
Program Planning

❖ MSA Degree Program

The degree consists of core courses and concentration courses, plus a three hour integrating experience, MSA 685, for a total of 36 credit hours. The specific courses listed in the core and the many concentrations vary under different bulletin years. It is very important that the academic advisor follow the appropriate bulletin when advising students which courses to take because that is the bulletin that will be used in conducting the student's graduation audit. The appropriate bulletin is determined by the date the student was granted non-degree admission. Or, alternatively, the student may choose to follow any subsequent bulletin. (See "Developing a Program Plan" for more information.)

Students have seven years to complete the program; however, the program is designed to be completed within two years.

❖ Required Courses

The core includes three required courses: MSA 600, Administrative Research and Report Methods; MSA 640, Quantitative Applications in Administrative Decision Making, and one of the following: MSA 634, Managerial Accounting Concepts; or MSA 635, Financial Management. Waivers may be requested for MSA 600, MSA 630, MSA 634, MSA 635, and MSA 640 by filling out the appropriate form found at [www.cel.cmich.edu/forms/12\(fillable\).pdf](http://www.cel.cmich.edu/forms/12(fillable).pdf).

Please note that MSA 630, Administrative Control and Analysis, is an earlier administrative core course which combined accounting and finance concepts. Students admitted after August 15, 1998 must take either MSA 634 or MSA 635. Students may take both courses, but it is important to remember that each counts as a "business" course. Students who have taken MSA 630 may not count MSA 634 or MSA 635 towards the degree. However, an overage MSA 630 may be replaced by MSA 634 or MSA 635.

The prerequisites for MSA 685 are 21 hours in the program which include MSA 600, MSA 640, and MSA 634 or MSA 635. Students must earn a “C” or better in the required courses in order to register for MSA 685. If a student is completing prerequisite courses in, for example, the Spring II term, the student may preregister for MSA 685 in the Summer term. MSA 685 is only offered three times a year. Students may not take MSA 685 concurrently with a prerequisite course. Exceptions to the prerequisite requirement are rare. Students should plan accordingly. Completion of the IRB process is a graduation requirement.

Please refer to the concentration pages for information about required courses in each concentration.

❖ **Limit on Concentrations and Degrees**

Students who want to prepare themselves in additional concentrations may do so by taking additional courses in that concentration under the direction of their academic advisor. Students who complete the requirements of a second concentration may request a graduate certificate. Students will not be allowed to use the same course for two different concentrations. (See “Certificate Programs” for more information.) *Note:* Students admitted after August 15, 1998 must complete all requirements for their graduate certificates within **four** years.

MSA students may earn only one MSA degree.

❖ **Developing a Program Plan**

Note: As of January 1, 2007, the online program plan system should be used.

If the student has an existing paper program plan, a paper amendment can still be processed. Forms are found at www.cel.cmich.edu/faculty/procedures-forms/forms.html.

- 1) Record the bulletin year under which the student will complete the graduation requirements.

The bulletin year is determined by the date on the student's admission letter (non-degree); e.g., if a student were admitted August 16, 2006, the student would be governed by the 2006–2007 *Bulletin* curricular requirements. Alternatively, a student may elect to be covered by any *one* bulletin subsequent to the one which was in effect at the time the student was admitted. The student may not pick and choose from different bulletins. Exception: If a student has been in the degree program for a number of years, the courses on the concentration may have changed during the time the student was in the program. In that instance, it would be possible for a student to have a course on the program plan that was no longer listed on the concentration as well as a course or two that had been added since the student came into the program. If you have any questions about what will be acceptable, consult with the MSA director because the MSA director must approve all deviations from the curriculum which is printed in the appropriate bulletin.

- 2) Record the program center and concentration. Be sure that the program center is authorized to offer that concentration. Check that CMU has been approved by that particular state or by the military to offer the concentration or certificate program. (https://miscell.cel.cmich.edu/intranet/catalog/pdfs/prog_sht.pdf)

- 3) Record the courses.

After consulting with the student, record the courses which the student must complete to meet the core, concentration and integrating experience requirements. (See curricular requirements outlined for the appropriate bulletin year in the appendix.)

- 4) Sign and date the program plan to indicate you are recommending it to the MSA director, who must review and approve it before the program plan can be used in the graduation audit. The student must also sign and date the program plan.

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- 5) Send the program plan to Center Services who will then forward it to the MSA director for approval. Program plans, paper or online, are only processed for students with Conditional or Regular admission. The plan may be changed by submitting an amendment to campus for approval. Amendments must either be signed and dated by the student or marked with an appropriate notation such as “per student phone call.” Program plans must be sent to campus immediately. Sending the plan in immediately ensures that students have an appropriate program plan to follow throughout their CMU experience. Students are responsible for following the approved program plan and should not deviate from it without the permission of the academic advisor and the MSA director. Students who take courses not listed on the program plan may be required to take additional course work.
 - 6) A copy of the approved program plan will be mailed to the student by Center Services.

❖ **Online Program Plans**

Starting January 1, 2007, new program plans should be created on the online program plan system (<https://miscell.cel.cmich.edu/advising/default.asp>). This secure site is accessed with your Global ID and password.

Procedures for developing online program plans can be found in the following training manual: <https://miscell1.cel.cmich.edu/training/guides/sis/program-plans/program-plans-adv-manual.htm>. The online program plan has a section for both “public” and “private” comments. For example, the advisor may wish to note that the student also has a certificate program plan, note the age of transfer credit, note that a student is no longer pursuing a previously approved certificate program, or add notes about meeting the accounting and statistics prerequisites.

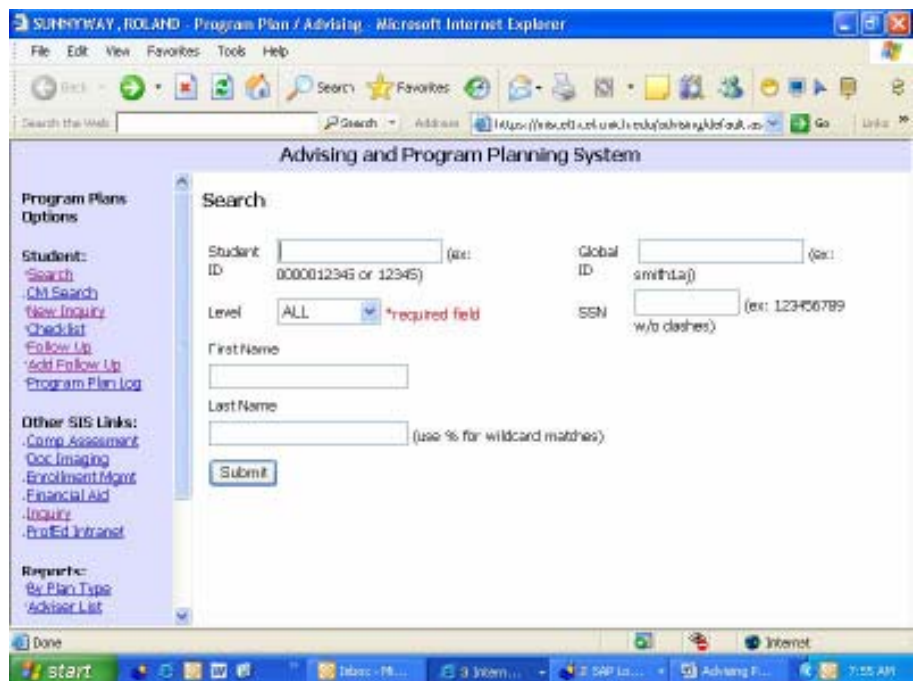
Central Michigan University Off-Campus Programs SIS Advising & Program Plan Training

1) Accessing the Program Plan System

- a) Use the Internet Explorer browser (the big blue 'e'), version 6.0. Please do not upgrade to 7.0 as our systems are not compatible with this version.
- b) The URL site is: <https://miscell1.cel.cmich.edu/advising/default.asp> (Figure 1.b).

Please bookmark this site for future use

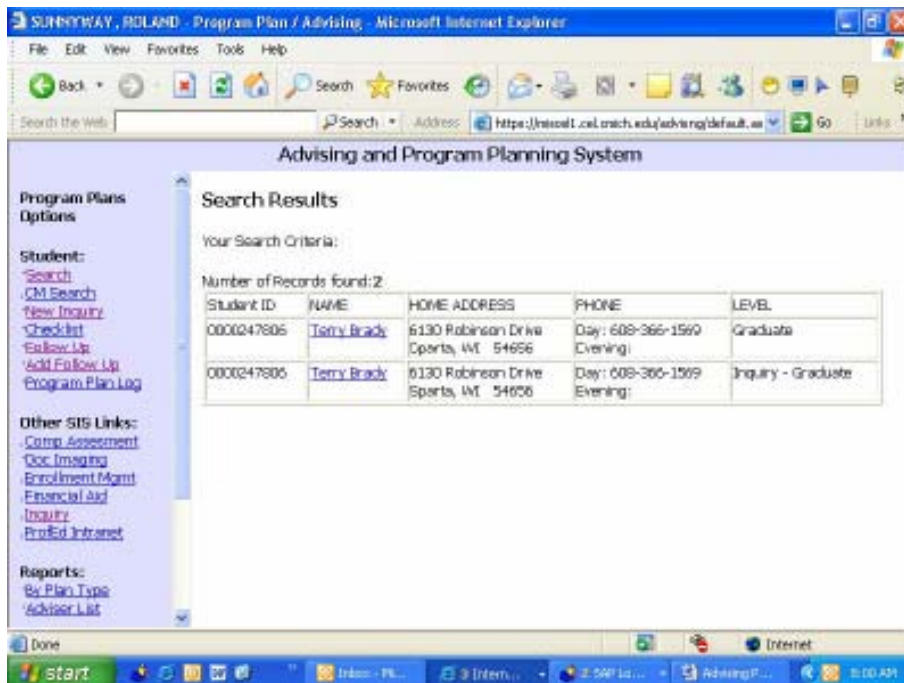
- c) Use your Global ID and Password to log in (ex: rellisa)
- d) After log-in you will see the following screen:



- e) Search for a student
 - i. Use Student ID # or Global ID or SS # or name
 1. Use % as a wildcard to do a name search
 - ii. Select Level - Graduate

- iii. Search Results screen - select Graduate... do not select Undergraduate, Inquiry-Graduate, etc. (Figure 1.e.iii)
- iv. If student not found, it may be new inquiry
- f) New Inquiry
 - i. Answer questions and refer them to Marnie Roestel (989-774-3937 or Roest1m@cmich.edu) for entry in system and application process

Figure 1.e.iii

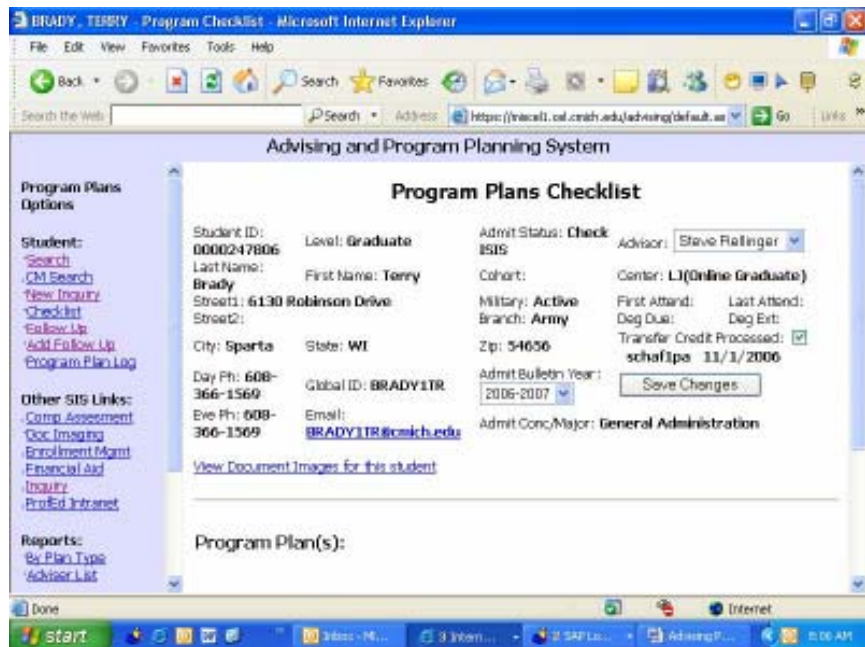


2) Security Levels

- a) All Off-Campus Staff
 - i. view all records & plans regardless of status (draft, unofficial, approved)
 - ii. able to edit draft plans only
- b) Advisors – same as all staff except may submit and amend all plans
- c) Center Services Staff - same as advisers except may edit unofficial plans & send plans to director

- d) Directors - same as auditors except may approve plans
- 3) Creating a Program Plan
 - a) Review the general information about the student at the top of the screen – populated from Campus Management/SIS.
 - b) Check for existing Program Plans and Follow Up notes
 - i. Follow Up screen
 - ii. Add Follow Up Screen
 - c) Select Advisor and Admit Bulletin Year and click on **Save Changes** (Figure 3. b)
 - d) Document Imaging (competencies, transfer credit, etc.)
 - e) Under Program Plan(s) select Add a Plan

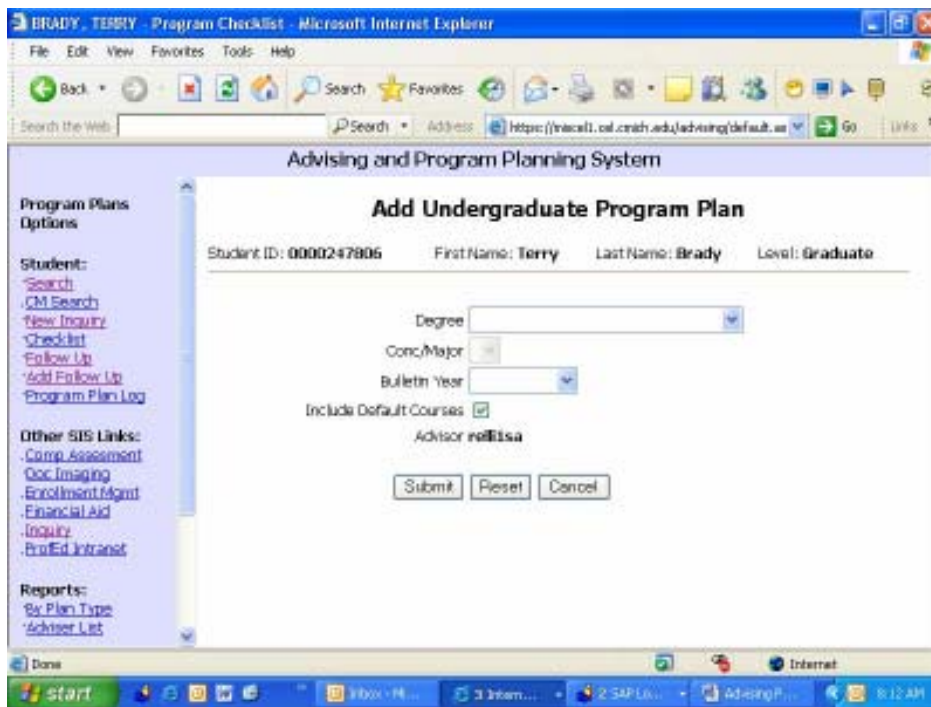
Figure 3.b



- f) Degree choice from the pull down list (Figure 3.d)
- g) Concentration/Major choice from the pull down list
- h) Bulletin year choice from the pull down list

- i) Include Default Courses box will automatically be checked to include MSA 600, MSA 620, MSA 634, MSA 640, and MSA 685. Will also include required concentration courses (i.e. IRM, HSA, Leadership)
- j) Your advisor global ID will populate from your login

Figure 3.d

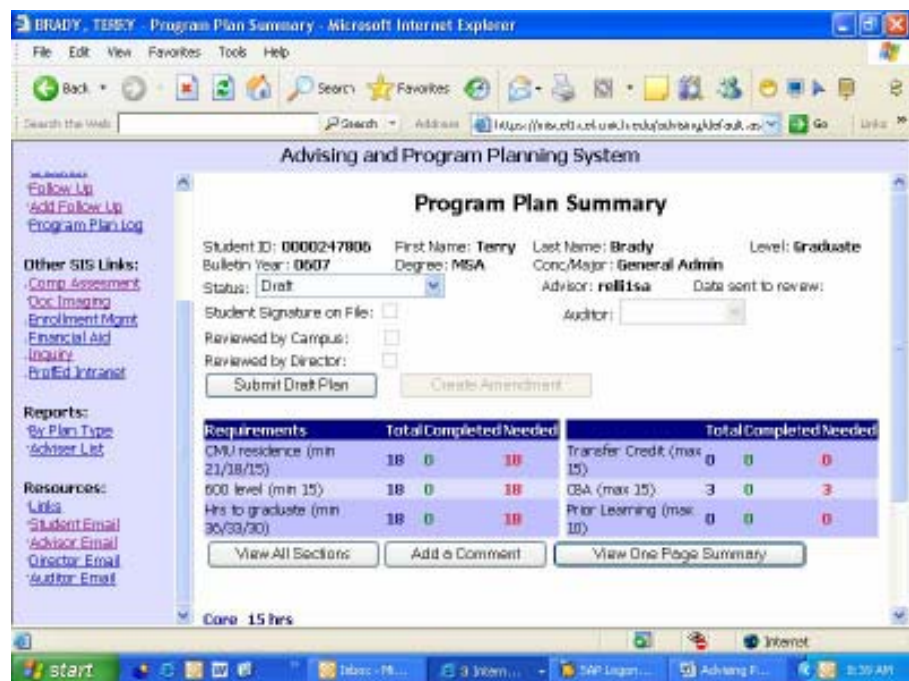


4) Program Plan Status (Figure 4)

- a) Draft- plan may not comply with College of Business Administration (CBA) rule:
 - i. No more than 15 semester hours from any combination of:
 - 1. MSA 634, MSA 635, MSA 660, MSA 675
 - 2. CBA designators: ACC, BIS, FIN, HSA, MGT, MKT
- b) Draft Pending Signature - plan submitted by advisor, passed CBA rule check, waiting for confirmation of student signature

- c) Unofficial – plan submitted for audit (advisor has secured student signature on hard copy, must be kept on file) or approved plan with amendments pending
- d) Approved - Director has approved plan
 - i. Advisor receives e-mail from Director
 - ii. Advisor forwards e-mail to Program Administrator and/or prints for center records

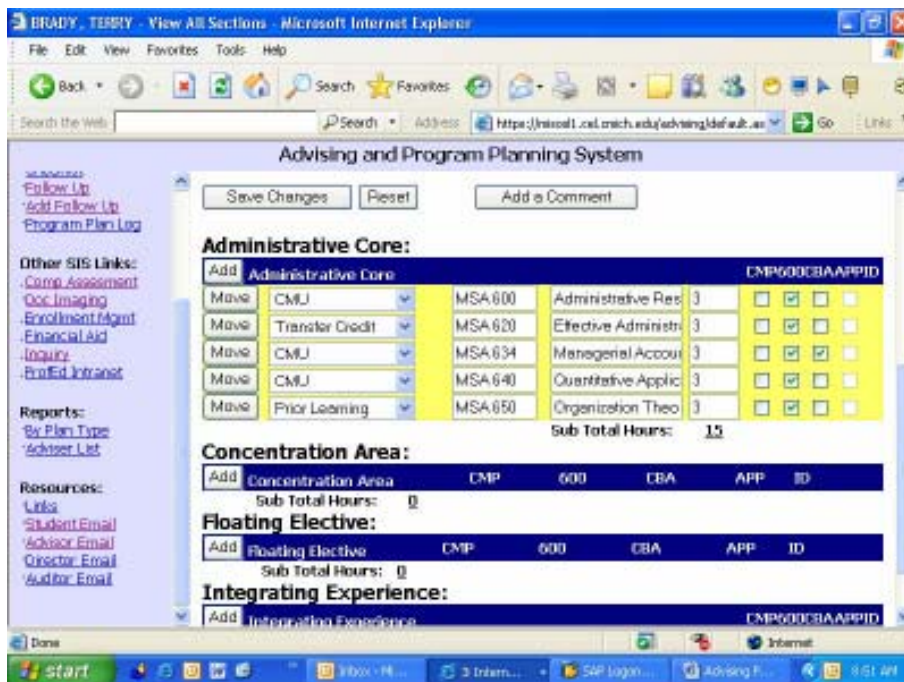
Figure 4



- 5) Program Plan Summary (Create and Edit Program Plans)
 - a) The Program Plan Summary **screen** serves as an access hub to the plan status, hour totals, plan sections, comments and one page summary (printing and emailing)
 - b) **Plan Summary** – shows student name, ID #, level, plans, status, dates, bulletin year, and global ID of staff that created the plan (Figure 4)
 - c) **Hour Totals** – Total at CMU, Completed or Needed, Transfer, Level, CBA, Hours to graduate, and PL credit hours.

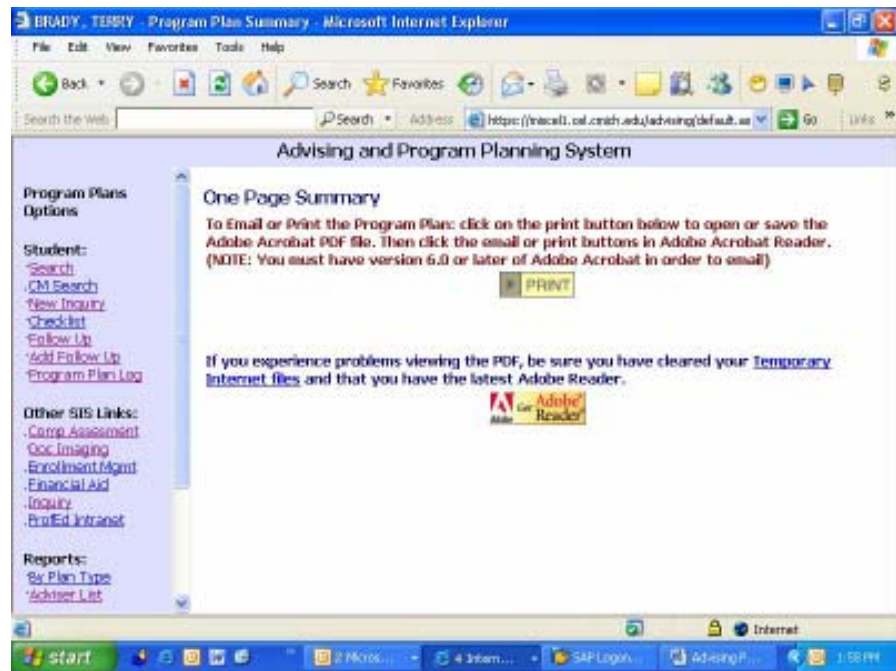
- d) **Plan Sections** – To view individual sections: Core, Concentration, Elective (Floating), Capstone. Each segment of the plan is listed with total hours. (Figure 5.d)

Figure 5.d



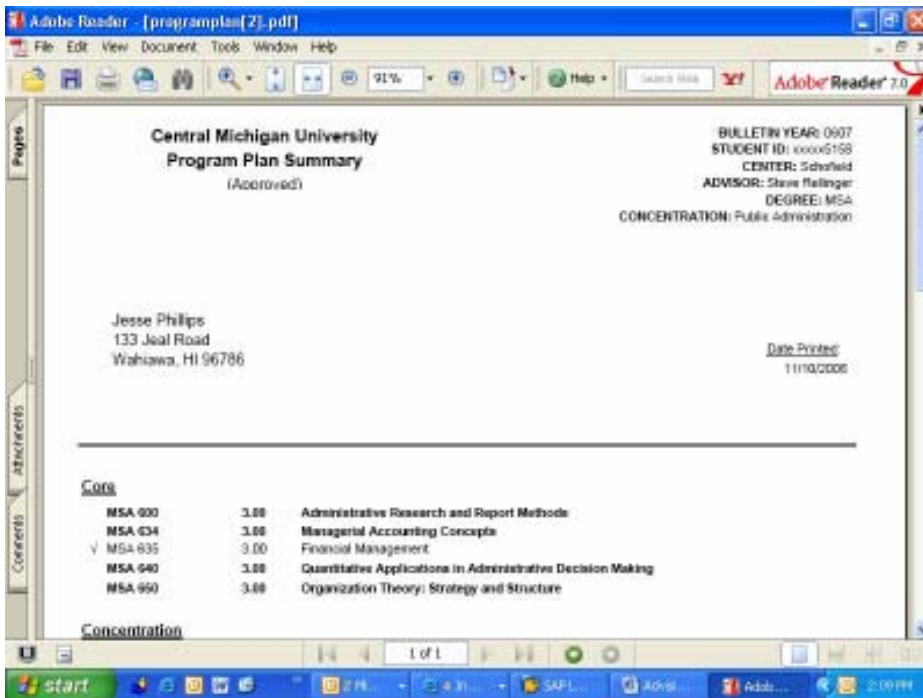
- e) **View All Sections** – to edit or view entire plan
 f) **Add a Comment** – to create plan comments specific to this plan:
 i. Public – appear on printed plans (competencies, etc.)
 ii. Private – are not on printed plans and appear in SIS only
 g) **View One Page Summary** – takes you to the One Page Summary screen (Figure 5.g).

Figure 5.g



- h) From here click PRINT. This takes you to the PDF version of the plan. From here you can print, save, or copy the plan for e-mailing. (Figure 5.h)
 - i. Print for student signature
 - ii. Save for your records
 - iii. Copy and Paste in to an e-mail to student, Program Administrator, etc.

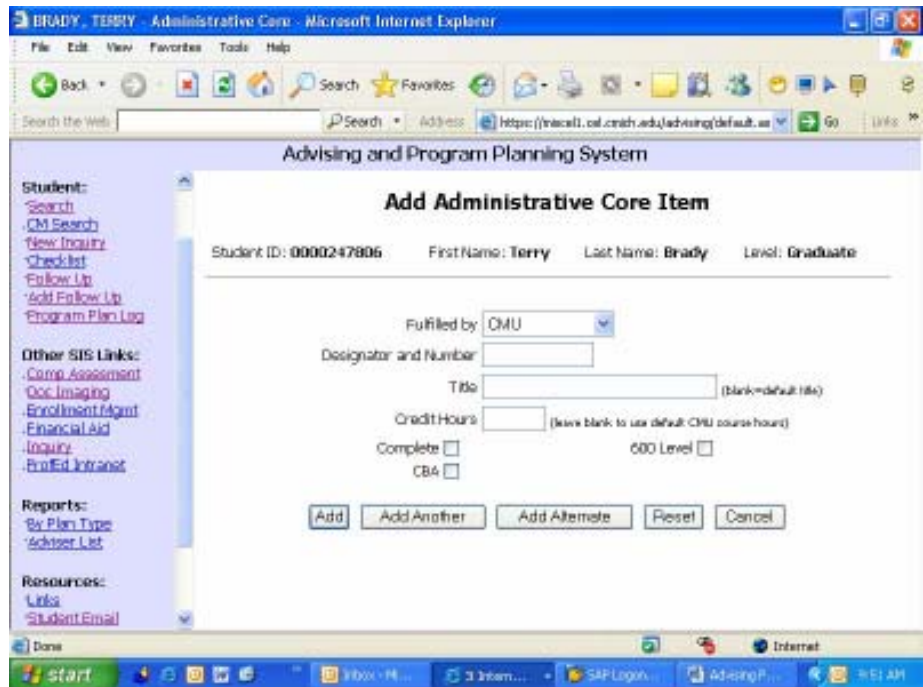
Figure 5.h



- i) Edit or Delete Existing Course
 - i. Edit an existing course while in Draft status by selecting different drop down option(s) and/or overwriting designator & number, course title and credit hours.
 - ii. Delete an existing course by selecting “DELETE LINE>>” in the drop down box.
 - iii. Save changes with the Save Changes button
 - iv. Go Back to Summary - allows user to return to main Program Plan Summary Page. *Warning: If you return to Main Summary page before clicking the Save Changes button - your changes will not be saved.*
- j) Add a Course (Figure 5.j)
 - i. Use the appropriate “Add” button to add items to each section.

- ii. For General Credit courses (i.e. IET CR 3) enter the course title (preceded by designator and number).
- iii. Add – to save and return to former page
Add Another – to save and then add more courses
Add an Alternate – to give the student the option of two courses (MSA 634 or MSA 635)
- vi. Reset – to clear the entry without saving
- vii. Cancel – to return to the former screen without saving.

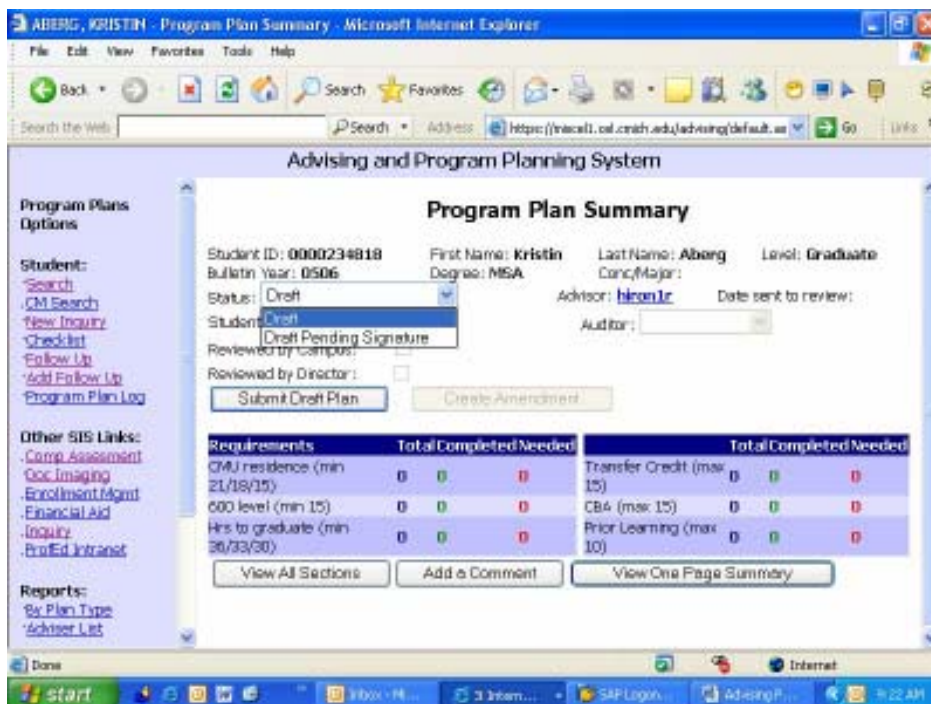
Figure 5.j



- 6) Submitting Plan – Status: (Figure 6)
 - a) Use the Main Program Plan Summary page to submit a plan.
 - b) Change the Status drop down box to the appropriate status
 - c) Click Draft Pending Signature
 - d) Business rules will be checked and error messages will appear.
 - e) Correct errors and resubmit plan as needed

- f) Secure student's signature
- g) When plan hard copy is signed by student click Student Signature On File and then click Submit Draft Plan
- 7) Follow Up screens
 - a) Add Follow Up – record general information about the student (draft plan e-mailed, competencies discussed, etc.),
 - b) Follow Up – to check previous follow up notes
- 8) Amendments
 - a) Program Plan Summary screen (can be accessed off of the Program Plans Checklist page)
 - b) Click on Create Amendment
 - c) Delete – click on the course drop down box
 - d) Add – click on Add button
 - e) Add Private Comment (as per student e-mail, phone call, etc.)
 - f) Submit plan for auditing (center services)

Figure 6

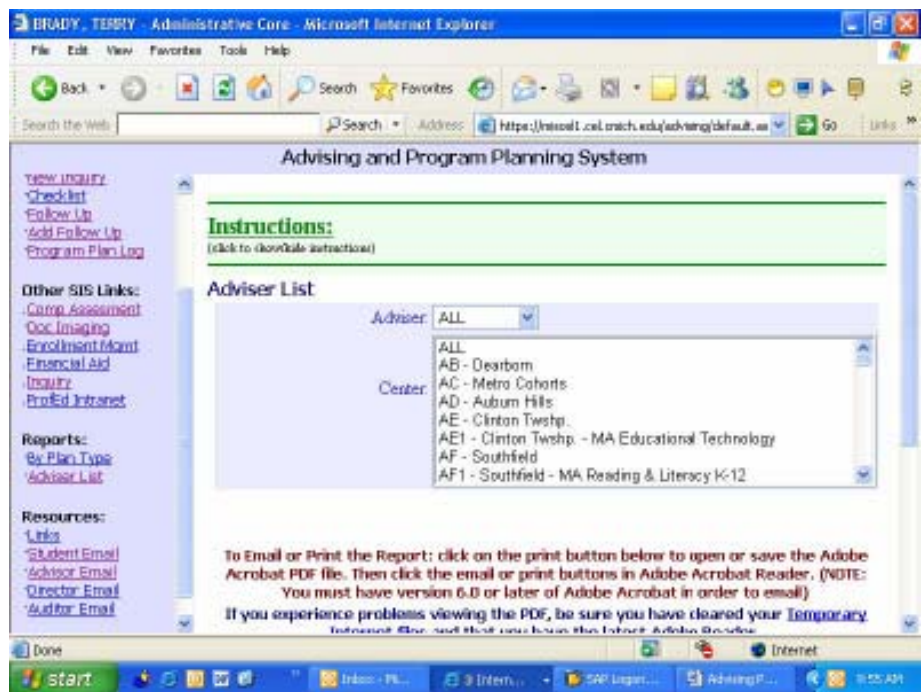


9) Reports

a) Advisor List (Figure 9.a)

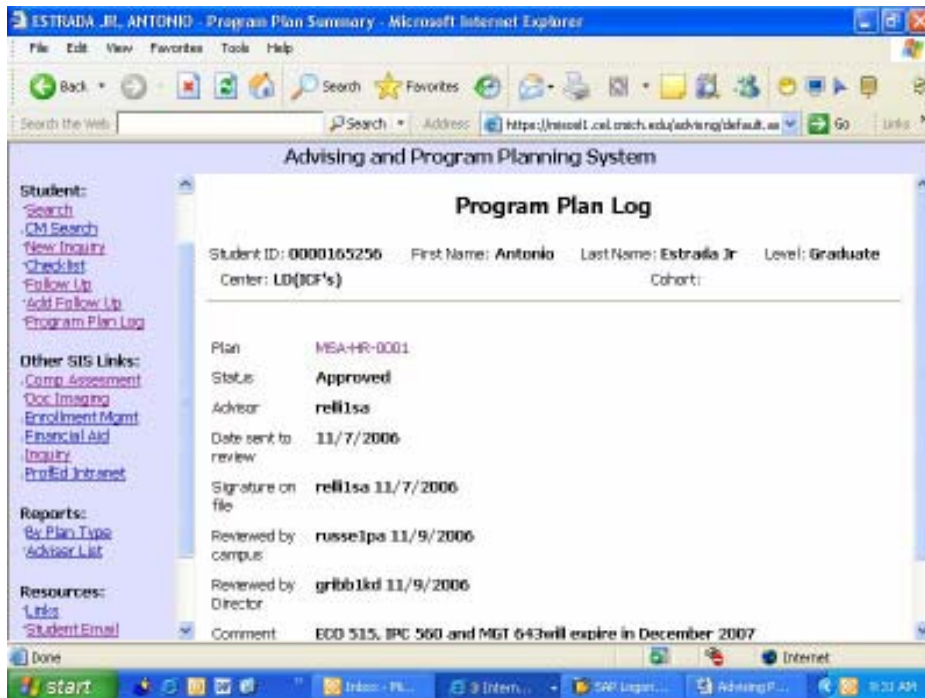
- i. Select specific advisor (by Global ID)
- ii. Select All or specific center
- iii. Click on Refresh – provides list of all current plans for this advisor

Figure 9.a



b) Program Plan Log – a history of program plans (Figure 9.b)

Figure 9.b



❖ Student Transcripts

Prior to July 2006, CMU used ISIS as its student information system. Semesters were recorded as, for example, 041, 042, 043, and 044 for spring 2004, summer I 2004, summer II 2004, and fall 2004 respectively.

Starting July 2006, CMU uses Student Life Cycle Management (SLCM – formally called Campus Management) as its student information system. Contact the Director, MA in Education, for more information about CM access approval.

Student transcripts in Campus Management are fairly similar to those from ISIS. However, the following chart may be helpful in determining when a student took a course and if there are 7-year issues for that student.

TERM CODES IN SLCM

ISIS Term Codes	Codes Shown in SLCM	Codes Shown in SLCM Reporting
20064	Fall 2006-2007	Fall 2007
20071	Spring 2006-2007	Spring 2007
20072- 20073	Summer 2006-2007	Summer 2007
20074	Fall 2007-2008	Fall 2008
20081	Spring 2007-2008	Spring 2008
20082- 20083	Summer 2007-2008	Summer 2008
20084	Fall 2008-2009	Fall 2009
20091	Spring 2008-2009	Spring 2009
20092- 20093	Summer 2008-2009	Summer 2009
20094	Fall 2009-2010	Fall 2010
20101	Spring 2009-2010	Spring 2010
20101- 20103	Summer 2009-2010	Summer 2010
20104	Fall 2010-2011	Fall 2011
20111	Spring 2010-2011	Spring 2011
20112- 20113	Summer 2010-2011	Summer 2011
20114	Fall 2011-2012	Fall 2012
20121	Spring 2011-2012	Spring 2012
20122- 20123	Summer 2011-2012	Summer 2012

Rules: Fall is always the first year in the range and spring and summer are the second year.

Example: On the transcript Fall 1999-2000 reflects courses taken in Fall 1999 and Spring 1999-2000 reflects courses taken in Spring 2000.

❖ **GoArmyEd**

Active duty Army students using tuition assistance to enroll in CMU courses must use the GoArmyEd system at www.GoArmyEd.com. Check with your program administrator for more information about this system.

❖ Meeting Program Plan Requirements

Students may meet the course requirements you have recommended on the program plan in one of three ways: taking CMU courses, transferring in courses from other accredited institutions and/or using prior learning credit awards. Of the 36 credit hours required for graduation, a total of up to 18 credit hours may consist of transfer credit and/or prior learning credits. No more than 15 credits on the student's program plan may be in "business" courses.

❖ Business Credit

No more than 15 credit hours of "business" courses may be used on a student's program plan. This rule includes both transfer and prior learning credit, as well as courses taken at CMU. Business credits include all courses with business designators, such as ACC, BIS, FIN, HSA, MGT, MKT, prior learning credit with business topics in the competency title, Special Topics courses where the title is a business topic, and the following courses from the MSA core: MSA 630, MSA 634, MSA 635, MSA 660 and MSA 675. Students on the Human Resources Administration concentration, the Hospitality and Tourism Administration concentration, and the Information Resource Management concentration are the students most likely to have problems with this constraint. If you are unsure if a course should be considered a "business" course, contact the MSA director.

❖ CMU Courses

CMU courses are scheduled by the Coordinator of Course Scheduling and Registrations in consultation with field staff. Schedules are built based on student need and instructor availability. If your students need a particular course which is not being offered, discuss the situation with your program administrator to see if it can be added to the schedule. Course schedules are developed six months or more in advance so sufficient lead time is needed to make any changes.

❖ Concentration Selection

Not all concentrations are offered at all centers. Students must graduate from a center that offers the particular concentration that the student will be awarded. In addition, the student must take at least one course in that concentration from that center.

❖ Waivers

Requests for waivers of required courses may be made by the academic advisor if the advisor believes the student should be exempted from taking a required course because of the student's work experience or previous course work at the undergraduate or graduate level. For example, a student who is a CPA would not be expected to take MSA 634; a student who had completed another master's degree which included a management science course might be exempted from MSA 640. If a course is waived, the student must take another course instead in order to complete the 36-hour requirement. Academic advisors should not request waivers for a course if a course is transferred in to meet that course requirement. Waivers should be requested immediately.

❖ Floating Electives

Except for 18-credit concentrations, students may use one course selected from elsewhere in the program as a "floating elective." The course used as a floating elective must be appropriate to the student's degree program as recommended by the academic advisor. Floating electives should contain an administrative component or be related to the concentration in the MSA degree program. In most cases, courses from other disciplines, such as counseling, psychology or education, are not be applicable. Floating electives may not be used on the Long-Term Care Administration, SEA, or VDMA concentrations. The program plan form (paper and online) has a place to designate the "floating elective." **For concentrations of 12-15 credits only one "floating elective" is allowed on the program plan.** See the concentration sections for more information on the use of substitute courses in some concentrations.

❖ **Allocation of Credits Between Core and Concentration**

Allocation of credits between core and concentration

Concentration	Core Hours	Concentration Hours	MSA 685
Acquisitions Administration	15-18 hrs.	15-18 hrs.	3 hrs.
General Administration	15-21 hrs.	12-18 hrs.	3 hrs.
Health Services Administration	15-18 hrs.	15-18 hrs.	3 hrs.
Hospitality and Tourism Administration	15-21 hrs.	15-18 hrs.	3 hrs.
Human Resources Administration	15-21 hrs.	12-18 hrs.	3 hrs.
International Administration	15-21 hrs.	12-18 hrs.	3 hrs.
Information Resource Management	15-21 hrs.	12-18 hrs.	3 hrs.
Leadership	15-21 hrs.	12-18 hrs.	3 hrs.
Long-Term Care Administration	15 hrs.	18 hrs.	3 hrs.
Public Administration	15-18 hrs.	15-18 hrs.	3 hrs.
Software Engineering Administration	15 hrs.	18 hrs.	3 hrs.
Vehicle Design & Manufacturing Admin.	15 hrs.	18 hrs.	3 hrs.

❖ **Acquisitions Administration Concentration (15-18 credits)**

The Acquisitions Administration concentration is in effect as of the 04-05 *Bulletin*. This concentration prepares administrators with a focus on acquisitions by providing a knowledge base in purchasing, regulatory concepts and related factors in acquisitions administration.

The Acquisitions Administration concentration contains two required courses:

- MGT 533 Purchasing Strategy, and
- PSC 522 Regulatory Processes and Administrative Law

The concentration is completed with a minimum of 9 hours of elective courses selected from the following:

- IET 500 (3) Production Concepts
- IET 527 (3) Industrial Safety Management
- MGT 542 (3) Inventory and Materials Management
- MGT 543 (3) Management and Control of Quality
- PSC 514 (3) American Public Policy Making

PSC 712 (3) Implementation and Reform of Public Programs

PSC 714 (3) Program Analysis and Evaluation

See the Military Course Work section for information on Defense Acquisition University courses. Transfer credit for these courses may be substituted for courses in the elective section portion of the concentration.

If the student takes 15 credits in the core and 15 credits in the AA concentration, one course may be selected as a “floating elective.”

❖ **General Administration Concentration
(12-18 credits)**

This is the most flexible concentration on the MSA program with 30 plus courses to select. Although categories are listed in the *Bulletin*, students are able to pick and choose courses based on interest and course availability. The GA concentration is designed to serve the needs of a very heterogeneous group of students through offering a program of study with moderate structure applicable to a wide variety of administrative settings.

Twelve credits are required in the concentration. Two of those courses may be electives which fall within one of the six GA categories. One MSA designator course, if not already used in the administrative core, may be used on the concentration.

One floating elective is allowed.

Note: 9 hours of “electives” may be used on an MSA/GA degree program plan. This consists of two “substitute” courses and the “floating elective.” Therefore, a minimum of two courses must be selected from the list of GA concentration courses.

Effective Fall 2008:

EAD 610: Grants and Funds Procurement, will become EDL
610: Grants and Funds Procurement

Effective Spring 2008, IPC courses have a COM designator:

IPC 560 is now COM 560: Communication and Change: The Diffusion of Ideas and Information

IPC 561 is now COM 561: Communication in Conflict Management

IPC 665 is now COM 665: Seminar in Communication and Negotiation in Employee Relations

IPC 667 is now COM 667: Advanced Studies in Intercultural Communication

Effective Fall 2008, the following title changes will be made:

COM 560: Communication and Change: The Diffusion of Ideas and Information will be changed to COM 560: Communication and Social/Organizational Change

COM 667: Advanced Studies in Intercultural Communication will be changed to COM 667: Seminar in Intercultural Communication

❖ **Health Services Administration Concentration
(12-15 credits)**

This concentration is designed to provide the knowledge and skills required for directors, administrators and supervisors in health services.

All Health Services Administration concentration students admitted **prior** to August 16, 2000 must take the following courses:

HSC 520	(3)	Health Services Administration
HSC 607	(3)	Medical Care Organization (renamed Health Service Organizations: Origins, Systems and Applications, effective Fall 1998)

All Health Services Administration concentration students admitted after August 15, 2000 must take the following courses:

- HSC 520 (3) Health Services Administration*
- HSC 570 (3) Financial Aspects of Health Services Organizations
- HSC 571 (3) Legal Aspects of Health Services Organizations
- HSC 607 (3) Health Service Organizations: Origins, Systems and Applications

*If the student has appropriate management experience, the advisor may substitute another course for HSC 520 with the approval of the MSA director. The *Request for Waiver of the MSA 600, MSA 634, MSA 635, and MSA 640 Requirement* form can be used for this purpose. Cross out one of the courses on the form and write in HSC 520.

Note: HSC 544, Biostatistics, may be used to fulfill the statistics requirement for MSA 600 and MSA 640. Substitutions are rare on the Health Services Administration concentration and only then for the elective course.

If the student takes 15 credits in the core and 15 credits in the HSA concentration, one course may be selected as a “floating elective.”

Effective Fall 2007:

HSC 601: Computerized Health Care Systems, has been deleted from the concentration

Effective Spring 2008:

HSC 607: Health Service Organizations: Origins, Systems, and Applications is now HSC 507: Introduction to Health Service Organizations and Systems

HSC 680: Managed Care: Origins, Organizations, and Operations is now HSC 581: Managed Care: Origins, Organizations, and Operations

❖ **Hospitality and Tourism Administration Concentration**
(12-15 credits)

The Hospitality and Tourism Administration concentration contains the following required courses: HSA 542, HSA 543, HSA 544, and HSA 546. Courses with the HSA designator are counted as “business” courses. If applicable, the fifth Hospitality and Tourism Administration concentration course is to be chosen from the following list of courses:

- | | | |
|---------|-----|---|
| MSA 620 | (3) | Effective Administration and
Organizational Behavior |
| MSA 650 | (3) | Organization Theory: Strategy and Structure |

Note: This concentration is **not** being offered at any Off-Campus Programs location.

❖ **Human Resources Administration Concentration**
(12-18 credits)

The HRA concentration provides a program of study for students who are pursuing, or intend to pursue, a career in the field of Human Resources. The concentration is designed to provide students with an overall background in the field of administration as well as in the specific areas of Labor Relations, Staffing, Training and Organization Development.

HRA students are required to take either MGT 643 or PSC 711. Since only 12 credits are required, the advisor should help the student find the best balance of HRA courses for the best preparation. Keeping in mind the course work available to the student, an ideal program plan would have MGT 643 or PSC 711, one-two staffing courses, one labor law course, and one training/organizational development course.

Advisors may see PSC 511 on older program plans. PSC 511 was changed to an undergraduate course, PSC 411, and has been deleted from the MSA program. Students who took PSC 511 when it was still a graduate level course and noted as such in their governing *Bulletin* may use this course to meet degree requirements.

If not used in the MSA administrative core, Human Resources Administration students may use MSA 620 as a valid concentration course. However, to provide the best HRA preparation, the use of MSA 620 on the concentration should be a last resort. A combination of the ECO, IPC, MGT, PSC, and PSY courses which are approved for use on the concentration would be more beneficial to HRA students.

If not used in the MSA administration core, MSA 661 may be used as a valid Human Resources Administration concentration course.

Students on the Human Resources Administration concentration may take both IPC 560 and IPC 561 if one of the courses is designated as the floating elective. Students may not use both courses to satisfy HRA concentration requirements.

Note: Some substitutions may be allowed on this concentration with the approval of the MSA director. Generally, those substitutions are transfer credit in HRA areas not on the concentration, such as career counseling or training and development courses.

Effective Spring 2008, IPC courses have a COM designator:

IPC 560 is now COM 560: Communication and Change: The Diffusion of Ideas and Information

IPC 561 is now COM 561: Communication in Conflict Management

IPC 665 is now COM 665: Seminar in Communication and Negotiation in Employee Relations

Effective Fall 2008, the following title changes will be made:

COM 560: Communication and Change: The Diffusion of Ideas and Information will be changed to COM 560: Communication and Social/Organizational Change

❖ **Information Resource Management Concentration**
(12-18 credits)

The Information Resource Management concentration is designed to enable students to develop a comprehensive management approach to the introduction of information systems in an organization, in order to ensure that the information technology solution which is chosen will be the one deemed most appropriate.

The IRM concentration contains the following courses: CPS 603 or BIS 601, BIS 630 or CPS 510, BIS 634, and BIS 635 or CPS 612. If applicable, the fifth course should be chosen from the following list of courses:

BIS	647	(3)	SAP Enterprise Software for Management
COM	560	(3)	Communication and Social/Organizational Change
IET	524	(3)	Technology and Environment
MSA	650	(3)	Organization Theory: Strategy and Structure or
PSC	514	(3)	American Public Policy Making

If there is a need to choose a different elective, please consult the MSA director.

BIS 630, BIS 634, and BIS 635 have prerequisites as follows:

BIS 630: CPS 603, Accounting and Statistics CAs

BIS 634: CPS 603, Accounting and Statistics CAs

BIS 635: BIS 630

CPS 612: CPS 510 or BIS 630

The Bulletin prerequisites are BIS 221 plus accounting and math courses. Per our conversations with the BIS department, the prerequisites must be enforced. Rather than require students to take four undergraduate courses, we have determined an equivalent set of prerequisites. CPS 603 is equivalent to a computers in business course, such as BIS 221, and, by fulfilling

the competency areas, students demonstrate competency in accounting and math (since algebra is the prereq for statistics).

Note: In consultation with the BIS department, the MSA office may allow a student to take BIS 635 before taking the BIS 630 prerequisites. The students' undergraduate course work and resume will be evaluated. In many cases, the BIS 635 instructor will be consulted. **Please note that only the MSA office has the authority to override IRM prerequisites.**

Only one floating elective is available on this concentration.

❖ **International Administration Concentration
(12-18 credits)**

The International Administration concentration is helpful to students interested in working in international settings as well as in local companies with global connections.

Students must take four courses from the courses listed on the concentration. If not used in the MSA administration core, MSA 661 may be used as a valid International Administration concentration course.

Only one floating elective is available on this concentration.

Note: Some substitutions may be allowed on this concentration with the approval of the MSA director.

Effective Spring 2008, IPC courses have a COM designator:
IPC 667 is now COM 667: Advanced Studies in Intercultural Communication

Effective Fall 2008, the following title changes will be made:
COM 667: Advanced Studies in Intercultural Communication will be changed to COM 667: Seminar in Intercultural Communication

❖ **Leadership Concentration**

(12-18 credits)

The Leadership concentration enables students to enhance their knowledge and skills in the areas of leadership, group dynamics, organizational change, management of conflict, negotiation, cultural diversity and communication.

The Leadership concentration contains one required course, PSC 785, Strategic Leadership. Students select 9-15 credits in elective courses chosen from the courses listed on the concentration.

If not used in the MSA administration core, MSA 661 may be used as a valid Leadership concentration course.

Note: Some substitutions may be allowed on this concentration with the approval of the MSA director.

Only one floating elective is available on this concentration.

Effective Spring 2008, IPC courses have a COM designator:

IPC 560 is now COM 560: Communication and Change: The Diffusion of Ideas and Information

IPC 561 is now COM 561: Communication in Conflict Management

IPC 665 is now COM 665: Seminar in Communication and Negotiation in Employee Relations

IPC 667 is now COM 667: Advanced Studies in Intercultural Communication

Effective Fall 2008, the following title changes will be made:

COM 560: Communication and Change: The Diffusion of Ideas and Information will be changed to COM 560: Communication and Social/Organizational Change

COM 667: Advanced Studies in Intercultural Communication will be changed to COM 667: Seminar in Intercultural Communication

❖ **Long-Term Care Administration Concentration**
(15-18 credits)

Long-Term Care Administration is a new concentration in the 04-05 *Bulletin*. The Long-Term Care Administration concentration contains the following courses:

- GRN 632 (3) Public Policy and Aging
- HSC 520 (3) Health Services Administration
- HSC 570 (3) Financial Aspects of Health Services Organizations
- HSC 591 (3) Legal and Regulatory Aspects of Long-Term Care
- HSC 592 (3) Administrative Issues in Long-Term Care
- HSC 593 (3) Resident Care Issues in Long-Term Care

Students who have taken HSC 520 and/or HSC 570 as part of another concentration or graduate certificate may select substitutes from the following courses:

- GRN 631 (3) Gerontology: Theory and Practice
- HSC 506 (3) Health and Physical Development in Later Life
- HSC 507 (3) Introduction to Health Service Organizations and Systems
- HSC 545 (3) Health Planning
- HSC 572 (3) Quality Improvement in Health Services
- HSC 581 (3) Managed Care: Origins, Organizations, and Operations

Note: The Long-Term Care Administration concentration and graduate certificate are **not** currently being offered at any off-campus location. Consideration is being given to incorporate some of these courses into the Health Services Administration concentration.

❖ **Public Administration Concentration**
(15-18 credits)

The Public Administration concentration is designed to prepare students for careers in public sector administration. Broadly, the objectives of the program are to provide students with

background and competency in five: (1) the political, social, and economic environment of public administration; (2) public management processes; (3) public policy analysis; (4) research and analytic methods; and (5) organization theory and behavior.

Effective with the 05-06 *Bulletin*, the following courses are deleted from the concentration:

- PSC 515: Comparative Public Policy
- PSC 520: American National Government and Politics
- PSC 585: Computer Applications for Public Administrators
- PSC 615: Politics and Regulation of Health Care Policy
- PSC 710: Seminar on Public Bureaucracies and Policy Formation
- PSC 712: Implementation and Reform of Public Programs
- PSC 773: Public Administration and Public Interest
- PSC 780: Research in Public Administration in Political Science

Note: Students may only take one of the following to meet concentration requirements:

- COM 665: Seminar in Communication and Negotiation in Employee Relations
- ECO 515: Collective Bargaining and Labor Law
- MGT 646: Labor Relations Issues

Only one floating elective is available on this concentration.

PA students may not count both MSA 650 and PSC 775 on a certificate or degree program.

❖ **Software Engineering Administration Concentration (18 credits)**

There are six required courses on this concentration:

- CPS 510: Software Systems Engineering
- CPS 611: Software Verification and Validation
- CPS 612: Software Project Management

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- CPS 613: Specification of Software Systems
CPS 614: Principles and Applications of Software
CPS 615: Software Generation and Maintenance

A floating elective is not available on this concentration.

Note: The SEA concentration and graduate certificate are **not** currently being offered at any off-campus location.

❖ **Vehicle Design and Manufacturing Administration Concentration (18 credits)**

The Vehicle Design and Manufacturing Administration concentration prepares students to take leadership responsibility in vehicle design and manufacturing administration. Graduates will be able to understand and implement the complete engineering and manufacturing processes involved in creating vehicles in the high-tech global marketplace.

There are six required courses. No floating elective is available. Because of changes in the concentration and, thus, course availability, students should use the concentration requirements from the 04-05 *Bulletin* or later.

- | | | | |
|-----|-----|-----|---|
| IET | 500 | (3) | Production Concepts |
| IET | 501 | (3) | Application of Industrial Management Principles |
| IET | 524 | (3) | Technology and Environment |
| IET | 527 | (3) | Industrial Safety Management |
| MGT | 542 | (3) | Inventory and Materials Management |
| MGT | 543 | (3) | Management and Control of Quality |

Courses will have a “V” designator (i.e., IET 500V) in the course schedule.

❖ **“OR” Language in the Bulletin**

Effective in the 03-04 *Bulletin*, the language on alternate courses has been changed:

GA and Leadership: Students may not count both MSA 620 and PSY 535 on a certificate or degree program

GA, HRA, and Leadership: Students may not count both ECO 515 and MGT 646 on a certificate or degree program

HRA: Students may not count both MGT 647 and PSY 536 on a certificate or degree program

HRA: Students may not count both COM 560 and COM 561 within the HRA certificate or concentration

IRM: Students may not count both BIS 601 and CPS 603 on an IRM concentration or an IRM certificate

IRM: Students may not count both BIS 630 and CPS 510 on an IRM concentration or an IRM certificate

IRM: Students may not count both BIS 635 and CPS 612 on an IRM concentration or an IRM certificate

❖ **MSA 661**

MSA 661, Diversity and Multiculturalism in the Workplace, is a newer course in effect with the 04-05 *Bulletin*. MSA 661 can be used to fulfill non-required administrative core requirements. If not used as a core course, MSA 661 may be used as a valid concentration course in the following concentrations: General Administration, Human Resources Administration, International Administration, and Leadership.

❖ **Special Topics, MSA 696**

MSA 696, Special Topics, is part of the MSA core. It should be treated like any other non-required **core** course. Whether or not it will count as a business course will depend on the content of the course. Please specify the title of the special topics course when you list it on a program plan.

As a special topics course, the same course content can be offered no more than three times. The course content must be approved by the MSA Council in advance and cannot duplicate content of an existing course. The purpose of having a special

topics course available is to make it possible to offer a course on topics of special interest to a group of students, such as in a cohort. If it is to be offered as a regular course, it will need to be taken through the regular curriculum process on campus.

❖ **Duplication of Courses**

Regardless of which bulletin students are using or which concentration the student is following, students should not duplicate the following courses: ECO 515 and MGT 646, PSY 536 and MGT 647, and PSY 535 and MSA 620. In each case, the two courses are virtually the same. Using one course on a concentration and then using the duplicate content course on a subsequent certificate (or vice versa) will not be permitted. For example, a student using MGT 646, Labor Relations Issues, on a General Administration concentration cannot subsequently use ECO 515, Collective Bargaining and Labor Law, on a Human Resources Administration certificate.

Students on the Human Resources Administration concentration may take both COM 560 and COM 561 if one of the courses is designated as the floating elective. Students may not use both courses to satisfy HRA concentration requirements.

Crossover Course Matrix

The following courses appear on more than one concentration:

Courses	AA	GA	HSA*	HRA	IA	PA	IRM	L	VDMA
CED 655		X		X				X	
COM 560 or COM 561		X		X			COM 560	Both	
COM 665		X				X		X	
COM 667		X			X			X	
CPS 603		X					X		
ECO 515 or MGT 646		X		X		X		X	
FIN 573		X			X				
HSC 520		see below	X						
HSC 570		see below	X						
IET 500	X	X							X
IET 524		X					5th course		X
MGT 542	X								X
MGT 543	X								X
MGT 643		X		X					
MGT 649		OK as GA elective		X				X	
MGT 667		X			X				
MKT 560		X			X				
MSA 620		X (one only)		X				as alternate to PSY 535	
MSA 650		X (one only)					5th course		
MSA 661		X (one only)		X	X			X	
PHL 518		X						X	
PSC 514	X	X				X	5th course		
PSC 522	required	X				X			
PSC 555		X			X				
PSC 711		X		X		X			
PSC 714	X					X			
PSC 774		X				X			
PSC 785		X				X		X	

Notes: *Up to six credits of HSC courses may be used as GA electives.

MSA 661 can be used on GA, HRA, IA, or Leadership as a valid concentration course.

❖ **Transfer Credit**

Graduate transfer credit requests (GTCRs) and requests for pre-approvals of transfer credit must be submitted through Center Services to the College of Graduate Studies for approval. Model course outlines for commonly requested MSA courses are available at www.cel.cmich.edu/faculty. You will need to supply a user name and password to access the outlines. User name: Global id, for example: gribb1kd and password: use your current e-mail password.

Students may transfer in up to eighteen (18) credits towards the MSA degree. However, if a student has already completed a master's or higher degree, a maximum of six (6) semester hours used towards that degree may be used on the MSA degree.

Please note that MSA 640 is a management science course, not a statistics course.

Request for Graduate Transfer Credit

An academic advisor may request approval to use a course which a student took at another accredited institution on the student's program plan. The advisor should complete the *Graduate Transfer Credit Request* form ([www.cel.cmich.edu/forms/56\(fillable\).pdf](http://www.cel.cmich.edu/forms/56(fillable).pdf)) and have it sent to campus for approval. The criteria for approval of graduate transfer credit are:

- a. The course must have been taken from an institution which was accredited at the time the credits were earned.
- b. The course must be certified on a graduate transcript as being of graduate level.
- c. The student must have received a grade of B or better in the course. Ungraded course work will not be accepted in transfer unless accompanied by evidence that the work is of B or higher quality.
- d. The student must have been in good standing at the institution at which the credit was earned. That is, either (a) the student had a cumulative GPA of at least 3.0 at the end of the semester when the student took the course to be

transferred; or (b) the student had a cumulative GPA of at least 3.0 at the time the student left the institution where the credits were taken.

- e. If using the course on the MSA degree, the course must not be over 7 years old by the time the student graduates.
- f. If using the course on a graduate certificate and if the student was admitted after August 15, 1998, the course must not be over 4 years old when the graduate certificate is awarded.
- g. The course must be appropriate to the student's program, as determined by the degree requirements in effect under the bulletin the student is following.
- h. Courses taken by correspondence are not eligible for graduate transfer credit.

Note: Appropriateness of the course to the student's program plan is initially determined by the academic advisor, but the final decision rests with the College of Graduate Studies. **The MSA office has been granted delegated authority to approve graduate transfer credit for MSA students only. The notification letter sent to the student will go out over the current College of Graduate Studies Dean's signature. Graduate transfer credit requests and pre-approval requests will not be processed for students on probation or for dematriculated students.**

Use of Transfer Credit on a Student's Program Plan

Transfer Credit Granted as "CRED":

Any time transfer credit is granted as CRED (example: MSA CRED, ECO CRED), it can *only* be used on the General Administration concentration (which permits two elective courses on the concentration) or as a floating elective. Please check the GTCR and award letter to see what transfer credit was awarded and how it may be used. For example, if its use is restricted to a floating elective, it may not be used on the concentration or in the core.

❖ **Making a Transfer Credit Recommendation**

The GTCR form contains a section for the advisor's recommendation for the transfer credit award. The advisor is encouraged to make a recommendation and to add any pertinent notes in the comment section of the form. The transfer credit may be awarded differently or denied, but it is helpful to know the advisor's intended use for the transfer credit. In general, the GTCR notification letter will explain why a request was denied or provide guidance for the use of the transfer credit on the program plan.

❖ **GTCR Appeals**

Student appeals should be routed by the advisor to Center Services so that all pertinent information is provided to the Director. Generally, an appeal should be accompanied by new information or a rationale for reconsideration. If a GTCR has been denied because the transfer credit did not meet CMU's graduate transfer credit criteria, an appeal is not likely to succeed. For example, if the student is not in good standing as defined by the policy, or, for example, the course is clearly taken by correspondence, an appeal should not be submitted.

Core Courses:

If a transfer course is being proposed as a substitute for a required course in the core, the same concepts must be covered in the course proposed for transfer as in the required course because the curricular bodies have determined that these are concepts that all students need to learn as a part of their education. If the student has learned those concepts through her/his employment, the student may apply for a waiver of the course requirement.

A transfer credit request for a required course must be accompanied by the appropriate course syllabus. A syllabus is required to determine that all relevant topics are covered. In addition, the proposed course must have prerequisites similar to those for the CMU course it will replace. Also, the proposed course must be equivalent to 3 semester hours (5 quarter hours).

For example, a course proposed for transfer as MSA 634 must, at a minimum, have an undergraduate accounting course as a prerequisite, and must be a 3 credit hour course. A course transferring as MSA 600 should include in its requirements a research proposal, use of APA format, and a discussion of research ethics. Courses proposed as MSA 640 should go beyond a statistics course and include management science topics such as decision making theory, PERT/CPM, forecasting, time series, game theory, and inventory control.

Note: Waivers should not be filed for a course if a *Graduate Transfer Credit Request* is filed for that course.

General Administration Concentration Courses:

Six credits of electives are available, but they must be consistent with one or more of the six categories listed on the general concentration. Those six categories are: Information Systems and Analysis; International Systems, Issues, and Problems; Legal and Political Systems; Organizational Behavior/Human Resources Administration; Organizational Communications; and Social and Economic Systems.

Note: The bulletin allows the use of one core course on the General Administration concentration, only.

Electives on the General Administration concentration (other than the floating elective) must fit within one of the six categories listed on the concentration. Using that philosophy, the following courses from the Health Services Administration concentration may be used as electives on the General Administration concentration: HSC 507, 520, 545, 570, and 571. Please note that these are considered as the substitutes allowed on the concentration, not as General Administration concentration courses.

Other Concentrations:

In general there are no electives on the other concentrations. Therefore, the course proposed for transfer must come in as comparable to one of the courses on the concentration. However, the MSA office may determine that a course is

acceptable as a substitute on a concentration. For example, DAU courses (see the Military Transfer Credit section) may be used on the AA concentration or a training course may be used on the HRA concentration.

Request for Pre-Approval

An academic advisor may request pre-approval of a course which the student would like to take at another institution if the advisor believes the course is appropriate to the student’s program plan. The *Request for Pre-Approval* form ([www.cel.cmich.edu/forms/44\(fillable\).pdf](http://www.cel.cmich.edu/forms/44(fillable).pdf)) should be completed and sent to Center Services who will forward it to the College of Graduate Studies for approval. Pre-approval is an indication of the appropriateness of the course to the student’s program plan. All other criteria for transfer credit noted above must also be met. Once the student has completed the pre-approved course, a GTCR and an appropriate transcript must be submitted so that the transfer credit can be approved and transcribed.

Quarter Hours vs. Semester Hours

Some institutions grant credit based on quarter hours. CMU uses the semester hour system, so credit hours need to be converted according to the chart listed.

<i>Quarter Hour Conversion Chart</i>	
<i>Quarter Hours</i>	<i>Semester Hours</i>
1	2/3
2	1 1/3
3	2
4	2 2/3
5	3 1/3
6	4
<i>Note:</i> If transferred in as a specific course, the student can only be awarded up to the same number of credits as the CMU course is worth (usually 3 credits).	

❖ **Prior Learning Credit**

Prior Learning Awards

Students who receive prior learning credit may use up to 10 prior learning credits on their program plan, subject to the approval of their academic advisor. In compliance with California law, graduate students in the Camp Pendleton Center may use up to six semesters hours of prior learning assessment credit on their degree programs. Prior learning cannot be used on the Graduate Certificate Program.

Prior learning credits should not be used in place of core courses nor of required courses in the concentration unless you have received the prior approval of the MSA director. Prior learning credit is most appropriately used in place of non-required courses in the concentration.

Note: The Prior Learning Assessment Team does not grant graduate credit for correspondence courses.

Prior Learning Application Process

Discuss the possibility of a student applying for prior learning credit at your first meeting. Advise the student whether or not a particular learning experience appears to be worth submitting for consideration for prior learning credit. Be careful not to promise that a student will receive prior learning credit for a particular experience since only the prior learning team can make such a determination. Suggest that the student attend a briefing on the subject of prior learning assessment if one is available in your area. A detailed brochure will be available explaining the process. A student handbook with sample portfolio material can be purchased from MBS Direct if the student decides to move forward with the process. In your discussion keep in mind:

- Students should be encouraged to prepare their portfolios early, so that they will know which concentration classes, if any, they will not need to take.

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- Students should refer to and carefully follow the directions found in the Prior Learning Assessment Student Handbook.
 - Prior learning credit awards are based on the competencies that students have learned from experiences. Therefore, students must thoroughly explicate what they learned and document that learning in their self-assessment. Without documentation, credit cannot be awarded. If a student is having difficulty securing documentation, encourage the student to call the hotline for information on the various kinds of documentation that are acceptable. However, if it is clear the documentation for an experience is not available, do not encourage the student to apply for prior learning credit in that area.
 - If explication in the self-assessment is incomplete or insufficient, a reduced award in comparison to another student who had an identical experience may be granted. In such cases, encourage the student to review the comments in the award letter, consult the hotline if necessary, and consider providing supplementary information accompanied by a request for reevaluation.
 - Preformatted fillable Word application files makes following the form detailed in the student handbook easier. Portfolios must be submitted in the format outlined in the handbook.
 - Advise students to retain a copy of their portfolios, to guard against losing all their work, should the portfolio be lost in the mail. The copy can also be used for comparison of the award letter to specific tabs within the portfolio.
 - All portfolios will be evaluated “as is.” Missing documents will result in a loss of credits. Portfolios are not returned to students upon completion of the evaluation process.

Prior Learning Hotline

Academic advisors can get both general and specific information about prior learning from the hotline, which is answered by team members. Hotline numbers are available from

the prior learning secretary, (800) 950-1144, ext. 7126. Students use the hotline to obtain specific information and advice in the preparation of their portfolios, or for general guidance.

Prior Learning Assessment Team

Prior learning credit is awarded by the Prior Learning Assessment Team, which is composed of CMU graduate faculty who have undergone extensive orientation and training in the evaluation of prior learning portfolios.

Not all universities recognize prior learning credit, particularly graduate credit. As appropriate, you need to advise your students that some other institutions might not accept prior learning as transfer credit.

Assessment Timeliness

Target turnaround time for evaluating portfolios is nine to 12 weeks. It does not begin from the date the student mails in the portfolio. Students will receive a letter stating that the portfolio has been received, a receipt for their application fee, and a brief explanation of the evaluation process and timeline.

Team members are under serious time constraints at the beginning and ending of semesters. Where possible, encourage your students to submit portfolios within the following time periods:

- mid-May through August
- mid-September through November
- mid-January through April

Reevaluation and Additional Evaluation of Prior Learning Awards

Students who believe their prior learning credit awards are inappropriate may request a reevaluation of the award by submitting a written appeal to the Prior Learning Assessment Team. The request must be made within 45 days after receipt of the award letter.

Additional evaluations may be requested if additional information has become available since the original award was granted. For example, a student may have acquired new or additional experiences which generated new competencies.

Applying Prior Learning Awards

- You are not obligated to accept credits which have been awarded by the Prior Learning Assessment Team. Students are charged only for credits they choose to have transcribed. Therefore, advise the student to wait until the program plan is approved before credits are transcribed.
- Avoid duplication of either CMU course work or transfer credit, when accepting prior learning credit on a program plan.
- As with transfer credit, the prior learning credit accepted for use on the student's program plan must be related to the student's degree program.
- Even if the prior learning award exceeds 10 credit hours, the student may use a maximum of only 10 credits. In compliance with California law, graduate students in the Camp Pendleton Center may use up to six semester hours of prior learning assessment credit on their degree programs.
- In general, prior learning credit is used in place of courses in the concentration as you see fit. Prior learning competencies do not have to match specific courses.
- All graduate level prior learning credits will appear on the transcript with UNV 697 as the designator for the courses (UNV=university).

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- Example: General Administration concentration:

ECO 515 (3 credits)

MGT 643 (3 credits)

UNV 697 (3 credits)

UNV 697 (3 credits)

UNV 697 (3 credits)

Second example: Public Administration concentration:

PSC 514 (3 credits)

PSC 563 (3 credits)

PSC 711 (3 credits)

PSC 713 (3 credits)

UNV 697 (3 credits)

- If you feel that prior learning should replace a required concentration course or a non-required MSA administrative core course, submit a written request to the MSA director along with the proposed program plan.
- Remind students they should not have their prior learning credits posted to their transcripts until you have reviewed, accepted, and applied the credit to their program plans. However, prior learning credits must be transcribed within one year of their being awarded or they will be lost.
- A combined maximum of 15 semester hours of transfer credit and prior learning credit (10 credits maximum) may be used on a master's degree program plan. An exception is a California student who is limited to six hours of prior learning credit according to California regulations.

Remember that responsibility for the preparation of the prior learning portfolio rests solely with the student. Both you and the students are encouraged to use the Prior Learning Hotline for assistance in answering prior learning questions.

❖ **Independent Study**

Before you allow a student to take an independent study course, refer to the *CMU's Off-Campus Programs Bulletin*. The development of an independent study course begins with the academic advisor who determines the course is necessary. Usually the need arises from a transfer or prior learning credit award, or combination of awards of less than three hours. Should you believe an independent course is appropriate, request that your program administrator initiate the necessary administrative action.

An independent study course is one which has the title "Independent Study," has an unspecified course content (i.e., no departmental syllabus) and carries variable credit. For example, "MSA 691 Independent Study (1-2 cr.)." While the credit hours awarded and the content of the course may vary, two qualifications must be met with all independent study courses:

- The course content must clearly lie within the parent department.
- The number of credits scheduled for the particular course must lie within the range listed in the university's on-campus bulletins.

An independent study course cannot be used to create a course which is the same, or substantially the same, as a specific content course (i.e., one which has an established syllabus). For example, you should not create a three-credit independent study course which would be used in place of MSA 620. On the other hand, if a graduate student received two prior learning credit hours in marketing, it might be appropriate to supplement those credits with a one-credit-hour independent study focused on an aspect of marketing in which the student had not yet gained competence.

Do not confuse independent study courses with tutorials. "Tutorial" is a term which describes how a class is delivered. That is, it is one of the courses listed on the curriculum which is taught on an individual or small-group basis.

Note: Only a maximum of two credits will be approved for MSA 691. MSA 691 cannot be used to create a three-credit course.

The MSA 691 Independent Study Guide (www.cel.cmich.edu/forms/89.pdf) and MSA 691 Independent Study Request form can be found online at www.cel.cmich.edu/faculty/procedures-forms/forms.html.

❖ **Tutorials**

Group Tutorials

Group tutorials have 2–13 students and occur when a class does not have enough students to hold a class. In most cases, the MSA director is not involved in the approval of group tutorials. The Director of Enrollment Management, or a designee will determine the necessity for a group tutorial.

- a. Instructor must have current approval to teach the course.
- b. Instructor must meet with the students a minimum of two-thirds of the regular contact classroom hours. In many instances the tutorial dates need to be consistent with the advertised first and last course dates in order to maximize potential VA benefits.

Individual Tutorials

Individual tutorials have one student and occur when a student is isolated or needs a course which will not be offered for a while, in order to graduate. (*Note:* we need to be careful that this option is not abused.)

- a. The advisor recommending the individual tutorial may not be the instructor teaching the course.
- b. Instructor must have current approval to teach the course.
- c. Instructor will work with the student on a one-to-one basis via the telephone, mail, etc. No face-to-face contact is required.

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- d. Except in very unusual circumstances, the following courses will not be approved as individual tutorials: BIS 630, BIS 634, BIS 635, COM 561, HSC 544, MSA 634, MSA 635, MSA 640, PSY 531, PSY 535, and PSY 536. Department chairs have made this stipulation because they believe that the content of these courses makes it very difficult to teach them effectively in an individual tutorial format.
- e. **The MSA director must approve individual tutorials in advance of the start of the tutorial, and before the instructor is contracted.**
- f. **An individual student may not apply more than six credits which have been taken by individual tutorial towards her/his degree without the approval of the MSA director.**

Please review the following guidelines prior to recommending an individual tutorial ([www.cel.cmich.edu/forms/58\(fillable\).pdf](http://www.cel.cmich.edu/forms/58(fillable).pdf)) for a student:

Individual tutorials should not be considered as an alternative instructional delivery method routinely offered to students. Individual tutorials should only be used in extraordinary circumstances to aid students toward the completion of their degree when no other options are available. If a student requests an Individual tutorial, alternative ways for the student to complete the course should be examined. For example,

- Is the course being offered at this location within the next year?
- Is the course being offered online?
- Is the course being offered within a reasonable proximity to her/his location within the next year?
- Could the student consider a course substitution with her/his advisor?
- Could the course be transferred in or substituted with Prior Learning credits?

If none of the above options is available, the following guidelines will be considered in evaluating the Individual tutorial request:

- Is the student deployed and the course is not available online or near the location of deployment?
- Will the denial of the request impact the student's 7-year deadline?
- Does the student have at least 21 semester hours of credit completed with CMU?
- Has the student already completed previous individual tutorials and therefore be ineligible for this tutorial?
- A full, detailed rationale must be provided for why an Individual tutorial is the only available way for the student to take the course.

If the student meets the criteria above, please adhere to the following process:

- 1) Student will communicate with the advisor regarding the request and will present the rationale for exception. When submitting the tutorial request form, the student should request tutorial dates at least **one month in advance** of the request to allow for processing time.
- 2) The advisor will complete the Individual Tutorial request form and forward it to the Program Administrator (PA). The PA may forward the tutorial request to the Coordinator of Faculty Assignments, providing the criteria for a tutorial has been met. **The student and the advisor need to understand that the request has not been approved at this point. The student should not start working on the tutorials.**
- 3) If the request is administratively approved, it will be forwarded to the MSA director for review.

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- 4) If the MSA director approves the request, notification will be sent to the Center e-mail account and to the Coordinator of Faculty Assignments.
 - 5) The Center will contact the student to obtain full payment for the individual tutorial. The student must pay in full for the tutorial course in order to be registered and begin working with the instructor.
 - 6) Upon submission of the tuition payment to the Program Administrator, the PA will inform the Coordinator of Faculty Assignments so the course may be created in CM and the contract created for the faculty member. The PA will then register the student in the tutorial.

❖ **Graduation**

Some of your most important responsibilities as an academic advisor involve working with students preparing for graduation. Deadline dates governing graduation applications and processing are posted in the program center and listed in the bulletin. You should be familiar with the current deadlines and bring them to the attention of students who are close to graduation, whose responsibility it is to meet those deadlines.

Remind students that all aspects of requirements must be completed by the deadline. For example, it is not realistic for a student to expect to graduate if her or his independent study paper or MSA 685 project paper is turned in to the instructor less than four weeks before the graduation deadline.

Students should be reminded that they must apply for graduation and pay the graduation fee. The student's graduation audit begins with the receipt of the application form and fee along with the program plan, if it has not already been sent to campus.

Students should not apply for graduation unless it is probable they can meet requirements by the deadline. Those who do not meet graduation requirements will be carried forward one graduation without having to reapply and pay the fee again.

After that grace period, students will be notified that they have to reapply and pay the fee.

You should remember that, in determining a student's graduation date, if a course ends in a term after that in which the student hopes to graduate, you may not use that course to meet graduation requirements. For example, if a student wants to graduate in May, and takes a course that ends May 16, that course cannot be used to meet graduation requirements.

Students who have applied for the current graduation may "walk through" campus graduation. Students who have previously been awarded a degree may walk through any subsequent on-campus graduation, although prior arrangements to do so should be made in writing through the graduation specialist who handled their graduation audit.

You cannot guarantee a student will graduate. Instead of telling a student that he or she "has completed requirements for the degree" or "will graduate in May," tell the student to "apply for graduation" so that a graduation audit can be made to ensure that all requirements for graduation have been met.