

Off-Campus Programs

2004-05 BULLETIN

Graduate Degree Offerings

Master of Science in Administration (MSA)

The 36-semester-hour Master of Science in Administration degree program provides the knowledge and skills required for managers, administrators, and supervisors to function more effectively in all types of organizations, plus the specialized managerial expertise needed for a particular professional field.

To fulfill the requirements of the MSA degree, students must complete 15-21 semester hours of administrative core courses, 12-18 semester hours of elective or concentration courses, and an integrating experience of three hours. Following the appropriate *Bulletin*, specific courses will be selected by an academic advisor in consultation with the student.

Students must meet the prerequisites for particular courses. Prerequisites are found in the course descriptions at the back of this *Bulletin*. MSA core course prerequisites may be met by either taking the appropriate course(s) within the three year period prior to enrolling in the MSA course or, in cases where tests are available, passing an appropriate test. Students should discuss prerequisites with their academic advisor.

Course work which is over seven years old may not be used towards the MSA degree. Course work which is over four years old may not be used toward the graduate certificate.

This program leads to an MSA degree and is identical to the program available on campus. Credit for course work in either program is interchangeable. For students interested in studying business administration, the College of Business Administration offers a Master of Business Administration degree. Courses with MSA designators may not be used towards an MBA degree, and courses with MBA designators may not be used toward the MSA degree.

Admission, Retention and Termination Standards

Admission Requirements

To be admitted to the Master of Science in Administration degree program, a candidate must meet the requirements for regular admission to the College of Graduate Studies. Applicants who possess an undergraduate GPA less than 2.7 may be considered for conditional admission.

Advising

Upon admission, the student should make an appointment with an academic advisor. Students are required to meet with advisors to determine prerequisite(s) and to develop a recommended program plan which outlines courses the student will take to meet degree requirements. The recommended program plan will be sent to the MSA director for approval. 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.

Competency Assessment

Students must show prerequisite competence for MSA core courses by completing prerequisite course work within the past three years or by demonstrating proficiency through the appropriate competency assessment. Students should contact their academic advisors who will determine whether students will be able to use courses or competency assessments in meeting prerequisites.

If students are eligible to take the competency assessment approach to meeting the competency requirement, they must meet core course prerequisites by taking and achieving a passing score on appropriate competency assessments. The assessments are an evaluation of a student's readiness to perform the quantitative work required in MSA 600, 610, 634, 635, 640, 660, BIS 630 and BIS 634. Competency assessments in financial accounting, intermediate algebra, macro economics, and statistics will determine a student's preparation for graduate course work, and will point out any areas which need strengthening before enrollment in a particular core course.

The competency assessment is administered at the student's program center, and each takes approximately one to two hours to complete. Those students who do not demonstrate competency may improve their skills in several ways: through CMU-sponsored refresher workshops (15 or more contact hours); through self study using instructional materials provided by CMU, which include a textbook and assignments; through enrollment in an undergraduate level course at a local college.

Degree Requirements

All Master of Science in Administration degree students are required to take three core courses: MSA 600, MSA 634 or MSA 635, and MSA 640. Other core courses must be selected in consultation with the student's academic advisor.

To qualify for graduation, candidates for the Master of Science in Administration degree must meet all of the requirements found in the "Graduate Degree Requirements" section and the following requirements:

1. Earned a minimum of 36 semester hours of acceptable graduate credit (12-18 semester hours of which must be in the area of concentration).
2. Earned a minimum of 21 semester hours from Central Michigan University.
3. Submitted evidence of scholarship by meeting the Plan B paper requirement by completing the integrating experience (MSA 685). This includes all Institutional Review Board (IRB) requirements including the End of Data Collection Report.
4. Successfully completed these required courses: MSA 600, MSA 634 or MSA 635, MSA 640 and MSA 685.
5. Applied no more than 15 semester hours of College of Business Administration courses on the program plan. College of Business Administration courses are:

- a. Courses carrying designators ACC, BIS, BLR, FIN, HSA, MGT and MKT.
 - b. MSA 634 or MSA 635, MSA 660, and MSA 675.
 - c. Prior learning assessment credits identified as having business school content.
 - d. Courses transferred from a school of business or management which would be considered College of Business Administration courses at CMU.
6. Have an approved program plan on file.

I. Administrative Core (15-21 semester hours)

Required (9 semester hours)

- MSA 600 (3) Administrative Research and Report Methods*
- MSA 634 (3) Managerial Accounting Concepts*
- OR** MSA 635 (3) Financial Management*
- MSA 640 (3) Quantitative Applications in Administrative Decision Making*

Other core courses (6-12 semester hours)

- MSA 610 (3) Environments in Administration*
- MSA 620 (3) Effective Administration and Organizational Behavior**
- MSA 650 (3) Organization Theory: Strategy and Structure
- MSA 660 (3) Marketing Administration*
- MSA 675 (3) Strategic Policy Administration*
- MSA 696 (3) Special Topics

*Has prerequisites

**Students may not count both MSA 620 and PSY 535 on a certificate or degree program.

II. Concentration Areas (12-18 semester hours)

On admission, the MSA candidate should make an appointment with an academic advisor who will develop a program plan which fits the MSA academic program requirements with the student's professional and academic goals. **The program plan serves as a road map guiding the student toward those goals. Students are responsible for following the program plan and should not deviate from the program plan without the permission of the academic advisor and the MSA director. Should they do so, they run the risk that the deviations will not be acceptable.**

III. Integrating Experience (3 semester hours)

The integrating experience consists of MSA 685, Integrative Analysis of Administration, which is one of the last courses taken by the student. As the final step in the degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.

Total: 36 semester hours

MSA Degree Concentrations

Acquisitions Administration Concentration

(15 semester hours)

Statement of purpose for the Concentration

The Acquisitions Administration concentration prepares administration prepares administrators with a focus on acquisitions by providing a knowledge base in purchasing, regulatory concepts and related factors in acquisitions administration.

Required (6 semester hours)

- MGT 533 (3) Purchasing Strategy
- PSC 522 (3) Regulatory Processes and Administrative Law

Electives (9 semester hours)

- 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

General Administration Concentration

(12-18 semester hours)

Statement of Purpose

The General Administration Concentration is designed to serve the needs of a very heterogeneous group of students. The intent is to offer a program of study which provides moderate structure through study in areas which are applicable to a wide variety of administrative settings. In addition, the student is afforded considerable flexibility in designing a program of study which avoids duplication of previous course work, training, or experience by allowing additional study in areas of choice.

Guide to Choosing Courses within the General Administration Concentration

Students are encouraged to complete courses listed within a broad range of categories. If not taken as part of the core curriculum, any one (1) MSA designator course may be completed to partially fulfill the requirements of the General Administration Concentration.

Students may substitute up to six (6) credits of courses on this concentration providing the courses are consistent with one or more of the categories listed below. The use of the substitutes must be recommended by the academic advisor and approved by the MSA director.

General Administration Concentration Courses (12-18 semester hours)

Information Systems and Analysis—*The integration of computer and production systems into administrative decision making.*

- BIS 601 (3) Management Information Systems
- CPS 603 (3) Computer Information Systems
- ECO 532 (3) Economic Forecasting
- IET 500 (3) Production Concepts
- MKT 555 (3) Market and Sales Forecasting

International Systems, Issues, and Problems—*The study of systems, issues, and problems which impact upon dynamic organizations operating within a global environment.*

- FIN 573 (3) International Finance
- IPC 667 (3) Advanced Studies in Intercultural Communication
- MGT 667 (3) International Business
- MKT 560 (3) International Marketing
- PSC 555 (3) International Law I

Legal and Political Systems—*The nature of legal and political systems and how they impact the operation of organizations and individual decision making.*

- ECO 515 (3) Collective Bargaining and Labor Law*
- PSC 514 (3) American Public Policy Making
- PSC 522 (3) Regulatory Processes and Administrative Law

Organizational Behavior/Human Resources Administration—*The study of individuals within the work organization and the systems and processes which affect their behavior.*

- CED 655 (3) Human Relations Skills
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations
- MGT 643 (3) Personnel Management
- MGT 646 (3) Labor Relations Issues*
- PSC 711 (3) Public Personnel Administration Practice
- PSC 785 (3) Strategic Leadership
- PSY 535 (3) Organizational Psychology**

Organizational Communications—*Improving communication of individuals and groups within and between organizations.*

- EAD 610 (3) Grants and Fund Procurement
- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information

- IPC 561 (3) Communication in Conflict Management
- IPC 667 (3) Advanced Studies in Intercultural Communications
- JRN 670 (3) Public Relations Management
- MKT 555 (3) Market and Sales Forecasting

Social and Economic Systems—The nature of social and economic systems and how they constrain, control and impact the operational effectiveness of operations.

- ECO 603 (3) Economic Effects of Urbanization and Technology
- ECO 625 (3) Market Structure and Government Policy
- ECO 660 (3) Public Finance and Fiscal Policy
- IET 524 (3) Technology and Environment
- PHL 518 (3) Professional Ethics
- PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations
- SOC 512 (3) Industrial Sociology

*Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

**Students may not count both MSA 620 and PSY 535 on a certificate or degree program.

Health Services Administration Concentration

(15-18 semester hours)

Statement of Purpose

The Health Services Administration Concentration is designed to provide the knowledge and skills required for directors, administrators and supervisors in health services.

Required (12 semester hours)

- 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

Electives (3-6 semester hours selected with advisor)

- HSC 538 (3) Development of Proposals and Reports in Health Administration
- HSC 544 (3) Biostatistics
- HSC 545 (3) Health Planning
- HSC 572 (3) Quality Improvement in Health Services
- HSC 601 (3) Computerized Health Care Systems*
- HSC 617 (3) Community and Public Health
- HSC 680 (3) Managed Care: Origins, Organizations and Operations
- HSC 700 (3) Program Evaluation in the Health Fields

*Advisors may recommend to the MSA Director the substitution of another course for HSC 520, if the student has appropriate management experience.

Hospitality & Tourism Administration Concentration

(12-15 semester hours)

Statement of Purpose

The Hospitality & Tourism Administration Concentration is designed to enable students to examine suppliers of hospitality service including: hotel/resort facilities, passenger transportation carriers, food/beverage providers, and conference and event providers. Students are provided with background and competency in the following areas: hospitality service provider processes and organization, governmental regulation of the industry and international tourism controls, managerial tools and techniques, and pricing considerations.

Hospitality & Tourism Administration Concentration Courses

Required (12 semester hours)

- HSA 542 (3) International Tourism
- HSA 543 (3) Hospitality Industry Organizations & Operations
- HSA 544 (3) Current Research Issues in Hospitality & Tourism
- HSA 546 (3) Management in the Hospitality Services Sector

Elective (0-3 semester hours):

One specialized course determined by the MSA director.

NOTE: No more than a total of 15 hours of College of Business courses may be used on the program.

Human Resources Administration Concentration

(12-18 semester hours)

Statement of Purpose

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

Guide to Choosing Courses

Students are required to take one course from Category A, preferably before taking other courses in the concentration. In order to produce the strongest preparation, it is recommended that students take one course from Categories B and C and two courses from Category D.

Human Resources Administration Concentration Courses:

Category A: Survey of Human Resources Administration

- MGT 643 (3) Personnel Management
- PSC 711 (3) Public Personnel Administration Practice

Category B: Labor Relations

- ECO 515 (3) Collective Bargaining and Labor Law*
- OR** MGT 646 (3) Labor Relations Issues*
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

Category C: Training and Organization Development

- CED 655 (3) Human Relations Skills
- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information***

OR IPC 561 (3) Communication in Conflict Management***

- MGT 649 (3) Seminar in Organizational Development
- PSY 736 (3) Strategies for Intervention in Social Systems

Category D: Staffing

- ECO 614 (3) Seminar in Labor Economics
- MGT 645 (3) Personnel Compensation Practice and Procedures
- MGT 647 (3) Employee Selection and Evaluation**
- OR** PSY 536 (3) Personnel Psychology
- PSY 636 (3) Organizational Applications of Personnel Psychology

NOTE: No more than a total of 15 credit hours of College of Business courses may be used on the program plan.

* Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

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

***Students may not count both IPC 560 and IPC 561 within the HRA certificate or concentration.

Information Resource Management Concentration

(12-18 semester hours)

Statement of Purpose

The purpose of the Information Resource Management Concentration is 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.

Information Resource Management Concentration Courses

- CPS 603 (3) Computer Information Systems*
- OR** BIS 601 (3) Management Information Systems

BIS 630 (3) Systems Analysis and Design^{1**}
OR CPS 510 (3) Software Systems Engineering
BIS 634 (3) Information Resources Management¹
BIS 635 (3) Business Systems Applications^{1***}
OR CPS 612 (3) Software Project Management
One specialized course determined by the MSA director.

NOTE: No more than a total of 15 hours of College of Business course may be used on the program plan.

¹Has prerequisites.

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

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

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

NOTE: Above is the suggested order for IRM courses.

International Administration Concentration

(12-18 semester hours)

Statement of Purpose

The International Administration Concentration is designed to provide the appropriate educational background for students who are interested in practicing administration in international settings. Those who have administrative responsibilities with international dimensions, but work in the United States, would also find it helpful.

International Administration Concentration Courses

ANT 506 (3) Comparative Cultural Systems
ECO 655 (3) Seminar in International Economics
FIN 573 (3) International Finance
IPC 667 (3) Advanced Studies in Intercultural Communications
MGT 667 (3) International Business
MKT 560 (3) International Marketing
PSC 551 (3) Seminar in International Relations
PSC 555 (3) International Law I
PSC 651 (3) Comparative Political and Economic Systems

When appropriate, other courses may be substituted with the approval of the MSA director.

Students will demonstrate a sensitivity to contemporary, cultural variations and the need for understanding them. This may be evidenced by graduate or undergraduate course work, experience or other appropriate means.

Leadership Concentration

(12-18 semester hours)

Statement of Purpose

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.

Leadership Concentration Courses

Required (3 semester hours)

PSC 785 (3) Strategic Leadership

Electives (9-15 semester hours):

CED 655 (3) Human Relations Skills
ECO 515 (3) Collective Bargaining and Labor Law*
OR MGT 646 (3) Labor Relations Issues*
IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information
IPC 561 (3) Communication in Conflict Management
IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations
IPC 667 (3) Advanced Studies in Intercultural Communications

MGT 649 (3) Seminar in Organizational Development
MSA 696 (3) Special Topics (Possible topics: Cultural Diversity, Managing Information Technology)
PHL 518 (3) Professional Ethics
PSY 531 (3) Group Dynamics
MSA620 (3) Effective Administration and Organizational Behavior**
OR PSY 535 (3) Organizational Psychology**

When appropriate, other courses may be substituted with the approval of the MSA director

*Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

**Students may not count both MSA 620 and PSY 535 on a certificate or degree program.

Long-Term Care Administration Concentration

(15 semester hours)

The Long-Term Care Administration Concentration enables students to enhance their knowledge and skills in the areas of health services administration, long-term care administration, and resident care issues.

Long-Term Care Administration Courses

HSC 520 (3) Health Services Administration
HSC 570 (3) Financial Aspects of Health Service Organizations
HSC 591 (3) Legal & 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:

HSC 506 (3) Health and Physical Development in Later Life
HSC 545 (3) Health Planning
HSC 572 (3) Quality Improvement in Health Services
HSC 607 (3) Health Services Organizations
HSC 680 (3) Managed Care

Public Administration Concentration

(15-18 semester hours)

Statement of Purpose

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 areas including: (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.

Public Administration Concentration Courses

PSC 514 (3) American Public Policy Making
PSC 515 (3) Comparative Public Policy
PSC 520 (3) American National Government and Politics
PSC 522 (3) Regulatory Processes and Administrative Law
PSC 561 (3) American State Government and Administration
PSC 563 (3) Politics and Policy in Urban Communities
PSC 565 (3) Managing Modern Local Government
PSC 566 (3) Intergovernmental Relations in the United States
PSC 585 (3) Computer Applications for Public Administrators
PSC 610 (3) Foundations of Public Administration
PSC 615 (3) Politics and Regulation of Health Care Policy
PSC 710 (3) Seminar on Public Bureaucracies and Policy Formation
PSC 711 (3) Public Personnel Administration Practice
PSC 712 (3) Implementation and Reform of Public Programs
PSC 713 (3) Public Budgeting and Finance

PSC 714 (3) Program Analysis and Evaluation
PSC 773 (3) Public Administration and Public Interest
PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations
PSC 775 (3) Organization Theory in Public Administration
PSC 780 (3) Research in Public Administration in Political Science
PSC 785 (3) Strategic Leadership

Choice of one of the following three courses:

ECO 515 (3) Collective Bargaining and Labor Law
OR IPC 665 (3) Seminar in Communication and Negotiation
in Employee Relations
OR MGT 646 (3) Labor Relations Issues

Software Engineering Administration Concentration

(18 semester hours)

See ProfEd Tuition section for information on additional tuition for the Software Engineering Administration program.

Statement of Purpose

The Software Engineering Administration Concentration provides software managers with concepts, analytical skills, and methods of software engineering management so that its graduates will be prepared to handle the development and management of large, complex software systems, including those embedded in other systems. Graduates are prepared for positions requiring the management of people and resources in software intensive organizations.

To be admitted to this concentration the student must have completed the equivalent of MTH 175, (MTH 132 or MTH 136), CPS 180, CPS 181, CPS 210, and CPS 340. In addition, the student must have completed one year of work in which her or his major assignment dealt with program design or development. Completion of a computer science major may be substituted for the one year experience.

Software Engineering Administration Concentration Courses

The concentration consists of six tightly integrated courses taught in a compressed weekend format. The curriculum begins with a course which introduces the student to the major issues in software engineering and how software engineering addresses those issues. The concentration continues with a course in software project management. This course provides analysis techniques and tools which manage and control the software development process. The remaining four courses continue to discuss the major software development activities in more detail.

CPS 510 (3) Software Systems Engineering
CPS 611 (3) Software Verification and Validation
CPS 612 (3) Software Project Management
CPS 613 (3) Specification of Software Systems
CPS 614 (3) Principles and Applications of Software Design
CPS 615 (3) Software Generation and Maintenance

Vehicle Design and Manufacturing Administration Concentration

(18 semester hours)

See ProfEd Tuition Chart for information regarding the tuition fee assessed for this program.

Statement of Purpose

The Vehicle Design and Manufacturing Administration (VDMA) Concentration prepares students to take leadership responsibility in vehicle design and manufacturing administration.

The Vehicle Design and Manufacturing Administration Concentration Courses (18 semester hours)

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

NOTE: No more than a total of 15 hours of College of Business courses may be used on the program plan.

NOTE: This concentration is available only for cohorts, not open enrollment. Students should check with their program administrator or advisor.

Graduate Certificates

This 15-18 credit hour certificate program is designed for regularly admitted graduate students who desire advanced training in the field of administration. Credits successfully earned with the certificate program may be used toward the MSA degree, if the concentration is the same. Students will not be allowed to use the same course for two different concentrations. Students may substitute courses only with the approval of the MSA director. Students may use up to 6 transfer credits providing they meet the criteria for transfer credit outlined in this Bulletin. Course work and other requirements must be completed within four years prior to the awarding of a graduate certificate. Prior learning credit may not be used on the certificate program.

NOTE: Students may not use more than 12 credits of College of Business courses. **Required courses: 5-6 courses from the appropriate concentration.**

Aquisitions Administration Certificate

(15 semester hours)

Required (6 semester hours)

MGT 533 (3) Purchasing Strategy
PSC 522 (3) Regulatory Processes and Administrative Law

Electives (9 semester hours)

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

General Administration Certificate

(15 semester hours)

Guide to Choosing Courses

Students are encouraged to complete courses listed within a broad range of categories. If not taken as part of the core curriculum, any one (1) MSA designator course may be completed to partially fulfill the requirements of the General Administration Certificate.

Students may substitute up to six credits of courses on this certificate providing the courses are consistent with one or more of the categories listed below. The use of the substitutes must be recommended by the academic advisor and approved by the MSA director.

General Administration Certificate Courses

Information Systems and Analysis—The integration of computer and production systems into administrative decision making.

BIS 601 (3) Management Information Systems
CPS 603 (3) Computer Information Systems
ECO 532 (3) Economic Forecasting
IET 500 (3) Production Concepts
MKT 555 (3) Market and Sales Forecasting

International Systems, Issues, and Problems—The study of systems, issues, and problems which impact upon dynamic organizations operating within a global environment.

- FIN 573 (3) International Finance
- IPC 667 (3) Advanced Studies in Intercultural Communications
- MGT 667 (3) International Business
- MKT 560 (3) International Marketing
- PSC 555 (3) International Law I

Legal and Political Systems—The nature of legal and political systems and how they impact the operation of organizations and individual decision making.

- ECO 515 (3) Collective Bargaining and Labor Law*
- PSC 514 (3) American Public Policy Making
- PSC 522 (3) Regulatory Processes and Administrative Law

Organizational Behavior/Human Resources Administration—The study of individuals within the work organization and the systems and processes which affect their behavior.

- CED 655 (3) Human Relations Skills
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations
- MGT 643 (3) Personnel Management
- MGT 646 (3) Seminar in Labor Relations*
- PSC 711 (3) Public Personnel Administration Practice
- PSC 785 (3) Strategic Leadership
- PSY 535 (3) Organizational Psychology**

Organizational Communications—Improving communication of individuals and groups within and between organizations.

- EAD 610 (3) Grants and Fund Procurement
- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information
- IPC 561 (3) Communication in Conflict Management
- IPC 667 (3) Advanced Studies in Intercultural Communications
- JRN 670 (3) Public Relations Management
- MKT 555 (3) Market and Sales Forecasting

Social and Economic Systems—The nature of social and economic systems and how they constrain, control and impact the operational effectiveness of organizations.

- ECO 603 (3) Economic Effects of Urbanization and Technology
- ECO 625 (3) Market Structure and Government Policy
- ECO 660 (3) Public Finance and Fiscal Policy
- IET 524 (3) Technology and Environment
- PHL 518 (3) Professional Ethics
- PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations
- SOC 512 (3) Industrial Sociology

*Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

**Students may not count both MSA 620 and PSY 535 on a certificate or degree program.

Health Services Administration Certificate

(15 semester hours)

Required: (12 semester hours)

- 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

Electives: (3 semester hours selected with advisor)

- HSC 538 (3) Development of Proposals and Reports in Health Administration
- HSC 544 (3) Biostatistics
- HSC 545 (3) Health Planning
- HSC 572 (3) Quality Improvement in Health Services
- HSC 601 (3) Computerized Health Care Systems*
- HSC 617 (3) Community and Public Health

- HSC 680 (3) Managed Care: Origins, Organizations and Operations
- HSC 700 (3) Program Evaluation in the Health Fields

*Advisors may recommend to the MSA director the substitution of another course for HSC 520, if the student has appropriate management experience.

Hospitality & Tourism Administration Certificate

(15 semester hours)

NOTE: Students are not currently being admitted into this certificate program.

Required Courses (12 semester hours)

- HSA 542 (3) International Tourism
- HSA 543 (3) Hospitality Industry Organizations & Operations
- HSA 544 (3) Current Research Issues in Hospitality & Tourism
- HSA 546 (3) Management in the Hospitality Services Sector
- One specialized course determined by the MSA director.

Electives (3 semester hours)

NOTE: No more than a total of 12 hours of College of Business courses may be used on the Graduate Certificate.

Human Resources Administration Certificate

(15 semester hours)

Students are required to take one course from Category A, preferably before taking other courses in the concentration. In order to produce the strongest preparation, it is recommended that students take one course from Categories B and C and two courses from Category D.

Category A: Survey of Human Resources Administration

- MGT 643 (3) Personnel Management
- PSC 711 (3) Public Personnel Administration Practice

Category B: Labor Relations

- ECO 515 (3) Collective Bargaining and Labor Law*
- OR MGT 646 (3) Labor Relations Issues*
- IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

Category C: Training and Organization Development

- CED 655 (3) Human Relations Skills
- IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information***
- OR IPC 561 (3) Communication in Conflict Management***
- MGT 649 (3) Seminar in Organizational Development
- PSY 736 (3) Strategies for Intervention in Social Systems

Category D: Staffing

- ECO 614 (3) Seminar in Labor Economics
- MGT 645 (3) Personnel Compensation Practice and Procedures
- MGT 647 (3) Personnel Selection and Evaluation**
- OR PSY 536 (3) Personnel Psychology
- PSY 636 (3) Organizational Applications of Personnel Psychology

NOTE: No more than 12 hours of College of Business courses may be used towards the MSA graduate certificate.

*Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

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

***Students may not count both IPC 560 and IPC 561 within the HRA certificate or concentration.

Information Resource Management Certificate

(15 semester hours)

- CPS 603 (3) Computer Information Systems*
- OR BIS 601 (3) Management Information Systems
- BIS 630 (3) Systems Analysis and Design***
- OR CPS 510 (3) Software Systems Engineering

BIS 634 (3) Information Resources Management¹

BIS 635 (3) Business Systems Applications^{1***}

OR CPS 612 (3) Software Project Management

One specialized course determined by the MSA director.

NOTE: No more than a total of 12 hours of College of Business courses may be used on the program plan.

¹Has prerequisites.

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

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

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

NOTE: Above is the suggested order for IRM courses.

International Administration Certificate

(15 semester hours)

When appropriate, other courses may be substituted with the approval of the MSA director.

Students will demonstrate a sensitivity to contemporary, cultural variations and the need for understanding them. This may be evidenced by graduate or undergraduate course work, experience or other appropriate means.

ANT 506 (3) Comparative Cultural Systems

ECO 655 (3) Seminar in International Economics

FIN 573 (3) International Finance

IPC 667 (3) Advanced Studies in Intercultural Communications

MGT 667 (3) International Business

MKT 560 (3) International Marketing

PSC 551 (3) Seminar in International Relations

PSC 555 (3) International Law I

PSC 651 (3) Comparative Political and Economic Systems

Leadership Certificate

(15 semester hours)

Required (3 semester hours)

PSC 785 (3) Strategic Leadership

Electives (12 semester hours):

CED 655 (3) Human Relations Skills

ECO 515 (3) Collective Bargaining and Labor Law*

OR MGT 646 (3) Labor Relations Issues*

IPC 560 (3) Communication and Change: The Diffusion of Ideas and Information

IPC 561 (3) Communication in Conflict Management

IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

IPC 667 (3) Advanced Studies in Intercultural Communications

MGT 649 (3) Seminar in Organizational Development

MSA 696 (3) Special Topics (Possible topics: Cultural Diversity, Managing information Technology)

PHL 518 (3) Professional Ethics

PSY 531 (3) Group Dynamics

MSA 620 (3) Effective Administration and Organizational Behavior**

OR PSY 535 (3) Organizational Psychology**

When appropriate, other courses may be substituted with the approval of the MSA Director.

*Students may not count both ECO 515 and MGT 646 on a certificate or degree program.

**Students may not count both MSA 620 and PSY 535 on a certificate or degree program.

Long-Term Care Administration Certificate

(15 semester hours)

HSC 520 (3) Health Services Administration

HSC 570 (3) Financial Aspects of Health Service Organizations

HSC 591 (3) Legal & 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 Administration

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:

HSC 506 (3) Health and Physical Development in Later Life

HSC 545 (3) Health Planning

HSC 572 (3) Quality Improvement in Health Services

HSC 607 (3) Health Services Organizations: Origins, Systems, and Applications

HSC 680 (3) Managed Care: Origins, Organizations, and Operations

Public Administration Certificate

(15 semester hours)

PSC 514 (3) American Public Policy Making

PSC 515 (3) Comparative Public Policy

PSC 520 (3) American National Government and Politics

PSC 522 (3) Regulatory Processes and Administrative Law

PSC 561 (3) American State Government and Administration

PSC 563 (3) Politics and Policy in Urban Communities

PSC 565 (3) Managing Modern Local Government

PSC 566 (3) Intergovernmental Relations in the United States

PSC 585 (3) Computer Applications for Public Administrators

PSC 610 (3) Foundations of Public Administration

PSC 615 (3) Politics and Regulation of Health Care Policy

PSC 710 (3) Seminar on Public Bureaucracies and Policy Formation

PSC 711 (3) Public Personnel Administration Practice

PSC 712 (3) Implementation and Reform of Public Programs

PSC 713 (3) Public Budgeting and Finance

PSC 714 (3) Program Analysis and Evaluation

PSC 773 (3) Public Administration and Public Interest

PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations

PSC 775 (3) Organization Theory in Public Administration

PSC 780 (3) Research in Public Administration in Political Science

PSC 785 (3) Strategic Leadership

A choice of one of the following three courses:

ECO 515 (3) Collective Bargaining and Labor Law

OR IPC 665 (3) Seminar in Communication and Negotiation in Employee Relations

OR MGT 646 (3) Labor Relations Issues

Software Engineering Administration Certificate

(18 semester hours)

See ProfEd Tuition section for information on additional tuition for the Software Engineering Administration program.

To be admitted to this certificate program, the student must have completed the equivalent of MTH 175, (MTH 132 or MTH 136), CPS 180, CPS 181, CPS 210, and CPS 340. In addition, the student must have completed one year of work in which her or his major assignment dealt with program design or development. Completion of a computer science major may be substituted for the one year experience.

CPS 510 (3) Software Systems Engineering

CPS 611 (3) Software Verification and Validation

CPS 612 (3) Software Project Management

CPS 613 (3) Specification of Software Systems

CPS 614 (3) Principles and Applications of Software Design

CPS 615 (3) Software Generation and Maintenance

Vehicle Design and Manufacturing Administration Certificate

(18 semester hours)

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

NOTE: No more than a total of 15 hours of College of Business courses may be used on the program plan.

NOTE: This certificate is available only for cohorts, not open enrollment. Students should check with their program administrator or advisor.

Master of Arts (MA) Degrees: Education

The Master of Arts degree in Education is designed to provide knowledge and skills for individuals required to function effectively in various positions of educational leadership. This is not a certification program for public school teachers, as it presumes the individual is already trained and qualified in the technical aspects of her or his field.

The MA degree in Education program requires the student to complete a core of 18 semester hours, which includes an integrating experience (Capstone Project). An additional 15 semester hours must then be completed with specific courses determined by the academic advisor. All candidates for the MA must complete a minimum of 33 semester hours.

Admission Requirements

Applicants holding a four-year baccalaureate or equivalent degree from a college or university of recognized standing may be granted regular admission, provided they have an overall cumulative undergraduate grade point average of 2.7 or higher (on a 4.0 scale). Conditional admission may be granted when the applicant does not meet the requirements for regular admission and evidence exists to support the applicant's potential for success in the program. Admission decisions are governed by the policies of the College of Graduate Studies.

Degree Requirements

To qualify for graduation, candidates for the Master of Arts (MA) degree in Education must meet all of the following requirements found in the "Graduate Degree Requirements" and the following requirements:

1. Earned a minimum of 33 semester hours of acceptable graduate credit (15 semester hours of which must be in the area of concentration/emphasis).
2. Earned a minimum of 18 semester hours from Central Michigan University.
3. Submitted evidence of scholarship by meeting the Capstone Project requirements.

TOTAL (33 semester hours)

I. Program Core (18 semester hours)

- CED 655 (3) Human Relations Skills
- EDU 590 (3) Microcomputers in Classroom Instruction
- EDU 614 (3) Advanced Educational Psychology
- EDU 660 (3) Methods of Educational Research
- EDU 705 (3) Theory and Practice of Curriculum Development
- *EDU 776 (3) Seminar: Issues in Education

*EDU 776 (3) Seminar: *Issues in Education - Following accepted guidelines toward the end of their degree program, students are required to research, analyze and provide a plan of action relevant to a problem or opportunity within their own organization or professional field.*

II. Concentration Areas (15 semester hours)

Adult Education Concentration

(15 semester hours)

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or teaching in the adult education environment. This is not a certification program for teachers or administrators but may be utilized for professional advancement.

- EAD 622 (3) Adult Literacy and Society
- EAD 624 (3) Planning for Instruction in Non-Traditional Settings
- EAD 626 (3) The Adult Learner
- EAD 667 (3) Administration of Community Education
- EDU 613 (3) Current Educational Issues

Coaching Concentration

(15 semester hours)

This program is designed to provide knowledge and skills for individuals to function as teachers and in coaching positions in schools. It is not a certification program for teachers or coaches but can satisfy the need for continuing certification of teachers. It is designed for educators who are seeking coaching skills, while at the same time, to enhance their teaching competencies.

Students will be required to complete PES 691 Independent Study (3) instead of EDU 776.

Advanced Coaching Courses

(5 required credits from the following)

- PES 570 (2) Advanced Coaching in Basketball
- PES 572 (2) Advanced Coaching in Baseball
- PES 574 (2) Advanced Coaching of Football
- PES 690 (2) Practicum

or other sports as determined by advisor

(10 required credits from the following)

- PES 560 (3) Principles and Foundations of Coaching
- PES 582 (2) Current Applications of Athletic Training Techniques
- PES 606 (3) Motor Learning and Human Performance
- PES 611 (3) Psychology of Sport

Community College Concentration

(15 semester hours)

(choose 5 of 6 areas)

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or teaching in a community college environment. This is not a certification program for teachers or administrators but may be utilized for professional advancement or as a base for a doctoral program in Community College Education.

- CED 502 (3) Student Development in Higher Education
- EAD 676 (3) Administration of Community Colleges
- EAD 778 (3) Contemporary Issues in Higher Education
- EDU 602 (3) Strategies and Techniques for Teaching
- EDU 613 (3) Current Educational Issues
- EDU 655 (3) The Community College

Guidance and Development Concentration

(15 semester hours)

(choose 5 of 6 areas)

This program is designed to provide knowledge and skills for individuals to function effectively in schools, businesses or in the nonprofit sector with special emphasis on managing relationships, making appropriate referrals and recognizing special needs of students, clients or co-workers. It is not a certification program for teachers, counselors or administrators as it presumes the participants are already certified and qualified in the technical aspects of their respective positions. It is designed for educators or practitioners who do not desire to be fully certified counselors but are seeking counseling skills to enhance their teaching competencies.

This noncertification program is designed to improve practitioners' skills in communicating with their students, colleagues, clients, and supervisors. The classes in this program focus directly on involving participants in skill-building and integration activities. Participants regularly test skills and ideas from courses taught at their work sites and refine the use of these skills through feedback from the instructor, supervisors, and other program participants. Many of the classes require that participants interact with their students, colleagues, clients, or supervisors outside of the university setting. EDU 776 is a capstone course in which participants conduct field or action-oriented research which is then reported in the form of a Plan B paper or project.

CED 504 (3) Introduction to School Guidance
CED 517 (2) Group Experience I
CED 580 (3) Seminar in Current Issues
CED 610 (3) Career Development Theories
CED 640 (3) Standardized Tests
CED 651 (3) Counseling with Children

This MA will not qualify the graduate for endorsement as a School Counselor.

Humanities Concentration

(15 semester hours)

This program is designed for teachers wanting to focus on the study of humanities, and for those more interested in synthesis than specialization. It provides an integrated study of the humanities in a cross-disciplinary format. Because the various areas of the humanities are naturally interrelated, this format emphasizes connection rather than fragmentation. The courses in the concentration are selected from traditional areas of humanities of history, literature, philosophy, relation, music and art.

Nine of the fifteen hours in the concentration will be a thematic focus such as: Images and Ideas of the Self, the Rise of the Industrial Age or the Humanities in the Postmodern World. These topics are meant to be exemplary only and will be planned by the student and advisor.

Students will be required to complete HUM 797 (3) Special Topics in Humanities instead of EDU 776.

One course each in English and History from the following (6 semester hours)

ENG 635 (3) Seminar in English Literature
ENG 636 (3) Seminar in Critical Problems
ENG 656 (3) Seminar in American Literature
ENG 665 (3) Seminar in World Literature
HST 525 (3) The Industrialization of America
HST 602 (3) Colloquium in U.S. History to 1865
HST 603 (3) Colloquium in U.S. History Since 1865
HST 717 (3) Seminar in the History of Twentieth Century America

One course in Philosophy or Religion from the following (3 semester hours)

PHL 597 (3) Special Topics: Philosophical Problems of the Self
REL 501 (3) Seminar in the Study of Religion

One course in Art, Broadcast & Cinematic Arts or Music from the following (3 semester hours)

ART 597 (3) Special Studies
ART 685 (3) Special Topics in Art History
BCA 525 (3) Film Genre Study
BCA 625 (3) Film and Video Theory and Criticism
MUS 597 (3) Special Studies
MUS 797 (3) Special Studies

Instructional Concentration

(15 semester hours)

This program is designed to provide knowledge and skills for individuals to function effectively in positions of leadership or the teaching environment. This is not a certification program for teachers or administrators but may be utilized for professional advancement.

EDU 602 (3) Strategies and Techniques for Teaching
EDU 613 (3) Current Educational Issues
EDU 706 (3) Theory and Practice of Instruction
EDU 765 (3) Seminar in Curriculum Problems
EDU 770 (3) Practicum in Systematic Curriculum Development

Educational Technology

The Educational Technology Master's degree program prepares students with teaching certificates to provide instruction utilizing new learning technologies. The technologies addressed in this program include multimedia, telecommunications, and distance learning. While meeting the needs of the classroom teacher, this program also prepares individuals for technology leadership roles.

The degree program requires a minimum of 18 hours of required core courses, 9 hours of elective courses, 3 hours of history/philosophy of education courses and 3 hours of research courses. All candidates for the MA must complete the Educational Technology Seminar, resulting in a terminal project. Educational Technology projects must demonstrate effective uses of technology in K-12 classroom settings.

Admission Requirements

In addition to the university's general admission requirements, the student must have a valid K-12 teaching certificate or equivalent. Regular admission in the program requires an undergraduate grade point average of at least 2.7 (on a 4-point scale). Students with a GPA below 2.5 will not be considered for admission for the graduate program in teacher education. A maximum of 9 hours taken before signing the master's program may be counted on the program. Students must earn a B- or better in each graded course within the 9 hours taken.

Advisors for the master's program are assigned only after the student has been regularly or conditionally admitted to the College of Graduate Studies and has selected an option.

Required Core (18 semester hours)

EDU 590 (3) Microcomputers in Classroom Instruction
EDU 595 (3) Telecommunication in Education
EDU 642 (3) Instructional Multimedia
EDU 643 (3) Instructional Design
EDU 707 (3) Seminar: Issues in Educational Technologies
EDU 710 (3) Seminar: MA Terminal Project

Elective (9 semester hours)

EAD 610 (3) Grants and Fund Procurement
EDU 506 (3) Individualizing Instruction
EDU 708 (3) Distance Education
EDU 709 (3) Innovative Uses of Technology

Research (3 semester hours)

EDU 614 (3) Advanced Educational Psychology
EDU 660 (3) Methods of Educational Research
EDU 662 (3) Applied Educational Measurement and Evaluation

Total: Minimum 33 semester hours

Reading and Literacy K-12 (EDU)

The Master of Arts in Reading and Literacy K-12 has been developed based on teacher preparation standards written by the International Reading Association (IRA) and the National Council of Teachers of English (NCTE) and adopted by the National Council for the Accreditation of Teacher Education (NCATE). In addition, the course work contains components to meet the standards approved by the Michigan State Board of Education for the Reading Specialist (BR) Endorsement (July 20, 2000). Any certified teacher meeting the requirements for entry into graduate studies at Central Michigan University is eligible to enter the program.

The Master of Arts in Reading and Literacy K-12 provides students with knowledge and skills in reading and writing programs K-12. The major objectives of the program will enable students to:

1. organize and implement school literacy programs
2. diagnose and treat difficulties in literacy

3. implement appropriate reading and writing instruction.
4. develop interdisciplinary and integrated units involving literacy.
5. conduct research about current issues of literacy.
6. develop technological and viewing skills related to literacy programs.

Admission Requirements:

In addition to the university's general admission requirements, the student must have a valid K-12 teaching certificate or equivalent. Regular admission into the program requires an undergraduate grade point average of at least 2.70 (on a four point scale). Students with a GPA below 2.70 will not be considered for admission to the program.

A maximum of 9 hours taken before signing the master's program may be counted toward the program. Students must earn a B- or better in each graded course.

Degree Requirements:

The degree program requires a minimum of 15 semester hours of required core courses and 18 semester hours of courses in the Reading and Literacy K-12 concentration, and 0-3 semester hours of electives. All candidates for the M.A. must fulfill requirements for scholarly activity. Under Plan A students will write a thesis; under Plan B students will complete a comprehensive written exam.

Plan A requires a minimum of 27 semester hours of course work and 6 semester hours of thesis for a total of 33 semester hours.

Plan B requires a minimum of 33 hours of course work and a 3 hour Capstone Seminar (EDU/MLE 780) for a total of 36 hours. Plan B students must also take a comprehensive four (4) hour examination over the course work in the student's M.A. program. This exam must be taken early in the term following the completion of EDU/MLE 780. Students will not need to register or pay fees for this exam. The exam may be taken a maximum of two times. Specific descriptions of the program and exam requirements are available in Ronan 208 or online at <http://www.tepd.cmich.edu>.

Residence Requirement for Plan A and Plan B: Students are required to complete a minimum of 12 semester hours of credit in graduate courses taken at the Mount Pleasant campus or from Teacher Education Professional Development tenure and tenure/track faculty in course work offered by ProfEd.

Plan A

Required Core (15 semester hours)

- EDU 613 (3) Current Educational Issues
- EDU 660 (3) Methods of Educational Research
- EDU 755 (3) Advanced Research Design and Interpretation
- EDU 698 (6) Thesis

Reading and Literacy K-12 Concentration (18 semester hours)

- EDU 630 (3) Organization and Implementation of School Literacy Programs
- EDU 632 (6) Practicum in the Diagnosis and Treatment of Difficulties in Literacy
- EDU 636 (3) Classroom Reading and Writing Instruction
- EDU 641(3) Interdisciplinary Processes and Strategies for Teaching Literacy
- EDU 730 (3) Seminar: Issues in Literacy

Total: 33 semester hours

Plan B

Required Core (15 semester hours)

- EDU 590 (3) Microcomputers in Classroom Instruction
- EDU 613 (3) Current Educational Issues
- EDU 614 (3) Advanced Educational Psychology

- EDU 662 (3) Applied Educational Measurement and Evaluation
- EDU/MLE 780 (3) Master of Arts Capstone Seminar

Reading and Literacy K-12 Concentration (18 semester hours)

- EDU 630 (3) Organization and Implementation of School Literacy Programs.
- EDU 632 (6) Practicum in the Diagnosis and Treatment of Difficulties in Literacy.
- EDU 636 (3) Classroom Reading and Writing Instruction
- EDU 641(3) Interdisciplinary Processes and Strategies for Teaching Literacy
- EDU 730 (3) Seminar: Issues in Literacy

Electives (3 semester hours)

Elective courses may be selected from the following:

- ENG 517 (3) Reading and the English Classroom
- EDU 528 (3) Emergent Literacy: Theory and Practice
- CDO 530 (3) Speech and Hearing Problems of School Children
- EDU 538 (3) Coordination of Language Arts with Reading
- EDU 540 (3) Whole Language: Theory and Practice
- IPC 569 (3) Communication in the Classroom
- ENG 573 (3) Linguistics and Reading
- SPE 577 (3) Introduction to Specific Learning Disability
- ENG/LIB 580 (3) Literature of Young Adults
- ENG 581 (3) The History of Children's Literature
- ENG 582 (3) Cultural Pluralism in Young Adult and Children's Literature
- ENG 583 (3) The Heroic Tradition in Children's Literature
- TAI 585 (3) Creative Dramatics
- EDU 635 (3) Problems in Language Arts in the Elementary School
- ENG 681 (3) Seminar in Children's Literature

Total: 36 semester hours

School Principalship

The Department of Educational Administration and Community Leadership (EAD) provides courses and programs for graduate students preparing for leadership positions in schools and other community-based human service organizations. Opportunities for advanced specialized study are available in addition to preservice preparation programs. The Master of Arts degree in School Principalship is the EAD degree program offered through ProfEd.

Admission, Retention and Termination Standards

Admission Requirements for Master of Arts Candidates

1. Applicants must meet the requirements for admission to the College of Graduate Studies.
2. Applicants must provide evidence of promise as an administrator by preparing and submitting an admission portfolio directly to the Department of Educational Administration and Community Leadership. The following items must be included in the contents of the portfolio:
 - a. A department application form (www.cmich.edu/eacl/home/);
 - b. A current resume identifying training, experience, and professional accomplishments;
 - c. A minimum of two letters of reference from individuals who can appropriately address the applicant's potential as an administrator and attest to the applicant's potential to succeed in the program;
 - d. A one-page reflective statement addressing the applicant's beliefs about educational administration;

- e. A one-page reflective statement of professional goals and actions the applicant intends to take to achieve the identified goals;
 - f. Identification of two significant activities which indicate experiences, abilities, and potential for administration. For each activity identified, the applicant should indicate the nature of the activity, type and number of persons involved, roles and responsibilities of the applicant, budget (if applicable), and a reflective statement addressing what learning occurred for the applicant.
3. Regular admission will be granted only after the admission portfolio has been reviewed and deemed acceptable by a committee of EACL faculty. Acceptability will be judged on the appropriateness of the contents of the admission portfolio relative to the degree program to which application is being made. The applicant's statements about beliefs, professional goals, and activities must show evidence of thoughtfulness, thoroughness, and congruence with the degree program to which the application is directed.

It is advantageous for the applicant to submit the admission portfolio as early as possible. A total of nine Central Michigan University credit hours may be transferred into the applicant's degree program from those taken under a conditional or non-degree admission status. Any hours taken beyond nine hours under a conditional or non-degree admission status will not be accepted or counted toward a degree. Applicants must submit a complete admission's packet and it must be approved before a student is granted regular admission.

Residency

Purpose: To provide the student with an appreciation of an identification with the university and the department and to further the opportunities to have direct contact with university support devices, faculty, and other students. Procedure: a student can satisfy the residency requirement by completing nine (9) semester hours in EAD prefixed courses on campus. Courses identified by the College of Graduate Studies as being included in the category of "courses of unspecified or variable credit" cannot be used to satisfy the residency requirement.

Additional Admission Requirements

Must have a valid Michigan elementary, middle-level, or secondary teaching certificate or equivalent.

Degree Requirements

1. Courses in Educational Administration (27 semester hours)

Required:

- EAD 600 (3) Research in Administration
 - EAD 615 (3) Educational Technology for Administrators
 - EAD 660 (3) Principles of Educational Administration
 - EAD 662 (3) School Business Administration & Facilities Management
 - EAD 663 (3) Personnel Administration
 - EAD 656 (3) Public School Law
 - EAD 699 (3) Administrative Internship
 - EAD 773 (3) Instructional Supervision for Administrators
- AND**
- EAD 620 (3) Administration within Diverse Populations
 - OR** EAD 661 (3) School and Community Relations

2. Emphasis Areas (6 semester hours)

Select ONE of the following:

- EAD 670 (3) Administration of Elementary Schools
 - EAD 671 (3) Administration of Middle Schools
 - EAD 672 (3) Administration of Secondary Schools
- AND**

Select ONE of the following:

- EAD 690 (3) Administration of Elementary School Curriculum
- EAD 691 (3) Administration of Middle School Curriculum
- EAD 692 (3) Administration of Secondary School Curriculum

3. Professional Portfolio

Plan B requirements are met with a Professional Portfolio that consists of additional evidence of significant scholarship and ability relating to competence in administration and leadership. Portfolios are reviewed and assessed during an exit interview.

Total credits: 33 semester hours

Humanities

This 30-semester-hour program is designed to integrate the study of the Humanities in an interdisciplinary format. Because the various areas of the Humanities are naturally interrelated, they are best understood and appreciated from an interdisciplinary perspective. This degree program is appropriate for teachers in all areas of the Humanities, for preprofessional students, and generalists.

In order to ensure both coherence and the advantages of complementary disciplinary approaches in the program of studies, each student's course work must be approved in advance by a faculty advisor. Course work leading to the degree will be organized around a core (15-18 hours) of courses that are integrated by topic or theme (e.g., The Rise of Industrial Society, Images and Ideas of Self, Moderns vs. Ancients, Romanticism and Classicism).

Admission Requirements

Admission requirements are the same as those for admission to the College of Graduate Studies (baccalaureate degree and overall GPA of 2.5) and a minimum of 20 hours of course work in areas of the Humanities (history, literature, philosophy, etc.) with a GPA of 2.7.

Degree Requirements

To qualify for graduation, candidates for the Master of Arts (MA) degree in Humanities must meet all of the requirements found in the "Graduate Degree Requirements" and the following requirements:

1. A minimum of 30 semester hours of graduate credit in the Humanities including:
 - a. 6-9 hours of history
 - b. 6-9 hours of literature
 - c. 6-9 hours of course work in any of the following areas or in areas approved by the student's faculty advisor: art or music (nonstudio/nonperformance), religion, philosophy, cinema
 - d. 6 hours Plan A or B
2. A minimum of 15 semester hours of the above requirements must be in courses numbered 600 or above.

Plan A

Six (6) hours of Thesis HUM 799 1-6 (Spec) with oral defense.

Plan B

Six (6) hours of elective course work approved by faculty advisor, 3 hours of which may be in a curriculum development course (e.g., HST 601, ENG 615). Students electing Plan B must submit a paper prepared in connection with a seminar or as an independent study that will serve as evidence of the student's scholarship.

Representative Courses

ART 597 (3) Special Studies
BCA 525 (3) Film Genre Study
ENG 656C (3) Seminar in American Literature
HST 602 (3) Colloquium in United States History to 1865
MUS 797 (3) Special Studies
PHL 597 (3) Special Topics: Philosophical Problems of the Self

Total: 30 semester hours

Counseling

The Counselor Education faculty at Central Michigan University offer courses and programs designed to prepare students to work as counseling personnel in public and private schools, institutions of higher education, community-based social service agencies, and private practice. Many are offered nights and weekends to better accommodate the nontraditional student. Students who successfully complete the program for Counselor Education earn a Master of Arts degree in Counseling.

Faculty members include licensed professional counselors, nationally certified counselors, and licensed psychologists. Teaching excellence is a top priority of the faculty.

Each student participates in a supervised counseling experience (practicum) in the Human Development Clinic located in Rowe Hall. The Human Development Clinic provides counseling, special tutoring, and psychological assessment services for community residents, area school children, and Central Michigan University students. As a required part of their counseling education, advanced students ordinarily perform these services under the supervision of the Counselor Education faculty. Among the services provided are individual counseling for children, adolescents and adults; family and couples counseling; play therapy for children; referral help in finding appropriate services for identified problems; and consultation with community agencies and schools. In addition to serving the needs of referrals during the school year, the Human Development Clinic provides extensive counseling and consultative services during the summer months. The Human Development Clinic is administered by the Department of Counseling and Special Education.

NOTE: The off-campus delivery of this cohort program does not include practicum in the Human Development Clinic, course selection is prescribed, and Teacher Certification is no longer required by State law. Students completing the program may be eligible for both state licensure as a LPC and endorsement or licensure as a school counselor.

Admission Requirements

- Applicant screening meetings are conducted twice a year. Materials submission deadlines are February 1 and September 1.
- In addition to submitting the application, all transcripts, and written statement of purpose and general plans for graduate study, the applicant must arrange for a recent (not more than five years old) Miller Analogies (MAT) Test score to be sent directly to the Department of Counseling and Special Education. The MAT score, undergraduate GPA, and the applicant's statement of purpose and general plans for graduate study are all considered in determining admission. The MAT is available through testing centers such as the Center for Learning Assessment located on the CMU campus.
- Applicants chosen in the screening process will be initially admitted to the program on a Conditional basis. To be eligible for Regular Admission status, the student must first complete a minimum of 10 semester hours of course work in the Counselor Education program with a minimum 3.0 grade point.
- In addition to the above requirements, school counseling applicants must have or be eligible for Teacher Certification.

Degree Requirements

The candidate should decide on one of the following program options and complete their *Authorization of Degree Program* form with their assigned advisor after achieving Regular Admission status. Elective courses will be selected with the approval of the advisor. The faculty recommends taking the comprehensive examination during the semester the student intends to graduate.

Option: School Counseling (60 semester hours)

The School Counseling Option is designed for students with Teacher Certification who wish to earn a School Counselor Endorsement. Potential work settings would include: elementary schools, middle schools, secondary schools, or K-12 schools. In addition, School Counseling graduates will meet the academic requirements for licensure as a professional counselor (LPC) in Michigan.

Core Requirements (33 semester hours)

CED 610 (3) Career Development and Counseling
OR CED 611 (3) Developmental Career Counseling
CED 630 (3) Counseling Ethics and Professional Issues
CED 640 (3) Standardized Tests
CED 650 (3) Theories and Techniques of Group Counseling
CED 660 (3) Counseling Techniques
CED 677 (3) Theories of Counseling
CED 690 (3) Supervised Experience in Counseling
CED 691 (3) Internship in Counseling
CED 695 (3) Research for Counseling and Special Education
CED 765 (3) Professional Counseling and Consulting

Additional Option Requirements (10-13 semester hours)

CED 504 (3) Introduction to School Counseling
CED 515 (1) Basic Group Participation
CED 651 (3) Counseling with Children
Comprehensive Examination
Plan A Thesis (CED 698, 6 credits)
OR Plan B Paper (CED 670, Independent Study, 3 credits)

Electives (To bring total program semester hours to at least 48)

CED 517 (2) Group Experience I
CED 518 (2) Group Experience II
CED 583 (3) Counseling Aspects of Sexuality
CED 620 (3) Introduction to Multicultural Issues in Counseling
CED 668 (3) Theory and Process of Family Therapy
CED 670 (1-3) Independent Study
CED 680 (3) Seminar: Professional Topics (Counseling and Special Education Action Series)
CED 685 (3) Counseling Aspects of Grief and Loss
Approved Special Education courses

Option: Professional Counseling (48 semester hours)

This option prepares students who wish to qualify for licensure as professional counselors (LPC) in Michigan. Students will gain knowledge and experience in research, group techniques, counseling theories, ethics, counseling techniques, counseling philosophy, testing procedures, career development, and consulting. Practicum and internship experiences will complete the minimum requirements. Elective hours will allow the individual student to gain additional knowledge and experience in areas of particular interest. Students select CED 503 or CED 504 depending on their particular area of interest. Additional hours in specific courses can lead to school counselor licensure also for non-teachers selecting this option.

Core Requirements (33 semester hours)

CED 610 (3) Career Development and Counseling
OR CED 611 (3) Developmental Career Counseling
CED 630 (3) Counseling Ethics and Professional Issues

- CED 640 (3) Standardized Tests
- CED 650 (3) Theories and Techniques of Group Counseling
- CED 660 (3) Counseling Techniques
- CED 677 (3) Theories of Counseling
- CED 690 (3) Supervised Experience in Counseling
- CED 691 (3) Internship in Counseling
- CED 695 (3) Research for Counseling and Special Education
- CED 765 (3) Professional Counseling and Consulting

Additional Option Requirements (7-10 semester hours)

- CED 502 (3) Student Development in Higher Education
- OR CED 504 (3) Introduction to School Counseling*
- CED 515 (1) Basic Group Participation
- Comprehensive Examination
- Plan A Thesis (CED 698, 6 credits)
- OR Plan B Paper (CED 670 Independent Study, 3-6 credits)

*Those students seeking Elementary or K-12 Endorsement must also take CED 651 - Counseling Children.

Electives (To bring total program semester hours to at least 48)

- CED 517 (2) Group Experience I
- CED 518 (2) Group Experience II
- CED 583 (3) Counseling Aspects of Sexuality
- CED 620 (3) Introduction to Multicultural Issues in Counseling
- CED 668 (3) Theory and Process of Family Therapy
- CED 670 (1-3) Independent Study
- CED 680 (3) Seminar: Professional Topics (Counseling and Special Education Action Series)

Approved Special Education courses

Master of Public Administration

Mission Statement

The Master of Public Administration program at Central Michigan University aims to provide professional degree training, enhance understanding of government work, and develop a commitment to knowledgeable public service. The intent of those efforts is to improve both students' clarity of thought about public sector performance and their capabilities as the managers who ensure that performance. Two types of students constitute the primary clientele of MPA-CMU. One is the mid-career adult learner who wants to advance further in a career in the public sector, with a nonprofit organization, or with the public affairs work of a private association or firm. The second is the less experienced learner who has recently completed undergraduate work and aims at employment in the same type of positions.

The MPA program also focuses on three other service objectives for students and the university: offering specialized certificate training, enhancing the quality of undergraduate education in public administration, and contributing course work and assistance to other graduate programs that deal with public sector performance.

Accordingly, MPA-CMU has the following goals:

- A. to contribute significantly to the career potential of students;
- B. to offer degrees which balance practical learning with the most current theories of management and human behavior;
- C. to provide a systematic understanding of the economic, political, and social problems dealt with by public administrators;
- D. to impart ethical and legal constitutional knowledge about the consequences of work performance;
- E. to foster quantitative, computer, and analytical skills appropriate to current and future work in the public sector and in public affairs;
- F. to give students pre-career and extra-career opportunities to experience jobs, through both internships and research, in the public sector and in public affairs.

MPA Admission Requirements

MPA Admission Requirements include the following:

1. An undergraduate grade point average of at least 2.8 (on a 4.0 point scale).
2. A minimum of 18 undergraduate hours in social science.
3. Evidence of successful completion of an undergraduate statistics or research methods course is required.
4. An essay (two or three pages, double-spaced) including a discussion of the applicant's professional goals and how completion of the program will facilitate his or her achievement of those goals. This essay replaces the written statement requested as part of the application to the College of Graduate Studies.
5. Three letters of recommendation from former professors or professionals in the field of public service that attest to the applicant's potential to succeed in the program.
6. If the applicant is an international student for whom English is not the first language, a score of 550 on the written-based (or 213 on the computer-based) Test of English as a Foreign Language (TOEFL).
7. Per university policy, conditional admission may be considered for applicants with backgrounds or grade point averages that do not meet these requirements. Courses taken to meet these requirements may not be counted toward graduate degree requirements. Regular admission status should be requested upon completion of all conditional requirements.
8. Up to 9 semester hours of graduate credit may be transferred from another institution with approval of the advisor and the dean of the College of Graduate Studies.

Degree Requirements

The requirements for the MPA degree consist of 36 hours of course work. First, completion of a set of core courses presents an understanding of essential components of the discipline. Then, with the approval of an advisor, the student creates a degree emphasis in one of three ways: a) by selecting a specific concentration in either Public Management or State and Local Government; b) by selecting a set of general elective courses; or c) by selecting a set of cognate courses focused on a particular subject area. Using this last method, MPA students have developed emphases in such areas as Planning and Land Use, Health Administration, and Recreation Management by incorporating courses from other departments, again with the approval of an advisor. The pre-service student will also complete an internship of 3 hours in place of an elective course. Before a student's final semester, he or she forms a Plan B paper committee of three members and with their advice develops an approved research topic. The student will present his or her finished paper to the committee when completed. Advisors may make substitutions to the course requirements noted above to fit the student's focus and the availability of course work.

Core Courses (21 semester hours)

- PSC 514 (3) American Public Policy Making
- PSC 610 (3) Foundations of Public Administration
- PSC 711 (3) Public Personnel Administration Practice
- PSC 713 (3) Public Budgeting and Finance
- PSC 714 (3) Program Analysis and Evaluation
- PSC 775 (3) Organization Theory in Public Administration
- PSC 780 (3) Research in Public Administration in Political Science

Internship (0-3 semester hours)

- PSC 795 (3) Internship in Government and Politics

In-service students with experience are not required to take an internship. Students without experience will take 3 hours of internship.

Plan B Paper (3 semester hours)

- PSC 796 (3) Applied Research in Public Administration

Select One of the Following (9-12 semester hours):

1. Public Management Concentration (9-12 semester hours)
- PSC 522 (3) Regulatory Processes and Administrative Law

PSC 565 (3) Managing Modern Local Government
 PSC 585 (3) Computer Applications for Public Administrators
 PSC 712 (3) Implementation and Reform of Public Programs
 PSC 774 (3) Strategic Planning for Public/Non-Profit Organization
 PSC 785 (3) Strategic Leadership

2. State and Local Government Concentration (9-12 semester hours)

PSC 561 (3) American State Government and Administration
OR PSC 761 (3) Seminar in American State Government
 PSC 563 (3) Politics and Policy in Urban Communities
 PSC 565 (3) Managing Modern Local Government
 PSC 566 (3) Intergovernmental Relations in the United States

3. General Electives (9-12 semester hours)

If no concentration or emphasis is selected, the student may choose from 9 to 12 hours from the following courses for a General Administration track.

PSC 522 (3) Regulatory Processes and Administrative Law
 PSC 561 (3) American State Government and Administration
OR PSC 761 (3) Seminar in American State Government
 PSC 565 (3) Managing Modern Local Government
 PSC 566 (3) Intergovernmental Relations in the United States
 PSC 583 (3) Survey Research
 PSC 585 (3) Computer Applications for Public Administrators
 PSC 712 (3) Implementation and Reform of Public Programs
 PSC 773 (3) Public Administration and Public Interest
 PSC 774 (3) Strategic Planning for Public/Non-Profit Organizations

PSC 785 (3) Strategic Leadership

4. Cognate Courses (9-12 semester hours)

With the approval of an advisor, a student may create an emphasis in a subject area by selecting from 9 to 12 hours of cognate course work. A cognate course is one outside of but related to the principal discipline of Public Administration.

Total: 36 semester hours

Specialist in Education

General Educational Administration

This degree is based upon the satisfactory completion of a minimum of 60 semester hours of graduate work beyond the bachelor's degree. During the course of this program, a student may apply for a master's degree when requirements for that degree are satisfied. A student who has already earned a master's degree before enrolling in a specialist program may in consultation with the advisor work out a program which includes previous graduate course work that is pertinent to his or her program. Since a specialist degree implies an understanding of a field in greater depth than that provided by a similar master's degree program, a student whose master's degree is not in the same precise area as the chosen specialist program should expect to do more than 30 semester hours of work beyond the master's degree.

Graduate students, under the specialist degree in general education administration, may select courses that will develop skills in school superintendency, agency administration, or other leadership positions. The student should consult an advisor to develop such a program.

Additional Admission Requirements

A valid Michigan teaching certificate or equivalent (if appropriate)

Degree Requirements

1. **Courses in Educational Administration (15 semester hours)**

Required:

EAD 600 (3) Research in Administration
 EAD 660 (3) Principles of Educational Administration
 EAD 700 (3) Advanced Administrative Research
 EAD 760 (3) Leadership Theory and Practice
 EAD 766 (3) Advanced Educational Law

2. **Emphasis Strands (15 semester hours)**

Elementary/Middle/Secondary Administration
 EAD 663 (3) Personnel Administration
 EAD 656 (3) Public School Law
 EAD 664 (3) Public School Finance
 EAD 773 (3) Instructional Supervision for Administration
AND EAD 770 (3) Advanced Administration for Elementary Schools
OR EAD 772 (3) Advanced Administration of Secondary Schools
OR

Higher Education Administration
 EAD 628 (3) The Adult Learner
 EAD 636 (3) Higher Education Law
 EAD 763 (3) Personnel Administration in Higher Education
 EAD 764 (3) Financing of Higher Education
 EAD 776 (3) Administration of Higher Education

3. **Capstone Project (6 semester hours)**

Required:

A. Field-based Project:

EAD 699 (3) Administrative Internship
 EAD 797 (3) Field Study
 (*Available only for out-of-state certification programs)

OR

B. Thesis: EAD 798 (6 semester hours)

4. **Additional Courses (24 semester hours)**

Selected in consultation with advisor.

Doctor of Audiology (Au.D.)

Admission and degree requirements for students who have a graduate degree in a field related to Audiology

Admission Requirements

1. Applicants must have a graduate degree in a field related to audiology. For U.S. applicants, a valid state license to practice Audiology or national certification such as that offered by the American Speech-Language-Hearing Association (CCC-A) or the American Academy of Audiology, is also required. For applicants from outside the U.S., the applicant must have certification or licensure at the applicant's practice location.
2. Applicants must be certified or licensed as an audiologist for at least five years and must have worked as an audiologist for a minimum of 32 hours per week for at least four of the past five years.
3. Applicants with a graduate degree must have a minimum GPA of 3.0 in their previous audiology graduate work; or, for applicants from outside the U.S., a minimum GPA of 3.0 in all audiology course work.
4. Applicants must submit three letters of support.
5. Applicants from non-English speaking countries must achieve a minimum score of 600 on the Test of English as a Foreign Language (TOEFL).

Degree Requirements

Successful completion of the Au.D. requires a minimum of 36 hours of course work beyond the master's degree and a GPA 3.0 or better. At least 24 of the 36 hours must be earned at the 600 level or above, and at least 18 of the last 21 hours earned at the 700 level or above. Students must successfully pass a comprehensive examination in order to graduate.

Students must also complete CDO 898 - Doctoral Project for a total of 6 credit hours. The doctoral project will be an evidenced-based endeavor designed to enhance the student's capacity to be a critical consumer of audiologic research and to create an opportunity for the student to engage in an in-depth study of an area of audiology. Students may enroll for CDO 898 as variable credit in blocks ranging from 1-6 credit hours. Concurrent with enrollment in CDO 898, the student will select a doctoral project advisor, who must have graduate

faculty status at Central Michigan University. Prior to initiating the doctoral project, it must be approved by the Division of Audiology Doctoral Project Committee. Upon completion of the doctoral project, the student must submit it to the Division of Audiology Doctoral Project Committee in an acceptable format.

The minimum of 36 hours of course work are distributed among a "core" sequence that is taken by all students and an "elective" sequence determined jointly by individual students and their advisory committee.

Core Sequence (15 - 19 semester hours)

CDO 762 (3) Advanced Amplification for the Hearing-Impaired
CDO 783 (3) Advanced Electrophysiological Techniques in Audiology
CDO 853 (3) Psychosocial Aspects of Hearing Loss
CDO 898 (6) Doctoral Project

Elective Sequence (minimum of 21 semester hours)

The student and an Advisory Committee, comprised of at least two faculty members from the Division of Audiology, will develop jointly a sequence of elective courses. As a minimum, this sequence consists of 21 credit hours selected primarily from course offerings within the Au.D. curriculum; however, upon review of the student's previous graduate course work, professional experiences and continuing education, additional courses (such as CDO 849) beyond the 21 credit hour minimum can be assigned to the student's program.

The Au.D. degree will be awarded upon successful completion of course work, a comprehensive examination, and a doctoral project.

Doctor of Health Administration (DHA)

NOTE: CMU is not presently accepting students into this program.

The program leading to the Doctor of Health Administration degree is designed to provide advanced academic, relevant, and professionally-oriented education. The curricular and learning outcome objectives of this applied doctorate program are directed toward preparing individuals with the theoretical foundations, applied skills and practical expertise required for leadership positions within the healthcare industry. Emphasis will be given to imparting and advancing skills that foster life-long learning, systematic investigation and testing of practices and operational models via data/evidence-based strategies, and the public dissemination, and reporting of new findings within the field. The intent of the program is to provide advanced knowledge, skills, and abilities to practicing health professionals in a convenient, yet rigorous academic environment.

The program will be delivered in a sequenced manner with fifteen Internet-based courses, six intensive face-to-face two and a half-day seminars, a general comprehensive examination, and an applied dissertation. Students matriculating into this program cannot transfer credit into the program or be granted prior experience credit toward semester credit hour degree requirements. A new group of students will begin studies each year. Each student will be assigned an advisor for the didactic portion of the program. Using a modular format, fifteen courses and six intensive seminars during the first two years of the program comprise the didactic portion of the program. The successful completion of a comprehensive examination at the end of the didactic portion of the program will transition the student to doctoral candidate status where the doctoral candidate will begin their dissertation preparation, proposal, implementation, defense to their doctoral committee, and reporting. During the dissertation phase, each student will work closely with a dissertation advisor/major professor. The didactic portion of the program carries fifty-one (51) semester credit hours and the dissertation portion carries twelve (12) semester credit hours for a total of sixty-three (63) semester credit hours for the entire program. Students should complete the program in a three (3) year period and will be encouraged to meet this expectation.

Year 1 (24 semester hours)

DHA 700 (3) Leadership: Foundations and Strategies for Healthcare
DHA 702 (3) Probability and Statistics for the Health Professions
DHA 704 (3) Population Health
DHA 705 (1) Seminar in Public Health
DHA 706 (3) Quantitative Analysis in Health Organizations
DHA 708 (3) Organizational Theory and Behavior for the Health Professions
DHA 709 (1) Seminar in Health Dynamics: Current Issues, Trends, and Change
DHA 710 (3) Qualitative and Operational Analysis in Healthcare
DHA 712 (3) Research Methods and Practice for the Health Professions
DHA 713 (1) Seminar in Health Services Research

Year 2 (27 semester hours)

DHA 714 (3) Health Systems Thinking and Practice
DHA 716 (3) Communication in Health Organizations
DHA 717 (1) Seminar in Healthcare Dynamics: Stakeholder Relations
DHA 718 (3) Healthcare Law, Regulation and Ethics
DHA 720 (3) Health Economics
DHA 721 (1) Seminar in Healthcare Policy and Politics
DHA 722 (3) Health Informatics
DHA 724 (3) Fiscal Responsibility and Accountability for Health Entities
DHA 725 (1) Seminar in Strategic Planning for Health Organizations
DHA 726 (3) Applied Leadership
DHA 728 (3) Health Systems Excellence

Comprehensive General Examination

Year 3 (12 semester hours)

DHA 898 12(Spec) Dissertation Design, Implementation, Defense and Reporting

Admission Criteria

The minimum requirements and standards for applicant admission to the program include the following criteria:

- An earned regionally accredited master's degree in an appropriate area of study (e.g., health administration, business administration, public health, public administration) or a professional degree (e.g., M.D., D.O., D.D.S.). Other areas of graduate study at the master's degree level will be considered by petition to the faculty. GPA will be considered in the admissions process.
- Satisfactory completion of graduate course work or equivalent must be provided as evidence by student applicants in the areas of health economics or economics, finance, statistics, administration/management, and organizational development/behavior. Any student admitted with a deficiency in one or more of these prerequisite areas will be required to take the necessary courses or successfully complete (success level determined by the faculty) a competency assessment to fulfill these foundational requirements. An applicant with three or more deficiencies may be admitted only on a conditional basis contingent upon the successful completion of all prerequisite course work or competency assessment. Any course taken to fulfill course prerequisite requirements will not count toward the degree program;
- Demonstration of at least five years of work related experience in mid-level or higher management or health policy positions;
- Oral and written English language proficiency. Applicants whose native language is not English will be required to submit the results of the Test of English as a Foreign Language (TOEFL) scores or another test of English equivalency (such as the ECFMG for physicians who were foreign medical students). This requirement may be waived if prior academic experience and success in other United States colleges/universities or employment settings can be satisfactorily demonstrated;

- Submission of a career goal statement and a current curriculum vitae or resume;
 - Letters of recommendation, transcripts and other documentation customarily required for admission to the College of Graduate Studies will be required.
- Successful completion of an admission interview with the program faculty.