healthcare industry. This course will look at an overview and history of managed care and integrated healthcare delivery systems. The relationship between various provider sectors and managed care will also be examined. Basics of medical management and non-medical operational marketing and management will also be discussed.

IHM 581 Medicare and Medicaid and Legal and Regulatory HC Issues (3) Medicare and Medicaid and their relationship to managed care and the challenges presented with this sector of healthcare will be discussed. A brief overview of important current legal topics will also be presented, such as liability for medical management and HIPAA.

IHM 582 Contracting in a Managed Care Environment (3) The complexities and idiosyncrasies of contracting in a managed care environment will be examined in detail. Reasonable allocation of funds and risk as well as effective contract negotiation will also be discussed. The future challenges of managed care contracting and healthcare services will be numerous, and this course is designed to best prepare health care managers to address those challenges.

Graduate Health Information Management Cluster

IHM 590 Implications of Digital Medicine for Healthcare Leaders (3) Leadership is the essential ingredient needed to transform the Healthcare system. This course is designed to assist today's healthcare professionals and managers with understanding how to deploy and utilize the powerful resources that are available from today's IT industry.

IHM 591 Medical Records and the Law (3) The nature and use of health information has changed dramatically over the past decade. With the evolution of the way we create, use and store health information, there is increased accountability for the protection and dissemination of this information. This course is designed to address the substantial changes brought to the industry by HIPAA and the growth in utilization of electronic record systems.

IHM 592 Ethical Challenges in Management of Health Information (3) This course will discuss standards for conduct and ethical uniformity of practice for the Health Information profession. Health care managers will learn how to resolve and address ethical issues in a proactive and effective manner. Ethical decision making matrices will be discussed as a guide to understanding the complexity of solving ethical problems.

HUMAN RESOURCE MANAGEMENT (M.S.)

Graduate Management Cluster

IBA 540 Management and Administrative Theory (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 Behavior (3) This course is 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 will be examined.

Graduate Supervision Cluster

IHR 557 Employee Supervision (3) This course examines the industrial environment and the role of the supervisor. It is directed toward the enhancement of managerial skills and includes a survey of current literature on the subject of leadership.

IHR 558 Legal Issues for Human Resource Management (3) This course examines the various laws relating to the employer/employee relationship. Special emphasis will be placed on topics such as equal employment opportunity, affirmative action, grievance handling, hiring and termination, training, questions of equity, labor relations, and other issues associated with the management of human resources.

IHR 559 Performance Management/ Performance Appraisal Systems (3) Performance appraisal is mandated by the Civil Service Reform Act. This course examines its basic elements, including goal setting, writing behavioral objectives, individual and organizational performance measurement, coaching and counseling, and productivity improvement among both unionized and non-unionized employees. Specific emphasis will be reward systems and methods of positive discipline.

Graduate Organizational Assessment Cluster

IHR 577 Organizational Assessment (3) This course will examine the process of organizational change from a systems perspective. Students will focus on techniques for organizational diagnosis including: organizational analysis, quality of work life analysis, technical system analysis, and environmental analysis.

IHR 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.

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

Graduate HR Strategies Cluster

IHR 590 Strategies for Human Resource Management (3) This course is a study of personnel management from an upper management perspective. Areas of discussion include human

resources planning, strategic development of human resources, and staffing for the long-range benefit of the organization.

IHR 591 Issues in Employee Selection and Retention (3) This course covers phases of the selection and placement process and includes the interview as a multistage process, cognitive structures brought to the selection task by applicants and interviewers and means of improving the interview as an effective selection and recruiting technique. The course will also deal with concerns of designing and conduct of employee reviews.

IHR 592 Employee Benefits and Compensation (3) This course is a study of the conceptual frameworks that serve to guide the design of strategic reward systems. Other areas of coverage include employee benefits systems, pay discrimination, and compensation administration.

Graduate Managerial Issues Elective Cluster

IHR 534 Gender Issues in Management (3) This course will focus on the role of women in management. Areas of study include, but are not limited to, the function of management, gender differences, barriers to career development, strategies for advancement, the difficult employee, effective communication, motivation, leadership and problem-solving.

IHR 535 Managerial Ethics (3) This course is a study of the nature of business ethics, moral reasoning and the moral problems of management (e.g., work force reductions, the community, the legal aspect of ethics, working conditions and making ethical decisions.)

IHR 536 Implementing and Managing Diversity (3) This course will increase the awareness and dimension of diversity in the work place. Areas of study will include the value of diversity and communicating its importance in the workplace, the changing organization, strategies for implementing diversity and managing a diverse organization.

MANAGING INFORMATION TECHNOLOGY (M.S.)

Graduate Project Management Cluster

IIT 531 Scheduling, Cost Control and Estimating Models (3) This course is an introduction to scheduling, cost control, and estimating techniques and the software available to assure successful project implementation. Such products as Microsoft Project & Excel, COCOMO II, Management Scientist and others will be used. Understanding work breakdown structures, network diagrams, chart graphics, budget spreadsheets, change control methods, and organizational structures will be paramount.

IIT 532 Implementing a Management Control System (3) The course will cover management functions such as project planning, scope statements, defining networks, cost analysis, risk, critical chain scheduling, product quality and resource usage. Lifecycle activities including project charters, initial planning, priority, sponsorship, requirements definition, effort decomposition, development, test and integration, close out and monitoring will be addressed.

IIT 533 System Approach to Software Management (3) This

course will address modeling applications with the use of learning curves, financial consideration and cash flow, trade-off analysis, applied probability and statistics, PERT/CPM under conditions of uncertainty and decision science modeling. Effective process definition, priority tasking, variance analysis, metric establishment, historical record retention and modern estimation techniques will provide methods of providing future project success.

Graduate Network Management & Administration Cluster

IIT 525 Network Security (3) This class will focus on the overarching responsibility of securing a network. It will include both physical security, data security, and a detailed evaluation of managing security in a corporate environment.

IIT 526 Current Issues in Network Technology (3) In this section, the student will research current topics surrounding security by consulting relevant trade journals and the World Wide Web. Developing an awareness of and the ability to effectively communicate a solution to senior management regarding current security risks will be a key component of this class. Some current risks include Phishing, Identity Theft, User Awareness, Man in the Middle Attacks, Distributed Denial of Service Attacks.

IIT 527 Network Project (3) Students will study the composition of an effective corporate security policy and will design a security policy for a fictional corporation based on parameters provided by the instructor, which will be provided as a formal written document to be evaluated for course credit.

Graduate Managerial Systems Integration Cluster

IIT 541 Database Integration and Management (3) This course will explore the management of database integration in the business environment. Database integration is an iterative and ongoing process. An emphasis will be placed on the following areas: treatment of existing data and the standards used with this data, exploration of data standards that are consistent with wider national and international standards, and the role that web access has with integrating and managing database access.

IIT 542 New Technology Integration (3) This course will introduce procedures for integrating new technologies into existing organizational systems. It will focus on the benefits as well as the downfalls of incorporating these technologies in the corporate environment.

IIT 543 Enterprise Resource Planning (ERP) (3) This course will discuss the concepts and practices used to integrate all departments and functions across an organization onto a single computer system that can serve all departments of the organization effectively. ERP combines multiple software systems used throughout the organization into a single, integrated software system running off a single database allowing various departments to more readily share information and communicate.

Graduate Internet Culture Cluster

IIT 571 Understanding the Internet Culture (3) This course emphasizes the history, social issues, and implications that the Internet has had on modern day business. Discussions will focus

on new business models and concepts that have been created by the Internet. Class will also discuss emerging technology trends and hypothesize how the digital age will play out in the future.

IIT 572 Developing an Effective Web Strategy (3) Students will learn how to approach web site development from a practical business and marketing model. This course uses a case study approach to instruct students on how to plan a site for those who matter most – the users. Students will learn how to create a functional and technical specifications document that governs the development process.

IIT 573 Web Site Administration (3) This course will introduce students to the issues required to manage and administer web sites. Topics include setting up internet domain names, hosting environments, web site platforms, legal issues, and content administration.

Graduate Management Cluster

IBA 540 Management & Administrative Theory (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 Behavior (3) This course is 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 will be examined.

Graduate Digital Media Management Cluster

ICM 534 Business Graphics (3) This course explores the use of graphics in the business community. Discussions center on emerging technologies, current uses of graphics in business contexts, and potential uses as a communications tool or as a support element for a wide range of projects.

ICM 565 Electronic Resources (3) This course introduces students to a wide range of current technologies and explores the various electronic means to provide information to the end user. The class covers distribution means for graphics, video, digital images, and electronic resources.

ICM 588 Media Project Planning (3) This course focuses on how to plan and develop a large media project. Examples may include, but are not limited to, organizing conferences, major announcements, news events, training, and promotional applications. The course also involves applying and coordinating the uses of both Business Graphics and Electronic Resources.

Graduate Web Page Design Cluster

ICM 564 Web Imaging (3) Course covers creation and editing of imagery for electronic delivery. Discussion topics include resolution, sizing, and compression and both raster (Photoshop) and vector (Illustrator, Flash) formats and their applications.

ICM 567 Web Page Building (3) This course looks at several approaches to constructing web pages, including text based and visual editors. Skills taught in the Imaging course are applied to create visuals for import into pages with text elements.

ICM 570 Web Site Management (3) Students take groups of web page and gather them into a web site. They will consider site/page usability, interface philosophy, and how software tools can help in the construction, management, and maintenance of a web site. Students will also consider different ways to deliver electronic content, i.e., inter/intra networks and CD.

M.F.A. IN WRITING

Graduate Creative Writing Cluster

IMF 515 Creative Writing for the MFA (3) This course offers structured practice in poetry and fiction writing for MFA students. The course concerns the development of original work through workshop, writing exercises, and assigned projects.

IMF 516 Fiction Genres (3) This course will include readings in short fiction by major authors working in modes ranging from realistic to abstract. Introduces aesthetic and strategic concepts with a focus on narrative, theme, character, and style.

IMF 517 Poetry Genres (3) This course will include readings in poetry ranging from antiquity to present, with attention to changing forms, styles, and subjects as connected to the cultural experience.

Graduate Poetry Cluster

IMF 525 Poetry Writing Workshop (3) This course is a discussion of original poetry with a focus on technique, purpose, and the creative process. Through submission of individual work and development of critical response, students address the question: how does one create and enhance the poem?

IMF 526 The Craft of Poetry: Prosody & Language (3) This course is an overview of the machinery of the poem, including imagery, language, rhythm, syntax, form, accessibility, and mood. Focus is given to ways in which these parts produce the overall experience of the poem.

IMF 527 Selected Emphases in Poetry (3) This course is a study of major poets and poetry schools, with attention to evolution of craft and the influence of historical and cultural experience. Emphases may vary from term to term.

Graduate Fiction Cluster

IMF 535 Fiction Writing Workshop (3) This course is a discussion of original short fiction with a focus on thematic purpose and the creative process. Students simultaneously increase their proficiency as fiction writers and deepen their critical responses to the work of peers.

IMF 536 Fundamentals of Contemporary Fiction (3) This course is an exploration of the machinery of the short story and the novel, including narrative arc, theme, character, style, and point of view. Readings and discussions focus on the way each component is employed in both short and long fiction.

IMF 537 Selected Emphases in Fiction (3) This course is a

study of major fiction writers and their historical and cultural connection to literature. Emphases may vary from term to term.

Graduate Creative Nonfiction Cluster

IMF 545 Creative Nonfiction Workshop (3) This course is a discussion of original nonfiction pieces, including personal essays, lyric essays, and memoir chapters. Students will focus on incorporating personal experience and both narrative and lyrical elements into a nonfiction piece.

IMF 546 The Personal Essay & Memoir (3) This course will focus on the wellspring of memory and reflection and the employment of narrative in creative nonfiction. Students will discuss a variety of personal essays and at least one memoir, noting the use of voice, character development, sense of place and time, and narrative arc.

IMF 547 The Lyric Essay (3) This course is a study of the intersection of creative nonfiction and poetry, in which poetic devices such as fragment, imaginative language, and line breaks are used to create the nonfiction piece. Students will read and discuss numerous examples of lyric essays.

Graduate Prose Studies Cluster

IMF 555 Prose Workshop (3) This course is a discussion of original prose, in which students concentrate on a chosen specialty (fiction or creative nonfiction). Students pay particular attention to elements that exist in both genres, as well as the application of factual and fictional information in prose.

IMF 556 The Prose Collection (3) This course is a study and analysis of single author collections in fiction and/or creative nonfiction. Emphasis is given to the ways in which individual stories and essays make up a body of work.

IMF 557 The Literary Journal (3) This course is an overview of literary journal publication, from the submission process as a writer to the production of a journal as an editor. Students examine a variety of literary journals, and some focus is given to evaluation of what makes a poem, story, or essay “publishable.”

Graduate Journalism Cluster

IMF 565 Writing For Publications (3) This course consists of researching and writing short news accounts, brights, and traditional features for newspapers and magazines.

IMF 566 Narrative Journalism (3) Students will practice the art of literary feature writing, the use of fiction and storytelling techniques to write nonfiction articles, profiles and documentary narrative.

IMF 567 Readings in Narrative Journalism (3) This course is a survey of the evolution of journalism traditions, ethics, history and technology.

Graduate Scriptwriting Cluster

IMF 575 Scriptwriting Workshop (3) This course is a discussion of original film and television scripts and their essential elements. Students learn to develop a script in a professional format.

IMF 576 The Narrative Arc In Film (3) This course will focus

on dramatic development in scriptwriting and film, including important narrative elements such as suspense, confrontation, and resolution.

IMF 577 Script Analysis (3) This course is an exploration of the three-act film and two-act television sitcom structure. Students will analyze well-known examples of exposition, script beats, dialogue, conflict, character, and scene creation.

Culminating Project Courses

ICM 599 Culminating Project (3-6) Students will complete an individually designed project in communication that involves independent research and application and integration of major concepts and skills.

ICU 599 Culminating Project (6) Topics and methods are selected with Faculty Advisor approval.

IMF 599 Graduate Thesis (3) The final three hours of the program are devoted to completion of a graduate thesis, a project developed in the chosen genre. Students produce a book-length thesis of poetry, fiction, or nonfiction (approximately 40 pages), or a feature-length script (approximately 90 pages). Students will work closely with their advisor, students revise, order, and research publishing opportunities for their manuscript. All graduate theses are evaluated by at least two faculty members.

Special Topics Courses

ICJ 593 Special Topics in Criminal Justice (3) This course is an analysis of selected criminal justice topics such as organized crime, gangs, drugs, and the white-collar crime.

ICM 595 Special Projects I (3) Students will complete individually designed studies in Communications.

ICM 596 Special Projects II (3) Students will complete individually designed studies in Communications.

ICM 597 Special Projects III (3) Students will complete individually designed studies in Communications.

IGE 500 Professional Internship (3) Students are placed in a practice setting from a variety of gerontology services. Students earn one (1) credit per 50 hours of volunteer service. This is designed for students who have no experience in gerontology services in search of career change or exposure to other services.

IGE 593 Special Topics in Gerontology (3) This course offers advanced work jointly planned by the faculty advisor and student that includes a final project that demonstrates applications of prior coursework to any of the various disciplines of gerontology.

IMF 595 Independent Study (1-3) (poetry)
Students will complete individualized studies in poetry.

IMF 596 Independent Study (1-3) (fiction)
Students will complete individualized studies in fiction.

IMF 597 Independent Study (1-3) (nonfiction)
Students will complete individualized studies in nonfiction.

Capstone Courses

IBA 601 Business Policies & Strategies (3) This course explores the practices and problems confronting the modern business organization through an analysis of cases or through business simulation studies. Special emphasis is given to strategic management, assessment, analysis, implementation, evaluation and control.

ICJ 601 Criminal Justice Administration (3) The capstone ICJ course addresses administrative strategies in Policing, Corrections, Juvenile Justice, and the Court System. All of these areas are currently experiencing an intense period of examination, reflection, and experimentation. The course will analyze past and present practices and problems in an effort to propose practical solutions to dilemmas encountered by various Criminal Justice Administrators.

ICM 601 Communications Capstone (3) This course explores persuasion as it can be applied in a variety of communications media and also addresses career development. Students develop a written project and presentation in their area of concentration.

IHM 601 Health Management Capstone (3) This course examines the role of leaders in healthcare organizations, including leadership profiles, management development, supervision and performance evaluation.

IIT 601 Information Technology Capstone (3) This course will tie together components of managing information technology. A research paper and presentation of that research paper will be a major component of the course. Information technology professionals will provide additional content in their fields.

Faculty

Abbott, Marilyn S. (1997)

Professor of Biology and Dean of Sciences
A.B., Indiana University; Ph.D., Purdue University; Postdoctoral Fellow, Harvard University Biological Laboratories

Alameda, Annie (2007)

Assistant Professor of Physical Education
B.S., Illinois State University; M.S., Saint Louis University

Alsobrook, Joseph A. (2004)

Assistant Professor of Music, Music Program Manager, and Band Director
B.A., Southwestern Oklahoma State University; M.A., Education, Lindenwood University

Ammann, Elizabeth M. (1983)

Associate Professor of Management
B.S., Southern Illinois University-Carbondale; M.B.A., Southern Illinois University-Edwardsville

Andreoff, Marsha (2006)

Assistant Professor of Counseling
B.A., Saint Louis University; M.Ed., Wayne State University; M.A., Washington University; ABD, Saint Louis University

Arns, David H. (1999)

Program Manager of Marketing and Program Manager of Marketing
B.S., Southern Illinois University-Carbondale; M.S., Southern Illinois University-Edwardsville

Ayres, Deb (2008)

Assistant Professor of Education
B.S., Missouri State University; M.S. University of Missouri-St. Louis; Ed.D., University of Missouri-Columbia

Ayyagari, Rao (1983)

Professor of Biology
M.S., Bombay University; M.S., Ph.D., Loyola University of Chicago, Post-doctoral work at University of California-Davis

Balogh, Alexander (2005)

Assistant Professor of English
B.A., University of Oregon; M.A., Southern Illinois University-Carbondale

Barnes, Janet L. (2007)

Assistant Professor of Education
B.S., M.Ed., University of Missouri-St. Louis

Beckerle, Jack (2001)

Associate Professor of Nonprofit Administration
B.A., M.B.A., Lindenwood University

Bell, John David (1992)

Professor of English and German
B.A., Central Methodist College; A.A.S., Lincoln University of Missouri; M.A., University of Missouri-Columbia; Ph.D., Tulane University

Best, Kristen (2006)

Assistant Professor of Dance and Dance Coach
B.S., Southern Illinois University-Edwardsville; MFA, University of Iowa

Bice, Cynthia (2006)

Associate Professor of Education and Dean of Teacher Certification Programs
B.A., Lindenwood University; M.S., Central Missouri State University; Ed.D., Saint Louis University; Post-Doctoral, Yale University

Biggerstaff, Randy (1997)

Associate Professor of Education and Athletic Trainer
B.S., University of Missouri-Columbia; M.S., Lindenwood University; A.T.C.

Billhmer, Curtis (1991)

Professor of Communications
B.A., University of Utah; M.A., Ph.D., Northwestern University

Biri, Colleen (2003)

Associate Professor of Psychology
B.A., Southwest Missouri State University; M.A., Psy.D., Georgia School of Professional Psychology

Bishop, Melanie (2008)

Assistant Professor of Education
B.S., Southwest Baptist University; M.A., Lindenwood University

Blackburn, William H. (1999)

Associate Professor of Education
B.S., Murray State University; M.Ed., University of Missouri-Saint Louis; Ph.D., St. Louis University

Blasi, Gerald J. (2006)

Associate Professor of Nonprofit Administration and Program Manager of Nonprofit Administration
B.A., Boston University; J.D., St. John's University; M.A., Ph.D., Binghamton University (SUNY)

Bobo, Luke B. (2007)

Assistant Professor of Christian Ministry Studies and Director of Christian Ministry Studies Degree Program
B.S., University of Kansas; M.S., University of Missouri-Columbia

Boyd, James W. (2008)

Associate Professor of Management, and Program Manager of Finance
B.A., University of Texas at Austin; M.B.A., Ph.D., University of Arkansas

Boyle, Richard A. (1997)

Professor of Education, Vice President for Human Resources, and Dean of Faculty
B.S., University of Arkansas; M.S., Texas A&M University; Ph.D., Saint Louis University

Brennan, Daniel J. (2007)

Assistant Professor of Education and Athletic Trainer
B.S., M.A., Western Kentucky University

Brickler, Kimberly K. (2003)

Assistant Professor of Management
B.S., Truman State University; M.B.A., Saint Louis University

Briones, Marella (2005)

Assistant Professor of Music
B.M.E., Michigan State University; M.M., Michigan State University

Brown, David (2000)

Associate Professor of Philosophy and Program Manager of Philosophy
B.A., Gordon College; M.A., University of Houston; Ph.D., University of Toronto

Brown, Linda (2006)

Assistant Professor of Education
B.A., Southwest Baptist University; M.Ed., Drury University

Burke, Sandra L. (2000)

Associate Professor of Arts
B.S., Texas Woman's University; M.F.A., Lindenwood University

Canale, Ann (1981)

Professor of English
B.A., Rosary College; M.A., John Carroll University; M.A., Ph.D., University of Massachusetts at Amherst

Cannon, Douglas (2006)

Assistant Professor of Management and Program Manager of Retail Merchandising
B.S., University of South Dakota; M.B.A., Lindenwood University

Carlos, Peter (2004)

Associate Professor of Communications and LUTV-26 Station Manager
B.A., University of Missouri-St. Louis; M.A., Middlebury College

Carper, Michael (2006)

Assistant Professor of Philosophy
B.A., M.A., University of Nebraska-Kearney; M.T.S., Boston University; Ph.D. Candidate, Saint Louis University

Castro, Michael (1980)

Professor of Communications and Director of Communications Degree Programs
B.A., State University of New York at Buffalo; M.A., Ph.D., Washington University, Post doctoral work: 1990 Fulbright Summer Seminar in Arts & Culture of India

Cernik, Joseph A. (1990)

Professor of Political Science and Humanities and Program Manager of Political Science
B.A., Adelphi University; M.A., Ph.D., New York University; M.B.A., Lindenwood University

Clark, Anthony (2008)

Associate Professor of Management, Director of ISEE and Program Manager of Economics
B.S., M.A., Ph.D., University of Missouri-Columbia

Cloutier-Davis, Nancy (2003)

Associate Professor of Foreign Languages
B.A., Concordia University-Montreal, Quebec, Canada; M.A., University of Calgary-Calgary, Alberta, Canada; M.S.T., University of Ottawa-Ottawa, Ontario, Canada

Collier, Darren (2003)

Assistant Professor of Communications
B.A., M.F.A., Lindenwood University

Corbin, G. Paul (2004)

Assistant Professor of Criminal Justice
A.A.S., Meramec Community College; B.S., M.A., Lincoln University of Missouri, Post-graduate Studies at Northwestern University of Illinois

Delgado, Ricardo A. (2006)

Assistant Professor of Chemistry and Program Manager of Chemistry
B.S., Texas A&I University, M.S., Ph.D., University of Missouri-St. Louis

Dewan, Florence (2003)

Assistant Professor of Fashion Design and Program Manager of Fashion Design
B.S., University of Central Oklahoma; M.F.A., University of North Texas

Dey, Sajalendu (2004)

Professor of Physics
B.S., Dhaka University, Ramna Dhaka, Bangladesh; M.S., Brock University, St. Catharines, Ontario; M.S., University of Missouri-St. Louis; M.S., Bangladeshi University, Bangladesh; Ph.D., Iowa State University

Douchant, Rachel (2005)

Assistant Professor of Philosophy
B.A., Lindenwood University; ABD, Saint Louis University

Dougherty, John (1994)

Professor of Education and Mathematics, and Dean of Education
A.A., Southwest Baptist College; B.S., Southwest Missouri State University; M.S., University of Missouri; Ph.D., Saint Louis University

Dunn, Gerald (2007)

Associate Professor of Mathematics
B.S., University of New Orleans; Ph.D., University of Michigan

Durbin, Nancy (2001)

Professor of Foreign Language
B.A., University of Missouri-Columbia; M.A., Washington University; Ph.D., Washington University

Eberhart, Judith K. (2007)

Assistant Professor of Marketing
B.S., M.B.A., Southern Illinois University-Edwardsville; D.Mgmt., Webster University

Elder, James (2005)

Assistant Professor of Management and Program Manager of Entrepreneurial Studies
B.A., University of Missouri-Columbia; M.B.A. Southern Illinois University-Edwardsville

Ellis, Roger (1997)

Professor of Management and Associate Dean and Director of Golf
B.S., University of Missouri-Rolla; J.D., University of Arkansas

Emrick, William (2001)

Assistant Professor of Education
B.S., St. Louis University; M.A., Saint Louis University; Ed.S., Southern Illinois University-Edwardsville

Engleking, Charlene (1995)

Associate Professor of English and Director of Communications Clusters
B.A., Southwestern College; M.Ed., University of Missouri-Columbia; Ph.D., Mannin University

Evans, James D. (1974)

Professor of Psychology and President
B.S., Geneva College; M.S., Ph.D., Iowa State University

Ezvan, Mira (1984)

Professor of Management
Technical University of Wroclaw, Poland; Ph.D., Southern Illinois University

Fetters, Michael (2006)

Assistant Professor of English
B.A., M.A. University of Missouri-St. Louis

Firestine, Jennifer (2003)

Associate Professor of Chemistry
B.S., Eastern Oregon State College; Ph.D., Arizona State University

Flynn, Shannon James (2007)

Assistant Professor of Biology
B.A., University of Missouri-Columbia; Ph.D., University of Tennessee

Fournier, Rift (2006)

Artist in Residence, Communications
B.S., Creighton University

Freeman, Janis (2007)

Assistant Professor of Education
B.S., M.A., Ed.D., University of Missouri-Columbia

Galikin, Cynda (2006)

Assistant Professor of Theatre and Fashion Design
B.F.A., Webster University; M.A., Washington University; M.F.A., University of Iowa

Gismegian, Mary (2001)

Assistant Professor of Education
B.S., Southern Illinois University; M.A., Lindenwood University

Glover, Kyle S. (1998)

Professor of English and Program Manager of English
B.A., Oklahoma Baptist University; M.A., Baylor University; Ph.D., University of Missouri-Columbia

Godar, Tom (2003)

Assistant Professor of Education and Athletic Trainer
B.S., Southern Illinois University-Carbondale; M.S., Lindenwood University

Golik, Wojciech L. (2001)

Professor of Mathematics and Mathematics Program Manager
B.S., M.S. Poznan University of Technology, Poznan, Poland; M.S., Ph.D., New Mexico State University

Gorzynski, Richard (2001)

Assistant Professor of Physical Education
B.S., M.A., Truman State University

Granda, Larry M. (2007)

Assistant Professor of Mathematics
B.A., B.S., Webster University; M.A., Ph.D., Saint Louis University

Green, Christina Marie (1999)

Associate Professor of English
B.A., Regis University; M.A.T., Webster University; M.A., University of Missouri-St. Louis

Gregory, Ted (2003)

Associate Professor of Theatre and Program Manager of Theatre
B.A., Lindenwood University; M.F.A., University of Texas-Austin; Herbert Beghof Studios, New York; Royal Academy of Dramatic Arts-London, England

Griffin, Peter H. (1989)

Professor of History and Program Manager of History
B.A., M.A., Ph.D., University of California-Santa Barbara

Grooms, Pamela (2007)

Assistant Professor of Music
B.A., Central Missouri State University; M.A., University of Missouri-St. Louis

Haghighi, Shawn (2001)

Associate Professor of Mathematics and Computer Science and Program Manager of Computer Science
B.S., University of Tennessee; M.S., Fontbonne College

Hammond, Kay A. (1998)

Assistant Professor of Management
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Hardman, James R. (Jay) (2000)

Associate Professor of Management
B.A., Duquesne University; M.H.A., Baylor University; F.A.C.H.E.

Hargate, Jon Grant (1992)

Associate Professor of Art
A.A., Meramec Community College; B.F.A., Southern Illinois University-Edwardsville; M.F.A., University of Cincinnati

Hauck, John (2004)

Associate Professor of Physics
B.S. Parks College of Saint Louis University; M.S., Georgia
Institute of Technology; Ph.D., University of Missouri-Columbia

Heidenreich Jr., Donald (2000)

Professor of History and Dean of Humanities
B.A., San Francisco State University; M.A., University of
Arizona; Ph.D., University of Missouri-Columbia

Helton, Rebecca A. (1999)

Associate Professor of Biology
B.A., B.S., University of Missouri-Kansas City; M.D., University
of Kansas Medical Center

Hendrix, Evelyn K. (2007)

Assistant Professor of Management and Program Manager of
Human Resource Management
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Louisiana State University; D.Psy., George Mason University

Heyder, Betty B. (2000)

Professor of Foreign Languages and Program Manager of
Foreign Languages
B.A., University of Oklahoma; M.A., New York University in
Spain; Ph.D., New York University, NY

Heyn, Hollis Carolyn (1996)

Associate Professor of English
B.A., Lindenwood University; M.A., Southern Illinois University

Hickenlooper, George L. (1992)

Professor of English
B.S., Georgetown University; M.A., Washington University;
D.F.A., Yale University

Highley, Shannon J. (2007)

Assistant Professor of Management
B.A., B.S., M.B.A., Southern Illinois University-Edwardsville

Hopkins, Debbie L. (2005)

Professor of Geology
B.S., University of Utah; M.S., University of Utah; Ph.D.,
Virginia Tech

Horstmeier, James (1996)

Assistant Professor of Education and Director of Human
Resource Management Programs
B.S., University of Missouri; M.S., Lindenwood University

House, Steve (2003)

Associate Professor of Christian Ministry Studies,
Director of the Center for Christian Ministry Studies, and
Program Manager of Christian Ministry Studies
B.S., University of Missouri-Columbia; M.Div., Asbury
Theological Seminary; D.Min., Oral Roberts University School
of Theology

Hudgins, Molly (2003)

Assistant Professor of Management and Program Manager of
Sport Management
B.S., Southern Illinois University-Carbondale; M.S., Florida
State University; J.D., University of Tennessee College of Law

Hurst, Spencer (2000)

Associate Professor of English
B.A., Westminster College; M.B.A., Southern Illinois University-
Edwardsville; M.F.A., University of Missouri-St. Louis

Isenhour, Tonie J. (1984)

Assistant Professor of Psychology
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Jacobsen, G. Michael (2004)

Professor of Social Work and Program Manager of Social Work
B.G.S., University of Iowa; M.S.W., Ph.D., University of Iowa

Johnson, Debra L. (2003)

Associate Professor of Criminal Justice and Social Work and
Program Management of Criminal Justice
B.S.W., Southeast Missouri State University; M.S.W.,
Washington University

Johnson, Emilie Wright (1999)

Professor of Education
B.S., M.S., Missouri State University; Ph.D., Saint Louis
University

Johnson, Kenneth (1996)

Professor of Education
B.S., Central Missouri State University; M.Ed., University
of Missouri-Columbia; Ed.D., Southern Illinois University-
Edwardsville

Johnston, Christopher (2006)

Assistant Professor of Mathematics
B.S., University of Missouri-Columbia, M.A., Michigan State
University, Ph.D., Northeastern University

Johnston, Gail (2003)

Professor of Biology
B.S., M.S., Mississippi State University; Ph.D., Southern Illinois
University-Carbondale

Jones, Eve M. (2007)

Assistant Professor of Humanities and Director of the MFA in
Writing Degree Program
B.S., M.F.A., University of Missouri-St. Louis

Kaminski, Virginia (1996)

Professor of Education
B.A., Webster University; M.A., Ph.D., Saint Louis University

Kamm, Judy K. (1996)

Associate Professor of Management
B.S., M.A., University of Missouri-St. Louis

Karraker, Holly Beth (2007)

Assistant Professor of School Counseling
B.A., M.A., Ph.D., Saint Louis University

Keao, Ellen (2005)

Assistant Professor of History
B.A., Webster; M.A., Saint Louis University; ABD, Saint Louis
University

Kelly, Bruce (2001)

Associate Professor of Psychology and Program Manager of Psychology
B.S., Southeast Missouri State University; Ed.M., University of Illinois; M.A., M.S., Lindenwood University; Ed.D., University of Illinois

Kemper, Daniel W. (1989)

Associate Professor of Management, Director of Business Administration Degree Programs in LCIE and Dean of LCIE
B.S., M.B.A., Lindenwood University; Diploma-Funeral Service, Worsham College of Mortuary Science

Kerksiek, Jo Ellen (1997)

Professor of History
B.S., M.A., Northwest Missouri State University; Ph.D., University of Kansas

Knotts, David (2005)

Associate Professor of Forestry, Recreation, Interpretation and Dean of the Boone Campus
B.S., Brigham Young University; M.S.F., Ph.D., Stephen F. Austin State University

Kottmeyer, Rita (1990)

Professor of Mathematics, Director of Mathematics/Natural Science Clusters, and Director of Information Technology Degree Programs
B.S., M.A., Ph.D., Saint Louis University

Kubicek, Kenneth (2006)

Assistant Professor of Education
B.S., M.S., Southern Illinois University-Edwardsville; Ph.D., Saint Louis University

Lively, Jason Dude (2007)

Associate Professor of Communications and Program Manager of Multimedia
B.S., Howard Payne University; M.B.A., Tarleton State University; Ph.D., Nova Southeastern University

Manjounes, Cindy (2006)

Assistant Professor of Health Management and Director of Gerontology and Health Management Degree Programs
B.A., University of Missouri-St. Louis; M.S., Lindenwood University

Marhanka, Darren (2004)

Assistant Professor of Criminal Justice and Cycling Coach
A.A.S., Florissant Valley Community College; B.A., M.B.A., Lindenwood University

Mason, Michael M. (1991)

Professor of Religion and Program Manager of Religion
B.S., Iowa State University; M.A., Loras College; M.Div., University of Dubuque Theological Seminary; D. Min., San Francisco Theological Seminary

Matthews, William L. (Larry) (2000)

Professor of Education and Mathematics
B.S., The University of Tennessee-Knoxville; M.S., The University of Tennessee-Martin; Ph.D., Saint Louis University

Mead, Mary Elizabeth (2004)

Assistant Professor of Communication and Director of Humanities, Social Science and Cross Cultural Clusters, and Fire Science Management Degree Program
B.A., M.F.A., University of Missouri-St. Louis

Menninga, Nadine L. (2007)

Assistant Professor of Mathematics
B.A., North Central College; Ph.D., University of Illinois

Mettler-Cherry, Paige (2004)

Assistant Professor of Biology and Program Manager for Biology
B.A., M.S., Ph.D., Southern Illinois University-Carbondale

Meyers, Alan G. (1989)

Professor of Religion
A.B., Princeton University; M. Div., Princeton Theological Seminary; Ph.D., Union Theological Seminary in Virginia

Morris, Edward L. (2002)

Professor of Management and Dean of Management
B.A., Washington University; M.B.A., University of Pennsylvania; Ph.D., Saint Louis University

Mueller, Carla (1998)

Associate Professor of Social Work and Dean of Human Services
B.S., Southern Illinois University-Carbondale; M.S.W., University of Illinois-Champaign-Urbana; Post-graduate studies, University of Illinois-Chicago

Munro, Janice (2006)

Assistant Professor of Counseling and Assistant Dean of Counseling
B.A., M.Ed., Ed.D., University of Missouri-St. Louis

Nack, Donna (2004)

Assistant Professor of Education
B.A., Harris-Stowe; M.A., Truman State University; Ed.S., Truman State University; Ed.D., Lindenwood University

Nagel, Shawn (2004)

Assistant Professor of Physical Education and Assistant Football Coach
B.S., Fort Hays State University; M.S. Ed., University of Kansas

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