2009/2010
LCIE Catalog

Lindenwood University • Saint Charles, Missouri
Established 1827

Academic Programs

UNDERGRADUATE DEGREES

Business Administration (B.S.)

Communications (B.A.)

Communications, Corporate Communications Emphasis (B.A.)

Communications, Mass Communication Emphasis (B.A.)

Criminal Justice (B.S.)

Fire Science Management (B.S.)

Gerontology (B.A.)

Health Management (B.S.)

Hospitality Services Management (B.A.)

Human Resource Management (B.S.)

Information Technology (B.S.)

Information Technology, Multimedia Emphasis (B.S.)

Information Technology, Networking and Operating Systems Emphasis (B.S.)

Information Technology, Programming and Database Emphasis (B.S.)

Mass Communication (B.A.)

Mortuary Management (B.S.)

POST BACHELOR CERTIFICATE

Information Technology

GRADUATE DEGREES

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

Master of Science in Administration, Management Emphasis (M.S.A.)

Master of Science in Administration, Marketing Emphasis (M.S.A.)

Master of Arts in Communication, Digital & Multimedia Emphasis (M.A.)

Master of Arts in Communication, Media Management Emphasis (M.A.)

Master of Arts in Communication, Promotions Emphasis (M.A.)

Master of Arts in Communication, 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 (M.F.A.)

Table of Contents

This catalog contains descriptions 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.

Accreditation

Regional Accreditation—Lindenwood University has been continuously accredited by the Higher Learning Commission of the North Central Association of Colleges and Schools since 1918. Lindenwood was most recently granted a continuation of its accreditation for a period of ten years - until 2013-14.

Society of Human Resource Management Endorsement—Lindenwood University's undergraduate degree program in human resource management has been fully endorsed by the prestigious Society for Human Resource Management (SHRM). The university is the only one in Missouri and one of just 100 schools nationally to hold this distinction.

Management—The undergraduate and graduate business programs (Business Administration, Health Management, and Human Resource Management) in the LCIE are in candidacy for specialized accreditation by the Association of Collegiate Business Schools and Programs (SCBSP).

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 a 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 3,600 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 meeting 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 the site, located at 4500 Washington Ave. Those interested should call 314-878- 7653.

O'Fallon Campus: Located on the administrative campus of the City of O'Fallon, Mo., 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, Ill., the Belleville site has more than 50 classrooms, including science labs, computer labs, and multipurpose classrooms.

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

St. Louis City Campus: Located at 1409 Washington Avenue, the campus is strategically located to meet the needs of downtown residents as well as workforce commuters. This thoroughly modern facility opened in January of 2009 and serves both undergraduate and graduate evening students.

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, Mo., 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 onsite 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 transcripts. 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.

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 resumes along with their applications.
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, 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, students should submit their 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 his/her 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.

G. Passport–Each student must provide a clear, readable copy of the identification page of his/her passport.

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.

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; 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 & science degrees 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 30000 or above.
2. Successful completion of the requirements for one of the undergraduate majors offered by the university, at least 50 percent 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 major 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 128 semester hours is 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.

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 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 10000 level or above. Remedial courses will not count toward graduation. Credits accepted from another institution that correspond to 30000 level or higher courses at Lindenwood University will be recognized as part of the 42-hour upper division requirement. Transfer credits numbered 30000 or higher from a four-year regionally accredited institution will also count toward the 42 hours of 30000-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 Department Chair (or Dean if the Department Chair 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 four–year institutions.

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.

Audit

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.

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. The LCIE requires a minimum of 50 hours of field work for each credit hour in an internship. Additional internship requirements include a term paper of at least five pages for each credit hour, a daily or weekly journal that records activities and assignments during the internship, and a written performance evaluation completed by the internship work supervisor. A final draft of the term paper must be submitted to the faculty advisor and the internship supervisor. The department chair may require an alternative to the journal.

The faculty advisor and student will create goals and objectives for the internship. Standards vary by program. Students interested in applying for an internship should contact their faculty advisor for additional information. Internships are worth between one and three semester hours of credit and are billed at the current tuition rate per semester hour.

Some degree programs may necessitate additional field work and written documentation. Students, however, must meet the minimum standards set forth in this policy to be awarded credit for an internship.

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:

05100-05300	A skill development course
10000-19900	An introductory course open to all students without prerequisites
20000-29900	A more specialized course normally open to all students
30000-39900	Advanced courses normally having prerequisites
39100, 39200, and 39300	Undergraduate, independent study courses
40000-49900	Senior level courses
45000	Internship
50000-60000	Graduate courses

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, 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 an "F" in any part(s) of a cluster or may repeat the entire cluster. The second set of grades will replace all three parts of the first set of grades. The new grades will be the only ones used in the calculations 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 and may be accessed through the student portal. Deficient ("D") and Failing ("F') warning notices are sent to undergraduate students, their advisors, 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.

Grade Reports

Lindenwood University employs an integrated database system called CAMS. Grade cards are available through the student portals, as are transcripts, class schedules, and information about the business office statements and financial aid. Because grade reports are available online to all students, Lindenwood University will no longer mail reports to students.

If a student needs a copy of his/her grades for work reimbursement, a copy of his/her grades can be printed by the student from his/her portal and submitted it for reimbursement. If the student's work place will not accept the printed copy, the student should submit a written request to Barry Finnegan, dean of Academic Services (bfinnegan@lindenwood.edu) and a copy will be sent to the employer. The request must include the mailing address to which the report should be sent, student ID, term for which grades are requested, signature of the student making the request, and a call back number. The request can be FAXed to 636-949-4776.

If students have any questions about their lionmail accounts or their student portals, they can contact their advisor or CAMSSupport@lindenwood.edu.

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. A student who is 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.

2. Students must complete a withdrawal form and secure the instructor's and advisor's signatures 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.

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 will be emailed to the student's LU email account by the Registrar. Students are responsible for checking their portals and lionmail accounts on a regular basis.

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. Students who know in advance that it will be necessary to stop out for one term may complete an In Absentia Status Request form available either through financial aid or admissions. This form will document that the student requested and was granted a one-term leave from study at Lindenwood University and that the student will not be required to go through the usual readmission process.

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.

Academic Standards

Undergraduate Students

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 six 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 in order to maintain acceptable academic progress. Failure to make the aforementioned academic program 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 readmission. Readmitted students will enter on probation and be obligated to the requirements in the catalog in effect at the time of the readmission.

Any readmitted student failing to achieve the necessary grade point average by the end of the second term after readmission may be permanently dismissed from the university.

Appeals of academic suspension and petitions for readmission 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.

Graduate Students

To be in good academic standing, all graduate students must maintain a 3.00 grade point average and adhere to the requirements set by their academic division. The academic standing of any graduate student whose cumulative grade point

average falls below the 3.00 minimum will be reviewed by the provost and the appropriate division dean. Following that review, the student will be notified whether he or she has been placed on academic probation or suspended from the graduate program. If the student is placed on academic probation and permitted to continue, the conditions under which he or she will be allowed to continue will be provided to the student in writing. Such conditions may include requiring the student to repeat the course or courses in which a deficient grade was earned. When a course is repeated, both grades will be used to determine the cumulative grade point average. In all cases, if after the next term of work the student has not improved his or her cumulative grade point average to the 3.0 level, the student may be suspended for unsatisfactory academic progress.

The following are general guidelines used in reviewing academic performance deficiencies at the graduate level. A student will be suspended if his or her cumulative grade point average drops below the levels stated below:

2.95 with at least 90% of course work completed
2.85 with at least 75% of course work completed
2.65 with at least 50% of course work completed
2.25 with at least 25% of course work completed
2.00 with less than 25% of course work completed.

A graduate student who earns a grade point average of less than 1.00 in any term will be suspended.

Students who are suspended for unsatisfactory academic progress are ordinarily not again admitted to the graduate programs of Lindenwood University. Appeals of academic suspension and petitions for readmission should be directed to the provost for review.

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 online, 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
2009-2010 Academic Year Tuition
LCIE

Undergraduate . . . . $2,790/nine hour cluster
Graduate. . . . . $3,330/nine hour cluster

Part-time Tuition

Undergraduate semester rate . . . .$370/cr hr
Undergraduate quarter rate. . . . .$310/cr hr
Graduate quarter rate . . . .$370/cr hr

Housing & Meals

Quarter $2,780/quarter
Room fee during breaks. $215/week

Other Fees

Housing/Enrollment Deposit (non-refundable) $300
Full-time Student Activity and Health Fee $56/term
Communications Fee-Residence Halls $60/term
Full-time Student E-Mail Fee $12/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) . . . . $370/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
Undergraduate Culminating Project Extension Fee. $50
Graduate Culminating Project/Thesis Extension Fee $150
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 representatives 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 employers 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 accounts. 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 accounts.

Delinquent Accounts

Students must meet all financial obligations to the university in order to qualify for continued enrollment or graduation. Students with delinquent accounts can expect that
1. Enrollment for a succeeding term will not be allowed. This means that each term a student must pay all money due to the university, including tuition, fees, traffic fines, library fines, and any other financial obligation.
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 first two weeks. 75%
Withdrawal during third week of term 50%
Withdrawal during fourth week of term 25%
Withdrawal after fourth week of term . . . . No Refund
The 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 nonrefundable, 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.

The amount 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 the 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, the arts, 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.

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 six credit hours during a semester. Students may borrow up to $5,500 per year to an aggregate maximum of $11,000 for freshman and sophomores and $27,500 for juniors and seniors, and $8,000 per year to an aggregate maximum of $60,000 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, 2009 - June 30, 2010, the interest rate on a Stafford Loan is fixed at 5.6 percent.

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

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, 2009, through June 30, 2010, 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 dependent students provide for a maximum of $2,000 per year with an aggregate loan limit of $8,500. Unsubsidized loans to independent students provide a maximum of $4,000 per year for the first two years of study and $5,000 per year for the third and subsequent years, with an aggregate loan limit of $34,500. Unsubsidized loans to graduate students provided a maximum of $12,000 per year with an aggregate loan limit of $73,000..

Loans made under the unsubsidized loan program are not eligible for interest subsidy. Students must therefore pay this interest while in school, or allow the interest to capitalize.

The interest rate for a loan originated July 1, 2009 - June 30, 2010, 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 terms 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

Access Missouri (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 reevaluated. 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 a 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 School of Communications. 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, 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.

Quarter Schedule
Summer Quarter 2009

LCIE Continuing Undergraduate Student Opening Session (6 p.m.) . . . . July 8
LCIE New Undergraduate and Graduate Student Opening Session (8:00 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

Fall Quarter 2009

LCIE Continuing Undergraduate Student Opening Session (6 p.m.) . . . . September 28-Oct 1
LCIE New Undergraduate and Graduate Student Opening Session (8:00 a.m.) . . . . October 3
Traditional undergraduate classes begin . . . . October 5
Last day to drop with a "W" . . . . October 16
Last day to choose an audit . . . . October 30
Midterm grades due, 5 p.m. . . . . November 13
Last day to withdraw from a class with a "WP/WF" . . . . November 20
Thanksgiving Holiday- no classes . . . . November 26-27
Lindenwood residential quarter/graduate housing closes at 6 p.m. . . . . December 19
Quarter ends . . . . December 19
Deadline for making up "INC" from previous term . . . . December 19
Final grades due, 5 p.m. . . . . December 21
Deadline to apply for March/May/June graduation . . . . December 30

Winter Quarter 2010

LCIE Continuing Undergraduate Student Opening Session (6 p.m.) . . . . January 4-7
LCIE New Undergraduate and Graduate Student Opening Session (8:00 a.m.) . . . . January 9
Traditional undergraduate classes begin . . . . January 11
Last day to drop with a "W" . . . . January 22
Last day to choose an audit . . . . February 5
Midterm grades due, 5 p.m. . . . . February 19
Last day to withdraw from a class with a "WP/WF" . . . . February 26
Deadline to apply for August graduation . . . . February 28
Deadline for making up "INC" from previous term . . . . March 27
Quarter ends . . . . March 27
Final grades due, 5 p.m. . . . . March 29
Deadline to apply for September graduation . . . . March 30

Spring Quarter 2010

LCIE Continuing Undergraduate Student Opening Session (6 p.m.) . . . . April 5-8
LCIE New Undergraduate and Graduate Student Opening Session (8:00 a.m.) . . . . April 10
Traditional undergraduate classes begin . . . . April 12
Last day to drop with a "W" . . . . April 23
Last day to choose an audit . . . . May 7
Midterm grades due, 5 p.m. . . . . May 21
Last day to withdraw from a class with a "WP/WF" . . . . May 29
Deadline to apply for October/December graduation . . . . May 30
Memorial Day-no classes . . . . May 31
Deadline for making up "INC" from previous term . . . . June 26
Quarter ends . . . . June 26
Final grades due, 5 p.m. . . . . June 28

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 resource 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.

The cluster begins with a first assignment, given to the student when he or she enrolls in the cluster. This assignment is due on the first day (evening) of class. Subsequent homework assignments are delineated in the syllabus, and, due to the accelerated nature of the LCIE program, it is expected that a student will spend, at a minimum, twenty hours per week working on these out-of-class homework assignments. This time commitment may vary, however, depending upon the student's level of expertise in a given cluster. A student in a management cluster, for example, who has worked several years in a middle management position, and who has completed a variety of corporate sponsored management courses, may, in fact, spend less time working on assignments for this cluster.

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 cluster meetings will receive failing grades in the cluster. The first class (Saturday for graduate students and new undergraduate students and the first week of classes 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 first cluster meeting. Students also have the responsibility of making sure they purchase the correct textbooks for each cluster or class. This is especially true when students choose to purchase textbooks from sources other than MBS Direct, Lindenwood's online bookstore. It is the responsibility of the student to to purchase the correct textbooks for the cluster in which he or she is enrolled. They are listed on the MBS Direct website. Lindenwood University will not accept responsibility for any textbooks that were not purchased from MBS Direct.

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 49900, 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 49900, 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, criminal justice, 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, criminal justice, 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 areas 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 12-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 three-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.

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.

Proficiency Examination

College Level Examination Program (CLEP) and DANTES Subject Standardized Tests may also be used to qualify for specific credit. Students with CLEP and/or DANTES 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

Lindenwood University offers both bachelor of arts and bachelor of science degrees, depending on the major selected. See the list of undergraduate degrees. The B.A, and the B.S. differ in two areas of the general education requirements: natural science and cross cultural. The notes following the descriptions of these clusters explain that difference. All other general education requirements and clusters remain the same for both the B.A. and the B.S.

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 10100 Communications I (3)
ICM 10200 Communications II (3)
ICM 20000 Introduction to Literature (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 Intro to Literature.

II. Cross Cultural Cluster (9)

IHS 10100 20th Century World History (3)
plus 6 hours of Focus Courses selected from:

ICL 32000 Chinese Art & Culture (3)
ICL 32100 Issues in Modern China (3)
or
ICL 33000 Japanese Art & Culture (3)
ICL 33100 Issues in Modern Japan (3)
or
ICL 34100 Politics & Culture in 20th Century Africa (3)
ICL 34200 African Continuum (3)
or
ICL 35100 Art & Culture of India (3)
ICL 35200 Literature of India (3)
or
ICL 31200 History of Russia II (3)
ICL 33700 Russian Authors (3)
or
ICL 21000 Native American Indians (3)
ICL 35000 Myth and Civilization (3)
or
ICL 36100 Art and Culture of Latin America (3)
ICL 36200 Issues in Modern Latin America (3)
or
ICL 36400 Issues in Modern Germany (3)
ICL 36500 German Artist & Authors (3)

NOTES: 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.

The Cross Cultural Cluster is required for all bachelor of arts degrees. The bachelor of science degrees require an approved course in world history, but do not require the focus courses. IHS10100 is part of the Cross Cultural Cluster and cannot be taken alone as a three-hour course. The student pursuing the bachelor of science degree will want to take the entire Cross Cultural Cluster if he or she also needs or wants elective credit.

III. Humanities Cluster (9)

IPH 10000 Survey of Philosophy (3)
IEN 20100 World Literature (3)
IRT 21000 Concepts of Visual Arts (3)
NOTE: In special circumstances and with the permission of faculty advisor, IEN 29300 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 11000 Essential Computer Mathematics (3)
IMH 14000 Statistical Concepts (3)
IMH 21000 Introduction to Programming (3)
or
Math/Statistics Cluster **
(Required for all non- information technology majors)
IMH 13200 Quantitative Methods for Business (3)

IMH 14100 Basic Statistics (3)
IMH 22000 Research Design and Methodology (3)

** NOTE 1: Requires either passing the Math Placement exam with a score of 80% or better, or completion of IMH 10100 with a grade of C or better.

NOTE 2: The general education mathematics requirement for both the bachelor of arts and the bachelor of science degrees is for two courses at the college algebra or above level. A student with approved transfer credit needs a minimum of six semester hours of credit from those classes. Some majors have special requirements as noted in the description of those majors. The Math/Statistics Cluster satisfies the general education requirements for all non-information technology majors. The Computer Math Cluster satisfies the general education requirements for information technology majors and other non-business majors.

V. Natural Science Cluster (9)

INS 10500 Chemistry in Society (3)
INS 11400 Principles in Environmental Biology (3)
INS 21400 Ethical Problems in Science (3)

Natural Science Lab (1)
INS 11500 Environmental Biology Lab (1) (Must be taken concurrently with the Natural Science Cluster. Is taught on a different night of the week than the cluster)

NOTES: The natural science requirement for the bachelor of arts degree is for two courses, one of which has an accompanying lab. The courses must come from two distinct sciences: earth, physical, or biological. The LCIE Natural Science Cluster without the lab also satisfies the B.A. requirement.

The natural science requirement for the bachelor of science degree is for three courses, one of which has an accompanying lab. The courses must come from two distinct sciences: earth, physical, or biological. The LCIE Natural Science Cluster taken concurrently with INS11500 satisfies the B.S. requirement.

VI. Social Sciences Cluster I (9)

IPY 10000 Principles of Psychology (3)
ISC 10200 Basic Concepts of Sociology (3)
IPS 15500 American Government: The Nation (3)

NOTE: In special circumstances and with the permission of faculty advisor, ISS 29300 Special Topics in Social Sciences (1 or 3) may substitute for one of the above courses.

Requisite Study: Major

Requirements vary, but at least 54 semester hours in the major area are necessary for most degree programs, 50 percent of which (three clusters) 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.

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 dulminating project or the capstone course.
5. Completion of at least 36 semester hours of study at Lindenwood University and at least 42 of which must be upper division courses, numbered 30000 or above.
6. Completion of at least 50 percent 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 11 different undergraduate degrees. They are

Bachelor of Arts
1. Communications
    Mass Communications Emphasis
    Corporate Communications Emphasis
2. Gerontology
3. Hospitality Services Management

Bachelor of Science
1. Business Administration
2. Criminal Justice
3. Fire Science Management
4. Health Management
5. Human Resource Management
6. Information Technology
7. Mortuary Management

LCIE UNDERGRADUATE PROGRAM DESCRIPTIONS

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

Business Administration (B.S.)
Program Description

The LCIE bachelor of science 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 57 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 20000 Principles of Financial Accounting (3)
IBA 20100 Principles of Managerial Accounting (3)
IBA 32000 Principles of Finance (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 40900 Special Topics in Accounting (1-3) and/or IBA 42900 Special Topics in Finance (1 or 3) may substitute for one of the above courses.

Economics Cluster
IBA 21100 Principles of Microeconomics (3)
IBA 21200 Principles of Macroeconomics (3)
IBA 41300 International Economics (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 41900 Special Topics in Economics (1 or 3) may substitute for one of the above courses.

Management Information Systems Cluster
IBA 24000 Introduction to Information Systems (3)
IBA 33400 Introduction to Operations Management (3)
IBA 36500 Microcomputer Applications in MIS (3)

Management Cluster
IBA 33000 Principles of Management (3)
IBA 33200 Human Resource Management (3)
IBA 43200 Managerial Ethics (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 43900 Special Topics in Management (1-3) may substitute for one of the above courses.

Marketing Cluster
IBA 35000 Principles of Marketing (3)
IBA 45300 Marketing Management (3)
IBA 45800 International Marketing (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 45900 Special Topics in Marketing (1 or 3) may substitute for one of the above courses.

Consumer Finance/Business Law Cluster
IBA 32500 Investments (3)
IBA 32600 Consumer Finance (3)
IBA 36000 Business Law (3)

NOTE: In special circumstances and with the permission of faculty advisor, IBA 47900 Special Topics in Investment (1 or 3) and/or IBA 46900 Cases in Business Law (1 or 3) may substitute for one of the above courses.

In addition, the student must complete IBA 49900 Business Administration Capstone (3).

Business Administration Internship (optional):
IBA 4500 Business Administration Internship (1-3)

Communications (B.A.)
Program Description
The 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. All majors must have at least 45 hours of credits in the major. Foundation Studies in Communications (ICM 40000, 40500, 40600) 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.

A communications major may apply for a degree in communications with an emphasis in mass communication or corporate communications if he or she has at least 27 semester hours of coursework in the declared emphasis.

Foundation Studies in Communications Cluster
ICM 40000 Historical Development and Trends in Communication (3)
ICM 40500 Media and Society (Ethics and the Media) (3)
ICM 40600 Theories of Communication (3)
(Required of all Communications majors)

Mass Communication Emphasis Clusters

Creative Writing Cluster
ICM 31000 Creative Writing Lab (3)
ICM 31200 The Art of Fiction (3)
ICM 31300 The Art of Poetry (3)

Advanced Creative Writing Cluster
ICM 31100 Advanced Creative Writing (3)
ICM 35100 Modern Poetry (3)
ICM 38000 Advanced Topics in Literature (3)

Documentary Expression Cluster
ICM 37200 Documentary Film and Video (3)
ICM 37300 Photojournalism (3)
ICM 37500 Documentary Journalism (3)

Desktop Publishing Cluster
ICM 30900 Desktop Publishing in the Workplace (3)
ICM 44500 Information Systems Project (3)
ICM 46300 Computer Based Graphics (3)

Television Production Cluster
ICM 25600 Production for Television (3)
ICM 35800 Writing for Television (3)
ICM 35900 Production Management (3)

Advanced Television Production Cluster
ICM 47400 Advanced Television Production (3)
ICM 47600 Advanced television Directing (3)
ICM 47700 Advanced Television Editing (3)

Visual Communications Cluster
ICM 43100 Design-Visual Communication (3)
ICM 43200 Color Theory and Applications (3)
ICM 43300 20th Century Art Applications (3)

Creative Non-Fiction Cluster
ICM 45500 Literary Feature Writing (3)
ICM 45600 Memoir and the Personal Essay (3)
ICM 45700 Studies in Creative Non-Fiction (3)

Corporate Communication Emphasis Clusters

Group Dynamics Cluster
IHR 37000 Group Dynamics (3)
IHR 37100 Conflict Resolution (3)
IHR 41000 Labor Economics & Industrial Relations (3)

Human Development & Training Cluster
IHR 36000 Adult Learning Processes (3)
IHR 36100 Career/Staff Development (3)
IHR 36200 Employee Training and Development (3)

Desktop Publishing Cluster
ICM 30900 Desktop Publishing in the Workplace (3)
ICM 44500 Information Systems Project (3)
ICM 46300 Computer Based Graphics (3)

Marketing Cluster
IBA 35000 Principles of Marketing (3)
IBA 45300 Marketing Management (3)
IBA 45800 International Marketing (3)

Organizational Communication Cluster
ICM 46000 Organizational Communication Theory (3)
ICM 46100 Communications Process Analysis (3)
ICM 46200 Practical Appl of Communication Processes (3)

Promotional Mix Cluster
ICM 35000 Principles of Advertising (3)
ICM 38900 Public Relations and Promotions (3)
ICM 39000 Promotion Management (3)

Public Relations Cluster
ICM 44100 Group Communication (3)
ICM 44200 PR Ethics (3)
ICM 44300 PR Research and Planning (3)

NOTE: In special circumstances and with the permission of faculty advisor, ICM 49500 (1 or 3) may substitute in one of the above clusters.

All Communications majors must also complete ICU 49900 Culminating Project.

Criminal Justice (B.S.)
Program Description
    The LCIE bachelor of science 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 10000 Criminology (3)
ICJ 21000 Criminal Justice Systems (3)
ICJ 22500 Comparative Justice Systems (3)

Criminal Procedure Cluster
ICJ 30100 Criminal Procedure (3)
ICJ 31000 Criminal Law (3)
ICJ 33100 Criminal Investigation (3)

The Juvenile System Cluster
ICJ 31100 The Juvenile Justice System (3)
ICJ 31200 Juvenile Law (3)
ICJ 31300 Delinquency in Society (3)

Criminal Justice Communications Cluster
ICJ 34100 Criminal Justice Communications (3)
ICJ 34200 The Media & Criminal Justice (3)
ICJ 34300 Criminal Justice Alternatives (3)

Policing Cluster
ICJ 30000 Policing in America (3)
ICJ 30500 Corrections (3)
ICJ 44000 Victimology (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 49900 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 54 semester hours of general education requirements, 36 hours of business administration requirements, and the completion of the three hour business administration capstone course. In addition, 36 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/Finance Cluster
IBA 20000 Principles of Financial Accounting (3)
IBA 20100 Principles of Managerial Accounting (3)
IBA 32000 Principles of Finance (3)

Economics Cluster
IBA 21100 Principles of Microeconomics (3)
IBA 21200 Principles of Macroeconomics (3)
IBA 41300 International Economics (3)

Management Cluster
IBA 33000 Principles of Management (3)
IBA 33200 Human Resource Management (3)
IBA 43200 Managerial Ethics (3)

Marketing Cluster
IBA 35000 Principles of Marketing (3)
IBA 45300 Marketing Management (3)
IBA 45800 International Marketing (3)

Students must also complete IBA 49900 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 or 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 31100 Sociology of Aging (3)
IGE 31200 Psychological Aspects of Aging (3)
IGE 31300 Physical Aspects of Aging (3)

Organization and Social Policy in Aging Cluster
IGE 32000 Community Organization & Resource Allocation (3)
IGE 32100 Social Policy in Gerontology (3)
IGE 32200 Service Provision to the Elderly (3)

Counseling and Assessment Cluster
IGE 44000 Multi-disciplinary Geriatric Assessment (3)
IGE 44100 Counseling Older Adults (3)
IGE 44300 Mental Health Issues in the Elderly (3)

Research Methods and Literature Review in Gerontology Cluster
IGE 44400 Research Methods in Gerontology (3)
IGE 44500 Literature Review in Aging (3)
IGE 44600 Using Statistics in Gerontology (3)

Elective Clusters

Long Term Care Cluster
IGE 32500 Historical Overview of Nursing Home Industry (3)
IGE 32600 Role of Management in Long-Term Care (3)
IGE 32700 Regulations Concerning Long-Term Care Industry (3)

Legal/Economic Issues in Elder Health Care Cluster
IGE 44700 Law and Aging (3)
IGE 44800 Economics of Aging (3)
IGE 44900 Issues of Abuse and Neglect of Older Adults (3)

NOTE: In special circumstances and with the permission of faculty advisor, IGE 39300 (1 or 3) may substitute in one of the above clusters.

Students must also complete either ICU 49900 Culminating Project or IHM 49900 Health Management Capstone (3) or Internship/Practicum (3).

Health Management (B.S.)
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, 54-semester hours of core requirements (listed below), and a capstone course. A total of 128 credit hours are required to graduate.

Core Curriculum

Accounting Cluster
IBA 20000 Principles of Financial Accounting (3)
IBA 20100 Principles of Managerial Accounting (3)
IBA 32000 Principles of Finance (3)

Management Information Systems Cluster
IBA 24000 Introduction to Information Systems (3)
IBA 33400 Introduction to Operations Management (3)
IBA 36500 Microcomputer Applications in MIS (3)

Foundation of Management Cluster
IHM 30100 Ethical Issues In Health Care Management (3)
IHM 30200 Healthcare Management (3)
IHM 35100 Healthcare Marketing (3)

Health Law Cluster
IHM 33300 Legal Issues in Health Care (3)
IHM 33400 Govern. Organization & Health Care Industry (3)
IHM 33500 Cases in Health Care Administration (3)

Health Policy Cluster
IHM 46000 Health Care Delivery in the USA (3)
IHM 46100 Health Care Policy & Research (3)
IHM 46200 Global Health Care Reform (3)

Health Care Finance Cluster
IHM 47600 Essentials of Health Care Finance (3)

IHM 47700 Health Care Finance (3)
IHM 47800 Economics of Health and Medical Care (3)

Students must also complete IHM 49900 Health Management Capstone (3).

Elective Cluster
Managed Care Cluster
IHM 48000 Essentials of Managed Care (3)
IHM 48100 Medicare, Medicaid, Legal & Regulatory Issues (3)
IHM 48200 Contracting in a Managed Care Environment (3)

NOTE: In special circumstances and with the permission of faculty advisor, IHM 49300-49500 (1 or 3) may substitute in one of the above clusters.

Hospitality Services Management (B.A.)
Program Description
The LCIE bachelor of arts in hospitality services management program at Lindenwood University is designed as a bachelor's degree completion program for students who have already earned an associate's 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 66 semester hours of transfer credit from a regionally accredited academic institution and requires the completion of 62 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 20000 Principles of Financial Accounting (3)
IBA 20100 Principles of Managerial Accounting (3)
IBA 32000 Principles of Finance (3)

Cross Cultural Cluster
IHS 10100 20th Century History (3)
ICL 33000 Cross Cultural Focus (3)
ICL 33100 Cross Cultural Focus (3)

Management Cluster
IBA 33000 Principles of Management (3)
IBA 33200 Human Resource Management (3)
IBA 43200 Managerial Ethics (3)

Marketing Cluster
IBA 35000 Principles of Marketing (3)
IBA 45300 Marketing Management (3)
IBA 45800 International Marketing (3)

Humanities Cluster
IPH 10000 Survey of Philosophy (3)
IEN 20100 World Literature (3)
IRT 21000 Concepts of Visual Arts (3)

In addition, students must complete the following professional emphasis courses: in their junior year, IHS 43900 Practicum in Hospitality Services Management (4); in their senior year, IHS 45000 Internship in Hospitality Services Management (12); and IBA 49900 Business Administration Capstone (3).

Human Resource Management (B.S.)
Program Description
The LCIE bachelor of science in 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 science degree in HRM will complete the university general education requirements, the 54-semester-hour core curriculum, and the capstone course.

Accounting Cluster
IBA 20000 Principles of Financial Accounting (3)
IBA 20100 Principles of Managerial Accounting (3)
IBA 32000 Principles of Finance (3)

Economics/Marketing Cluster
IHR 21000 Survey of Economics (3)
IHR 35000 Principles of Marketing (3)
IHR 47000 International Business (3)

Management Cluster
IBA 33000 Principles of Management (3)
IBA 33200 Human Resource Management (3)
IBA 43200 Managerial Ethics (3)

Supervision Cluster
IHR 35700 Employee Supervision (3)
IHR 35800 Legal Issues for Human Resource Management (3)
IHR 35900 Performance Management/Performance Appraisal Systems (3)

Staff Development/Information Systems Cluster
IHR 36100 Career/Staff Development (3)
IHR 36200 Employee Training and Development (3)
IHR 36300 Human Resource Information Systems (3)

Group Dynamics Cluster
IHR 37000 Group Dynamics (3)
IHR 37100 Conflict Resolution (3)
IHR 41000 Labor Economics & Industrial Relations (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 49900 Business Administration Capstone (3).

Elective Cluster
IHR 33400 Gender Issues in Management (3)
IHR 33600 Implementing and Managing Diversity (3)
IHR 36000 Adult Learning Processes (3)

Information Technology (B.S.)
Program Description

The LCIE bachelor of science 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 science in information technology requires 54-semester hours of credit in the major beyond the general education Essential Computer Mathematics Cluster.

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.

Essential Computer Mathematics Cluster
(This cluster satisfies the general education requirement in mathematics and does not count as part of the 54 hours required in the major. Prerequisite: Score of 80% or more on math placement test or grade of C or better in IMH 10100.)
IMH 11000 Essential Computer Mathematics (3)
IMH 14000 Statistical Concepts (3)
IMH 21000 Introduction to Programming (3)

Foundations in Information Technology Cluster
(Required of all IT majors. Prerequisite: Essential Computer Mathematics Cluster.)
IIT 21100 The IT Professional (3)
IIT 21200 Database Basics (3)
IIT 21300 Intermediate Programming in Visual Basic (3)

Networking Cluster
IIT 32100 Networking Essentials (3)
IIT 32200 Network Applications (3)
IIT 32300 Network Implementation (3)

Advanced Networking Cluster
(Prerequisite: Networking Fundamentals Cluster or equivalent experience)
IIT 42100 General Network Administration (3)
IIT 42200 Network Applications – Client Server (3)
IIT 42300 Problem Solving – Network Applications (3)

Web Design Cluster
IIT 37700 Fundamentals of HTML (3)
IIT 37800 Applications in Web Development (3)
IIT 37900 Applications in Web Site Publishing (3)

Advanced Web Design Cluster
(Prerequisites: Foundations in Information Technology Cluster and Web Design Cluster or equivalent experience)
IIT 47700 Fundamentals of User Interface Design (3)
IIT 47800 Applications in Object-Oriented Web Development (3)
IIT 47900 Applications in Multi-Tiered Web Programming (3)

Database Analysis and Design Cluster
(Prerequisite: Foundations in Information Technology Cluster)
IIT 35100 Database Analysis and Design (3)
IIT 45200 Database Application Implementation (3)
IIT 45300 Database Project Implementation (3)

Desktop Publishing Cluster
ICM 30900 Desktop Publishing in the Workplace (3)
ICM 44500 Information Systems Projects (3)
ICM 46300 Computer Based Graphics (3)

Operating Systems Cluster
(Prerequisite: Foundations in Information Technology Cluster)
IIT 31100 Operating System Concepts (3)
IIT 31200 Practical Operating System Skills (3)
IIT 31300 Operating System Evaluation (3)

Project Management Cluster
(required of all IT majors Prerequisites: Essential Computer Math Cluster and Foundations in InformationTechnology Cluster)
IIT 33100 Project Cost & Schedule Estimating (3)
IIT 43200 Project Management Process (3)
IIT 43300 Cost and Scheduling Applications (3)

In addition, students must also complete IIT 49900 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 24000 Introduction to Information Systems
BA 34000 COBOL I
BA 34100 COBOL II (prerequisite: BA 34000)
BA 34200 Programming in Visual Basic
BA 34300 Programming in C++
BA 34700 Advanced Programming in Visual Basic
BA 37000 Introduction to Management Science
BA 41000 Java Programming
BA 44100 Database Design and Management
BA 44200 Information Systems Analysis and Design
BA 44300 Management of Information Technology
BA 44900 Special Topics in MIS
COM 30500 Desktop Publishing
COM 30700 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

This emphasis must include the following clusters:

Computer Networking Fundamentals Cluster
IIT 32100 Networking Essentials (3)
IIT 32200 Network Applications (3)
IIT 32300 Network Implementation–A Case Study and Simulation (3)

Advanced Networking Cluster
(Prerequisite: Networking Fundamentals Cluster or equivalent experience.)
IIT 42100 General Network Administration (3)
IIT 42200 Network Applications – Client Server (3)
IIT 42300 Problem Solving – Network Applications (3)

Operating Systems Cluster
(Prerequisite: Foundations in Information Technology Cluster)
IIT 31100 Operating System Concepts (3)
IIT 31200 Practical Operating System Skills (3)
IIT 31300 Operating System Evaluation (3)

Three credit hour courses that may be added to the Networking/Operating Systems Emphasis requirements are: BA 34200, BA 34300, BA 34700, BA 41000, BA 44100, BA 44200, BA 44300 and BA 44900.

Programming/Database Emphasis

Advanced Web Design Cluster
(Prerequisite: Foundations in Information Technology Cluster and Web Design Cluster or equivalent experience)
IIT 47700 Fundamentals of User Interface Design (3)
IIT 47800 Object-Oriented Web Develop (3)
IIT 47900 Multi-Tiered Web Program (3)

Database Analysis and Design Cluster
Foundations in Information Technology Cluster
IIT 35100 Database Analysis and Design Concepts (3)
IIT 45200 Database Application Implementation (3)
IIT 45300 Database Project Implementation (3)

Operating Systems Cluster
Foundations in Information Technology Cluster
IIT 31100 Operating System Concepts (3)
IIT 31200 Practical Operating System Skills (3)
IIT 31300 Operating System Evaluation (3)

The three credit hour courses that may be added to the Programming/ Database Emphasis requirements are: BA 34000, BA 34100, BA 34200, BA 34300, BA 34700, BA 41000, BA 44100, BA 44200.

Multimedia Emphasis

Advanced Web Design Cluster
(Prerequisites: Foundations in Information Technology Cluster and Web Design Cluster or equivalent experience)
IIT 47700 Fundamentals of User Interface Design
IIT 47800 Object-Oriented Web Development
IIT 47900 Multi-Tiered Web Programming

Desktop Publishing Cluster
ICM 30900 Desktop Publishing in the Workplace (3)
ICM 44500 Information Systems Projects (3)
ICM 46300 Computer Based Graphics (3)

Web Design Cluster
IIT 37700 Fundamentals of HTML (3)
IIT 37800 Applications in Web Development (3)
IIT 37900 Applications in Web Site Publishing (3)

The three credit hour courses that will satisfy part of the Multimedia Emphasis requirements are: COM 30500 and COM 30700.

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 54 semester hours of coursework, which can be obtained in six quarters. Up to nine 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)

Essential Computer Mathematics Cluster
(Prerequisite: Score of 80% or more on math placement test or grade of C or better in IMH 10100.)
IMH 11000 Essential Computer Mathematics (3)
IMH 14000 Statistical Concepts (3)
IMH 21000 Introduction to Programming (3)

Foundations in Information Technology Cluster
(Prerequisite: Essential Computer Mathematics Cluster.)
IIT 21100 The IT Professional (3)
IIT 21200 Database Basics (3)
IIT 21300 Intermediate Programming in Visual Basic (3)

Computing Networking Fundamentals Cluster
IIT 32100 Networking Essentials (3)
IIT 32200 Network Applications (3)
IIT 32300 Network Case Study and Simulation (3)

Database Analysis and Design Cluster
(Prerequisite: Foundations in Information Technology Cluster)
IIT 35100 Database Analysis and Design (3)
IIT 45200 Database Application Implementation (3)
IIT 45300 Database Project Implementation (3)

Operating Systems Cluster
(Prerequisite: Foundations in Information Technology Cluster)
IIT 31100 Operating System Concepts (3)
IIT 31200 Practical Operating System Skills (3)
IIT 31300 Operating System Evaluation (3)

Project Management Cluster
(Prerequisite: Foundations in Information Technology Cluster)
IIT 33100 Project Cost & Schedule Estimating (3)
IIT 43200 Project Management Process (3)
IIT 43300 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 64 semester hours to Lindenwood from their associate in applied sscience 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 20000 Principles of Financial Accounting (3)
IBA 20100 Principles of Managerial Accounting (3)
IBA 32000 Principles of Finance (3)

Cross Cultural Cluster
IHS 10100 20th Century World History (3)
ICL 33000 Cross Cultural Focus (3)
ICL 33100 Cross Cultural Focus (3)

Management Cluster
IBA 33000 Principles of Management (3)
IBA 33200 Human Resource Management (3)
IBA 43200 Managerial Ethics (3)

Marketing Cluster
IBA 35000 Principles of Marketing (3)
IBA 45300 Marketing Management (3)
IBA 45800 International Marketing (3)

Humanities Cluster
IPH 10000 Survey of Philosophy (3)
IEN 20100 World Literature and Ideas (3)
IRT 21000 Concepts of Visual Arts (3)

Math/Statistics Cluster
IMH 13200 Quantitative Business Application (3)
IMH 14100 Basic Statistics (3)
IMH 22000 Research Design and Methodology (3)

Professional Emphasis
(Select One of the three Clusters below)

Employee Supervision Cluster
IHR 35700 Employee Supervision (3)
IHR 35800 Legal Issues for HRM (3)
IHR 35900 Performance Management (3)

Information Systems Cluster

Management Information Systems Cluster
IBA 24000 Introduction to Information Systems (3)
IBA 33400 Introduction to Operations Management (3)
IBA 36500 Microcomputer Applications in MIS (3)

Sociology of Aging Cluster
IGE 31100 Sociology of Aging (3)
IGE 31200 Psychological Aspects of Aging (3)
IGE 31300 Physical Aspects of Aging (3)

In addition, students must also complete IBA 49900 Business Administration Capstone (3).

LCIE UNDERGRADUATE COURSE DESCRIPTIONS

NOTE: Course descriptions are listed alphabetically by Cluster Name. For exact page number, refer to the Course Cross-Reference Table on page

PLACEMENT COURSES

IMH 10100 Basic College Mathematics (3) Topics covered in this course include order of operations, exponents, rounding and estimating, fractions, decimals, ratio and proportion, percent, measurement, graphs, signed numbers, scientific notation, variables, linear equations, and word problems.

GENERAL EDUCATION

Communications Cluster

ICM 10100 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 10200 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 20000 Introduction to Literature (3) Is an introduction to the reading and analysis of literature; the quarter's work will involve extensive reading in one of the following genres: poetry, short fiction, novel, drama, or essay.

Cross Cultural Cluster

(Note: This cluster consists of IHS 10100 and any two courses in groups as follows: ICL 32000 and ICL 32100; ICL 33000 and ICL 33100; ICL 34100 and ICL 34200; ICL 35100 and ICL 35200; ICL 31200 and ICL 33700; ICL 31000 and ICL 35000; ICL 36100 and ICL 36200; ICL 36400 and ICL 36500.)

IHS 10100 20th Century World History (3) This course Is a study of the growth and interactions of world cultures, including the interaction of the West with other civilizations. There will be an emphasis on the development of the current world situation.

ICL 21000 Native American Indian (3) This course offers a survey of the origins, traditional cultures, and current conditions of Native American Indian populations.

ICL 31200 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 32000 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 32100 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 33000 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 33100 Issues in Modern Japan (3) This course is a study of significant current issues in Japan regarding business and government policies.

ICL 33700 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 34100 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 34200 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 35000 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 35100 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 35200 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 36100 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 36200 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 36400 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 36500 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

IPH 10000 Survey of 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.

IEN 20100 World Literature (3) This course is a study of ideas that have shaped civilizations, with emphasis on the literature of various cultures and periods. Works will be read in English translation. Lectures and discussions interpret literature and consider religious and philosophical thought in terms of contrasting as well as universal themes and values.

IRT 21000 Concepts of Visual Arts (3) A course for non-art majors, this class presents a study of selected works in the visual arts by exploring the role of art in society with an emphasis on the creation and interpretation of works of art In media by examining style, aesthetics, social function, and the expression of cultural values. Students will explore the creative process via relevant art projects.

Computer Math Cluster

IMH 11000 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 14000 Statistical Concepts (3) An overview of statistics is covered, including graphs, measures of central tendency, measures of variation, regression and correlation, principles of probability theory, and statistical inference.

IMH 21000 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.

Math/Statistics Cluster

IMH 13200 Quantitative Methods for Business (3) This course emphasizes problem solving skills in management and finance. Topics include simple and compound interest, annuities, discounts, installment buying, amortization, reading and interpreting financial reports, depreciation, taxes, insurance, and investments. Mathematical tools include solving linear equations, linear regression, and basic statistical models. The uses of tables, calculators, and Excel are stressed.

IMH 14100 Basic 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 22000 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.

Natural Science Cluster

INS 10500 Chemistry in Society (3) This course provides a basis

for understanding problems of global proportion facing societies in the coming millennium. Fundamental chemical concepts will provide an understanding of the role chemistry plays In the problems considered, and in their potential resolution of solution. Issues include environmental concerns, energy, hunger and food production, health, pollution, and population considerations.

INS 11400 Principles in Environmental Biology (3) This course is a study of the biological systems comprising the biosphere and those perturbations which would threaten homeostasis of the systems. This course must be taken concurrently with INS 10500

INS 21400 Ethical Problems in Science (3) This course considers how advances in human technological capabilities pose problems for human societies. The course will focus primarily on threats to human and ecosystem health. Students will evaluate scientific data, the sometimes conflicting interpretations of those data, and their implications for public policy. This course must be taken concurrently with INS 10500 and INS 11400.

INS 11500 Environmental Biology Laboratory (1) This course includes hands-on activities in both field and classroom settings that complement the topics covered In INS 11400. This course is taught on a different night of the week than the cluster and requires a lab fee. It must be taken concurrently with INS 11400.

Social Science Cluster

IPY 10000 Principles of Psychology (3) Students will explore basic psychological concepts, methods, and findings leading to a better understanding of human behavior. This

ISC 10200 Basic Concepts of Sociology (3) Students are introduced to the basic concepts and theories of sociology as the scientific study of human society. The course Includes such topics as collective behavior, socialization, culture, stratification, social institutions, and deviant behavior.

IPS 15500 American Government : The Nation (3) This course provides students with an overview of the American national government with attention focused on structures, principles, and decision making processes. Key terms such as "democracy" and "politics" are addressed, as well as selected policy areas.

BUSINESS ADMINISTRATION (B.S.)

Accounting/Finance Cluster

IBA 20000 Principles of Financial Accounting (3)
Introduces students to the accounting information framework used by organizations to collect, maintain, and report financial information. Special emphasis will be given to transaction analysis and the resulting effect on the accounting equation. Considerable time is spent on financial statement analysis and use by its outside users.

IBA 20100 Principles of Managerial Accounting (3) Focuses on the development, analysis, interpretation, and communication of financial information designed to assist managers in achieving the goals of an organization. Topics include discussions about different cost accumulation systems, cost management systems, activity-based costing and management, and planning and control.

IBA 32000 Principles of Finance (3) Introduces the student to the fundamental concepts of financial management, including basic financial analysis, working capital management, planning and forecasting, security valuation, capital budgeting, cost of capital, leverage and capital structure, and international financial management.

Economics Cluster

IBA 21100 Principles of Microeconomics (3) Introduces students to economic concepts, relationships, and institutions related to individual and firm decision-making. Supply, demand, and opportunity cost are used to analyze the actions of individuals and firms in a market framework. Economic decision-making and policy will be grounded within the broader ethical context so as to stimulate students' critical thinking. Topics to be covered include marginal analysis, production possibilities, demand and supply, elasticity, household and consumer choice, firm production and costs, profit maximization, and market structures. By the end of this course, students will be prepared to describe and evaluate the determinants of price, apply economic decision--making skills to everyday decisions, and apply the economic tools discussed to the broader world around them.

IBA 21200 Principles of Macroeconomics (3) Introduces students to economic concepts, relationships, and institutions related to the aggregate economy. Keynesian analysis is used to analyze the effect of fiscal and monetary policy actions on employment, output, and prices. Economic decision-making and policy will be grounded within the broader ethical context so as to stimulate students' critical thinking. Topics to be covered include national income accounting, business cycles, economic growth, unemployment, inflation, aggregate demand/supply, fiscal policy, monetary policy, and international trade. By the end of this course, students will be prepared to define the macroeconomic aggregates such as GDP, inflation and unemployment; explain the relationship between the major macroeconomics aggregates and the policy actions and other events which cause them to fluctuate; compare and contrast Classical and Keynesian economics; and appraise how closely the macroeconomic tools discussed in this course parallel developments in the real economy.

IBA 41300 International Economics (3) Focuses on the causes and composition of international trade and policies used to control or promote it, the balance of payments as an accounting framework and as a framework for macroeconomics adjustments, and foreign exchange markets and institutions.

Management Information Systems Cluster

IBA 24000 Introduction to Information Systems (3) This course covers the introduction to information systems, the internet the world wide web, software, hardware, communications, personal technology, databases, ethics, information security, and and provides an update on the challenges and promises of the digital age.

IBA 33400 Introduction to Operations Management (3) This is an introduction to Operations Management. It covers the concepts of value chains, operations strategy, facility and work design, supply chain design, forecasting and demand planning, managing inventories and resources, scheduling, quality management, quality control, and project management.

IBA 36500 Microcomputer Applications in MIS (3) Students learn to integrate software applications to solve business problems,

There are database cases using Access, decision support cases using MS Excel, and integration cases using both MS Excel and MS Access, and presentation skills.

Management Cluster

IBA 33000 Principles of Management (3) This survey course explores the development of the understanding of organizations and of the decision making skills required in management positions. The purpose of this course is to examine how management concepts have developed and continue to change. A detailed examination will be conducted of the four basic functions of management: planning, organizing, motivating, and controlling. Particular emphasis will be given to goal planning, managing change, career progression, and the managerial value system.

IBA 33200 Human Resource Management (3) Examines human resource functions related to business organizations, including techniques of recruitment, training, development, compensation, placement, safety, labor-management relations, team formation, and employee security. Students will develop an understanding of the relationship between human resources and legal matters. The course will also address relevant research pertinent to human resource evaluation and the relationship of human resources to other departments within an organization.
IBA 43200 Managerial Ethics (3) Is designed to help students understand the nature of the changing role of management with respect to ethics and public policy in the workplace. Current issues in ethics will be examined, including the position of business enterprises and their perceived value in society. The course will also explore the roles of managers, the public, and government in providing an atmosphere conducive to ethical business operations. This course will also address the business responsibilities of being a "good neighbor" at the local, national, and international levels.

Marketing Cluster

IBA 35000 Principles of Marketing (3) This course offers an in-depth introduction to the functional business area of marketing. It examines how goods and services are presented to target customers through the use of the marketing-mix variables: product, price, place, and promotion. Emphasis in this course is on the student developing a working knowledge of the vocabulary, principles, concepts, and theories of contemporary marketing as used in various organizational settings.

IBA 45300 Marketing Management (3) This course focuses on defining marketing problems and opportunities, evaluating alternative solutions, and developing strategies to address these issues. Students will be required to actively participate in discussion of outside readings and case studies that address a variety of marketing related issues.

IBA 45800 International Marketing (3) This course is designed to provide an extensive analysis of the marketing mix and how it can be standardized for transnational markets. The course will present techniques used to identify potential markets of products and/or services in the global marketplace.

Consumer Finance /Business Law Cluster

IBA 32500 Investments (3) This course is a survey of the basic concepts of investing with an emphasis on common stocks.

Students will be required to prepare a report on an investment in an assigned company based on economic, industry, and company-specific factors.

IBA 32600 Consumer Finance (3) Surveys the economic factors and personal decisions that affect financial wellbeing: cash and credit management, taxes, major expenditures, insurance, investments, and retirement and estate planning. Emphasis is on practical knowledge for personal financial management and serving customers of the banking, brokerage, insurance, and other consumer finance industries.

IBA 36000 Business Law (3) An introductory course designed to familiarize the student with the subject matter of the legal environment of business. Particular emphasis will be given to the sources of law; the role of society; the judicial function; and selected areas such as governmental regulation and agencies, crimes and torts, contracts, business organizations, personal property, agency, and employment law. Various approaches to understanding legal issues will be used, including case law analysis and the examination of current legal issues affecting business.

CHRISTIAN MINISTRY STUDIES (B.A.)

Interpreting Faith Cluster

IMS22100 Doctrine of Salvation and Doctrine of Humanity (3) This course is a survey of the biblical teachings concerning salvation, as well as 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.

IMS 30100 Hermeneutics (3) This course is a study of the principles of biblical interpretation. Attention will be given to the historical, geographical, lintguisticd, and cultural settings of the Bible. Prevalent hermeneutical errors will be identified and addressed.

IMS 33000 New Testament Bood Study (3) This course is a study of a selected book in the New Testament based on the English text.

COMMUNICATIONS (B.A.)

Creative Non-Fiction Cluster

ICM 45500 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 45600 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 45700 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 31000 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 31200 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 31300 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 31100 Advanced Creative Writing (3) This class is an advanced workshop course that will concentrate on one or more of the following forms: poetry, short fiction, playwriting, or nonfiction.

ICM 35100 Modern Poetry (3) A study of poetry from 1900 to the present, principally English and American, but may includee selections in translation from other cultures. Readings includee poetry representing the growing importance of women and other writers who have not previously been In the mainstream of poetic tradition.

ICM 38000 Advanced 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 30900 Desktop Publishing in the Workplace (3) A hands on exploration of computer assisted applications in whichh students learn to design projects that meet personal and professional needs. Students become familiar with desktop publishing and graphics programs.

ICM 44500 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 46300 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 37200 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 37300 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 37500 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 40000 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 40500 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 40600 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 46000 Organizational Communication Theory (3) This course is the study of major communication theories as they apply to organizational structures.

ICM 46100 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 46200 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 35000 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 38900 Public Relations and Promotions (3) The course looks at public relations practices that contribute to promotions, including press releases, media relations, event planning, etc.

ICM 39000 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 44100 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 44200 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 44300 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 25600 Production for Television (3) Laboratory environment used to develop planning, scripting, shooting, directing, editing, budgeting, and studio skills to produce a program for television or cable broadcast. Lab fee required.

ICM 35800 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 35900 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 47400 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 47600 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 47700 Advanced Television Editing (3) This course is an advanced study of post-production techniques in lab and seminar setting.

Visual Communications Cluster

ICM 43100 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 43200 Color Theory and Applications (3) This course examines the physiology of color perception, emotional and psychological impacts, historical applications in art and design.

ICM 43300 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.S.)

Criminal Justice Communications Cluster

ICJ 34100 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 34200 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 34300 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 10000 Criminology (3) This course will examine crime as a social phenomenon through an interdisciplinary investigation of the causes and patterns of criminal behavior.

ICJ 21000 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 22500 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 31100 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 31200 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 31300 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 30100 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 31000 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 33100 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 30000 Policing in America (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 30500 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 44000 Victimology (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 31100 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 31200 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 31300 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 32000 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 32100 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 32200 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 44000 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 44100 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 44300 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 44400 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 44500 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 44600 Using Statistics in Gerontology (3) Students will use current statistics in gerontology to solve gerontological research problems.

Long Term Care Elective Cluster

IGE 32500 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 32600 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 32700 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 HealthCare Elective Cluster

IGE 44700 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 44800 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 44900 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 adults in today's society.

HEALTH MANAGEMENT (B.S.)

Foundation Of Management Cluster

IHM 30100 Ethical Issues in Healthcare Management (3) Issues and problems that arise within the health care field will be reviewed and discussed.

IHM 30200 Healthcare Management (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 35100 Healthcare Marketing (3) This course introduces the student to various marketing concepts as they relate to Healthcare organizations. Students will discuss marketing fundamentals, research, strategy, and the strategic marketing process. Students will attain a foundational application of the principles of marketing and their application to healthcare.

Health Care Finance Cluster

IHM 47600 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 47700 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 47800 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 33300 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 33400 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 33500 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 46000 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 46100 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 46200 Global Healthcare Reform (3) Students will discuss key diseases which cause death and disability throughout the world and will also discuss general concepts of population health. Potential solutions to global health issues will be discussed, and students will develop a general understanding of the biological and social aspects of major global health issues as they relate to ways to reduce global health inequalities.

Managed Care Cluster

IHM 48000 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 48100 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 48200 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.S.)

Economics/Marketing Cluster

IHR 21000 Survey of Economics (3) Introduces basic economics, concepts, relationships, and institutions. The course provides a foundation for applying economics to individual decision making and for critically analyzing aggregate economic behavior and policy. Topics to be covered include supply and demand, consumer choice, competition, monopoly, the labor market, government intervention, business cycles, fiscal policy, money and banks, monetary policy, and International trade.

IHR 35000 Principles of Marketing (3) This course offers an in-depth introduction to the functional business area of marketing. It examines how goods and services are presented to target customers through the use of the marketing-mix variables: product, price, place, and promotion. Emphasis in this course is on the student developing a working knowledge of the vocabulary, principles, concepts, and theories of contemporary marketing as used in various organizational settings.

IHR 47000 International Business (3) Provides students with an overview of global business and trade within the framework of today's dynamic business environment. The course also looks at how historical perspectives influence and shape current events. Topics to be covered include globalization, trade theories, governmental influence on trade, cross national trade agreements, and an introduction to capital markets and foreign exchange. The course also examines how business interact with the cultural, political, ethical, legal, and economic environments of multiple nations. An overview of international business strategies is also provided.

Supervision Cluster

IHR 35700 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 35800 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 35900 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.

Staff Development/Information Systems Cluster

IHR 36100 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 36200 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.

IHR 36300 Human Resource Information Systems (3) Topics covered in this course include the evolution of Human Resources and Information Systems, needs and types of HR information systems, the functionality of the HRIS manager, database management concepts, system planning and integration. Additional topics include organizational needs assessment, system design and cost management. An emphasis on project management themes based upon needs assessment will include real world case studies and problem solving exercises. The course will conclude with specific HRIS applications to the HR business competencies in staffing, applicant tracking, performance management, compensation and benefits and employee self service.

Managerial Issues Cluster

IHR 33400 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 33600 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.

IHR 36000 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.

Group Dynamics Cluster

IHR 37000 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 37100 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 41000 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.

INFORMATION TECHNOLOGY (B.S.)

Foundations In Information Technology Cluster

IIT 21100 The Information Technology Professional (3) The role of the IT professional is explored in business, government, education and other major areas. The instructor directs the students' research into the job market in IT locally, nationally and globally. A portfolio will be developed exploring resources needed to stay current in the student's field of interest.

IIT 21200 Database Basics (3) This course uses a relational database. The general theory of databases is discussed. Students will develop databases, generate queries, produce reports.

IIT 21300 Intermediate Programming in Visual Basic (3) This course will continue the study of Visual Basic begun in the Computer Math Cluster. It will cover VB web applications, database applications, Object-oriented programs, graphics, sound, security, and other topics.

Operating Systems Cluster

IIT 311 Operating System Concepts (3) This course covers the theory and practice of modern operating system design. Specific topics related to operating systems will be covered and include processor management, memory management techniques, file systems/structure, virtual memory, I/O, storage, scheduling, deadlock, concurrency, security, and social issues.

IIT 312 Practical Operating System Skills (3) Students will install at least one network or Linux based operating system and a current version of Microsoft Windows during this class. Topics affecting the performance of operating systems will be covered,

including hardware and third party software, and their importance when evaluating operating systems; Students will present findings related to their research.

IIT 313 Operating System Evaluation (3) Using knowledge gained in class work, course books and Internet skills, students will research a specific topic and demonstrate their knowledge by performing commands in an operating system. Topics covered will include using the command line and graphical user interfaces to manipulate the following: text editing, file system structure, file system security, file system processing-processes, networking, shell programming, system administration, window managers, and desktop managers.

Networking Cluster

IIT 32100 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 32200 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 32300 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 42100 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 42200 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 42300 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 37700 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 37800 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 37900 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 47700 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 47800 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 47900 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 35100 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 45200 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 45300 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 33100 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 43200 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 43300 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 41900 Special Topics in Economics (1-3)
IBA 40900 Special Topics in Accounting (1-3)
IBA 42900 Special Topics in Finance (1-3)
IBA 43900 Special Topics in Management (1-3)
IBA 45900 Special Topics in Marketing (1-3)
IBA 46900 Cases in Business/Law (1-3)
IBA 47900 Special Topics In Investments (1-3)

ICJ 34000 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 49200-49600 Special Topics in Criminal Justice (1-3)
ICL 29400 Special Topics in Cross-Cultural Studies (1-3)
ICM 49500 Special Topics in Communications (1-3)
IGE 39300 Special Topics in Gerontology (3)
IHM 49200-49400 Special Topics in Health Management (1-3)

IHM 49500 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 49200 Special Topics in Human Resource Management (1-3)

Capstone Courses

IBA 49900 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 49900 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 49900 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 synthesizes and integrates the student's educational experience consistency while analyzing the practices and problems confronting today's healthcare managers.

IIT 49900 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.

Culminating Project

ICU 49900 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 45000 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 49200 Communications Internship (1-3)

IGE 40000 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 undergraduate 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 depending on the major:
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 typically includes four 9-semester hour clusters, one 9-semester-hour elective cluster, and a 3-semester-hour capstone course.

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 advisors 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 22 years old 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.

The cluster begins with a first assignment, given to the student when he or she enrolls in the cluster. This assignment is due on the first day (evening) of class. Subsequent homework assignments are delineated in the syllabus, and, due to the accelerated nature of the LCIE program, it is expected that a student will spend, at a minimum, 20 hours per week working on these out-of-class homework assignments. This time commitment may vary, however, depending upon the student's level of expertise in a given cluster. A student in a management cluster, for example, who has worked several years in a middle management position, and who has completed a variety of corporate sponsored management courses, may, in fact, spend less time working on assignments for this cluster.

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 will receive failing grades in the cluster. The first class (Saturday for graduate students and new undergraduate students and the first week of classes for returning undergraduate students) and the 13th 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 first cluster meeting.

Students also have the responsibility of making sure they purchase the correct textbooks for each cluster or class. This is especially true when students choose to purchase textbooks from sources other than MBS Direct, Lindenwood's online bookstore. Please make certain that the textbooks you purchase are those selected for your particular cluster or class, as Lindenwood University will not accept responsibility for any textbooks that were not purchased from MBS Direct.

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 12-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 three-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, criminal justice, health management, human resource management, and managing information technology.

The Capstone Course

The capstone course is required for graduate students majoring in business administration, criminal justice, 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 areas 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.

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.

ADMISSION STANDARDS M.B.A.; M.S.A.; M.S., HEALTH MANAGEMENT AND M.S., HUMAN RESOURCE MANAGEMENT

Admission to the Graduate Business Programs in LCIE is granted to students who demonstrate academic preparedness and the potential for academic excellence. Once accepted, students must maintain a minimum cumulative grade point average of 3.0. Students whose GPA falls below the 3.0 minimum will be subject to academic probation or suspension, as outlined in the Academic Standards section of this catalog. For more information about academic standards, please refer to that section of the catalog.

Criteria for Admission
To be considered for admission to the Graduate Business Programs in LCIE, applicants must complete the following steps:

1. Submit an official transcript showing the completion of a bachelor's degree with a GPA of 3.0 or higher in undergraduate studies.
2. Submit a personal statement.
3. Provide three letters of recommendation.
4. Interview with the dean of LCIE or the appropriate department chair.

Applicants to the Graduate Business Programs in LCIE who do not meet the required 3.0 grade point for admission may be granted conditional acceptance. In this case, the submission of a GRE or GMAT score may be considered in support of an application for admission.

Conditional admit students may remain in conditional status for no more than 18 credit hours. Before advancing to degree candidacy, conditionally accepted candidates' academic performances will be reviewed twice by the school dean—once

upon completion of the first nine credit hours, and again upon completion of 18 credit hours. Failure to meet the required 3.0 upon the completion of 18 credit hours will result in dismissal from the degree program. In addition, any conditionally accepted student receiving one course grade of F or two course grades of C during the first nine credit hours will be dismissed from the program without the option to complete 18 credit hours.

Application

Prospective students wishing to apply to the graduate business programs in LCIE should visit the Office of Evening & Graduate Admissions at the Lindenwood University Welcome Center on the Lindenwoodmain campus or online at www. lindenwood.edu/admissions (select Evening & Graduate Admissions). Applicants should print out and complete the Evening & Graduate Admissions application and mail the application, along with a non-refundable $30 application fee, payable to Lindenwood University, to the office of Evening & Graduate Admissions. In addition, applicants must submit official undergraduate transcripts, a personal statement, and three letters of recommendation.

Once the application and application fee are received, an admissions counselor will contact the applicant to schedule an appointment for an interview with the appropriate department chair. The application and application materials may be mailed to:

The Office of Evening & Graduate Admissions
Lindenwood University
209 South Kingshighway
St. Charles, MO 63301

Please email eveningadmissions@lindenwood.edu or call (636) 949-4933 with any questions.

Application Deadlines
For summer, the application deadline is June 25
For fall, the application deadline is September 17
For winter, the application deadline is December 24
For spring, the application deadline is March 25

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 48 semester hours.

Graduate Information Systems and Methods Cluster
IBA 50100 Economic Issues (3)
IBA 50300 Business Driven Information Systems (3)
IBA 50500 Quantitative Methods (3)

Graduate Accounting Cluster
IBA 51000 Financial Accounting Concepts (3)
IBA 51100 Managerial Accounting (3)
IBA 51200 Case Studies in Accounting (3)

Graduate Management Cluster
IBA 54000 Management & Administrative Theory (3)
IBA 54100 Organizational Behavior (3)
IBA 54300 Personnel Management and Labor Relations (3)

Graduate Marketing Cluster
IBA 55000 Marketing Concepts (3)
IBA 55100 Marketing Strategy & Management (3)
IBA 55200 Issues in Marketing (3)

Graduate Finance Cluster
IBA 53000 Financial Concepts (3)
IBA 53100 Financial Policy (3)
IBA 53200 Managerial Finance (3)
Prerequisite: Graduate Accounting Cluster

In addition to the five required clusters, students must complete IBA 60100 Business Policies & Strategies (3).

Master of Science In Administration (MSA)

Program Description
The 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 48 semester hours.

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

Graduate Information Systems and Methods Cluster
IBA 50100 Economic Issues (3)
IBA 50300 Business Driven Information Systems (3)
IBA 50500 Quantitative Methods (3)

Graduate Marketing Cluster
IBA 55000 Marketing Concepts (3)
IBA 55100 Marketing Strategy & Management (3)
IBA 55200 Issues in Marketing (3)

Graduate Promotional Mix Cluster
ICM 55000 Principles of Advertising (3)
ICM 58900 Principles of Public Relations (3)
ICM 59000 Promotion Management (3)

Graduate Product Management Cluster
IBA 55500 Product Management and Product Development (3)
IBA 56000 Brand Management (3)
IBA 56500 Product Positioning Strategy (3)

Graduate Finance Cluster
IBA 53000 Financial Concepts (3)
IBA 53100 Financial Policy (3)
IBA 53200 Managerial Finance (3)
Prerequisite: Graduate Accounting Cluster

In addition to the five required clusters, students must complete IBA 60100 Business Policies & Strategies (3).

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

Graduate Information Systems and Methods Cluster
IBA 50100 Economic Issues (3)
IBA 50300 Business Driven Information Systems (3)
IBA 50500 Quantitative Methods (3)

Graduate Management Cluster
IBA 54000 Management and Administrative Theory (3)
IBA 54100 Organizational Behavior (3)
IBA 54300 Personnel Management & Labor Relations (3)

Graduate Organizational Communication Cluster
ICM 56000 Organizational Communication Theory (3)
ICM 56100 Communication Process Analysis (3)
ICM 56200 Practical Applications of Communication Processes (3)

Graduate Organizational Assessment Cluster
IHR 57700 Organizational Assessment (3)
IHR 57900 Training, Design, Evaluation & Facilitation (3)
IHR 58000 Contemporary Issues (3)

Graduate Finance Cluster
IBA 53000 Financial Concepts (3)
IBA 53100 Financial Policy (3)
IBA 53200 Managerial Finance (3)
Prerequisite: Graduate Accounting Cluster

In addition to the five required clusters, students must complete IBA 60100 Business Policies & Strategies (3).

Communications

Program Description
The MA 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 and multimedia studies.

A capstone course, ICM 60100, is required of all emphases except for digital and multimedia majors with an emphasis in television production. These students can, after taking the

Advanced Television Production Cluster, and with faculty permission, take up to nine hours of independent study coursework ICM 595 Special Projects I, ICM 596 Special Projects II, ICM 597 Special Projects III. These three-credit courses will involve applied individualized studies with Lindenwood faculty in support of developing programming and operations at LUTV, the Lindenwood television station. 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 59300 Media Internship or ICM 59400 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 MA in communications with a promotions emphasis requires completion of the following clusters:

Graduate Corporate Writing Cluster
ICM 50000 Communication in the Corporate Environment (3)
ICM 50100 Using Media for Presentations (3)
ICM 50300 Copywriting (3)

Graduate Organizational Communication Cluster
ICM 56000 Organizational Communication Theory (3)
ICM 56100 Communication Process Analysis (3)
ICM 56200 Practical Application of the Comm. Process (3)

Graduate Digital Media Cluster
ICM 53400 Practical of Business Graphics (3)
ICM 56500 Electronic Resources (3)
ICM 58800 Media Project Management (3)

Choose two clusters from

Graduate Promotional Mix Cluster
ICM 55000 Principles of Advertising
ICM 58900 Public Relations and Promotions
ICM 59000 Promotion Management

Graduate Public Relations Cluster
ICM 54100 Group Communication
ICM 54200 Public Relations Ethics
ICM 54300 PR Research and Planning

Graduate Marketing Cluster
IBA 55000 Marketing Concepts (3)
IBA 55100 Marketing Strategy & Mgmt. (3)
IBA 55200 Issues in Marketing (3)

Graduate Product Management Cluster
IBA 55500 Product Management and Development (3)
IBA 56000 Brand Management (3)
IBA 56500 Product Positioning Strategy (3)

Graduate Accounting Cluster
IBA 51000 Financial Accounting Concepts (3)
IBA 51100 Managerial Accounting (3)
IBA 51200 Cases in Accounting (3)

In addition to the above requirement, all majors with the promotions emphasis must complete ICM 60100 Communications Policies and Strategies (MS equivalent: COM 60100).

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

Graduate Corporate Writing Cluster
ICM 50000 Communication in the Corporate Environment (3)
ICM 50100 Using Media for Presentations (3)
ICM 50300 Copywriting (3)

Graduate Organizational Communication Cluster
ICM 56000 Organizational Communication Theory (3)
ICM 56100 Communication Process Analysis (3)
ICM 56200 Practical Application of the Communication Process (3)

Graduate Organizational Assessment Cluster
IHR 57700 Organizational Assessment (3)
IHR 57900 Training, Design, Evaluation and Facilitation (3)
IHR 58000 Contemporary Issues (3)

Choose one cluster from

Graduate Desktop Publishing Cluster
ICM 50900 50500 Desktop Publishing in the Workplace (3)
ICM 54500 Information Systems Projects (3)
ICM 56300 Computer Based Graphics (3)

Graduate Digital Media Management Cluster
ICM 53400 Business Graphics (3)
ICM 56500 Electronic Resources (3)
ICM 58800 Media Project Planning (3)

Choose one cluster from

Graduate Television Production Cluster
ICM 55600 Production for Television (3)
ICM 55800 Writing for Television (3)
ICM 55900 Production Management(3)

Graduate Advanced Television Production Cluster
ICM 57400 Advanced Television Production (3)
ICM 57600 Advanced Television Directing (3)
ICM 57700 Advanced Television Editing (3)

In addition to the above requirement, all majors with the training and development emphasis must complete ICM 60100 Communications Policies and Strategies (MS equivalent: COM 60100).

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 50000 Communication in the Corporate Environment (3)
ICM 50100 Using Media for Presentations (3)
ICM 50300 Copywriting (3)

Graduate Management Cluster
IBA 54000 Management and Administrative Theory (3)
IBA 54100 Organizational Behavior (3)
IBA 54300 Personnel Management & Labor Relations (3)

Graduate Accounting Cluster
IBA 51000 Financial Accounting Concepts (3)
IBA 51100 Managerial Accounting (3)
IBA 51200 Cases in Accounting (3)

Graduate Promotional Mix Cluster
ICM 55000 Principles of Advertising (3)
ICM 58900 Public Relations and Promotions (3)
ICM 59000 Promotion Management (3)

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 60100 Communications Policies and Strategies (MS equivalent: COM 60100).

Digital and Multimedia Studies Emphasis

Program Description
    The MA in communications 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 and 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 50900 Desktop Publishing in the Workplace (3)
ICM 54500 Information System Projects (3)
ICM 56300 Computer Based Graphics (3)

Graduate Imaging & Design Cluster
ICM 52600 Design Concepts
ICM 52700 Design in Media I
ICM 52800 Design in Media II

Graduate Web Page Design Cluster
ICM 56400 Web Imaging (3)
ICM 56700 Web Page Building (3)
ICM 57000 Web Site Management (3)

Graduate Digital Media Management Cluster
ICM 53400 Principles of Business Graphics (3)
ICM 56500 Electronic Resources (3)
ICM 58800 Media Project Planning (3)

Graduate Television Production Cluster
ICM 55600 Production for Television (3)
ICM 55800 Writing for Television (3)
ICM 55900 Production Management (3)

Graduate Advanced Television Production Cluster
ICM 57400 Advance Television Production (3)
ICM 57600 Advanced Television Directing (3)
ICM 57700 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 50000 Communications in the Corporate Environment (3)
ICM 50100 Using Media for Presentations (3)
ICM 50300 Copywriting (3)

Graduate Promotional Mix Cluster
ICM 55000 Principles of Advertising (3)
ICM 58900 Public Relations and Promotions (3)
ICM 59000 Promotion Management (3)

Graduate Public Relations Cluster
ICM 54100 Group Communications (3)
ICM 54200 Public Relations Ethics (3)
ICM 54300 PR Research & Planning (3)

Graduate Documentary Expression Cluster
ICM 57200 Documentary Film & Video (3)
ICM 57300 Photojournalism (3)
ICM 57500 Documentary Journalism (3)

Independent Study Courses
ICM 59300 Media Internship (1-3)
ICM 59400 Communications Internship (1-3)
ICM 59500 Special Projects I (1-3)
ICM 59600 Special Projects II (1-3)
ICM 59700 Special Projects III (1-3)
ICM 59900 Graduate Culminating Project (3)

In addition to the above requirement, all major with the digital and multimedia emphasis must complete ICM 60100 Communications Policies and Strategies (MS equivalent: COM 60100) or ICU 59900 Graduate Culminating Project.

Criminal Justice Administration (M.S.)

Program Description
    The M.A. 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 consists of a 48 semester hour degree program.

Students must complete the following four core clusters:

Graduate Management Cluster
IBA 54000 Management and Administrative Theory (3)
IBA 54100 Organizational Behavior (3)
IBA 54300 Personnel Management and Labor Relations (3)

Graduate Homeland Security Cluster
ICJ 52000 Terrorism and Counter Terrorism (3)
ICJ 52100 Homeland Security (3)
ICJ 52200 Homeland Security and American Policing (3)

Graduate Constitutional Law Cluster
ICJ 51000 Constitutional Law (3)
ICJ 51100 Rules of Evidence (3)
ICJ 51200 Courtroom Testimony and Presentation (3)

Graduate Administration of Justice Cluster
ICJ 50200 Critical Issues in Police Civil Liability (3)
ICJ 52500 Administration of Justice (3)
ICJ 52600 Police in Society (3)

In addition, students must complete one cluster (9 hours) selected from any other cluster
    groupings and ICJ 60100 Criminal Justice Capstone (3)

Gerontology (M.A.)

Program Description
    The M.A. 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 51100 Sociology of Aging (3)
IGE 51200 Psychological Aspects of Aging (3)
IGE 51300 Physical Aspects of Aging (3)

Graduate Community Organization Cluster
IGE 52000 Community Organization and Resource Allocation (3)
IGE 52100 Social Policy in Gerontology (3)
IGE 52200 Service Provision to the Elderly (3)

Graduate Geriatric Assessment Cluster
IGE 54000 Multidisciplinary Geriatric Assessment (3)
IGE 54100 Counseling Older Adults (3)
IGE 54300 Mental Health Issues in the Elderly (3)

Graduate Research Methods Cluster
IGE 54400 Research Methods in Gerontology (3)
IGE 54500 Literature Review in Aging (3)
IGE 54600 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 54700 Law and Aging (3)
IGE 54800 Economics of Aging (3)
IGE 54900 Issues of Abuse and Neglect of Older Adults (3)
or
Graduate Long-term Care Cluster
IGE 52500 Historical Overview of Nursing Home Industry (3)
IGE 52600 Role of the Management in Long-Term Care (3)
IGE 52700 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 50000 Professional Internship (3)
IGE 59300 Special Topics in Gerontology (3)
ICU 59900 Thesis/Culminating Project (6)
IHM 60100 Health Management Capstone (3)

SPECIAL NOTE: Students may substitute a graduate thesis (with approval of the faculty advisor) and a research methods course, IBA 59300, 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 MS 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 48 semester hours.

Students must complete the following five four core clusters:

Graduate Legal Issues Cluster
IHM 53300 Legal Issues in Health Care (3)
IHM 53400 Government Organizations & Health Care Industry (3)
IHM 53500 Cases in Health Care Administration (3)

Graduate Health Care Strategies Cluster
IHM 55000 Strategic Management in Health Care Organizations (3)
IHM 55100 Health Care Marketing (3)

IHM 55200 American Health Care and International Experience (3)

Graduate Health Care Finance Cluster
IHM 57600 Essentials of Health Care Finance (3)
IHM 57700 Health Care Finance (3)
IHM 57800 Economics of Health and Medical Care (3)

Graduate Health Information Management Cluster
IHM 59000 Implications of Digital Medicine for Healthcare Leaders (3)
IHM 59100 Medical Records and the Law (3)
IHM 59200 Ethical Challenges in Management of Health Information (3)

Graduate Information Systems and Methods Cluster
IBA 50100 Economic Issues (3)
IBA 50300 Business Driven Information Systems (3)
IBA 50500 Quantitative Methods (3)

Students must also complete IHM 60100 Health Management Capstone (3)

In addition to the five required clusters, students may also select an elective cluster to further enhance their degree program:

Elective Clusters

Graduate Public Health Cluster
IHM 57000 Public Health (3)
IHM 57100 Managerial Epidemiology (3)
IHM 57200 Concepts of Health and Disease for Administrators (3)

Graduate Managed Care Cluster
IHM 58000 Essentials of Managed Care (3)
IHM 58100 Medicare, Medicaid and Legal & Regulatory
      HC Issues (3)
IHM 58200 Contracting in a Managed Care Environment (3)

Health Management Internship (optional):
IHM 50000 Health Management Internship (1-6)

Human Resource Management (M.S.)

Program Description
    The MS in Human Resource Management 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 five core clusters:

Graduate Management Cluster
IBA 54000 Management and Administrative Theory (3)
IBA 54100 Organizational Behavior (3)
IBA 54300 Personnel Management & Labor Relations (3)

Graduate Supervision Cluster
IHR 55700 Employee Supervision (3)
IHR 55800 Legal Issues for Human Resource Management (3)
IHR 55900 Performance Management/Performance Appraisal
         Systems (3)

Graduate Organizational Assessment Cluster
IHR 57700 Organizational Assessment (3)
IHR 57900 Training, Design, Evaluation & Facilitation (3)
IHR 58000 Contemporary Issues (3)

Graduate HR Strategies Cluster
IHR 59000 Strategies for Human Resource Management (3)
IHR 59100 Issues in Employee Selection & Retention (3)
IHR 59200 Employee Benefits & Compensation (3)
Prerequisite: Graduate Management Cluster

Graduate Information Systems and Methods Cluster
IBA 50100 Economic Issues (3)
IBA 50300 Business Driven Information Systems (3)
IBA 50500 Quantitative Methods (3)

Students must also complete IBA 60100 Buisiness Policies & Strategies (3)

In addition to the five required clusters, students may also select an elective cluster to further enhance their degree program:

Graduate Management Issues Elective Cluster
IHR 53400 Gender Issues in Management (3)
IHR 53600 Implementing and Managing Diversity (3)
IHR 56000 Adult Learning Process (3)

Managing Information Technology (M.S.)

Program Description
     The M.S. 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 53100 Scheduling, Cost Control and Estimating Models (3)
IIT 53200 Implementing a Management Control System (3)
IIT 53300 System Approach to Software Management (3)

Graduate Managerial System Integration Cluster
IIT 54100 Database Integration and Management (3)
IIT 54200 New Technology Integration (3)
IIT 54300 Enterprise Resource Planning (ERP) (3)

Graduate Network Management and Administration Cluster
IIT 52500 Network Security (3)
IIT 52600 Current Issues in Network Technology (3)
IIT 52700 Network Project (3)
Elective Clusters: Students must select two of the following:

Graduate Data Warehousing and Mining Cluster

IIT 55100 Elements of Data Warehousing and Mining (3)
IIT 55200 Data Warehousing Systems (3)
IIT 55300 Export, Translation & Loading (ETL) (3)

Graduate Internet Culture Cluster
IIT 57100 Understanding the Internet Culture (3)
IIT 57200 Developing an Effective Web Strategy (3)
IIT 57300 Web Site Administration (3)

Graduate Management Cluster
IBA 54000 Management & Administrative Theory (3)
IBA 54100 Organizational Behavior (3)
IBA 54300 Personnel Management and Labor Relations (3)

Students must take a Capstone course. They may take IIT 60100 Information Technology Capstone (3) or IBA 60100 Business Policies and Strategies.

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 and a brief statement of purpose. 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 48-hour program in "cluster" format.

Students must complete five of the seven clusters listed below:

Graduate Creative Writing Cluster
IMF 51500 Creative Writing for the MFA (3)
IMF 51600 Fiction Genres (3)
IMF 51700 Poetry Genres (3)

Graduate Poetry Cluster
IMF 52500 Poetry Writing Workshop (3)
IMF 52600 The Craft of Poetry: Prosody & Language (3)
IMF 52700 Selected Emphases in Poetry (3)

Graduate Fiction Cluster
IMF 53500 Fiction Writing Workshop (3)
IMF 53600 Fundamentals of Contemporary Fiction (3)
IMF 53700 Selected Emphases in Fiction (3)

Graduate Creative Nonfiction Cluster
IMF 54500 Creative Nonfiction Workshop (3)
IMF 54600 The Personal Essay & Memoir (3)
IMF 54700 The Lyric Essay (3)

Graduate Prose Studies Cluster
IMF 55500 Prose Workshop (3)
IMF 55600 The Prose Collection (3)
IMF 55700 The Literary Journal (3)

Graduate Journalism Cluster
IMF 56500 Writing For Publications (3)
IMF 56600 Narrative Journalism (3)
IMF 56700 Readings in Narrative Journalism (3)

Graduate Scriptwriting Cluster
IMF 57500 Scriptwriting Workshop (3)
IMF 57600 Narrative Arc in Film (3)
IMF 57700 Script Analysis (3)
NOTE: This cluster is open to other Communications majors.

Additional MFA coursework can be taken in the form of advanced studies. MFA in writing students have the option of repeating clusters in a particular genre. Doing so offers MFA students the opportunity to refine their workshop skills, receive consistent, disciplined practice, and often work more extensively with an instructor in the program.

Additionally, if at some point an MFA student wishes to work one-on-one with a faculty member, he or she may use the option of advanced studies to arrange a challenging yet flexible schedule of readings, written work, and meetings. All advanced studies must be approved by the department chair.

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 advisors, students revise, order, and research publishing opportunities for their manuscripts. All graduate theses are evaluated by at least two faculty members.

Graduate Workshop Courses
IMF 52100 Focused Poetry Workshop (3)
IMF 52200 Focused Fiction Workshop (3)
IMF 52300 Focused Nonfiction Workshop (3)
IMF 52400 Focused Scriptwriting Workshop (3)
IMF 53100 Advanced Focused Poetry Workshop (3)
IMF 53200 Advanced Focused Fiction Workshop (3)
IMF 53300 Advanced Focused Nonfiction Workshop (3)
IMF 53400 Advanced Focused Scriptwriting Workshop (3)
IMF 54100 Special Topics Focused Workshop (3)

The independent study courses are:
IMF 59500 Independent Study Poetry (3)
IMF 59600 Independent Study Fiction (3)
IMF 59700 Independent Study Nonfiction (3)

Advanced Graduate Creative Writing Cluster
IMF 51800 Advance Creative Writing (3) (3)
IMF 51900 Advanced Fiction Genres (3)
IMF 52000 Advanced Poetry Genres (3)

Advanced Graduate Poetry Cluster
IMF 52800 Advanced Poetry Workshop (1-3) (3)
IMF 52900 Advanced Studies Craft of Poetry (1-3) (3)
IMF 53000 Advanced Studies in Poetry (1-3) (3)

Advanced Graduate Fiction Cluster
IMF 53800 Advanced Fiction Workshop (1-3) (3)
IMF 53900 Advanced Studies in Contemporary Fiction (1-3) (3)
IMF 54000 Advanced Studies in Fiction (1-3) (3)

Advanced Graduate Creative Nonfiction Cluster
IMF 54800 Advanced Studies in Nonfiction (1-3) (3)
IMF 54900 Advanced Studies in Personal Essay & Memoir (1-3) (3)
IMF 55000 Advanced Studies in Lyric Essay (3)

Advanced Graduate Prose Studies Cluster
IMF 55800 Advanced Studies in Prose (3)
IMF 55900 Advanced Studies Prose Collection (3)
IMF 56000 Advanced Studies in Literary Journals (3)

Advanced Graduate Journalism Cluster
IMF 56800 Advanced Studies in Journalism (3)
IMF 56900 Advanced Studies in Narrative Journalism (3)
IMF 57000 Advanced Journalism Readings (3)

Advanced Graduate Scriptwriting Cluster
IMF 57800 Advanced Scriptwriting (3)
IMF 57900 Advanced Studies in Film (3)
IMF 58000 Advanced Script Analysis (3)

LCIE GRADUATE COURSE DESCRIPTIONS

NOTE: Course descriptions are listed alphabetically by the name of the program. To find individual courses refer to the Cross-Index of courses on page 60.

BUSINESS ADMINISTRATION (M.B.A.,M.S.A.)

Graduate Information System and Methods Cluster

IBA 50100 Economic Issues (3) This course applies core economic concepts to issues relevant to today's business environment. Topics include markets and market process, applications of demand and supply, profit maximization, national and international economies, macroeconomic measures, money, banking and current issues in International trade and finance.

IBA 50300 Business Driven Information Systems (3) This course examines the role of Information Systems in the business environment. Topics include decision-support systems, business process improvement, e-business, ethics, information security, enterprise architectures, databases, data warehouses, networks, telecommunications, mobile technology, operations management, business intelligence, enterprise resource planning, and systems development.

IBA 50500 Quantitative Methods (3) This course applies statistics and probability concepts to managerial decision-making in the business environment, with emphasis on production and operations management applications. Topics include descriptive statistics, probability concepts, confidence intervals, sampling designs, data analysis methods, correlation and regression analysis, forecasting, statistical process control, and inventory control models.

Graduate Accounting Cluster

IBA 51000 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 51100 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 51200 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 54000 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 54100 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 54300 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 55000 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 55100 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 55200 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 53000 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 53100 Financial Policy (3) This course covers statement analysis, mergers, acquisitions, management/shareholder relations, dividend policy, long term financing, money and capital marketing institutions.

IBA 53200 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 Product Management Cluster

IBA 55500 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 56000 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 56500 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 investigates. 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 57700 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 57900 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 58000 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 55000 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 58900 Public Relations and Promotions (3) The course looks at public relations practices that contribute to promotions, including press releasesl media relations, event planning, etc.

ICM 59000 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 50000 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 nonverbal 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 50100 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 50300 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 50900 Desktop Publishing in the Workplace (3) A hands on exploration of computer assisted applications in whichh students learn to design projects that meet personal and professional needs. Students become familiar with desktop publishing and graphics programs.

ICM 54500 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 56300 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 56000 Organizational Communication Theory (3) This course is the study of communication theories that apply to organizational applications.

ICM 56100 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 56200 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 52600 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 52700 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 52800 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 53400 Principles of Business Graphics (3) Will explore some of the uses of graphics in the business community. Discussions will center on the impact of emerging technologies and how graphics can be used as a communications tool.

ICM 56500 Electronic Resources (3) Will discuss, and show examples of the various electronic means to provide electronic graphics resources to the end user. This class will explore and discuss, via examples, distribution means for various graphics, video, photography, digital images and electronic resources.

ICM 58800 Media Project Planning (3) Is intended to evaluate and sharpen the students' knowledge in planning a large media project. Examples may includee, but not be limited to, organizing press conferences and major announcement or news events. This section will take into account the utilization of both Advanced Business Graphics and Electronic Resources to deliver the message to the targeted audience.

Graduate Public Relations Cluster

ICM 54100 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 54200 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 54300 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 56400 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 56700 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 57000 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 55600 Productiion for Television (3) Laboratory environment used to develop planning, scripting, shooting, directing, editing, budgeting, and studio skills to produce a program for television or cable broadcast. Lab fee required

ICM 55800 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 55900 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 57400 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 57600 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 57700 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 57200 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 57300 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 57500 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.

CRIMINAL JUSTICE ADMINISTRATION (M.S.)

Graduate Homeland Security Cluster

ICJ 52000 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 52100 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 52200 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 51000 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 51100 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 51200 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 50200 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 52500 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 52600 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 51100 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 51200 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 51300 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 52000 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 52100 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 52200 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 52500 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 52600 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 52700 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 54000 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 54100 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 54300 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 54400 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 54500 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 54600 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 54700 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 54800 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 54900 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 adults in today's society.

HEALTH MANAGEMENT (M.A.)

Graduate Legal Issues Cluster

IHM 53300 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 53400 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 53500 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 55000 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 55100 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 55200 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 57000 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 57100 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 57200 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 57600 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 57700 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 57800 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 58000 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 58100 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 58200 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 59000 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 59100 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 59200 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 54000 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 54100 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 54300 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 55700 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 55800 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 55900 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 57700 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 57900 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 58000 Contemporary Issues (3) Selected issues and methods in human resource management will be reviewed, critically examined and discussed.

Graduate HR Strategies Cluster

IHR 59000 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 59100 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 59200 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 53400 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 53600 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.

IHR 56000 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.

MANAGING INFORMATION TECHNOLOGY (M.S.)

Graduate Project Management Cluster

IIT 53100 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 53200 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 53300 System Approach to Software Management (3) This course will address modeling applications with the use of learning curves, financial consideration and cash flow, tradeoff 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 52500 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 52600 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 52700 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 54100 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 54200 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 54300 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 Data Warehousing and Mining Cluster

IIT 55100 Elements of Data Warehousing and Mining (3) This course focuses on business intelligence. It gives a perspective to the major steps in developing and using a data warehouse. The student will create a project plan and business justification for a data warehouse, develop a dimensional data model, develop a data transfer and staging process, and develop a data access process.

IIT 55200 Data Warehousing Systems (3) This course teaches that a good dimensional model and its physical database form the hub of a business intelligence data warehouse. This course provides both introductory and advanced concepts and techniques for developing effective dimensional models to support data warehousing and mining.

IIT 55300 Export, Translation & Loading (ETL) (3) The basic theme of this course will be how to set up Export/Translation/& Loading (ETL) processes to fill a data warehouse from a variety of different existing sources. The student will learn that the ETL process is typically the most time-consuming and misunderstood task in data warehousing and other data integrations. Microsoft SQL Server Integration Service will be used as the ETL tool for workships and homework assignments.

Graduate Internet Culture Cluster

IIT 57100 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 57200 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 57300 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.

M.F.A. IN WRITING

Advanced Graduate Creative Nonfiction Cluster

IMF 54800 Advanced Studies in Nonfiction (3) 3) Further 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 54900 Advanced Studies in Personal Essay & Memoir (3) (1-3) An advanced 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 55000 Advanced Studies in Lyric Essay (3) (1-3) Further 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.

Advanced Graduate Creative Writing Cluster

IMF 51800 Advance Creative Writing (3) Offers advanced practice in poetry and fiction writing for MFA students. Development of original work through workshop, writing exercises, and assigned projects.

IMF 51900 Advanced Fiction Genres (3) Further 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 52000 Advanced Poetry Genres (3) Further readings in poetry ranging from antiquity to present, with attention to changing forms, styles, and subjects as connected to the cultural experience.

Advanced Graduate Fiction Cluster

IMF 53800 Advanced Fiction Workshop (3) Further 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 53900 Advanced Studies in Contemporary Fiction (3) An advanced 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 54000 Advanced Studies in Fiction (3) Further study of major fiction writers and their historical and cultural connection to literature. Emphases may vary from term to term.

Advanced Graduate Journalism Cluster

IMF 56800 Advanced Studies in Journalism (3) Advanced researching of and writing short news accounts, brights, and traditional features for newspapers and magazines.

IMF 56900 Advanced Studies in Narrative Journalism (3) Advanced study of the art of literary feature writing, the use of fiction and storytelling techniques to write nonfiction articles, profiles and documentary narrative.

IMF 57000 Advanced Journalism Readings (3) Further survey of the evolution of journalism traditions, ethics, history and technology.

Advanced Graduate Poetry Cluster

IMF 52800 Advanced Poetry Workshop (3) Further 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 52900 Advanced Studies Craft of Poetry (3) An advanced 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 53000 Advanced Studies in Poetry (3) Further 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.

Advanced Graduate Prose Studies Cluster

IMF 55800 Advanced Studies in Prose (3) Further 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 55900 Advanced Studies Prose Collection (3) An advanced 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 56000 Advanced Studies in Literary Journals (3) Further 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."

Advanced Graduate Scriptwriting Cluster

IMF 57800 Advanced Scriptwriting (3) Advanced discussion of original film and television scripts and their essential elements. Students practice developing a script in a professional format.

IMF 57900 Advanced Studies in Film (3) Further focus on dramatic development in scriptwriting and film, including important narrative elements such as suspense, confrontation, and resolution.

IMF 58000 Advanced Script Analysis (3) Further exploration of the three-act film and two-act television sitcom structure. Students will analyze more examples of exposition, script beats, dialogue, conflict, character, and scene creation.

Graduate Creative Writing Cluster

IMF 51500 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 51600 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 51700 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 52500 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 52600 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 52700 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 53500 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 53600 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 53700 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 54500 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 54600 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 54700 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 55500 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 55600 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 55700 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 56500 Writing For Publications (3) This course consists of researching and writing short news accounts, brights, and traditional features for newspapers and magazines.

IMF 56600 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 56700 Readings in Narrative Journalism (3) This course is a survey of the evolution of journalism traditions, ethics, history and technology.

Graduate Scriptwriting Cluster

IMF 57500 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 57600 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 57700 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.

Graduate Workshop Courses

IMF 52100 Focused Poetry Workshop (3) This course is an intensive poetry writing workshop in which each student will

produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for literary poetry.

IMF 52200 Focused Fiction Workshop (3)
This course is an intensive fiction writing workshop in which each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for literary short fiction.

IMF 52300 Focused Nonfiction Workshop (3)
This course is an intensive nonfiction writing workshop in which each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for creative nonfiction and journalistic pieces.

IMF 52400 Focused Scriptwriting Workshop (3)
This course is an intensive scriptwriting workshop in which each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for film and television scripts.

IMF 53100 Advanced Focused Poetry Workshop (3)
This course is intended for students who have already successfully completed IMF 52100, the Focused Poetry Workshop, and are at an advanced stage in their writing development; it is an intensive poetry writing workshop in which each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for literary poetry.

IMF 53200 Advanced Focused Fiction Workshop (3)
This course is intended for students who have already successfully completed IMF 52200, the Focused Fiction Workshop, and are at an advanced stage in their writing development; it is an intensive fiction writing workshop in which each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for literary short fiction.

IMF 53300 Advanced Focused Nonfiction Workshop (3)
This course is intended for students who have already successfully completed IMF 52300, the Focused Nonfiction Workshop, and are at an advanced stage in their writing development; it is an intensive nonfiction writing workshop in which each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for creative nonfiction and journalistic pieces.

IMF 53400 Advanced Focused Scriptwriting Workshop (3)
This course is intended for students who have already successfully completed IMF 52400, the Focused Scriptwriting

Workshop, and are at an advanced stage in their writing development; it is an intensive scriptwriting workshop in which each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format for film and television scripts.

IMF 54100 Special Topics Focused Workshop (3)
This course is an intensive writing workshop in a specific genre of writing, which will vary from term to term. Each student will produce several pieces of original work and submit them to the class for analysis, close reading, line editing, discussion of theme and content, and suggestions for revision. Workshop pieces will be submitted in professional format.
Culminating Project Courses

ICM 59900 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 59900 Culminating Project (6) Topics and methods are selected with Faculty Advisor approval.

IMF 59900 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 59300 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 59500 Special Projects I (3) Students will complete individually designed studies in Communications.

ICM 59600 Special Projects II (3) Students will complete individually designed studies in Communications.

ICM 59700 Special Projects III (3) Students will complete individually designed studies in Communications.

IGE 59300 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 Poetry (3)
Students will complete individualized studies in poetry

IMF 596 Independent Study Fiction (3)
Students will complete individualized studies in fiction

IMF 597 Independent Study Nonfiction (3)
Students will complete individualized studies in nonfiction

Internship Courses
Internship requirements should be completed within one term;

however, if the need arises, an internship may be extended one additional term with approval of the Department Chair for Health Management or Gerontology. In order to receive credit for the Internship, students must complete the portfolio requirements, as specified by the Department Chair.

IGE 50000 Gerontology Internship (3) Students are placed in a practice setting from a variety of gerontology services. Students earn one semester hour of credit for 50 hours of internship service. This is designed for students who have little or no experience in gerontology, or who are in search of a career change or exposure to other services.

IHM 50000 Health Management Internship (1-6)
Students will secure a place in a practice setting from a variety of healthcare services. All internships must be approved by the Department Chair for Health Management. Students earn one semester hour of credit for 50 hours of internship service. This is designed for students who have little or no experience in healthcare, or who are in search of a career change or exposure to other services.

An internship does not replace the Capstone Course requirement for degree completion.

Capstone Courses

IBA 60100 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 60100 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 60100 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 60100 Health Management Capstone (3) This course examines the role of leaders in healthcare organizations, including leadership profiles, management development, supervision and performance evaluation.

IIT 60100 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.

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Alameda, Annie (2007)
Assistant Professor of Physical Education
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Allen, Robert (2008)
Assistant Professor of Business
B.S., Missouri Valley College; M.B.A., University of Missouri-Columbia; D.B.A., Nova Southeastern University

Alsobrook, Joseph A. (2004)
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Ammann, Elizabeth M. (1983)
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Arns, David H. (1999)
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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
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Barnes, Janet L. (2007)
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Beckerle, Jack (2001)
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Bednarski, April (2008)
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Bell, John David (1992)
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B.A., Central Methodist College; M.A., The University of Missouri; Ph.D., Tulane University

Bennett, Katrina (2008)
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Bice, Cynthia (2006)
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Biggerstaff, Randy (1997)
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Billhymer, Curtis (1991)
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Biri, Colleen (2003)
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B.A., Southwest Missouri State University; M.A., Psy.D., Georgia School of Professional Psychology

Bishop, Melanie (2008)
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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 Chair, Department of Nonprofit Administration and Fire Science
B.A., Boston University; J.D., St. John's University; M.A., Ph.D., Binghamton University (SUNY)

Blum, Erica (2008)
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Blythe, Stephen A. (2009)
Associate Professor of Computer Science
B.S., University of Delaware; M.S., Ph.D., Rensselaer Polytechnic Institute

Bobo, Luke B. (2007)
Assistant Professor of Christian Ministry Studies
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Boyd, James W. (2008)
Associate Professor of Finance, and Chair, Department of
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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
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B.S., University of Arkansas; M.S., Texas A&M University;
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Brennan, Daniel J. (2007)
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Brickler, Kimberly K. (2003)
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Burke, Sandra L. (2000)
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Canale, Ann (1981)
Professor of English
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Cannon, Douglas (2006)
Assistant Professor of Business and Chair, Department of Retail
Merchandising
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University

Carlos, Peter (2004)
Associate Professor of Communications and LUTV Station
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Carper, Michael (2006)
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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

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Cloutier-Davis, Nancy (2003)
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Louis

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Coker, Stanley, (2008)
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Corbin, G. Paul (2004)
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University of Missouri, Post-graduate Studies at Northwestern
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Crawford, John A. (2009)
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Curtis, Ryan (2008)
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Louis

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Alumni Board

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Peter Cohen ('98)

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Mary Green Hudwalker ('59)

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Betsy Light LeDoux ('63 & '91)

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Dr. Betty Osiek ('62)

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Jane Calvert Rogers ('67)

Glenda Raef Schaefer ('68 & '90)

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