

# MADONNA<sup>™</sup> UNIVERSITY

## GRADUATE BULLETIN



**2013-2015**

# Madonna University Academic Calendar

## SEMESTER I — FALL

|   | 2013-2014                    | 2014-2015    | 2015-2016    |
|---|------------------------------|--------------|--------------|
| Faculty Conference  | Aug. 26                      | Aug. 25      | Aug. 31      |
| Final Registration  | Aug. 30                      | Aug. 29      | Sept. 4      |
| Classes Begin   | Sept. 3                      | Sept. 2      | Sept. 8      |
| Course Add Period   | See Tuition and Fees Section |              |              |
| Deadline: Removal of "I" grade from Spring/Summer semester          | Sept. 6                      | Sept. 5      | Sept. 4      |
| Filing Deadline—Application for Graduation Winter Semester, May     | Sept. 30                     | Sept. 30     | Sept. 30     |
| Community Gathering   | Oct. 11                      | Oct. 10      | Oct. 9       |
| Web Registration Begins—Winter Semester                             | Oct. 21                      | Oct. 20      | Oct. 26      |
| In Person/Open Registration Begins—Winter Semester                  | Oct. 28                      | Oct. 27      | Nov. 2       |
| Final Date, Election of S Grade                                     | Nov. 1                       | Oct. 31      | Nov. 6       |
| Final Filing Date/Doctoral Capstone Experience: December graduation | Nov. 14                      | Nov. 13      | Nov. 19      |
| Final Date, Withdrawal from courses                                 | Nov. 22                      | Nov. 21      | Nov. 20      |
| **Thanksgiving Recess   | Nov. 28-Dec. 1**             | Nov. 27-30** | Nov. 26-29** |
| Final Examinations  | Dec. 9-14                    | Dec. 8-13    | Dec. 14-19   |
| End of Fall Semester  | Dec. 14                      | Dec. 13      | Dec. 19      |
| Grades Due by 12:00 noon  | Dec. 17                      | Dec. 16      | Dec. 22      |

*\*\*Thanksgiving Recess begins at 4:00 p.m. on the Wednesday before Thanksgiving.*

## SEMESTER II — WINTER

|   | 2013-2014                       | 2014-2015  | 2015-2016   |
|---|---------------------------------|------------|-------------|
| Final Registration  | Jan. 3                          | Jan. 2     | Jan. 8      |
| Classes Begin   | Jan. 6                          | Jan. 5     | Jan. 11     |
| Course Add Period   | See Tuition and Fees Section    |            |             |
| Faculty Conference  | Jan. 10                         | Jan. 9     | Jan. 8      |
| Deadline: Removal of "I" grade from Fall semester                     | Jan. 24                         | Jan. 23    | Jan. 29     |
| Filing Deadline—Application for Graduation Spring/Sum. Semester, July | Jan. 31                         | Jan. 30    | Jan. 29     |
| Web Registration Begins—Spring/Summer Semester                        | Feb. 24                         | Feb. 23    | Feb. 29     |
| Final Date, Election S Grade  | Mar. 3                          | Mar. 2     | Mar. 4      |
| Spring Vacation   | Mar. 3-8                        | Mar. 2-7   | Mar. 7-12   |
| In Person/Open Registration—Spring/Summer Semester                    | Mar. 10                         | Mar. 2     | Mar. 7      |
| Final Date: Withdrawal from courses                                   | Mar. 28                         | Mar. 27    | Mar. 24     |
| Final Filing Date/Doctoral Capstone Experience: May graduation        | Mar. 27                         | Mar. 26    | Mar. 31     |
| *Easter Recess  | Apr. 18-20*                     | Apr. 3-5*  | Mar. 25-27* |
| Web Registration Begins—Fall Semester                                 | Mar. 31                         | Mar. 30    | Apr. 4      |
| In Person/Open Registration—Fall Semester                             | Apr. 7                          | Apr. 6     | Apr. 11     |
| Final Examinations  | Apr. 21-26                      | Apr. 20-25 | Apr. 25-30  |
| End of Winter Semester  | Apr. 26                         | Apr. 25    | Apr. 30     |
| Grades Due by 12:00 noon  | Apr. 29                         | Apr. 28    | May 3       |
| Graduation Liturgy  | Check website for day and time. |            |             |
| Commencement  | May 4                           | May 10     | May 8       |

*\*Easter Recess begins at 4:00 p.m. on the Thursday before Easter.*

## SEMESTER III — SPRING-SUMMER

|  | 2013-2014                                 | 2014-2015 | 2015-2016 |
|--|---|-----------|-----------|
| Final Registration   | May 2                                     | May 1     | May 6     |
| Classes Begin  | May 5                                     | May 4     | May 9     |
| Add-Drop Period  | See Tuition and Fees Section              |           |           |
| Memorial Day—No Classes  | May 26                                    | May 25    | May 30    |
| Filing Deadline—Application for Graduation Fall Semester, December | June 6                                    | June 5    | June 3    |
| Deadline: Removal of "I" grade from Winter semester                | June 6                                    | June 5    | June 10   |
| Final Date, Withdrawal from courses                                | No later than 2/3 of Complete Course Work |           |           |
| Final Filing Date/Doctoral Capstone Experience: July Graduation    | June 26                                   | June 25   | June 30   |
| Independence Day—No Classes  | July 4                                    | July 3-4  | July 4    |
| Final Examinations   | Last Class Session                        |           |           |
| End of Spring/Summer Semester                                      | July 26                                   | July 25   | July 30   |
| Grades Due by 12:00 noon   | July 29                                   | July 28   | Aug. 2    |



# Graduate Bulletin

Volume 16: 2013-2015

Effective as of Fall Semester, 2013-2014

The mission of Madonna University, a Catholic and Franciscan institution of higher learning, is to instill in its students Christian humanistic values, intellectual inquiry, and commitment to serving others, through a liberal arts education integrated with career preparation and based on the truths and principles recognized within a Catholic tradition.

Madonna University guarantees the right to equal opportunity without discrimination because of race, religion, sex, age, national origin, or disabilities.

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## Welcome to the Madonna University Graduate School

Since 1982 Madonna University has offered graduate programs that prepare students to effectively encounter intellectual, social, economic, professional, and spiritual challenges; not only those that are contemporary but those of the future. With over 30 master's programs and the initiation of doctoral programs, we offer a wide variety of educational paths for the prospective graduate student.



We invite you to become an important part of our history, our growth, and our reputation. The dedication and expertise of our faculty and staff have made our programs exceptional, attracting students from all around the world. Our alumni and students are bright and talented and reflect the best of what our graduate programs represent. We are proud of our part in their graduate education and proud to have them representing Madonna University in the world.

Dr. Deborah Dunn, *Dean, The Graduate School*

### ***The Mission of the Graduate School***

***THE MADONNA UNIVERSITY GRADUATE SCHOOL PROMOTES EXCELLENCE IN GRADUATE EDUCATION BY ARTICULATING A VISION OF INSPIRED LEADERSHIP, SCHOLARSHIP, AND SERVICE FOR STUDENTS, FACULTY, AND THE UNIVERSITY. WE SEEK TO DEVELOP AND SUPPORT DYNAMIC PROGRAMS THAT EMPHASIZE CORE VALUES OF INTELLECTUAL INQUIRY, INTEGRITY, PROFESSIONALISM, AND PROMOTION OF THE COMMON GOOD.***

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# **Graduate Education for Working Professionals**

**C**HANGE is the watchword in today's global society; we are experiencing a time of transformation on all fronts. Not only are we witnessing global political transformation, but we are also experiencing transformation on a more immediate level, particularly in our work environments. Changing social values, the information explosion, and ever-evolving technology have changed how we define and perform our work. The key to career success in this unfolding environment is professional education, especially advanced study at the graduate level.

**Y**OU, the prospective student, are looking for a graduate program that will offer the best-specialized curriculum to prepare you for the future. Whether you see the graduate degree as a means of advancing in your current position or as a means of effecting a career change, you will want to evaluate each program carefully, match its resources, its faculty, curriculum, and facilities, to your particular objectives. This process of evaluation and decision making is your first step toward achieving your graduate degree.

*This bulletin will help you to learn about the Madonna University graduate programs and to consider their strengths in relation to your career goals.*

## **Madonna University**

### **A Tradition of Service**

Madonna University is proud of its commitment to quality co-educational liberal arts education and its history of rendering public service through career education for students of all faiths. Founded by the Felician Sisters in 1947, an outgrowth of Presentation Junior College (1937-1947), Madonna maintains its tradition as an independent Catholic and Franciscan institution of higher learning and adheres to the guidelines set forth in *The Application of Ex corde Ecclesiae* in the United States.

#### **The Madonna University Mission is stated as:**

*TO INSTILL IN ITS STUDENTS CHRISTIAN HUMANISTIC VALUES, INTELLECTUAL INQUIRY, AND COMMITMENT TO SERVING OTHERS, THROUGH A LIBERAL ARTS EDUCATION INTEGRATED WITH CAREER PREPARATION AND BASED ON THE TRUTHS AND PRINCIPLES RECOGNIZED WITHIN A CATHOLIC TRADITION.*

#### **The mission of the University receives its spirit from such Franciscan values as:**

- a reverence for the dignity of each person;
- a love of God translated into assisting all people, especially the poor, minority groups, and individuals challenged with disabilities;
- an appreciation of nature and all creation; and
- a conviction that the liberal arts and sciences develop the intellect so as to prepare the individual to render more effective service to humanity.

The Graduate School's academic programs fulfill this mission so that graduate degree recipients from Madonna University will shape the direction of organizations not from the vantage of practicality and expediency alone but from a values perspective, a concern for the rights and dignity of others, and a sense of social responsibility.

## **Outcomes of the Madonna University Graduate Programs**

The Madonna University graduate studies curricula prepare individuals for professional roles in public and private, and profit and nonprofit organizations. Graduates will be able to:

- demonstrate a specialized body of knowledge in an advanced area of professional concentration.
- integrate theory with practical application necessary for effective and responsible decision making in complex and changing environments.
- interpret a Christian humanistic dimension, including concepts of professional ethics and responsible stewardship.
- apply research and evaluation skills to promote the generation of knowledge and foster lifelong learning.

## ***Distinctiveness of the Programs***

A combination of factors distinguishes graduate study at Madonna University. The curricula, which are professional in nature, guide the student toward learning that is directly applicable to the workplace. Students have access to a broad spectrum of courses and experiences that complement and develop their knowledge and skills so that they can reach their potential and emerge as leaders in their work environments.

The programs' Christian humanistic dimension places emphasis on the ethics of decision making and a commitment to service. Within the context of Catholic liberal arts education, graduate study takes on a special character, influenced by the mission of the University. Students develop a holistic definition of their professional roles that acknowledges the moral-ethical and values dimension of their fields.

## ***Madonna University A Tradition of Quality***

The Madonna University undergraduate and graduate programs, serving over 4500 students, maintain a reputation for academic excellence and responsiveness to community needs. In the spring of 1982, Madonna University's charter with the Michigan Department of Education was approved to include graduate study, and it earned accreditation for the program through the North Central Association of Colleges and Schools. Graduate education was initiated at the University in the fall of 1982. International in scope, the University initiated outreach programs in Taiwan in 1989, China in 1998, Korea in 1999, and Dubai in 2000.

With a history of preparing baccalaureate nurses since 1967, the nursing program is known for its strong emphasis on community-based clinical preparation and its Christian humanistic orientation. The graduate nursing program prepares the professional nurse to assume a variety of advanced roles in nursing. Continuing its leadership role on campus, the Department of Nursing developed and initiated the first doctoral program at the University in Spring 2009.

The education program, one of the oldest departments at the University, has a long history of preparing teachers for Michigan's schools. Over the years, the University has remained in the forefront of change, meeting and exceeding accreditation and State quality measures. The graduate education program prepares master teachers in curriculum and instruction, early childhood education, and educational technology, as well as specialists in literacy, learning disability education, autism spectrum disorders, and educational and Catholic school leadership.

Since its inception in 1984 the nation's first hospice studies program at Madonna University has offered a curriculum which enables hospice students to serve diverse client populations during the terminal phase of life, focusing on the physical, psychological, social, emotional, and spiritual needs of the patient and family. The graduate hospice and palliative studies program, which began in 1996, prepares students to



become bereavement specialists, leaders, managers, researchers, and educators in the hospice setting, while focusing on the principles of instilling Christian humanistic values, intellectual inquiry, and a commitment to serving others.

The business school has a successful track record of developing marketable programs in business specialties such as financial administration, management, marketing, management information systems, e-commerce, international business, health services administration, and criminal justice leadership. Articulating with businesses in meaningful and innovative ways, the business program offers weekend workshops, on-site training programs, and continuing education courses that meet specific needs of the business community.

In line with the tradition and mission of Madonna University, the graduate clinical psychology program is designed to provide career education for public service. In particular, students are educated in the technical knowledge and clinical art needed to help children and adults suffering from mental disorders or requiring psychological services as a result of other distressing exigencies.

With the goal of advancing the careers of K-12 social studies and history teachers, the Department of History initiated the Master of Arts in History with a United States history focus in a global context. The MA in History also is popular among those who desire advanced education for personal or professional development.

The Master of Arts in Teaching English to Speakers of Other Languages program is designed to educate and train teachers to teach English as a second or foreign language. Building upon the expertise of faculty members who teach linguistics and English as a second language, this program offers a curriculum that enables students to develop knowledge and skills to teach diverse groups of international students.

A central goal of the Master of Arts in Liberal Studies and Leadership program at Madonna University is to enrich students' personal and professional lives by challenging individuals to perform diverse leadership roles within complex organizations. In line with Madonna University's tradition, another goal is to evaluate social, ethical, and human problems using interdisciplinary problem-solving approaches to function effectively as agents of change. Through interdisciplinary study, the graduate of the MA-LSL program is prepared to apply critical thinking skills to a wide range of situations and occupational pursuits.

The Master of Science program in Humane Studies prepares leaders, consultants, and educators for newly emerging positions in the cutting-edge field of humane studies, while drawing on the rich Franciscan tradition of Madonna University and the idea of the interconnectedness of social justice, sustainability, and animal protection. It is designed for those who wish to work in a variety of professional settings (non-profit organizations, businesses, governmental agencies, churches, and educational institutions) geared toward developing practical solutions to current challenges affecting the well-being of people, environment, and animals.

## ***Program Accreditations and Approvals***

**Programs at Madonna University are approved or accredited by the following organizations:**

Higher Learning Commission of the North Central Association of Colleges and Schools, 30 North LaSalle Street, Suite 2400, Chicago, IL 60602; (800) 621-7440; [www.hlcommission.org](http://www.hlcommission.org); 1959, 1968, 1978, 1982 (Graduate Studies), 1988, 1998, 2004 (merger with St. Mary's College), 2008 (doctoral degree)

American Bar Association, 1984, 1990, 1994, 2000, 2007

American Dietetic Association Plan IV 1977, 1982; Plan V, 1990, 1995; Commission on Accreditation for Dietetics Education (CADE) Accreditation 2000, 2010.

Commission on Collegiate Nursing Education, 2006 (graduate and undergraduate); 2010 (graduate, undergraduate, and DNP); One Dupont Circle, NW, Suite 530, Washington, DC 20036-1120; (202) 887-6791

Council on Social Work Education, 1982, 1988, 1995, 2003, 2011.

State of Michigan Board of Education:  
Approval of four-year degrees, 1947  
Teacher certifications, 1954  
Master of Science in Administration, 1982  
Master of Science in Nursing, 1987

Michigan Board of Nursing, 1967

National Council for the Accreditation of Teacher Education, 1972, 1981, 1992, 1996, 2002, 2009

National League for Nursing Accreditation Council, 1970, 1978, 1984, 1992, 1993, 1998, 1999 (undergraduate and graduate).

**Madonna University maintains membership in a broad range of professional, civic, and business accreditation associations on the local, national, and international levels.**





# The Madonna University Campus

## Livonia Campus

The wooded 49-acre campus of Madonna University is located in Livonia, Michigan, a suburb on the western perimeter of metropolitan Detroit. The campus faces Schoolcraft Road and the Jeffries (I-96) Freeway (Exit 173 at Levan or Newburgh Road), with easy access to downtown Detroit, the Detroit Metropolitan Airport, Ann Arbor, and important state highways.

The two-story **academic building** accommodates a variety of purposes, from administrative offices to classrooms and support services. Special facilities include an interactive TV classroom that facilitates the delivery of selected classes worldwide. All classrooms are outfitted with a computer, projector, DVD player, and the internet for instructional purposes. The building also has wireless access essentially throughout.

The *Ford Motor Company Technology Wing* of the academic building houses the computer laboratories providing services with state-of-the-art equipment and facilities to all students and faculty members. Graduate students will find software packages to supplement courses in the program, as well as statistical packages and self-instructional packages in computer literacy, accounting, statistics, and many related fields.

Madonna University has made computer literacy a priority in all its programs so that students learn computer applications in their fields. The *Help Desk* is available to assist faculty, staff, and students and provides one point of contact for all technology assistance. Madonna University has adopted Blackboard as a learning management system for online classes. "How to Thrive in an Online Class" student workshops are offered every semester by the Help Desk staff.

The *Library wing* of the academic building is the focal point for campus academic life. The Madonna University Library supports the research needs of students and faculty with a collection of more than 185,000 print and electronic books, multimedia resources, and 125 subscription databases that provide 24/7 access to over 50,000 online full-text journals. Reciprocal borrowing agreements with several nearby colleges and universities, as well as library participation in the Southeastern Michigan League of Libraries Infopass program, enable students to take advantage of the extensive research resources in the Detroit-Ann Arbor area. Interlibrary loan and document delivery services further extend the availability of library materials. Librarians offer expert assistance, opportunities for individual consultation, classes, and workshops to ensure that students access, evaluate, and use information effectively in the research process. Library facilities provide wireless access and include quiet study areas in addition to rooms for collaborative work. The Madonna Gallery, Kresge Hall, and University Archives are also located in the Library wing.

The *Center for Research*, under the auspices of the Graduate School, is also located in the Graduate School suite in the academic building. Here students can receive consultation on the design, implementation, and analysis of their research projects.

The **Franciscan Center for Science and Media** is located between the academic building and the University Center building, overlooking the St. Francis gazebo, the pond, and



Cardinal Square. It is notable as the first LEED (Leadership in Energy and Environmental Design) certified "green" building built in Livonia, having earned LEED Gold certification. The two-story building is home to the College of Science and Mathematics and the Media Center and includes instructional laboratories in the physical and biological sciences, classrooms, seminar rooms, a 150-seat lecture hall, a high-definition digital TV studio and sound stage, radio studio, edit lab, and edit suites. The media center staff provides technology assistance to faculty and students in the classroom. A variety of learning spaces are provided throughout the building for students to collaborate on projects, study, or relax during class breaks. A Gathering Space is adjacent to the lecture hall and the café, where students can have some dinner or snacks before classes.

The College of Nursing and Health occupies the **Angelo DiPonio Building**. In addition to the faculty offices, a conference room, and classrooms, the DiPonio Building also houses a practice laboratory clinic for clinical instruction in graduate programs, and the Transcultural Nursing Office. A state-of-the-art simulation nursing laboratory is located in the main academic building.

The School of Business occupies the **Maertens Building**. This facility provides state-of-the-art technology in its classrooms and offices, including a 20-station computer classroom and a high-tech 'smart classroom'.

The **University Center/Residence Hall**, 14221 Levan Road (Livonia 48154), houses up to 232 men and women in separate wings. In addition to computer connections, cable TV, and telephones in each room, 20 rooms are equipped with emergency lighting systems for hard of hearing students. The building includes gathering areas on each floor, attractive suite areas, and kitchenettes.

*All Madonna University buildings on the Livonia campus are barrier free for the physically handicapped. Closed-captioned television, TTY, VideoPhone, and telephone boosters are available to hearing-impaired students.*

## Campus Activities

Each semester a full calendar of speakers, athletic events, and cultural activities are scheduled for student enjoyment. Graduate students are invited to take advantage of these activities as well as the facilities for basketball and other team sports. The wooded campus also provides an environment conducive to reflection and spiritual renewal.

# Admission Application Procedure

1. **Application forms** are available from the Graduate School. Prospective students may write or phone the office at (734) 432-5667 to request forms, or apply on-line at [www.madonna.edu/grad](http://www.madonna.edu/grad).
2. The non-refundable **application fee** can be paid online by credit card (American Express, Discover, MasterCard) or in person to the Graduate School (check or cash) or by mail to the Graduate School (check only).
3. The **completed form** must be returned to the Graduate School according to the graduate admission calendar (see below). (Refer to Clinical Psychology and Nursing for special application dates.)  
For Fall Semester— before August 15  
For Winter Semester — before December 15  
For Spring/Summer Semester — before April 15
4. The applicant should request that each institution of higher learning attended as an undergraduate and/or graduate student send an **official transcript** to the Graduate School. Only official transcripts sent directly to the Graduate School from the schools are acceptable as admission credentials.
5. *Applicants to nursing programs and hospice and palliative studies program* should arrange to have the results of the **GRE** (Graduate Record Exam) sent to the Graduate School. The Madonna University score reporting code is: 1437-3 (GRE).
6. The applicant should also request that two professional associates complete the **recommendation forms** in the admission packet. Only recommendation forms received by the Graduate School in an envelope sealed and signed by the recommender will be accepted.
7. Once the application file is complete, the applicant should **schedule an admission interview** with the specialty department. (For Clinical Psychology and Doctor of Nursing Practice, the applicant will be notified to schedule an appointment.)
8. After the specialty department has reviewed the admission file, the applicant may be assigned an **admission status**. The Dean of the Graduate School will inform the applicant of acceptance by letter. (Note to those requiring international mailing of the admission letter: the University uses regular International Mail. If expediting by FedEx is requested, the University charges the applicant an additional \$60.)  
Only written notice from the Dean of the Graduate School constitutes approval of admission, not communication with a department chairperson or faculty member. The applicant will be assigned an admission status from the following:  
**Regular Admission:** The applicant meets all of the admission criteria.  
**Conditional Admission:** An applicant who does not meet the criteria for regular admission, yet who appears to possess potential for success in graduate study, may be granted conditional admission to the program. This would include applicants with an undergraduate grade point average of less than 3.0, a low score on the graduate admission test required by the department, insufficient work experience, insufficient English proficiency, or an unsatisfactory writing assessment. The applicant will be admitted on the condition that he/she achieves a 3.0 GPA throughout the first 9 hours of graduate course work approved by the department, or on a condition set by the admission committee in the department. The student must qualify for regular admission within one calendar year or less.  
**Note to applicants to the MSCP, NP, and DNP programs:** Upon acceptance to these programs, all MSCP, NP, and DNP students must submit an admission deposit equal to one semester hour of current graduate tuition. The deposit will be applied toward your second semester of enrollment. The deposit is non-refundable and is not returned if you enroll, then drop or withdraw prior to or during your first semester. If the deposit is not received by the date indicated, the applicant's seat may be given to another incoming student. Seats are limited in number.
9. **Special Status:** Students in the process of being admitted to a graduate program may register on a pre-admission status with the permission of the Dean of the Graduate School. A maximum of 6 semester hours of course work taken on special status may be accepted for the degree. Pre-admission registration is not permitted in any course required for the Clinical Psychology, Nurse Practitioner, or the Doctor of Nursing Practice graduate programs. Permission to take graduate courses as a special status student does not guarantee admission to the graduate program.
10. **Nondegree Students:** Permission to enroll in classes on a nondegree status may be granted by the Dean of the Graduate School. This category is for those students who do not seek admission to a graduate program. A maximum of 6 semester hours may be taken in any degree program that permits non-degree students.



## ***Transfer Students***

Students may transfer into the program from another regionally-accredited institution. A maximum of 6 semester hours of graduate credit may be applied toward the graduate degree. These credits must be relevant to the graduate program and no more than 8 years old.

Transfer courses with a grade of 3.0 or better may be accepted on the basis of their equivalence to courses in the Madonna program. Program advisors assess equivalence with reference to course content and rigor, age of the credits, the accreditation of the institution which granted the credit, and, when applicable, the implications for credentialing or licensure.

## ***Guest Students***

A student admitted to another Michigan institution may register for graduate courses at Madonna University on a guest student basis by presenting a completed Michigan Intercollegiate Graduate Studies (MIGS) program form to the Graduate School.

Students from out-of-state institutions should submit the institution's guest pass form.

The student must have written approval from the home institution in order to ensure that the credit will be accepted there.

## ***Second Master's Degree***

Students with a master's degree in another field may seek admission to a program for an additional master's degree. Such students are evaluated individually to determine course equivalencies.

Students studying for a second master's degree may transfer (or apply Madonna University credits) up to a maximum of 12 graduate credit hours toward the second master's degree. These credits must be relevant to the second degree program and no more than 8 years old. Students must, however, complete a minimum of 24 semester hours of graduate course work at Madonna University, which may include a thesis or research project.

## ***Enrollment in Courses by Senior Undergraduate Students***

A Madonna University student of senior standing with a GPA of 3.0 or higher may register for up to 6 s.h. of graduate courses with approval of the academic advisor and approval of the Dean of the Graduate School. Credit so earned may be used in only one of the following two ways:

1. To meet requirements for the baccalaureate degree and thus appear on the undergraduate transcript;
2. To apply toward the graduate degree and thus appear on the graduate transcript.

Graduate credits cannot apply toward both the baccalaureate and master's degrees. Permission to take graduate courses does not constitute admission to the graduate program.

## ***Non-Native Speakers of English***

In line with our mission to support the academic success of all of our students, Madonna University recognizes that non-native speakers of English need a level of English skills adequate to their classroom work and requires them to demonstrate their level of English proficiency. The University offers courses in English as a Second Language (ESL) to assist students to raise their proficiency level.

Since these ESL courses are specifically designed to prepare students for the English proficiency necessary to complete their academic course work, and are designated English for Academic Purposes (EAP), all non-native speakers of English are welcome to elect ESL courses to sharpen their skills. Successfully completing ESL courses can help students avoid frustration in their studies and help toward achievement at a level more satisfactory to each scholar.

The requirement to demonstrate English language proficiency applies to the following groups of applicants, and exists to assure that their knowledge of English is sufficient for successful completion of their degree program:

- F-1 visa students, who are non-native speakers of English;
- Students whose first language is not English (regardless of immigration status);

In order to qualify for *regular admission* to the University, applicants who are non-native speakers of English must meet one of the following English language proficiency requirements:

- Baccalaureate degree from accredited college or university in the United States, Great Britain, Ireland, Canada, Australia, or New Zealand; **or**
- Full four years of attendance at and graduation from a U.S. high school with standard track English; **or**
- Internet Based TOEFL (iBT, Test of English as a Foreign Language) with a minimum score of 80; **or**
- TOEFL paper-and-pencil test with a minimum score of 550, accompanied by the Test of Written English (TWE) with a minimum score of 5; **or**
- MELAB score of 77+; **or**
- IELTS score of 6.5+.

Students who do not meet the listed standards may obtain *conditional admission* to the University; they are assigned to the ESL advisor and are required to successfully complete one or more semesters of the Intensive English program. Graduate students in the Intensive English program must complete ESL 5230, Graduate Research Paper Writing, 3 s.h., as their final ESL course.

Intensive English is offered at three proficiency levels: low-intermediate, high-intermediate, and advanced. Enrollment for Intensive English is for 16 s.h. (undergraduate) per semester and scheduling is for 20 hours per week. Those students who need to document full-time student status may obtain the appropriate verification.

Students' English skills are retested at the end of each semester in the Intensive English program. When successful English scores are achieved, the student moves to *regular admission status* and a regular program advisor.

If the student is enrolled at the advanced level of the Madonna University ESL courses, other content courses may be taken concurrently with the required ESL courses.

# ***Admission Requirements for International Students on F-1 Student Visa***

In addition to the admissions requirements listed with each program, international students seeking admission to a Madonna University Graduate School program on F-1 student visa status must submit the following documentation before the I-20 is issued:

1. Official undergraduate record(s), translated into English, including the following:
  - a. subjects studied, chronologically or by field;
  - b. grades earned;
  - c. examinations (school, state, national) passed and date;
  - d. diplomas, certificates, degrees earned, and dates (transcript evaluation by an education evaluation agency, WES or ECE, may be required).
2. For a non-native speaker of English, official results indicating English proficiency:
  - Internet Based TOEFL (iBT, Test of English as a Foreign Language) with a minimum score of 80; **or**
  - TOEFL paper-and-pencil test with a minimum score of 550, accompanied by the Test of Written English (TWE) with a minimum score of 5; **or**
  - MELAB score of 80, **or**
  - IELTS score of 6.5.

The requirement is waived for applicants who graduated from colleges and universities in Australia, Canada, Great Britain, Ireland, New Zealand, or the United States.

3. Two recommendation letters from qualified professionals (e.g., employer, university faculty).
4. A \$55.00 non-refundable application fee (US currency).
5. Financial statement, issued within the most recent six months, from a bank, government agency, or other financial institution, indicating the financial resources of the applicant or the sponsor of the applicant.
6. Copy of passport identification page.



## **Prior to coming to campus, the following must be provided to the Student Accounts Office:**

- Residence Hall contract. Students who are residing in the dorm need to submit \$175 to reserve the room before arriving on campus. No room reservation can be concluded prior to the receipt of these funds and the Residence Hall contract. (International graduate students with no residence in the United States are strongly encouraged to live on campus during the first semester of study.)

## **Prior to the end of the first week of the semester the following must be provided to the Student Accounts Office:**

- Tuition and fees for the first semester. (All international students without tuition deposits are required to remit payment in full at the time of registration each semester. Please contact the Student Accounts Department beforehand if wishing to register using web registration).
- Proof in English of catastrophic health insurance coverage in the United States. Without such proof of health insurance, student insurance must be purchased through Madonna University (2012-2013 cost: \$992 per year for a student under age 26, \$1,348 per year for a student age 26 or over, \$5,068 per year for a spouse, and \$3,208 per year for each child). The deadline for submitting proof of medical insurance is the Friday of the first week of the semester. After the deadline, no credit for health insurance may be processed and the student's account will be charged automatically. Please send proof of coverage via FAX (734) 432-5344 to Student Accounts Office, and an e-mail (sa@madonna.edu) indicating that the FAX has been sent.

## **Re-issuance of an I-20**

To request the replacement of an I-20, contact the International Students Office, [Internationalstudent@madonna.edu](mailto:Internationalstudent@madonna.edu). The fee for I-20 replacement is \$25.

You may remit this fee online at [www.madonna.edu](http://www.madonna.edu) > **PAR-ENTS/FAMILY**. At the upper right, select either **CASHNET** for credit card payments or **ECHECK** for payment remittance. Select **I-20 RE-ISSUE FEE**. On checking out, you will be required to create a temporary PIN for submission of payment.



# Tuition, Expenses, Payments

**M**ADONNA University believes that higher education should be affordable to all who seek it; therefore, tuition is maintained at the lowest possible level. The following schedule is in effect beginning in Fall Semester of the academic year **2013-2014**. Graduate students enrolled in undergraduate classes should refer to the Undergraduate Bulletin for tuition rates and other applicable fees.

## Graduate Tuition effective as of Fall Semester 2013-2014: \$610 per semester hour

## Graduate Tuition for International Students (F or J visa) as of Fall Semester 2013-2014 \$762.50 per semester hour

Students who obtain a Permanent Alien/Resident Card prior to the start of the semester are exempt from the International Student rates for the semester. No retroactive tuition adjustments will be authorized for a prior semester.

### English as a Second Language Program

|   |                          |
|---|--------------------------|
| Intensive ESL Program, 16 semester hour block | \$ 4,385 per semester    |
| Individual ESL courses                        | \$ 412 per semester hour |
| Non-Credit ESL courses                        | \$ 270 per semester hour |

## Fees

Madonna University reserves the right to change fees without advance notice. Inquiries related to fees should be referred to the Student Accounts Office in writing or by calling (734) 432-5600.

### General Fees

|   |  |
|---|--|
| Admission Application*  | Online \$25 / Paper \$35                                 |
| International Student Admission Application*  | \$55   |
| Course Fees ( <i>non-refundable</i> )*: Required course fees are published in the class schedule each semester.   |  |
| Deferred Tuition Fee: All tuition and fees are payable in advance, unless the student chooses to participate in one of the available payment plans at an additional cost of \$20 or \$50. ( <i>See Schedule of Classes for available plans.</i> ) | \$20 or \$50   |
| Expedited International Mailing of official documents   | ...\$60  |
| Graduation Application Fee*   | ...doctoral \$100; master's \$75<br>...certificates \$10 |
| Late Penalty for unpaid balances: 5% up to a maximum of \$75  |  |
| Late Submission of Application for Graduation*  | ...\$10  |
| Registration Fee*:  |  |
| Open registration prior to first week of classes  | ...\$ 70   |
| First Week of Classes, Fall and Winter semesters  |  |
| Returning students  | ...\$100   |
| New students  | ...\$ 60   |
| First Week of Classes, Spring/Summer semester   |  |
| All students  | ...\$ 60   |
| Late Enrollment Fee:  | ...\$60  |

### Replacement Fees:

|  |                     |
|--|---------------------|
| Diplomas   | ...\$30             |
| Certificates                                       | ...\$30             |
| Reissuance of I-20                                 | ...\$25             |
| Student Account Records                            | ...\$5 per semester |
| Student OneCard ID                                 | ...\$30             |
| Returned Check                                     | ...\$25             |
| Study Abroad ( <i>administrative fee</i> )         | ...\$75             |
| Thesis and Capstone Project*:                      |                     |
| Thesis Fee   | ...\$165            |
| Copyright Fee ( <i>optional</i> )                  | ...\$45             |
| Thesis (personal copy)                             | ...\$40             |
| Doctoral Capstone Project fee:                     | ...\$40             |
| Doctoral Capstone Project (personal copy)          | ...\$20             |
| Transcript of Credits:                             |                     |
| Transcript, <i>per copy</i>                        | ...\$5              |
| Priority process fee (same day), <i>per order</i>  | ...\$5              |
| Domestic overnight service ( <i>before 10 am</i> ) | ...\$25             |
| Graduate Writing Assessment fee                    | ...\$50             |

\* Indicates non-refundable fees: see explanations on page 14.

## Residence Hall Fees

### Room (*rented per semester*)

|                  |   |
|------------------|---|
| Double           | ...\$ 3,866 two semesters / \$ 1,933 per semester     |
| Suites           | ...\$ 4,352 two semesters / \$ 2,176 per semester     |
| Private          | ...\$ 6,290 two semesters / \$ 3,145 per semester     |
| Per Night        | ...without linens, \$27; with linens, \$32 per night  |
| Room Reservation |   |
|                  | ( <i>non-refundable but applicable to room rent</i> ) |
| Fall and Winter  | ...\$175  |
| Spring/Summer    | ...\$ 75  |

NOTE: Rooms are rented for a semester. Refund policies align with the university full term course withdrawal policies with the exception of the first two weeks of each semester. During the first two weeks of the semester students withdrawing from the residence hall are charged a weekly rate for both the room and meals.

### Board

|  | Two Semesters | Per Semester |
|--|---------------|--------------|
| Any 250 meals/exchanges a semester with \$100 of Crusader Cash | ...\$ 4,334   | / \$ 2,167   |
| Any 180 meals/exchanges a semester with \$250 of Crusader Cash | ...\$ 4,114   | / \$ 2,057   |
| Any 130 meals/exchanges a semester with \$350 of Crusader Cash | ...\$ 3,912   | / \$ 1,956   |

Students living on campus are required to take their meals in the University Dining Hall. Occasional or week-end absences are non-refundable. No meals in Spring/Summer.

### Commuter Meal Plans

Commuter meal plans may be purchased for \$25 or \$50 or \$100, which includes additional bonus points of \$5, \$12, or \$25, respectively. Meals plans may be used at the Grill 155<sup>e</sup>, Stacks Deli, and Residence Hall Dining at the Livonia campus.

### Incidentals

|                 |          |
|-----------------|----------|
| Key Replacement | ...\$ 25 |
|-----------------|----------|

**Checks should be made payable to Madonna University.  
All tuition and fees must be paid in U.S. currency.**

# Student Payment Policies

## STUDENTS MAY REGISTER FOR COURSES WHEN THE PAST-DUE FINANCIAL OBLIGATIONS HAVE BEEN MET.

Admitted students may register online (ID number and password required) through the Madonna University website, [www.madonna.edu](http://www.madonna.edu). Registration forms are in the current semester's Schedule of Classes or available from the Registration counter. Tuition and fees may be required at the time of registration. See each semester's Schedule of Classes for payment due dates.

Students whose accounts are past due for a current semester's enrollment, or who are in debt to the University at the end of any semester, are not entitled to register, receive transcripts, or receive a diploma or certificate until the account is settled.

## Payment Plans

1. Tuition and fees are payable in advance in full, in U.S. currency, at the time billed. Students may pay by cash, check, e-check, or credit card (MasterCard, Visa, Discover, American Express).

An on-line payment system is available at [www.madonna.edu](http://www.madonna.edu). With your ID number and password, login to <https://myportal.madonna.edu/ics>; select the **STUDENTS** tab > **STUDENT ACCOUNTS** > **ACCOUNTS RECEIVABLE** > **ONLINE PAYMENT**.

- Pay by **e-check**: no service fee.
- Pay by **credit card**: credit card payments are charged a service fee of 2.90%.

Madonna University uses a third-party payment vendor, CASHNet® (The Student Accounts Office is not able to process credit card payments at the service window or over the phone.)

- Payment may also be **by mail**; however, the University is not responsible for lost or delayed mail. The assessment of registration adjustments and late penalty charges is determined by the postmarked date. *No statements are mailed.* Due dates are available on the web: [www.madonna.edu](http://www.madonna.edu) > **QUICK LINKS** > **COURSE SCHEDULE** > **SEMESTER COURSE SCHEDULE** > **PAGES 10-11**. Please *mark your personal calendars* each semester. An e-mail notification is sent to your Madonna University e-mail address. Madonna University participates in E-Billing and E-1098T notices. 1098T's will

be mailed upon request. Call Student Accounts at (734) 432-5600 or e-mail [sa@madonna.edu](mailto:sa@madonna.edu).

All graduate students receive a Madonna University e-mail address: [@my.madonna.edu](mailto:@my.madonna.edu). Campus e-mail information is included with the ID-number-and-password letter sent to each student from the Office of the Registrar. Exceptions to [@my.madonna.edu](mailto:@my.madonna.edu) are Madonna employees and non-degree students (i.e., guest students who have a guest pass from their home institution, consortium students, and continuing education students). Students are responsible for notices that are sent to their campus e-mail.

**To review and print your statement:** with your ID number and password login to <https://myportal.madonna.edu/ics>; select the **STUDENTS** tab > **STUDENT ACCOUNTS** > **OFFICIAL STATEMENT**. Click **GENERATE MY OFFICIAL STATEMENT**, then **VIEW MY OFFICIAL STATEMENT**.

**NOTE:** Each billing due date has an associated billing close date. The close date will be approximately two weeks prior to each billing due date. Students who register, or add to their registration, after the first closing date for the semester, are required to remit payment at the time of registration or changes to an existing registration. Students registering for non-credit or CEUs are required to pay 100% of the charges at the time of registration.

2. Students who do not pay in full in advance may choose to participate in one of the available payment plans, at an additional cost of \$20 (see Schedule of Classes for available plans). The deferred payment plan is denied to students whose accounts have in the past been referred to a collection agency because of the student's failure to pay the University.
  3. Failure to meet the required minimum advance payment due date results in cancellation of the student's registration. Prior to the end of Add Week, students are required to remit at least 50% of all charges. In order to reinstate the registration after Add Week, the student is required to pay a \$60 late enrollment fee in addition to the 50% minimum payment. If the student decides not to attend, he/she should withdraw in writing through the Office of the Registrar.
  4. Payment may be made through the direct crediting of a **financial aid award** to the student's account, provided that the award is sufficient to cover the required advance minimum payment. This plan excludes university work-study awards. Students with an insufficient amount of financial aid to cover the minimum advance payment are required to pay the difference by the invoice due date. Students who have not received their official award verification notice prior to the billing close date are also required to pay the minimum advance payment when due.
- NOTE:** The following student assistance programs, for which the student has applied and/or been approved but from which the student has not yet received funds, do not serve to release the student from the obligation of required minimum payments when due: veteran benefits and special department awards.
5. Students whose employers are to be invoiced for tuition and expenses may submit a billing authorization form prior to the billing close date in lieu of the advance payment.



## Address Changes

It is the responsibility of the student to inform the University of any address changes either by updating their personal information through MY Portal or by submitting a change of address form in the Office of the Registrar. Change of Information forms are available on the Madonna University website, [www.madonna.edu](http://www.madonna.edu) > CURRENT STUDENTS > REGISTRAR'S OFFICE. Mail returned to the University because of an address change does not defer the assessment of program adjustment and late payment charges.

## Application of Discounts

Madonna University offers tuition discounts to qualified students. A student may claim only one applicable discount in a given term. The discount to be applied (as: Alumni discount, Senior Citizen discount, Travel Abroad discount, community college agreement discounts, etc.) will be the one which provides the "optimal" reduction in tuition for the student.

## Billing Error or Dispute

Errors or disputes about a charge must be submitted in writing within 30 days after the end of the term. The written inquiry must include: name and student ID or Social Security number, a description of the presumed error, and the dollar amount of the presumed error.

The student remains obligated to pay the portion of the statement not in dispute, but the disputed amount may remain unpaid until such time as the problem is resolved. Send statement inquiries to Student Accounts Office, Madonna University, 36600 Schoolcraft Road, Livonia, Michigan 48150.

## Other Fees

1. Checks returned for any reason constitute non-payment and are subject to a \$25 penalty per check. Program adjustment or late payment charges are assessed when applicable.
2. A penalty of 5%, up to a maximum of \$75, is assessed if the second payment is not received by the final invoice date.
3. Record Replacement Fee: Requests to duplicate billing records and to verify payments are assessed a \$5 replacement fee per semester.

## Tuition Credit Adjustments

Students are required to drop or withdraw officially from classes in person or in writing through the Office of the Registrar. Written notification may be faxed over the weekend or after business hours to fax number (734) 432-5405. Students may drop/withdraw in person during business hours. The date that the Office of the Registrar receives the request via fax or, in the case of a withdrawal form sent by US Mail, the postmark date determines the amount of any adjustment of tuition after classes have begun.

Students who do not officially drop or withdraw from a class within the specified add/drop periods are responsible for full tuition and fees for the courses. In such cases the grade of F is entered for the courses on the student's transcript.

Tuition credit adjustments are made according to the following schedule. *At the time of withdrawal only tuition is adjusted. No other fees are changed.*

## Full Semester

For full-semester courses and courses that start the first week of classes and are eight weeks or longer:

|                      |      |
|----------------------|------|
| Add/drop week        | 100% |
| Drop week            | 100% |
| Third calendar week  | 75%  |
| Fourth calendar week | 50%  |
| Fifth calendar week  | 25%  |

No credit past the fifth calendar week

## All Other Courses

Tuition credit adjustments for all other courses are defined by the following schedule:

| Course Duration | Tuition Credit Adjustment<br>(percentages shown is percent credited) |         |             |              |               |               |               |
|-----------------|--|---------|-------------|--------------|---------------|---------------|---------------|
|                 | Prior to start date  | 1st day | 2nd-7th day | 8th-14th day | 15th-21st day | 22nd-28th day | 29th-35th day |
| 1 week or less  | 100%   | 25%     | 0%          | 0%           | 0%            | 0%            | 0%            |
| 2-4 weeks       | 100%   | 25%     | 25%         | 0%           | 0%            | 0%            | 0%            |
| 5-7 weeks       | 100%   | 100%    | 100%        | 50%          | 25%           | 0%            | 0%            |
| 8-15 weeks      | 100%   | 100%    | 100%        | 100%         | 75%           | 50%           | 25%           |

NOTE: Students unable to complete the withdrawal process within the designated time periods, or those compelled to withdraw completely at any time because of circumstances beyond their control, may appeal the credit adjustment decision in writing. Obtain the Special Academic or Administrative Requests form from [www.madonna.edu](http://www.madonna.edu) > CURRENT STUDENTS > REGISTRAR'S OFFICE > SPECIAL REQUESTS. Completed forms, signed and dated by the student, are to be submitted to the Office of the Registrar

## Refunds

When students decrease their schedule or withdraw from classes, only certain credit for the total tuition commitment can be granted based on the above credit adjustment schedule. *A credit adjustment is not necessarily a refund.* If the credit is greater than the amount due, the difference is refunded to the student. If the credit is less than the amount due, the difference must be paid by the student.

Students whose tuition was paid all or in part from financial aid funds have all or a portion of the refund restored to the aid program; therefore, students may not be eligible for a cash



refund. In some cases, students may owe a debt to the University after the adjustment for withdrawals.

Refunds are processed within 14 days from the date the financial aid/loan has been applied. A credit balance of \$1 or less is not refunded unless specifically requested and is not credited against future registration charges after the end of the semester in which the credit is generated.

### **Refunds for Books or Living Expenses**

In order to better service the students, Madonna University has outsourced the refund process. Refunds are processed through the activation of the Madonna OneCard ID.

#### **Refunds**

Upon receipt of the Madonna OneCard ID, students choose their method of receiving disbursements:

- **The Madonna OneCard ID is the fastest, easiest way to receive a financial aid or student loan refund.** The Madonna OneCard form of disbursement is encouraged but not mandatory.
- A student may choose online to receive a refund as an electronic deposit to a current bank account (approximately 2-3 days).
- A student may choose online to receive a refund via check mailed to the home address (10 days for delivery).

Note that temporary ID cards that a student may have obtained to begin a semester cannot be used for receiving refunds.

#### **Purchasing Books**

If a student has excess funds after tuition and fees are paid in full, overages may be used to purchase books and supplies. Funds are available two weeks prior to the start of the semester which may be used for books. Funds are automatically disbursed according to the refund option on record. If money is refunded and then your financial aid or balance is adjusted, *any debt owed that may occur remains the responsibility of the student.* See the Schedule of Classes.

### **Non-Refundable Fees**

1. *Admission Application fee or International Student Admission Application fee.*
2. *Graduation fee:* A non-refundable graduation fee of \$75 (\$100 doctoral) is charged each student who applies for graduation. The application is valid for one year from the semester for which the student is applying. Graduate students may obtain an Application for Degree form from the

Graduate School, the Student Accounts Office, or on the Madonna University website at [www.madonna.edu](http://www.madonna.edu). The application form must be completed, signed by the student's advisor, and presented to the Graduate School after the fee is paid. See the University Calendar for deadlines.

3. *Registration fee:* This fee covers the cost of enrolling in and reserving a seat in classes. This fee is not refundable even with complete withdrawal from or non-attendance in classes.
4. *Room and Board fees:* Rooms are rented for a semester. Refund policies align with the university full term course withdrawal policies with the exception of the first two weeks of each semester. During the first two weeks of the semester students withdrawing from the residence hall are charged a weekly rate for both the room and meals.
5. *Thesis fee:* Students are required to pay a thesis fee at the time an Intent to Submit and Present Thesis form is filed with the Graduate School. This is assessed to cover the cost of binding one copy of the thesis for the University and the publication fee for University Microfilms International. Students have the option of paying for copyright service and for the binding of a personal copy of the thesis.

### **Residence Hall Fees**

#### **Room Damage**

Upon check-out, any damages to the room that are assessed at that time are applied to the student's account.

#### **Room Reservations Fees**

Contracts are available online at [www.madonna.edu](http://www.madonna.edu) > **CURRENT STUDENTS > RESIDENCE HALL**, at the Student Accounts Office, or at the Residence Hall.

The required payment that is to be remitted with each contract cannot be paid from your expected financial aid.

Students who move into the residence hall for the fall and winter semesters (September to December and January to April) will have \$100 out of the initial payment of \$175 applied to their Student Accounts record by October 1st. Students who move into the residence hall for the winter semester (January to April) will have the remaining \$75 out of the initial \$175 applied to their Student Accounts record by February 1st.

Students who move into the residence hall for the spring/summer semester (May to July) will have their deposit of \$75 applied to their Student Accounts record by June 1st.





### **Fall and Winter Room Reservations**

#### **NEW RESIDENCE HALL STUDENTS**

- *Up to June 4th:* a \$175 payment is required with a completed contract.
- *After June 4th:* see ALL RESIDENCE HALL STUDENTS, below.

#### **RETURNING RESIDENCE HALL STUDENTS**

- *January to March 19th:* a \$175 payment is required with a completed contract.
- *March 20th to June 4th:* a \$200 payment is required with a completed contract, which includes a \$25 late fee which is non-refundable.
- *After June 4th:* see ALL Residence Hall Students, below.

#### **ALL RESIDENCE HALL STUDENTS**

- *June 5th to July:* a \$200 payment is required with a completed contract, which includes a \$25 late fee which is non-refundable.
- *August:* a \$225 payment is required with a completed contract, which includes a \$50 late fee which is non-refundable.
- *September 1st and thereafter:* a \$250 payment is required with a completed contract, which includes a \$75 late fee which is non-refundable.

### **Winter-Only Room Reservations**

- *November:* a \$75 payment is required with a completed contract.
- *December:* a \$100 payment is required with a completed contract, which includes a \$25 late fee which is non-refundable.
- *January and thereafter:* a \$125 payment is required with a completed contract which includes a \$50 late fee which is non-refundable.

### **Spring/Summer Room Reservations**

- *March:* Students who remit contracts for spring/summer semester reservations must complete a contract and submit \$75.
- *April:* a \$100 payment is required with a completed contract, which includes a \$25 late fee which is non-refundable.
- *May and thereafter:* a \$125 payment is required with a completed contract, which includes a \$50 late fee which is non-refundable.

## **Students Called to Active Military Duty**

Students who are called to active military duty and have their program of study disrupted may contact their program director to determine a satisfactory arrangement with regard to their academic program. Options vary depending on the timing of the request within the semester. Options may include:

- dropping the courses with full tuition and fee refund;
- completion of a course(s) at a later date;
- online or independent study;
- or some other mutually-agreeable resolution.

Students will need to provide a copy of their military orders. Students called to active duty will be allowed to pursue finishing their incomplete course work within one academic year after completing their active military duty.

Room and Board fees will be refunded on a prorated basis for actual services the student received up to the date of withdrawal.

Student aid recipients who withdraw from school because they are called to active duty, or are otherwise affected by mobilization or terrorist attacks, will not be required to return financial aid funds they received for books and living expenses.

It is the intent of the University that no students suffer a loss of funds or educational opportunity because they were called to military service.



# Financial Aid

## Eligibility for Financial Aid

Graduate student financial aid is based only on the number of graduate level courses (those numbered 5000 and above) in which you enroll for each semester. Undergraduate hours DO NOT count in determining your eligibility for financial aid. You MUST carry a minimum of 4 semester hours of graduate-level courses each semester to receive aid.

The eligibility requirements for the Federal Direct Stafford Loan program, Federal Direct PLUS Loans for Graduate Students, and Federal Work-Study are as follows:

1. The student must be a U.S. citizen, national, permanent resident, or other eligible non-citizen.
2. The student must be enrolled in an eligible course of study on at least a half-time basis (four graduate credit hours).  
NOTE: Audit credit is NOT counted in determining a student's eligibility for any type of financial aid.
3. To be eligible for and/or to continue to receive financial aid, the student MUST be making satisfactory academic progress. (Refer to pages 28-29 for requirements for satisfactory academic progress.)  
Students who do not meet the criteria of "satisfactory progress" will be placed on financial aid probation the following semester they enroll. Failure to make satisfactory progress during the probation semester will result in dismissal from the University and loss of all Federal and institutional aid. Students may appeal their dismissal and/or loss of aid to the Dean of the Graduate School.
4. The student must not be in default on a student loan or owe an overpayment on a student grant.

In addition to the criteria listed above, applicants must be officially admitted to Madonna University and be enrolled in a degree or certificate program to be eligible for Federal Work Study, Federal Direct PLUS Loans for Graduate Students, and Federal Direct Stafford Student Loans.

## Application Procedure

To apply for Federal Work Study or Federal Direct Loans, a student must:

1. Complete a Free Application for Federal Student Aid which is available online at [www.fafsa.ed.gov](http://www.fafsa.ed.gov).
2. Students whose applications are selected for verification may be required to provide additional supportive documentation (tax forms, social security benefit statements, etc.).
3. Students who are not U.S. Citizens or U.S. Nationals may be asked to provide a copy of their I-151 or I-551 (Alien Registration Receipt Card), I-94 with proper endorsement, or other acceptable documentation to verify citizenship status.
4. Applications should be submitted as early as possible each year. To ensure full consideration students are encouraged to apply as follows:

Fall semester: by March 1st  
Winter semester: by May 1st  
Spring/Summer semester: by January 1st.

NOTE: Students need to apply once each academic year.

5. Procedures for students applying for Madonna University Endowment Scholarships:
  - Fulfill requirements for admission to Madonna University.
  - Complete Madonna University Endowed Scholarship Application by April 1.
  - Scholarship/Award winners will be notified by May 15th.

## Federal Aid Programs

1. FEDERAL WORK STUDY: The Federal Work Study Program encourages on-campus employment for graduate and undergraduate students who demonstrate financial need. These jobs are secured through the Career Services Office.
2. FEDERAL DIRECT STAFFORD STUDENT LOANS:  
UNSUBSIDIZED: Available to graduate and undergraduate students regardless of financial need. The interest IS NOT paid by the federal government while the student is enrolled in school.
3. FEDERAL PLUS LOANS FOR GRADUATE STUDENTS: Available to creditworthy graduate students regardless of financial need. Graduate students may borrow up to the cost of education less any other financial aid awarded.

For more information on Federal student loans, go to <https://studentloans.gov>.

## Madonna University Aid

### Endowment Scholarships

The following Madonna University Endowment Scholarships specifically accept applications from graduate students.

- Frank E. and Bessie Angileri Quality Award Endowed Scholarship (1996): awarded to a student, full or part time, solely connected with the U.S. automotive industry, pursuing a master's degree in Quality in the Madonna University School of Business. To qualify for the award, an applicant must have contributed significantly to quality improvements in the U.S. automotive industry and/or related areas, and must maintain academic achievement of 3.25 or as determined by the University committee. Established by Frank E. and Bessie Angileri.
- Barton Family Scholarship (1997): awarded to a minority undergraduate and graduate student pursuing a teacher education program. Established by Dr. Norene Barton Daly and Mary Margaret Barton Kelley.
- Susan Edwards Scholarship (1999): awarded to prospective teachers of developmentally disabled, emotionally impaired, and learning disabled children. Established by Joseph and Ann Edwards.
- Felician Sisters Scholarship (1988): awarded to members of the Felician Community in Our Lady of Hope Province, either candidates or professed sisters, pursuing undergraduate or graduate degrees or programs at Madonna University. Established by Msgr. Vincent J. Horkan.

- **Graduate Dean's Scholarship** ( 2010): Graduate student must be admitted to a full degree program, have a graduate GPA at Madonna University of 3.4 or better or if new student an undergraduate cumulative GPA of 3.5 or better, demonstrate financial need, be enrolled at least half-time ( four semester hours) and have two recommendations from instructors or other professionals, not related to student, and approval of the Graduate Dean.
- Hilary L. and Beverly F. **Gross** Scholarship ( 2000): awarded to members of the Felician Community in Our Lady of Hope Province, either candidates or professed sisters, pursuing undergraduate or graduate degrees or programs at Madonna University. Established by Hilary L. and Beverly F. Gross.
- Dr. Julienne **Hoff** Memorial Scholarship ( 1998): awarded to a graduate or undergraduate nursing major. Established by William R. Hoff.
- L. Pat **Kramek** Family Scholarship ( 2003): awarded to an undergraduate and/or graduate-level student pursuing teacher education. Established by L. Pat Kramek.
- **Knights** of Columbus/Michigan State Council Scholarship ( 1989): awarded to prospective teachers of developmentally disabled/mentally retarded, emotionally impaired, and learning disabled children. Established by the Knights of Columbus of Michigan.
- Rev. Zanos Gougoutas, Christopher, and Drs. George and Bess **Kyros** Family Scholarship ( 2002): awarded to students pursuing an Autism Spectrum Disorders graduate program and to students pursuing Child Development or Early Childhood Education graduate or undergraduate programs. Established by Drs. George and Bess Kyros.
- Doreen **Vivyan** Hospice and Palliative Studies Scholarship ( 2005): awarded to hospice undergraduate or graduate students, part-time or full-time, who maintain a minimum 3.25 GPA and demonstrate financial need. Established by Dr. Kelly Rhoades, Madonna University Hospice and Palliative Studies Department, family, and friends.

### **Alumni Tuition Benefit**

Alumni may enroll in a master's program or certain post-master's work ( not a doctoral program) and pay the current undergraduate tuition rate if they have:

- completed an undergraduate degree from Madonna University and are in the process of being admitted to a Madonna University master's degree program;
- completed initial State of Michigan teacher certification at Madonna University and are in the process of being admitted to a Madonna University master's degree program;
- completed a master's or doctoral degree from Madonna University and are in the process of being admitted into a second master's degree or post-master's certificate program;
- completed a master's or doctoral degree from Madonna University and return to take one or more courses.

The Alumni Tuition Benefit does not apply to individuals who have completed only an undergraduate Certificate of Completion or Certificate of Achievement, or a Graduate Certificate

program.

### **Senior Citizen Tuition Waivers**

Senior Citizen Tuition Waivers are available to individuals 65 years of age or older. Tuition is charged at one-half the regular rate. Applies to tuition ONLY. Details available from the Student Accounts Office.

### **Supplemental Assistance Programs**

A variety of funds are also available for students who are in specific kinds of situations. Some of the major sources of such funds are:

1. **VETERANS EDUCATIONAL BENEFITS:** The Department of Veterans Affairs administers a number of education programs for veterans, servicepersons, and eligible dependents. Contact the Transition Center or the Department of Veterans Affairs for more information.
2. **MICHIGAN REHABILITATION SERVICES ( MRS):** Michigan Rehabilitation Services assists eligible Michigan citizens who require vocational rehabilitation services in order to work. For additional information visit the Web site at [www.michigan.gov/mrs](http://www.michigan.gov/mrs).
3. **EMPLOYEE TUITION REIMBURSEMENT PROGRAM:** Many employers will pay tuition for their employees who successfully complete course work at Madonna University. For more details check with the Human Resources Office at your place of employment.

### **More Information**

More detailed information on all financial aid programs is available from the Madonna University Financial Aid Office ( 734) 432-5663. All students are encouraged to contact the Financial Aid Office for further information and assistance in applying for financial aid.

The Financial Aid Office is open Monday and Thursday from 8: 00 a.m. to 6: 00 p.m. and Tuesday, Wednesday, and Friday from 8: 00 a.m. to 5: 00 p.m.

Students should consult the Madonna University Student Financial Aid Handbook for detailed information on all University aid programs. Particular attention should be paid to application deadlines and to award and packaging priorities.



# Technology Services

## Technology Services

Madonna University places a high priority on information technology. Classrooms, seminar rooms, lecture halls, and laboratories are equipped for multimedia display. Wi-Fi ( wireless access) is also available throughout campus. Through the Madonna University website, [www.madonna.edu](http://www.madonna.edu), students can access information and online services such as online registration, student billing, grades, and Blackboard learning management software. IT staff provide support for online learning, web and video conferences, interactive television classes, classroom response systems, computer testing, SMART Board, and video on the web.

### IT Help Desk

The IT Help Desk, housed in the Ford Technology wing, provides one point of contact for technology assistance. Madonna University students may e-mail their technology questions to [helpdesk@madonna.edu](mailto:helpdesk@madonna.edu) or call (734) 432-5800. IT Help Desk assistance and tutorials are also available under Quick Links on the Madonna University website home page.

### Computer Laboratories

Located in the Ford Technology wing on the Livonia campus, the Technology Learning Center's computer laboratories provide student access to networked systems, including PCs, Mac's, multimedia equipment, scanners, and laser printers. The laboratories accommodate walk-in students, scheduled classes and testing services. During the fall and winter semesters the computer laboratories are open Monday through Sunday. A friendly support staff is available to help with most computer problems.

### Blackboard

Blackboard is the online learning management system used at Madonna University. A free workshop, "How to Thrive in an Online Course" is offered at the beginning of every semester for students in online courses. For the workshop schedule, which includes evening and weekend sessions, go to the IT Help Desk under Quick Links on the Madonna University web home page.

### Broadcast Studios

**Celebrate Michigan**, a regionally syndicated public service television program, is produced and crewed by broadcast and cinema arts students and watched by 40,000 people in metro Detroit and throughout Michigan. Also, you can tune into Madonna University **Radio** on the Internet at [www.Live365.com/stations/madonnauniversity2](http://www.Live365.com/stations/madonnauniversity2), where students in the radio classes broadcast their favorite music and special events.

## Madonna OneCard ID

The Madonna OneCard ID is issued to all students except consortium students from other institutions, guest students, continuing education students, and students participating in programs taught in countries outside of the US.

Madonna OneCards are delivered to the student's home address, so the accuracy of the address is important to the student and to Madonna University.

### Activation

Activation of the Madonna OneCard is required to access current and future Madonna OneCard services. Directions appear on the LOG IN label on the front of the card.

### Refunds

In order to better service the students, Madonna University has outsourced the refund process. Refunds are processed through the activation of the Madonna OneCard.

The Madonna OneCard offers three options for students to collect financial aid refunds or other refunds due them. The card holder must choose one of three choices during the card activation process. Refund options are:

- have refund placed on the Madonna OneCard ( debit card), which gives the card holder same-day access to the funds.
- deposit refund into a personal checking or savings account, which become available for the card holder to use within 2-3 days.
- receive a refund check from Higher One, Inc., sent via the USPO to the card holder's home, which will require approximately 10 days for delivery.

### Photographs

All new and current on-campus students are required to have a photograph on file prior to enrolling in courses except students enrolled in off-campus programs, such as Gaylord, Macomb Community College, and others. For students in off-campus programs, when a photograph is not on file, the card is issued with "Check ID" in place of the photograph and the student will be required to show a valid driver's license upon request.

### Temporary Cards

New students who were enrolled for the first time during the three weeks prior to the start of a semester or the two weeks after the start of a semester may request a temporary ID card prior to the arrival of the Madonna OneCard ID in Room 1409 Administration Building .

Temporary ID cards provide access to certain on-campus services but do NOT provide access to refunds.

### About Higher One

Higher One, Inc., is a financial services company dedicated to serving higher education institutions and their students, faculty, staff, and alumni. Higher One, Inc., currently provides banking services to Madonna University students, faculty, and staff. It does not sell or share personal information with third parties nor report to any credit agency and it does not do credit checks on any card holder.

## Student E-mail

All Madonna University students are given an official e-mail account. The University authorizes the use of e-mail for official communication among students, staff, faculty, and administrators. **The University directs all official e-mail communications to this address.**

All members of the Madonna University community are expected to comply with established guidelines and procedures which define the proper use of electronic communications.

## E-mail Responsibilities

- **Appropriate use of MU e-mail:** Use of University e-mail is to be consistent with the University mission statement and foundational values. Illegal use, malicious use, and commercial use are not acceptable. For fuller statements of acceptable use of e-mail, see either the Madonna University Student Handbook (on the Madonna University website at **CURRENT STUDENT > STUDENT HANDBOOK**) or the Student Handbook and Planner (sold in the Madonna Bookstore as a textbook for UNV 1010) under the heading World Wide Web/Electronic Publishing Standards, Policies, and Guidelines.

- **Redirecting of MU e-mail:** Madonna University recognizes that its students may choose to forward their official Madonna e-mail to a non-University e-mail account (such as gmail or hotmail); however, students are responsible for ensuring that the configuration of their e-mail service does not accidentally label University mail as spam.

Users who redirect their e-mail do so at their own risk. The University will not be responsible for the handling of e-mail by outside vendors. Having e-mail redirected does not absolve users from their responsibilities associated with communications sent to their official e-mail address.

Note that students must log in directly to their **@my.madonna** account at least once every 180 days or the mailbox becomes deactivated and official mail, such as notices of billing, will no longer be received. If this happens, simply logging in directly to the Madonna account once will reactivate it and forwarding of mail can continue.

- **Access to MU e-mail:** Students who do not have access to a computer or the Internet from home are encouraged to use computers available in the campus laboratories or in other community access locations such as their local library.
- **For assistance,** e-mail [helpdesk@madonna.edu](mailto:helpdesk@madonna.edu) or call (734) 432-5800. Please refer to the Madonna University website or MY Portal for additional information.

## E-mail Abuse

Abuse of e-mail usage policies will result in loss or restriction of e-mail account privileges. Loss or restriction of e-mail accounts can be appealed to the Dean of the Graduate School. For further information, contact the IT Help Desk (see above).

## MY Portal

The Madonna University MY Portal is a website that individualizes information and services to the specific needs of the person visiting the site. MY Portal will be adding additional features to eventually serve the entire Madonna University community.

You can access MY Portal two ways. First, on the home page of the Madonna University website, [www.madonna.edu](http://www.madonna.edu), you can click on **LOGIN TO MY PORTAL** in the upper-right corner. Or, you can select **MY PORTAL** from the Quick Links on the home page of the Madonna University website. In either case, enter your student ID number in the user name field; enter your password, and click **LOGIN**.

Click on the tabs to the right of the Home tab, especially the **STUDENTS** tab. To learn the basics, click on the appropriate Frequently Asked Questions (FAQ) link found at the bottom of each MY Portal page. It covers most of the questions you might have.

The Course Information area is located under the **STUDENTS** tab. This area is used to add or drop courses, view your grades, print an unofficial transcript, and estimate your GPA.

### What if I need additional help?

Available at the bottom of every MY Portal page is a FAQ document and a MY Portal Feedback link to report issues, suggestions, or positive comments. If you need a response to your issue, include your name and e-mail address in the form.

You can also contact the Help Desk at [helpdesk@madonna.edu](mailto:helpdesk@madonna.edu). The preferred contact method is by e-mail, but you can also call (734) 432-5800 to leave a description of your problem and your telephone number.

# ***Policies: Academic Options***

## ***Graduate and Post-Master's Certificates***

A graduate certificate or post-master's certificate is a minimum of 9 graduate-level semester hours in a concentrated area of study, as designed by the academic department and approved by the Graduate School Committee. Graduate certificates may be earned pre-master's unless they are specifically designated post-master's certificates. The post-master's certificates are awarded and transcribed after the master's degree is earned.

All courses within either kind of graduate certificate must be graduate level courses (5000 and higher). The graduate certificate consists of the approved plan of study for the certificate. Substitutions may be made on the recommendation of the department faculty and at the discretion of the Dean of the Graduate School. Transfer of credit from another institution may be permitted and may be applied towards the graduate certificate provided that the transfer credit is for graduate level course work. Not more than one-third (1/3) of the required course work (or a maximum of 6 s.h., whichever is smaller) for the graduate certificate may be transferred into Madonna University.

Admission requirements for the certificate are identical to admission requirements for other graduate programs in the department offering the certificate. A student must meet these requirements to be admitted to the certificate. A student may be allowed to transfer from a graduate certificate status to a degree status upon the recommendation of the faculty. All other policies and procedures as identified in the current graduate bulletin shall be applicable to all graduate certificates.

## ***Second Master's Degree***

Students with a master's degree in another field are evaluated individually to determine course equivalencies. Students studying for a second master's degree may transfer (or apply Madonna University credits) up to a maximum of 12 graduate credit hours toward the second master's degree. These credits must be relevant to the second degree program and no more than 8 years old. Students must, however, complete a minimum of 24 semester hours of graduate course work at Madonna University, which may include a thesis or research project.

## ***Auditing Courses***

Audit status must be approved by the student's advisor and selected at the time of registration. Auditors must adhere to the attendance policy of the course; those who fail to meet attendance requirements receive a W on their transcript. Students pay full tuition and fees to audit courses.

## ***Independent Study***

Independent study provides the opportunity for in-depth study of a subject which is of particular interest to the student beyond what is offered within the University's curriculum of formal courses. Students may earn credit for independent study with the approval of a faculty member, the department chairperson, the dean of the school or college in which the credit is awarded, and the Dean of the Graduate School.

The plan for the independent study and the required approvals are documented on the form Petition and Authorization for Independent Study, which must be attached to the normal registration paperwork.

## ***Michigan Intercollegiate Graduate Studies (MIGS) Program***

Graduate students who are in good standing in a degree program are eligible to elect courses at several graduate schools in Michigan with the approval of both their Home (Madonna University) and potential Host Institutions. This program for guest scholars enables graduate students to take advantage of unique educational opportunities throughout the state. For a list of participating institutions and MIGS liaison officers, see the MIGS form in the STUDENT FORMS section of the Graduate School website under CURRENT STUDENTS > STUDENT RESOURCES.

### ***Procedure: MIGS***

- The student and academic advisor decide if the course(s) at a participating university are appropriate to the student's program of study and are not available at his/her Home Institution.
- The Madonna student obtains a MIGS application from the Madonna University Graduate School website. When signatures of the Academic Advisor and the Dean of the Grad-



uate School have been obtained, signifying the student is qualified and eligible to take course(s) for transfer back to the program of study, the Dean of the Graduate School forwards the application to the Host Institution for review and approval. The Host Institution ensures that the course(s) will be offered in the anticipated semester or term and that there is sufficient space available to allow for enrollment by a guest student.

- Once the admission has been approved by the Host Institution, the MIGS Liaison Officer at the Host Institution issues enrollment documents and provides registration instructions to the Madonna student.
- After completing the course(s), the student is responsible for arranging to have *one official transcript* of MIGS studies sent to the Madonna University Graduate School. The student should also contact that office to indicate that a transcript is being sent for posting on the academic record as MIGS graduate credit.

**Additional Information: MIGS**

**FEES AND FINANCIAL AID:** Students on a MIGS enrollment pay tuition and other fees normally charged by the Host Institution for the services rendered. Students on MIGS enrollment are not eligible for financial aid from the Host Institution.

**RESIDENCY STATUS** is the same as at the Home Institution.

**CREDIT:** All credit earned under a MIGS enrollment will be accepted by Madonna University as agreed and posted according to the transcribing practices of Madonna University.

**GRADES** earned in MIGS courses will not be applied toward the Madonna University grade point average.

**PART-TIME:** A student may combine a part-time enrollment at Madonna University with a part-time MIGS enrollment with prior approval of the student's academic advisor (and, for international F-1 students, the International Students Office). The Home Institution agrees to obtain the documentation necessary to combine the enrollments into a single enrollment status and to student's enrollment time status with the National Student Loan Clearinghouse or other time status reporting agency as appropriate.

**ENROLLMENTS:** Cumulative enrollments are limited to six (6) semester hours.

**TRANSCRIPTS:** The student is responsible for arranging to have transcripts certifying completion of work under a MIGS

enrollment forwarded from the Host Institution to Madonna University.

**Study/Work/Travel Abroad**

Madonna University promotes the expansion of international education through curricular development, through international exchange programs, the active recruitment of international students, and study, work, and travel abroad programs. Numerous study-abroad opportunities are available for individual students, as well as Madonna University-sponsored study-abroad trips.

Students interested in study, work, and travel abroad should contact the Center for Study Abroad, Room 1501.

**Flexible Scheduling**

Madonna University offers unique alternatives to students to finish selected certificate and master's programs by enrolling in a combination of weekday/weekend classes and online courses. In keeping with the mission of Madonna University, all scheduling options allow opportunities for spiritual growth in addition to academic study through interaction with peers, lectures, retreats, communal prayer, and other activities that promote spiritual and personal development.

**Credit for Experiential Learning**

Madonna University does not grant credit at the graduate level for experiential learning.



# ***Policies: Academic Process***

## ***Advising***

The specialty departments provide academic advisement to ensure that students understand the goals of the program and follow a plan of study. Students are encouraged to contact the program director when a question arises about policies or procedures. The departmental student handbook provides detailed information about program requirements and scheduling of courses. Students are encouraged to obtain a handbook and to maintain contact with the program director to avoid errors caused by self-advising.

## ***Post-Admission Writing Assessment***

Newly admitted graduate students in specific graduate programs, as indicated in this Bulletin with the requirements of the program, are required to write an assessment essay created and scored by Madonna University writing faculty. The purpose of the writing assessment is to determine how prepared students are for graduate-level writing and for writing in the professions.

Students who need writing instruction indicated by the scoring of the assessment may be required to take up to three semester hours of directed graduate writing course work, in addition to their graduate program course work.

Students must have fulfilled their writing assessment requirement prior to completing the sixth semester hour of graduate studies at Madonna University. Additionally, any required graduate writing course work must be completed within two semesters following the assessment.

A fee for taking the graduate writing assessment is assessed (see page 11).

## ***Selection of Course Offerings***

Students must observe prerequisites set by the University and/or by their specific departments. Since the University must consider the needs of the entire student body, it may be impossible to honor individual requests for particular hours and instructors. The scheduling of courses and sections at certain hours does not assure a student's admission to any given section.

Courses taken for credit at the undergraduate level may not be repeated for graduate credit, including those courses augmented for graduate study. Exceptions include courses that are distinctly different, such as foreign study, and are approved at the discretion of the Dean of the Graduate School.

**The University may cancel or substitute any course listed for which there is insufficient registration.**

## ***Level of Instruction***

Courses with numbers from 5000-6990 are typically master's-level courses. In general, a graduate student would take some 5000-level courses prior to enrolling in any 6000-level courses.

Doctoral level courses are numbered 7000-9990; courses numbered 8000-9990 are exclusively doctoral level. The

majority of credits in a doctoral program must consist of courses at the 7000-level or above.

## ***Semester Hour Definition***

Earning one semester hour of graduate credit requires a minimum of one hour of classroom or direct instruction each week for a full semester and a minimum of three hours of out-of-class student work each week for a semester, or its equivalent.

An equivalent amount of work (minimum four hours per week for a semester, or its equivalent of combined direct instruction and outside-of-class student work) is used as the measurement for a credit hour in other credit-bearing activities, such as laboratory experiences, practica, clinicals, and other academic experiences.

## ***Academic Load***

The full-time credit load for graduate students is 9-12 semester hours per semester; the normal load for a graduate student with a full time work commitment is 3-6 semester hours per semester. Special permission to exceed 12 semester hours per semester in a graduate program may be granted by the Dean of the Graduate School, whose signature must appear on the student's registration form.

For financial aid purposes, the following formula is used:

|                              |                             |
|------------------------------|-----------------------------|
| Full-time status:            | 9 or more semester hours    |
| 3/4 time status:             | 6-8 semester hours          |
| Half-time status:            | 4-5 semester hours          |
| Less than half-time student: | fewer than 4 semester hours |

## ***Drop/Withdrawal from Classes***

A course is considered "dropped" during the period of time in which the tuition refund is 100%. A class may be dropped during the period of time designated in the course schedule. Drops may be done online through MY Portal during the posted dates, or in writing with the Office of the Registrar.

Courses dropped after the 100% refund period are considered "withdrawn". Students who wish to withdraw from a course(s) must do so officially at the Office of the Registrar. Requests must be made in writing before the deadline date specified in the calendar of the University Bulletin.

Forms are available online, [www.madonna.edu](http://www.madonna.edu) > **CURRENT STUDENTS > REGISTRAR'S OFFICE > REGISTRATION – CHANGES**, and at the Office of the Registrar. Failure to officially withdraw from a course(s) will be recorded as an F (0.0) grade and computed in the grade point average.

The date that the request for withdrawal is received by the Office of the Registrar is used to determine the amount of tuition adjustment, if any, after the classes have begun (see chart on page 13 of this Bulletin or page 11 of the current Schedule of Classes). A student who does not officially withdraw from classes before the specified date, even though he/she did not attend class(es), is responsible for payment of full tuition and fees for the class(es).

Note: if withdrawal results from a call to active military duty, see also page 15.



## ***Attendance***

Because participation in class activities is important to the educational process, the student is advised to be present for all sessions. Job-related absences due to such things as travel can be accommodated, but the student must accept full responsibility for missed work. Professors are not expected to reschedule tests or conduct make-up sessions for students who have missed class.

## ***Course or Requirement Waivers***

Course waivers or waivers of clinical work/internships may be granted at the discretion of the advisor, with the approval of the Dean of the Graduate School, when certain experiences, advanced course work, tests, or a combination of course work suggest that a waiver is logical and educationally sound.

A waiver permits the omission of a course or requirement. No credit is granted. Additional course work at the graduate level is required to replace credit for any waived course. The required number of semester hours for the degree or certificate must be fulfilled.

The waiver must be approved by the Dean of the Graduate School.

## ***Course Substitutions***

A Program Director may authorize the substitution of a course by another course or courses suitable to the program. A grade of B (3.0) or higher is required in the substituted course. The required semester hour total for the degree or certificate program must be maintained.

The substitution must be approved by the Dean of the Graduate School.

## ***Continuation of Instruction in the Event of a City-wide or Regional Emergency***

The following policies apply when a course is interrupted by a city-wide or regional emergency.

**If campus technology and electricity are operating, but the public is advised not to travel or congregate:**

- students are to continue reading and completing assignments until classes resume;
- the online software, Blackboard, becomes the default instructional delivery mode;



- grades are submitted according to the regular schedule; except for laboratories, where an Incomplete will be given.

**If campus facilities, technology, and electricity are not operating:**

- students are to continue reading and completing assignments;
- communication will be by cell phone;
- clinical and field placements continue as scheduled, unless otherwise directed.

## ***Examinations***

Final examinations are administered at instructor discretion at the end of each course. An unexcused absence from a final examination may constitute a failure in the course.

## ***Guest Passes***

Graduate students of Madonna University may obtain a guest pass for a course at another institution provided the course in question will not be offered during the upcoming academic year and waiting for the course will cause severe inconvenience.

Students must have the written approval of their specialty advisor, the Dean of the Graduate School, and the Registrar prior to registering for a course at another institution. The time limit for the guest pass is one semester.

For further information, see Michigan Intercollegiate Graduate Studies (MIGS) Program on pages 20-21.

## ***Filing Doctoral Plan of Study***

Doctoral students must file with the Graduate School by the end of the second semester of full-time enrollment a plan of study for their program, signed by both the student and the faculty advisor, as well as the program director.

Deviations from the courses listed in the plan of study must be submitted to the Dean of the Graduate School for approval.

The plan of study form may be found on the Graduate School website under "Doctoral Student Resources."

## ***Time Limitations***

### ***Master's Degree Programs***

Master's degree students must complete all requirements, including thesis or research study, within six years after admission to the program. An extension of one year may be granted by the Dean of the Graduate School.

### ***Doctoral Programs***

Doctoral students must complete all requirements, including the capstone experience, within seven (7) years after admission to the program post-baccalaureate or five (5) years if admitted post-master's degree. An extension of one year may be granted by the Dean of the Graduate School. Additional course work may be required.

## ***Readmission***

Students admitted to Madonna University who have not been in attendance for two years at the University or who have transferred meanwhile to another college are required to file an application for readmission. Students who are readmitted to the University must meet the degree requirements of the Bulletin that is in effect at the time of readmission. >>

The files of applicants who are admitted for a specific semester, but who do not register, are held in the Graduate School for a period of two years following that semester. After this period, nonregistered applicants must apply for readmission. Incomplete files of nonregistered applicants are not kept beyond one year.

## **Candidacy**

### **Master's Degrees**

In the education, teaching English as a second language, history, hospice and palliative studies, humane studies, liberal studies, nursing, pastoral ministry, and psychology master's degree programs students achieve candidacy status once they have completed half of the required hours of course work for a program with a minimum 3.0 grade point average. Candidacy is considered an academic milestone; it brings recognition and encouragement once the student is at least half way toward completing the master's degree.

Candidacy status does not apply to students in the School of Business.

### **Doctoral Programs**

A student is considered to be a doctoral candidate when he or she has successfully completed all pre-candidacy course work (at least 50 graduate credits) required by his or her program and passed the program's qualifying examination/assessment. Some programs may also require successful completion of field placement(s) in order for candidacy status to be achieved.

At the time that candidacy status is attained, the Program Director submits the *Recommendation for Candidacy Status* form to the Graduate School. The student subsequently receives a letter from the Dean of the Graduate School notifying him or her that this milestone has been reached and an entry is made in the student's academic record.

## **Continuing Enrollment/ Doctoral Programs**

Doctoral students must maintain continuing enrollment (two out of three semesters per year) until the degree is awarded, unless they are granted a leave of absence.

Upon reaching the stage of the capstone experience, a student must register for a minimum of one (1) s.h. of capstone experience credits each semester enrolled (two out of three semesters per year) to maintain access to University faculty



and services. A maximum of six (6) capstone experience extension credits may be taken beyond the number of capstone experience credits required by the program.

Failure to maintain continuing enrollment may result in dismissal from the program.

## **Leave of Absence for Doctoral Program**

A leave of absence of one semester or longer may be requested for extenuating personal or medical reasons.

A leave of absence may be granted by the Dean of the Graduate School. Requests for extension of a leave of absence shall be made following the same procedures as the initial request.

The student should submit the Leave of Absence form, found on the Graduate School website under "Doctoral Student Resources", for review by the program director, who will make a recommendation to the Dean of the Graduate School. Requests for a medical leave of absence (including maternity leave) must be accompanied by a signed affidavit from the student's health care provider. This shall contain an indication of the medical condition, date of initiation, and anticipated duration of the leave. Documentation for family leave may consist of a copy of a birth, adoption, or death certificate, letter from family member's physician, or similar document.

Upon return to the program, the student shall communicate with the program director to determine available space and anticipated date of return. A release from a health care provider is required upon return from a medical leave.

The time limitations for program completion remain in effect during the leave of absence; therefore, students granted a leave of absence from the program may be required to complete supplementary course work, depending upon the length of time the student is away from the program and the extent of any changes in the discipline. Unauthorized/unexcused absences may result in dismissal from the program.

## **Qualifying Examination/ Assessment: Doctoral Programs**

Each doctoral program establishes its own policies, procedures, and deadlines for the qualifying examination/assessment, as approved by the applicable department's faculty and the Graduate School. Depending on the program, the qualifying examination/assessment may be a written exercise, an oral presentation, a demonstration of technical proficiency, or some combination of these assessment methods.

A student who does not successfully complete the qualifying examination/assessment may sit for the examination (or its functional equivalent) a second time and, if necessary, a third time. Failure to pass the examination/assessment on the third attempt, or within a time period designated by the department, may result in dismissal from the Graduate School. Each doctoral program establishes the minimum and maximum intervals between attempts at completion of the examination/assessment.

## **Research Integrity**

In keeping with the Franciscan value of reverence for the dignity of each person, Madonna University promotes respect for the individual in the ethical conduct of research. University faculty operationalize this across the institution by requiring all students involved in research education to receive training in research integrity and the protection of human subjects.

University policies for research integrity mirror those of federal agencies regarding funded research. Full information on research integrity policies, the Human Subjects Review Committee, and the investigation and resolution of allegations of research misconduct is available on the website of the Center for Research.

## **Research Study/Master's Programs**

Graduate education is distinguished by its focus on research. The capstone experience may take several forms. At the master's degree level, the student is expected to be able to apply research to a problem under the supervision of a faculty advisor. The final project may take the form of thesis, research project, research practicum, action research, or problem analysis.

Students must submit acceptable copies of the final paper by the official ending date of the semester of graduation. Otherwise, the student is awarded a Y grade. Students who have not submitted final copies of their paper have not fulfilled degree requirements and their graduation is postponed.

### **Master's Program Thesis**

The thesis is a scholarly manuscript that describes all aspects of an independent investigation of a research problem completed by the master degree candidate under the guidance of a graduate faculty member. In addition to the *Research Guide*, where the physical specifications are presented, the student is responsible to refer to the *Publication Manual of the American Psychological Association* and other sources as directed by the faculty advisor to properly prepare a thesis, which is approved by the faculty advisor for content and by the Graduate School for format.

In conjunction with the faculty thesis advisor, a student conducting research that involves use of human subjects is responsible to examine the criteria for review by the Human Subjects Review Committee. Requirements for review appear in the Research Guide as does the application form on the Center for Research website. The completed form and supporting documents are to be submitted to the Graduate School.

Students are required to submit two copies of the completed thesis. Of these, one is bound for the University; the second copy is sent to University Microfilms International for publication. If students wish to have a personal copy, additional bound copies may be ordered at this time.

Students must register for thesis credit as stipulated by the respective graduate programs and pay a thesis fee at the time they submit the Intent to Submit and Present Research form found on the Graduate School website.

The student must have procured the necessary approval signatures and have submitted two perfect copies of the thesis prior to the official end of the semester in order to graduate that semester.

## **Research Project**

The research project is a focused study that has practical application to the student's area of study and may be done in collaboration with the student's employer. It contains most elements of the thesis, but it is not bound or microfilmed, and it is subject to a strict timeline for completion. A copy of the research project must be submitted to the departmental office.

## **Research Practicum**

The research practicum is a collaborative investigation done under the sponsorship and supervision of a doctorally-prepared principal investigator (PI). The role of the student in the investigation is negotiated with the PI and, if not the PI, the research advisor. The proposed project contains most of the elements of the thesis. The finished product may take the form of a publishable manuscript. A copy of the practicum report must be submitted to the departmental office.

## **Action Research**

According to John Elliott\*, action research is a collaborative effort of jointly evaluating teaching practice and trying out new strategies toward the goal of consistently practicing educational values. Students conduct this research under the supervision of a faculty advisor. A copy of the action research report must be submitted to the departmental office.

\* Elliott, J (1991) *Action Research for Educational Change*, Open University Press: Milton Keynes.

## **Doctoral Programs Capstone Experience**

Each doctoral program establishes its own discipline-specific policies and procedures for the capstone experience (CE), as approved by the applicable department faculty and the Graduate School Committee. The content, depth, breadth, medium, and grading scheme for the capstone experience differs from one program to the next. Additionally, each program determines the composition of the Capstone Experience Committee and the time frame for assembling the Committee relative to attainment of candidacy status.

For all doctoral programs, the Capstone Experience Committee is to have a Committee chair chosen by the student from doctorally-prepared, full-time faculty in the degree-granting department. In special circumstances, and with approval from the Dean of the Graduate School, doctorally-prepared part-time faculty may serve on a Capstone Experience Committee.

### **Composition and Qualifications of the Doctoral Capstone Experience Committee**

The members of the student's Committee, and any changes to that roster, must be approved by the Committee chair, program director, and the Dean of the Graduate School using the *Capstone Experience Committee Designation* form available on the Graduate School website under "Doctoral Student Resources."

The Capstone Experience Committee shall consist of a minimum of three faculty members, one of whom may be external to the student's home department. Exceptions to the faculty composition and qualifications may be made at the discretion of the Dean of the Graduate School.

All significant decisions regarding the student's capstone experience typically are approved by a consensus of Commit-

tee members. This includes the decision whether to approve the capstone experience as having reached the threshold for completion. If consensus cannot be reached, all final decisions rest with the Committee chair.

Each potential member of the Committee should submit a curriculum vitae that supports the following qualifications for appointment:

- Doctorate or terminal degree in field (if not in student's department).
- Chair
  - 5 years experience teaching at the graduate level, including 1 year at Madonna University.
  - Full-time faculty.
  - Experience with advising at least 3 students in master's/doctoral research.
- Members
  - 2 years experience teaching at the graduate level, including 1 year at Madonna University.
  - Full-time faculty.

### ***Filing Doctoral Capstone Experience***

Upon completion of the capstone experience, the finished product must be submitted to the Graduate School for inclusion in the University Library. Requirements for the format of these documents can be found on the Graduate School's website under "DOCTORAL STUDENT RESOURCES."

In order to meet graduation deadlines, the capstone experience must be submitted to the Graduate School in its final format not later than 30 calendar days prior to the last day of the semester. (See University calendar inside front cover.)

### ***Application for Degree***

Students must file an Application for Degree with the Graduate School according to the dates published by the Office of the Registrar. Applications for graduation may be obtained at the Student Accounts Office or from the Graduate School website. The form must be stamped by the Student Accounts Office upon payment of the graduation fee. The endorsed form is returned to the Graduate School. Students must file an Application for Degree regardless of whether or not they will attend the graduation ceremony. *This application expires one year after the semester of intended graduation.*



## ***Graduation Requirements***

### ***Master's and Certificate Programs***

All requirements for a degree must be completed prior to the official date of the end of the semester in which the student seeks to graduate, including submission of perfect copies of the thesis or capstone project. Otherwise, graduation is postponed until the following semester.

### ***Doctoral Graduates***

All requirements for the degree, including perfect copies of the capstone experience report submitted to the Graduate School, must be completed not later than 30 calendar days prior to the last day of the semester. The Graduate School deadlines for the semester in which the student seeks to graduate are posted in the Schedule of Classes.

### ***Doctoral Degree Titles***

When all degree requirements have been met, and when the chair of the Capstone Experience Committee signs and submits to the Graduate School the *Report on Capstone Experience* form, the individual is entitled to use the earned degree title and associated credentials. The degree is officially conferred at the end of the semester in which the student completes all degree requirements.

### ***Attendance at Commencement***

All degree and certificate graduates are encouraged to be present at the commencement ceremony in May to celebrate their achievement. Diplomas for April, July, and December graduates are mailed to the graduates approximately 4 weeks after each graduation date.

### ***Master's and Certificate Graduates***

Students who expect to complete their degrees in July may participate in commencement exercises the preceding May, with the approval of the Graduate School.

### ***Doctoral Graduates***

For doctoral graduates, participation in commencement exercises is limited to students who complete doctoral degree requirements by posted deadlines. All requirements for the degree, including perfect copies of the capstone experience report submitted to the Graduate School, must be completed not later than 30 calendar days prior to the last day of the semester. Otherwise, degree conferral is postponed until all requirements are met, and participation in commencement exercises is postponed to the commencement ceremony following degree conferral.

**The Graduate School deadlines for the semester in which the student seeks to graduate are posted in the Schedule of Classes.**

# Policies: Academic Standards

## Professional Ethics

All members of the Madonna University academic community are expected to practice and uphold the highest standards of professionalism and integrity. Academic dishonesty is unacceptable. Students are expected to become fully informed as to the parameters of academic dishonesty through use of resources available in the Madonna University Library and the University Writing Center.

The University reserves the right to require students to withdraw from a program due to unsatisfactory or unprofessional conduct in the theoretical and/or practical phase of that program.

## Academic Integrity

Violations of academic integrity include:

- Cheating
- Plagiarism
- Fabrication
- Unauthorized collaboration
- Multiple submissions of work
- Facilitating academic dishonesty
- Denying others access to academic resources
- Other forms of violation of academic integrity

Details regarding these forms of violation may be found on the Madonna University Graduate School website:

<http://www.madonna.edu/admissions/graduate-school/current-graduate-students>

## Sanctions

A student who commits academic dishonesty will be sanctioned. The course instructor, in collaboration with the program director and the college/school dean, will determine an appropriate penalty for academic dishonesty after meeting or communicating with the student. Factors that would be considered in determining the appropriate sanction include a history of similar offenses and the impact of the offense on academic integrity.

The incident must be reported to the Dean of the Graduate School, where a disciplinary reprimand is placed in the student's record and the student may be placed on disciplinary probation.

The student may appeal the decision by following the Student Appeal Process (page 29). Sanctions may include, but are not limited to, one or more of the following actions:

- Failure on the assignment/examination
- Disciplinary probation
- Educational activity addressing the offensive activity; e.g., tutorial, scholarly paper, workshop
- Failure in the course
- Suspension from the University
- Dismissal from the University (noted on the transcript)
- Delay of awarding of a degree, for infractions late in the academic career
- Rescission of a degree

## Standards for Written Work

The graduate faculty and staff at Madonna University have made a commitment to writing across the disciplines at the graduate level. They recognize that writing competency affects a student's success in graduate school, in the professions, and in everyday life. For this reason, Madonna University's graduate faculty actively promotes the development of strong writing skills.

The Graduate School faculty expect that all written work by graduate students, both academic and professional, will be in standard English and free of basic writing and spelling errors.

## Grading

Maintaining high academic standards is a condition for retention in the program. Students must maintain a minimum grade point average of 3.0. Courses with grades lower than C do not apply toward the degree but are computed in the cumulative GPA. The student must possess a degree GPA of at least 3.0 in order to graduate.

Grades for each course are awarded on a four-point system:

|           |                                       |                                     |
|-----------|---------------------------------------|-------------------------------------|
| <b>A</b>  | Exceptional                           | 4.00 honor points per semester hour |
| <b>A-</b> | Greatly exceeds expectations          | 3.66 honor points per semester hour |
| <b>B+</b> | Exceeds expectations                  | 3.33 honor points per semester hour |
| <b>B</b>  | Meets Expectation for Graduate Work   | 3.00 honor points per semester hour |
| <b>B-</b> | Below Graduate Standard               | 2.66 honor points per semester hour |
| <b>C+</b> | Fair                                  | 2.33 honor points per semester hour |
| <b>C</b>  | Lowest Acceptable Level of Attainment | 2.00 honor points per semester hour |
| <b>D</b>  | Unacceptable Level of Attainment      | 1.00 honor points per semester hour |
| <b>F</b>  | Failure                               | 0 honor points                      |

Other grades:

**S** – Satisfactory (B or better)

Prerequisite courses taken at the undergraduate level can be taken on a pass/fail basis and would therefore carry an S grade to denote a passing grade. Regular graduate course offerings, except for those designated, are not eligible for the S grade. The S grade denotes attainment of B or better in the course. Unsatisfactory performance in a pass/fail course is recorded as F.

**W** – Withdrawal

A student who withdraws from a class is awarded a W on the transcript.

**Y** – Carry over

For a course that carries over into a subsequent semester. For the *thesis, research project, independent research study, practicum, and doctoral capstone experience*, or other carry-over course, the student may continue with an outstanding Y grade for two semesters, for a total of three

semesters; at the end of the third semester, the grade for the course is awarded, or the Y automatically converts to an L grade. For the *doctoral capstone experience*, a Y grade carries over as long as the student is registered for capstone experience credits or has an approved leave of absence. If the student fails to register and does not qualify for a leave of absence, the Y(s) automatically convert to an L grade.

**L – Lapsed**

Indicates that the time limit for completion of the course has lapsed. The L does not compute into the student's grade point average; however, the student must re-register for the credits in order to fulfill degree requirements. The L remains on the transcript and cannot be converted to a letter grade.

**T – Audit**

A student who audits a class is given a T on the transcript.

**I – Incomplete**

The professor has the option of assigning an I grade to a student who, because of an extenuating circumstance, has not completed course requirements. The student should inform the professor as soon as possible when it becomes apparent that he/she cannot complete the course. In most cases the student will be encouraged to withdraw.

A grade of I automatically converts to F if not removed within six weeks after the end of the semester. In extenuating circumstances, students may arrange for an extension of this limit with the instructor and the Registrar.

## ***Policies Related to Low Course Grades***

1. Only a grade of C or better is applicable toward the graduate degree program. A cumulative GPA of 3.0 or higher in program courses is required for graduation.
2. Students receiving a grade of D or F in a course required for the graduate degree program must repeat that course at Madonna University.
3. Students receiving a grade of D or F may be permitted to repeat the course once; twice, if approved by the instructor and department. Repeated courses must be taken at Madonna University and cannot be transferred in. In computing the GPA, only the grade and credit hours of the last attempt is included in the computation; however, all earlier attempts remain on the transcript.



## ***Grading Policy for the Thesis/Independent Research Study***

The research project is graded on a pass/fail basis in the business administration program; the thesis, research project, and/or research practicum are graded on a letter grade basis in the nursing, history, hospice and palliative studies, liberal studies, and psychology departments.

## ***Academic Progress***

Academic progress is determined by three factors:

1. minimum 3.0 semester grade point average;
2. minimum 3.0 cumulative grade point average; and
3. rate of graduate course completion, based on enrollment status, according to the following table:

| ENROLLMENT STATUS          |                            | MINIMUM GRADUATE COURSE COMPLETION |
|----------------------------|----------------------------|------------------------------------|
| <b>Full-Time</b>           | 18+ s.h./a.y.*             | 14 s.h./a.y.                       |
|                            | 9+ s.h./semester           |                                    |
| <b>Three-Quarter-Time</b>  | 12+ s.h./a.y.              | 9 s.h./a.y.                        |
|                            | 6-8 s.h./semester          |                                    |
| <b>Half-Time</b>           | 8+ s.h./a.y.               | 6 s.h./a.y.                        |
|                            | 4-5 s.h./semester          |                                    |
| <b>Less than Half-Time</b> | Fewer than 4 s.h./semester | One course per semester            |

\* s.h./a.y. = semester hours per academic year.

A formula is applied to determine the completion factor for students whose enrollment status (full-time or part-time) changes from one semester to the next.

Failure to make satisfactory academic progress will result in dismissal from the graduate program.

**Note:** Names of individuals receiving Veterans' Benefits who fail to make satisfactory progress are submitted to the Department of Veterans Affairs.

## ***Good Standing***

Students who maintain a semester and cumulative grade point average (GPA) of 3.0 or higher and make satisfactory academic progress, as described above, are considered to be in good standing.

## ***Academic Warning***

A student will be issued an academic warning for one or more of the following reasons:

1. A course grade is below 3.0.
2. The semester grade point average (GPA) is below 3.0.
3. The student has two consecutive semesters of enrollment with at least one withdrawal (W).

Grades of I and Y are not considered in computing the grade point average.

## ***Academic Probation and Dismissal***

A student will be placed on academic probation for one or more of the following reasons:

1. The student receives a course grade below 3.0 in consecutive semesters of enrollment.
2. The student has a semester grade point average (GPA) below 3.0 in consecutive semesters of enrollment.
3. The student has a cumulative GPA below 3.0.
4. The student earns a grade of D or F in a degree course, excluding courses taken for enrichment.

A student will be removed from probation when the conditions that triggered the probation no longer apply.

Students may be dismissed from the graduate program if their cumulative GPA falls below 3.0 for three consecutive semesters. This does not include courses taken for enrichment. Students who demonstrate progress in raising the cumulative GPA may be given additional semesters to achieve a cumulative 3.0 GPA, at the discretion of the Dean of the Graduate School.

In addition to these standards, degree programs and certificates may require certain minimum grades in the overall program of study or in specific courses. Students who do not make satisfactory academic progress in their program of study or who fail to demonstrate ability to succeed in their plan of study may be dismissed from the University upon the recommendation of the academic department and/or the decision of the Dean of the Graduate School. A dismissed student with a successful appeal must remain in academic recess for the semester following the dismissal notification.

Grades for all graduate courses taken at Madonna University will appear on the graduate transcript and undergraduate course grades will appear on an undergraduate transcript.

The student must possess a degree GPA of at least 3.0 in order to graduate. The degree GPA includes all required courses and electives which apply toward the degree; it does not include courses taken for enrichment.

## ***Graduate Student Academic Appeal Procedure***

The graduate student grievance procedure is designed to offer a means to resolve disagreements related to interpretation of University or department policies for students enrolled in graduate courses in the University. This procedure is also followed by students who wish to appeal their grade or other issue. (For dismissal from the Graduate Program, see below.) The academic appeal procedure must be initiated within 20 working days after the student is aware of the issue, grade, or policy, or the end of the semester in which the grievance exists, whichever is sooner. The following steps define the appeals procedure:

**Step 1:** The student discusses the problem with the professor or staff member involved at a scheduled appointment *within 20 working days\** after the grievance is known.

**Step 2:** If the grievance is not resolved, student and professor or staff member meet with the Program Director or Department Chair *within 15 working days\**.

**Step 3:** If the grievance remains unresolved, the student presents the problem *in writing* using the *Graduate Student Appeal Request form\*\** to the Program Director or Department Chair who will request a departmental appeal board hearing (*minimum of 2-3 graduate level faculty and one graduate student representative*) *within 15 working days\**. The board recommends an action to the college/school dean, who, after review, informs the student of the decision in writing.

**Step 4:** In the event the student rejects the decision, the student may present the case, *within 15 working days\**, to the Dean of the Graduate School for review. The Dean of the Graduate School informs the student of the decision in writing.

**Step 5:** If the grievance remains unresolved, the student may continue with an appeal, *within 15 working days\**, to the campus-wide appeal board through the Office of the Vice President for Student Affairs. The student representatives on this board will be graduate students.

**Step 6:** If the grievance remains unresolved, the student may appeal to the Provost and Vice President for Academic Administration, whose decision is final.

\* Working days are defined as those in which faculty are on contract, excluding weekends and holidays. Faculty are generally on contract September through May. Summer contracts run May through July.

\*\*The Graduate Student Appeal Request form may be obtained from the department chairperson, the Graduate School, or online under Graduate Student Resources on the Graduate School page.

## ***Appeal Procedure for Dismissal from the Graduate Program***

A student who has been dismissed from the graduate program may appeal his/her dismissal using this process:

1. Submit the Graduate Student Appeal Request form with a letter to the Graduate Program Director/Department Chair explaining the circumstances that influenced his/her academic performance and how these circumstances have been addressed to permit improved academic performance.
2. The Graduate Program Director/Department Chair convenes the department's appeal board, as defined above, *within 15 working days\**. The appeal board, with the support of the College Dean, recommends an action to the Dean of the Graduate School, who, after review, informs the student of the decision in writing. The decision of the Dean of the Graduate School is final.

# Policies: Academic Records

## Grade Reports and Transcripts

A report of the final grade in each course, and the student's grade point average for the semester, is available via MY Portal to each student after the end of each semester (log in with your usual ID number and password).

Transcripts are generally mailed within 3-4 business days after receipt of the signed request. *Students who wish to have current semester grades, or a degree, listed on the transcript ordered should indicate that the Office of the Registrar should hold the request until current semester grades, etc., are posted.*

Transcripts are issued at \$5 each. Same-day transcripts are available for an additional \$5 per order.

Transcript requests must be written and have your signature, as well as your present name and former names used while attending Madonna, your student ID number and/or Social Security number, your current address and phone number, your approximate dates of attendance and/or graduation, and the name and address of the person or agency/institution who is to receive the transcript.

Requests may be mailed with a check or money order to the Office of the Registrar, Attn: Transcripts, Madonna University, 36600 Schoolcraft Road, Livonia, Michigan 48150-1176; or faxed to the Office of the Registrar, Attn: Transcripts, at (734) 432-5405. If ordering via fax, your payment can be made online at [www.madonna.edu](http://www.madonna.edu). With your ID number and password, click on **MY PORTAL** and sign in. If you do not have an ID number and password, click first on **PARENTS/FAMILY**.

- Pay by **e-check**: no service fee.
- Pay by **credit card**: credit card payments are charged a service fee of 2.90% for payment from \$0.01 to \$3,000.

Madonna University uses a third-party payment vendor, CASHNet® (The Student Accounts Office is no longer able to process credit card payments at the service window or over the phone.)

Transcripts sent directly to the student are stamped "Issued to Student" and are mailed with a tamper-proof seal across the flap of the envelope.



## Student Records Policies and Procedures for Madonna University

(IN COMPLIANCE WITH THE FAMILY EDUCATIONAL RIGHTS AND PRIVACY ACT OF 1974).

### Procedure to Inspect Education Records

Madonna University's policy with regard to student records follows the "Family Educational Rights and Privacy Act of 1974" (20 USCS Section and 1232 g) and is set out in brief form as follows: students have the right to inspect their records; the institution will comply with the student's request for information within 45 days after the request has been filed; confidential information pertaining to students will not be disclosed to any person, organization, or agency outside the University without the written authorization of the student, except: 1) in compliance with a court order; 2) when a parent or legal guardian of any student under 18 years of age may request to view the dependent's records; 3) directory information which is public information.

### Limitation Right of Access

Excluded from inspection by students of the institution are the following: parental financial records; confidential letters and statements of recommendation filed before January 1, 1975; and confidential recommendations solicited under a waiver of the right-of-future-access.

Records excluded from the provisions of the Act are: personal notes of teachers and administrators in the sole possession of the maker, not accessible or revealed to any other person except a substitute; law enforcement records; employee records of individuals employed by the educational institutions; and medical and psychiatric reports or related professional files made in connection with treatment of the student.

### Refusal to Provide Copies

Madonna University does not deny students access to educational records upon written request. Madonna University reserves the right to deny copies of records, including transcripts, not required to be made available by FERPA in the following situations:

1. The student lives within commuting distance of Madonna University.
2. The student has an unpaid financial obligation to the University.
3. There is an unresolved disciplinary action against the student.
4. The education record requested is an exam or set of standardized test questions.

### Disclosure of Education Records

Madonna University will disclose information from a student's education records only with the written consent of the student, except that records may be disclosed without consent when the disclosure is:

1. To school officials who have a legitimate educational interest in the records.



2. To officials of another school in which the student seeks or intends to enroll, upon the student's request.
3. To certain officials of the U.S. Department of Education, the Comptroller General, and state and local educational authorities, in connection with audit or evaluation of certain state or federally supported education programs.
4. In connection with a student's request for or receipt of financial aid to determine the eligibility, amount, or conditions of the financial aid, or to enforce the terms and conditions of the aid.
5. To state and local officials or authorities if specifically required by a state law that was adopted before November 19, 1974.
6. To organizations conducting certain studies for or on behalf of the University.
7. To accrediting organizations to carry out their functions.
8. To parents of an eligible student who is claimed as a dependent for income tax purposes.
9. To comply with a judicial order or a lawfully issued subpoena.
10. To appropriate parties in a health or safety emergency.
11. To designated attorneys or legal consultants hired by the University.
12. To individuals requesting directory information so designated by the University. The information may include name, date of graduation, major field of study, dates of enrollment, and participation in officially recognized activity ( sports, degrees, and awards).
13. As the result of any disciplinary proceeding conducted by the University against an alleged perpetrator of a crime of violence to the alleged victim of that crime.
14. To senior federal justice officials with a court order in a terrorist investigation.
15. Students may request that information not be provided to individuals by filing a written request with the Office of the Registrar.

#### **Record of Request for Disclosure**

Madonna University will maintain a record of all requests for and/ or disclosures of information from a student's education records. The record will indicate the name of the party making the request, any additional party to whom it may be redisclosed, and the legitimate interest the party had in requesting or obtaining the information. The record may be reviewed by the eligible student.

#### **Correction of Education Records**

Students have the right to ask to have records corrected that they believe are inaccurate, misleading, or in violation of their privacy rights. Following are the procedures for the correction of records:

1. A student must request in writing to the Registrar of Madonna University to amend the education records relating to the student. In so doing, the student should identify the part of the record to be amended and specify why the student believes it is inaccurate, misleading or in violation of his or her privacy rights.
2. Within a reasonable period of time after receipt of the request to amend, Madonna University may comply with the request, or it may decide not to comply. If it decides not to comply, Madonna University will notify the student of the decision and advise the student of his or her right to a hearing to challenge the information believed to be inaccurate, misleading, or in violation of the student's privacy rights.
3. Upon the student's written request for a hearing, Madonna University will arrange for the hearing, and notify the student, reasonably in advance, of the date, place, and time of hearing.
4. The hearing will be conducted by a hearing officer who is a disinterested party; however, the hearing officer may be an official of the institution. The student shall be afforded a full and fair opportunity to present evidence relevant to the issues raised in the original request to amend the student's education records. The student may be assisted by one or more individuals, including an attorney, but must inform the hearing officer at least two days prior to the hearing.
5. Madonna University will prepare a written decision based solely on the evidence presented at the hearing. The decision will include a summary of the evidence presented and the reasons for the decision.
6. If Madonna University decides that the information is inaccurate, misleading, or in violation of the student's right of privacy, it will amend the record and notify the student, in writing, that the record has been amended.
7. If Madonna University decides that the challenged information is not inaccurate, misleading, or in violation of the student's right of privacy, it will notify the student that he or she has the right to place in the record a statement commenting on the challenged information and/or a statement setting forth reasons for disagreeing with the decision.
8. The statement will be maintained as part of the student's education records as long as the contested portion is maintained. If Madonna University discloses the contested portion of the record, it must also disclose the statement.

# *Student Affairs and Services*

## ***Campus Ministry***

Campus Ministry at Madonna University, with an office in Room 1408, is an important religious ministry dedicated to the service of individuals and the total University community. Campus Ministry seeks to encourage the practical application of Christian moral principles through student participation.

Among the activities sponsored by the Ministry are: week-day celebrations of the Eucharist in Livonia; Reconciliation services; small group meetings; annual student retreats; and service opportunities, including participation in alternative spring break trips and monthly volunteering at Gleaners Food Bank. E-mail [campusministry@madonna.edu](mailto:campusministry@madonna.edu), or stop in Room 1408 of the academic building, to inquire further about campus ministry activities. Persons of any faith traditions are welcome to participate.

The University Chapel is located on the ground floor of the University Center in Livonia. A Christian prayer room, room 1211 in the academic building, and an Interfaith prayer room, located near room 2100, are also available for students to spend time in quiet reflection. In Orchard Lake, the Chapel of Our Lady of Orchard Lake is located at the northeast end of the campus and another chapel is located in the seminary building.

## ***Career Services***

The Office of Career Services, in Suite 1411, provides career development activities, job search assistance, and career counseling to students and alumni of the University. The office provides job fair and employment information and resources for career decision making.

MU Job Link, an online resource available only to Madonna students and alumni, provides current job announcements, job fair information, scheduled activities, and links to employment sites.

Workshops are presented in the fall and winter semesters covering résumé writing and interviewing. Résumé critiquing is available, as well as more involved résumé and job-search advising by appointment.



## ***Counseling and Support***

Individual counseling is available for educational, career, social, or personal concerns. Students whose academic performance is being disturbed by personal problems due to stress may contact the *Office of Student Affairs and Mission Integration*, Suite 1400, for assistance. A brochure of available counseling services is updated each semester and available in the Office of Student Life, Suite 1400.

The low-cost *Psychological Services Clinic* is available to students, who can schedule appointments by calling (734) 432-5493.

Referrals to community professionals are made in cases where problem resolution is beyond the realm of University resources.

## ***Disability Resources***

Established in 1976, the Office of Disability Resources (ODR), Room 1113, creates an accessible, positive learning environment for all students.

The ODR assists students with disabilities as they fully participate in their university experience without confronting architectural, communication, or attitudinal barriers. Madonna University's successful integrated learning environment results from mutual cooperation and support of the faculty, staff, and administration.

Students with a documented disability are eligible for support services to assist them in their educational progress. The ODR support team includes:

- Experienced advisors, who counsel students in their assimilation to college life;
- A Notetaker Coordinator, who manages notetakers and facilitates a positive working relationship among student, notetaker, and instructor;
- An Interpreter Coordinator, who manages and schedules interpreting services and supervises interpreters.

The ODR team works closely together to continually provide an accessible learning environment through services such as:

- sign language interpreting
- oral interpreting
- in-class notetaking
- student/instructor liaison
- counseling (career and personal)
- academic advising
- alternative testing
- reading and transcribing
- computer with voice synthesizer, enlarged text, CD creation from text, and braille printing capabilities
- tutoring referrals.

While students are ultimately responsible for their own progress, ODR services ensure students access to university life.

## ***Diversity and Multicultural Affairs***

The Office of Diversity and Multicultural Affairs (ODMA), Room 1115, values diversity and works to foster an appreciation of diversity at Madonna University and within the larger society. ODMA works in partnership with the Institutional Standing Committee on Diversity and Inclusion to offer an array of diversity programs to the university and the surrounding communities. Look for announcements of programs, symposia, and special events taking up diversity topics in the Madonna community.

## ***Food Services***

Graduate students in Livonia are invited to use the food services in the Madonna University cafeteria located in the University Center, Take Five Lounge at Grill 155°, the Stacks Deli in the Franciscan Center Gathering Space, the vending machines, or in the Madonna University Bookstore. In Livonia, the University Dining Hall is in the upper level of the University Center adjacent to the Residence Hall and is open to the entire Madonna Community: students in residence and commuters, faculty, staff, and guests to the University. Non-residents have wide selections of meal purchase options including Meal Cards that offer five meals at substantial savings over individual meal rates.

Grill 155°, located in the Take 5 Lounge, and the Stacks Deli in the Franciscan Center, are open only when classes are in session in the fall and winter semesters. Because of attendance fluctuations, hours are subject to change near major holidays or at the start or end of each semester. Advance posting of any changes is provided.

At the Orchard Lake Center, the cafeteria is located just south of the Welcome Center and just north of the main chapel.

## ***Health Services***

Health services are available at St. Mary Mercy Hospital, which is adjacent to the University at Five Mile and Levan Roads. Students are responsible for all medical bills incurred because of sickness or injury on or off campus. Students may apply for medical insurance at the Student Accounts Office during September or January.

## ***International Students***

The International Students Office (ISO, Room 1207) strives to provide quality services to international students, including information on international admission requirements and F-1 student status, orientation, advising and counseling, and coordination of extracurricular and cultural exchange activities, such as American host family visits and English conversation partners. International students are always welcome to contact the ISO to seek assistance.



## ***Library Services***

Madonna University Library advances the University mission by supporting the research needs and enhancing the information literacy skills of students, faculty, and staff. To achieve these goals, the Library provides quality resources, assistance, and instruction.

- More than 185,000 print and electronic books, multimedia resources, and over 100 subscription databases that offer 24 / 7 access to 50,000+ online full-text journals.
- Reciprocal borrowing agreements with nearby colleges and universities, and library participation in the Southeastern Michigan League of Libraries Infopass program, enable students to take advantage of the extensive research resources in the Detroit-Ann Arbor area.
- Interlibrary loan and document delivery services extend the availability of library materials.
- Librarians offer expert assistance, at the reference desk, by phone or e-mail, or by appointment in private research consultations, and offer classes, and workshops to ensure that students access, evaluate, and use information effectively and ethically in the research process.
- The library offers wireless access, quiet study areas, and rooms for collaborative work.
- The library also houses the University Archives.

Access to all library resources is available on the Library website, <http://library.madonna.edu>, including website access to the *Ask a Librarian* e-mail facility.

When borrowing books, students are required to show a valid, current Madonna University OneCard ID.

The University library is open daily. Regular library hours are:

|                 |                      |
|-----------------|----------------------|
| Monday-Thursday | 8:00 a.m.-10:00 p.m. |
| Friday          | 8:00 a.m.-7:00 p.m.  |
| Saturday        | 9:00 a.m.-5:30 p.m.  |
| Sunday          | 1:00 p.m.-5:00 p.m.  |

Spring and summer semester, intersession, and holiday hours vary. They are posted in advance at the Library and on our Library web page. The Library can be reached at (734) 432-5703.

## ***Study Abroad***

The main focus of the Center for Study Abroad ( Room 1501) is to promote and facilitate a wide range of travel and study abroad opportunities for Madonna University students and faculty. The Center helps students identify appropriate study abroad programs, register for classes, and seek out possible scholarships. Support is provided for students both during and after the study abroad experience. Stop in Room 1501 to discuss your study abroad interests.

The Center also administers the FATE ( Financial Award for Travel and Education) Award. This award is similar to a scholarship; however, unlike an academic scholarship it is used to directly offset expenses for the student's study abroad experience.

As an outreach for the international community, The Center for Study Abroad sponsors the Council for International Education as well as an annual reception for the Detroit Consular Corps. The Center also works with individual consulates to provide services, such as sponsoring concerts or art shows and placing interns.

## ***Transition Center***

The Center for Students in Transition directly supports adult learners, student veterans, and transfer students. Located in room 1404, the Center for Students in Transition serves as a helpful and welcoming space with specialized programs targeted to the needs of adult learners. The Center can be used as a place to study, socialize with other students, for computer usage, or to get information on various resources.

Adult learners and veterans are encouraged to connect with the Transition Coordinator, Suite 1400, as soon as possible after being admitted to the University. Guidance, mentoring, and coaching are provided to students. Adult learners are connected to a variety of academic, social, and community resources, encouraging learners to reach their educational goals despite life challenges. The Transition Coordinator is an advocate on many University committees to represent the interests of the adult learner.

## ***Writing Center***

Students can receive no-cost help with their writing assignments for any subject area and at any stage of the writing process in the Writing Center, room 1403 Academic Building. Both undergraduate peer tutors and tutors with graduate degrees work in the Center, tutoring both native speakers and English as a Second Language students.

Tutoring is available in pre-scheduled appointments, on a drop-in basis, or online. For information, call the Writing Center at the Livonia campus, ( 734) 432-5304.

## ***Residence Life***

Madonna University maintains separate residence halls for male and female students in the University Center in Livonia. Room and board are included as part of the residence contract. Admitted students apply for residence by submitting a contract and deposit to the Student Accounts Office. A Residence Handbook is available for students and explains policies for life in the residence hall.

If a graduate student resides in the Madonna University Residence Hall, he/she must abide by the rules and regulations set forth in the residence hall handbook.

## ***Student Life***

The Office of Student Life, in Suite 1411, engages students in learning outside the classroom. The Office offers resources and services that enrich students' lives; prepares students for active involvement and leadership roles in the community; provides guidance and support to student-led organizations; and educates on policies and procedures within the Student Code of Conduct and Student Handbook.

Visit the Office of Student Life to obtain a temporary Student Identification Card to gain access to on-campus computer laboratories, check materials out of the Library, and utilize other services. Students interested in joining one of the many student organizations, finding ways to volunteer and serve in the community, and gaining leadership skills through workshops and other activities should e-mail [studentlife@madonna.edu](mailto:studentlife@madonna.edu) to get more information.



# ***Student Affairs Policies***

## ***Changes in Policy***

Students are responsible for knowledge of any authorized changes in policy, regulations, and procedures that may be implemented during the academic year.

## ***Children***

Because of insurance, safety, and fire regulations, University Policies prohibit students from bringing children to classes, or leaving them unattended in any area of the building, including the University Center. Child care can be arranged through St. Mary Mercy Hospital Childcare Center, ( 734) 655-1900, as part of their regular program.

## ***Drives and Solicitation of Funds***

Individual students, staff, or organizations are not permitted to operate stores or conduct sales on campus. Nor shall anyone solicit funds or organize and participate in fundraising drives for any reason without first obtaining approval from the University Advancement Department.

## ***Parking Regulations***

Students are to use the parking lots, except where restrictions are posted for reserved parking for authorized parking or the disabled. Parking violators will be ticketed and/or stickered.

## ***Prohibitions***

Students are prohibited from carrying weapons or explosives, from gambling or using narcotics, drugs, and alcoholic beverages on campus. Madonna University recognizes its duty to uphold the laws of the State of Michigan. Students are reminded that violation of these laws may be considered a misdemeanor or a felony. The University will not condone the abuse of the law or of persons.

The University acknowledges, however, that alcohol and drug dependence is an illness and may make treatment recommendations in lieu of or in addition to penalties.

To promote a healthy environment, all buildings of the campus are smoke-free.

## ***Respect for Property***

Damage caused by students to University property will result in disciplinary action, as well as financial assessment for replacement or repair.



## ***Madonna University Alumni***

All graduates are considered members of the Madonna University Alumni Association. To ensure you continue receiving information after graduate, update your address, telephone, and e-mail with the Alumni Office.

Alumni can attend social and fundraising events, receive the Alumni E-News, join us on Facebook, Linked In, and Twitter, and stay informed about developments at the University.

Benefits include the graduate school tuition discount ( see Alumni Tuition Benefit on page 17) ongoing use of your ***my.madonna.edu*** e-mail account, access to the Library and the computer laboratories, career services, MU Job Link, and more.

Graduates are encouraged to celebrate their graduation by participating in the Alumni Spirit Tassel program: the tassel is worn on your mortarboard and acknowledged during the commencement ceremony. Tassels are available year-round in the Alumni Office.

For more information, get in touch with the Office of Alumni relations at ( 734) 432-5741 or e-mail ***alumni@madonna.edu***.

# Graduate Programs

## Business Programs . . . . .page 38

- Master of Business Administration (MBA)
  - Graduate Certificate in General Business
  - Graduate Certificate in Cost Management
  - Graduate Certificate in Criminal Justice Leadership
  - Graduate Certificate in e-Commerce
  - Graduate Certificate in Health Services Administration
  - Graduate Certificate in Human Resources Management
  - Graduate Certificate in Information Technology Management
  - Graduate Certificate in International Business Financial Operations
  - Graduate Certificate in International Business Management
  - Graduate Certificate in Marketing Management
  - Graduate Certificate in Non-Profit Leadership
  - Graduate Certificate in Project Management
  - Graduate Certificate in Quality Management
- Master of Science in Business Administration (MSBA)
  - International Business
  - Leadership Studies
  - Leadership Studies in Criminal Justice
  - Quality
- Master of Science (MS)
  - e-Commerce
  - Health Services Administration
  - Project Management
- Executive Master of Business Administration (EMBA)
  - Hospital Management (*offered only in the People's Republic of China*)

## Education Programs . . . . .page 48

- Master of Science (MS)
  - Catholic School Leadership
  - Educational Leadership
- Master of Arts in Teaching (MAT)
  - Autism Spectrum Disorders
  - Curriculum and Instruction
  - Early Childhood Education
  - Educational Technology
  - Learning Disabilities
  - Literacy Education
  - Online Teaching and eLearning
- Master of Arts (MA)
  - Higher Education and Student Affairs
- Professional Development Program for Practicing Education Professionals

## English (T.E.S.O.L.) Program . . . . .page 58

- Master of Arts in Teaching English to Speakers of Other Languages (MATESOL)
- English as a Second Language (NS) Teaching Certificate Endorsement

|  |          |
|--|----------|
| History Program . . . . .  | .page 60 |
| Master of Arts (MA)  |          |
| History—United States History in a Global Context  |          |
| Hospice and Palliative Studies Program . . . . .   | .page 61 |
| Master of Science in Hospice and Palliative Studies (MSHP)   |          |
| Graduate Certificate in Hospice and Palliative Studies   |          |
| Post-Master’s Certificate in Bereavement   |          |
| Liberal Studies Program . . . . .  | .page 63 |
| Master of Arts in Liberal Studies and Leadership (MA-LSL)  |          |
| Nursing Programs . . . . .   | .page 64 |
| Graduate Certificate   |          |
| Nurse/Health Educator  |          |
| Nurse Practitioner Programs  |          |
| Master of Science in Nursing (MSN)   |          |
| Adult-Gerontology Primary Care Nurse Practitioner (NP)   |          |
| Adult-Gerontology Acute Care Nurse Practitioner (NP)   |          |
| Adult-Gerontology Primary Care Nurse Practitioner (NP) with Advanced Practice (AP) Hospice and Palliative Care Specialty |          |
| Adult-Gerontology Acute Care Nurse Practitioner (NP) with Advanced Practice (AP) Hospice and Palliative Care Specialty   |          |
| Post-Master’s (Post-MSN) Certificates  |          |
| Adult-Gerontology Primary Care Nurse Practitioner (NP)   |          |
| Adult-Gerontology Acute Care Nurse Practitioner (NP)   |          |
| Adult Advanced Practice (AP) Hospice and Palliative Care Nurse Specialty   |          |
| Nursing Administration Programs  |          |
| Master of Science in Nursing (MSN)   |          |
| Nursing Administration   |          |
| Master of Science in Nursing / Master of Business Administration (MSN/MBA)   |          |
| Nursing Administration/Business Administration Dual Degree   |          |
| Post-Master’s (Post-MSN) Certificate   |          |
| Business Strategies for Nurses in Advanced Practice and Role Specialties   |          |
| Doctoral Program   |          |
| Doctor of Nursing Practice (DNP) (Post-MSN model)  |          |
| Pastoral Ministry Program . . . . .  | .page 80 |
| Master of Arts in Pastoral Ministry (MAPM)   |          |
| Psychology Program . . . . .   | .page 81 |
| Master of Science in Clinical Psychology (MSCP)  |          |
| Social Sciences Program . . . . .  | .page 84 |
| Master of Science (MS)   |          |
| Humane Studies   |          |

# ***Business Programs***

## **Master of Business Administration (MBA)**

13 certificate options within MBA program

## **Master of Science in Business Administration (MSBA)**

International Business

Leadership Studies

Leadership Studies in Criminal Justice

Quality

## **Master of Science (MS)**

e-Commerce

Health Services Administration

Project Management

## **Executive Master of Business Administration (EMBA)**

Hospital Management (*offered only in the People's Republic of China*)

## ***School of Business Mission***

The mission of the School of Business is to offer quality and unique programs that:

- are progressive, proactive, ethical, and humanistic;
- are interactive with the needs of the domestic business community and selected international business communities;
- add a solid body of knowledge, understanding, and experience in various aspects of business, management, and ethical leadership to the foundation of liberal arts.

## ***Characteristics of the Programs***

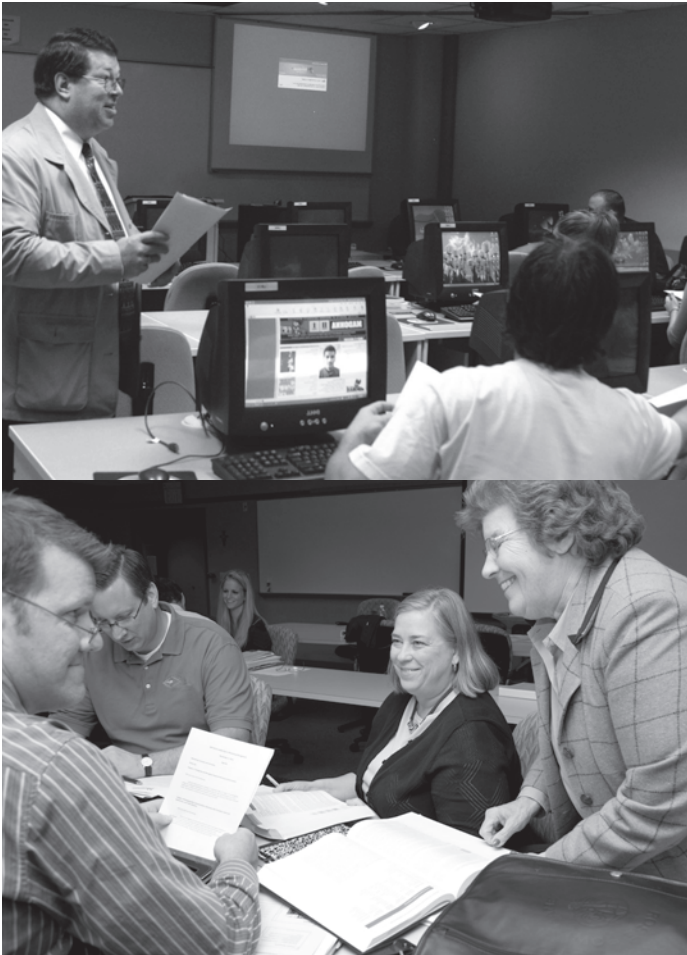
The programs focus on professional and managerial leadership, providing:

- emphasis on ethical and professional leadership in diverse organizations and environments.
- opportunities for extensive networking through courses, team work, retreats with students, faculty, and community and organizational leaders.
- assessment of the student's leadership skills and needs, and preparation of a leadership development plan.
- opportunity to complete a research study in collaboration with the student's workplace management.
- integration of leadership studies with planning, futuring, and forecasting, and the management of human resources, process, project, and information.
- opportunity to integrate international business study and travel into the plan of study.
- constant evolution, adjustment, and refinement of the program in response to student needs and interests and the changing workplace.

## ***Post-Admission Writing Assessment***

All students newly-admitted to graduate business programs are required to write an assessment essay created and scored by Madonna University writing faculty. Students who need writing instruction indicated by the scoring of the assessment will be required to take from one to three semester hours of WRT 5000, Writing Workshop for Graduate Students, in addition to their graduate program course work.

Students must have fulfilled their writing assessment requirement prior to completing the sixth semester hour of graduate studies at Madonna University. Additionally, any required graduate writing course work must be completed within two semesters following the assessment. (*See also page 22.*)





# Master of Business Administration

The MBA program is a generalist program in business administration which stresses the functional areas of business. It is meant for those students who desire a broad understanding of business and how it relates to the social, political, and economic forces confronting it. The content of the program is designed to prepare the graduate with the following skills:

- demonstrate competency in the functional areas of business, accounting, business law, finance, information systems, organizational behavior, total quality management, marketing, and strategic management.
- develop team skills, written and oral communication capabilities, and cross-disciplinary aptitudes for working in a culturally and intellectually diverse environment.
- integrate quantitative information and the use of technology into the decision making process.
- apply and critically analyze the strategic decision making process, including financial forecasting and operational planning, for policy making in both domestic and international companies.
- practice ethical decision making as it pertains to business and societal issues.

**Unique Features:** In addition to the core curriculum, students select an area of concentration culminating in a certificate, and may earn additional certificates after program completion as desired.

## Admission Requirements

Admission into the Master of Business Administration program is determined on the basis of the following:

1. Possession of a bachelor degree from a regionally-accredited college or university, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be considered for conditional admission.)
2. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
3. Submission of a statement of purpose for participating in the MBA program.
4. Admission interview with a School of Business faculty advisor.

### Criminal Justice Leadership Certificate:

1. Employment in the criminal justice field *or* a bachelor degree in criminal justice.
2. An interview with the Criminal Justice Department Chair.

### Information Technology Management Certificate:

- Possession of a bachelor degree in IS/CS, *or* three years experience in the information systems industry, *or* certification as MCSE or MCP or CNE.

## Program Requirements (41-50 s.h.)

The MBA program, 41-50 semester hours of course work beyond the prerequisite sequence, includes 29-30 s.h. in the required core, 9-17 s.h. in a selected graduate certificate, and 3 s.h. in the capstone.

Following are required prerequisites to the program. Prerequisite courses may be waived if courses stipulated in the right-hand column have been completed at the undergraduate level at a regionally-accredited college or university.

| Required Prerequisite Sequence                             | Undergraduate Courses                   |
|--|---|
| ACC 5150 Financial Accounting (3 s.h.)                     | Two undergraduate courses in Accounting |
| BR 5170 Quantitative Methods for Leadership Roles (3 s.h.) | <i>Waived by examination only</i>       |
| ECN 5180 National Income Analysis (3 s.h.)                 | <i>Waived by examination only</i>       |
| MKT 5160 Essentials of Marketing (3 s.h.)                  | An undergraduate course in Marketing    |

### Prerequisite to Criminal Justice Leadership Certificate courses:

|   |                        |
|---|------------------------|
| CJ 5010 Criminal Justice Organization and Administration (3 s.h.) | Criminal Justice major |
|---|------------------------|

### Required Core Sequence (29-30 s.h.)

|   |          |
|---|----------|
| ACC 5250* Managerial Accounting for Decision Making   | 3 s.h.   |
| BL 6040 Legal Issues in Business  | 2 s.h.   |
| BR 6450* Addressing Business Problems with Research <i>or</i>                               |          |
| BR 6490 Qualitative Research Methods  | 3 s.h.   |
| ECN 6100* The Economics of Markets, with Statistical Applications                           | 3 s.h.   |
| FIN 5650 Business Finance   | 3 s.h.   |
| INB 6080 Perspectives in International Business <i>or as specified in footnotes A, B, C</i> | 2 s.h.   |
| MGT 5550 Ethical Considerations in Leadership   | 2 s.h.   |
| MGT 6150* Quality Management  | 3 s.h.   |
| MGT 6300 Organizational Theory and Behavior   | 3 s.h.   |
| MIS 5580* Information Systems for Managers  | 2-3 s.h. |
| MKT 5790* Marketing Strategy  | 3 s.h.   |

### Required Graduate Certificate (9-17 s.h.) (see below) 9-17 s.h.

### Required Capstone Course (3 s.h.)

|  |                   |
|--|-------------------|
| MGT 6950 Strategic Management of Business Policy | 3 s.h.            |
| <b>Total MBA</b>                                 | <b>41-50 s.h.</b> |

\* Denotes courses with prerequisite.

FOOTNOTES, INB 6080:

- A. Students who elect the graduate certificate in International Business Financial Operations substitute any INB course from the graduate certificate in International Business Management for INB 6080.
- B. Students who elect the graduate certificate in International Business Management substitute any INB course from the graduate certificate in International Business Financial Operations for INB 6080.
- C. Students who elect both of the graduate certificates International Business Financial Operations and International Business Management substitute any graduate business course for INB 6080.

*continued*

**Required Graduate Certificate (9-17 s.h.)**

At least one graduate certificate in a specialized area of business, of at least nine (9) semester hours, is required in the MBA program. Select one or more certificate programs from the following list:

**General Business Certificate (9 s.h.):**

9 s.h. from School of Business graduate course offerings.

**‡ Criminal Justice Leadership Certificate (9 s.h.):**

|         |  |        |
|---------|--|--------|
| CJ 5100 | Legal and Ethical Issues in Criminal Justice Administration  | 2 s.h. |
| CJ 5200 | Labor Law Issues in Criminal Justice Management              | 2 s.h. |
| CJ 5300 | Advanced Criminal Justice Administration                     | 3 s.h. |
| CJ 5400 | Criminal Justice Operations and Programs in the 21st Century | 2 s.h. |

**Health Services Administration Certificate (9 s.h.)**

|            |  |        |
|------------|--|--------|
| HSA 5300   | Health Care Decision Making              | 3 s.h. |
| HSA 6030*  | Applied Health Care Economics and Policy | 3 s.h. |
| MIS 5230** | Health Care Informatics                  | 3 s.h. |

**9 s.h.**

\* Prerequisite to HSA 6030: ECN 5180 (waived by examination only).

\*\*Prerequisite to MIS 5230: CIS 2380, Introduction to Computers, or equivalent, and experience in the health care field.

**Human Resources Management Certificate (9 s.h.):**

|          |   |        |
|----------|---|--------|
| ECN 6240 | Labor Economics                           | 3 s.h. |
| MGT 5500 | Human Resource Management and Development | 3 s.h. |
| MGT 6500 | Contemporary Workforce Issues             | 3 s.h. |

**‡ Information Technology Management Certificate (17 s.h.):**

|          |   |        |
|----------|---|--------|
| MGT 5780 | Project Management Practices                | 3 s.h. |
| MIS 6250 | Advanced Database Concepts                  | 3 s.h. |
| MIS 6400 | Data Communications and Networking          | 2 s.h. |
| MIS 5640 | e-Business and e-Commerce in the Enterprise | 3 s.h. |
| MIS 6840 | Redesigning the Enterprise for e-Business   | 3 s.h. |
| MIS 6890 | Managing Enterprise Information Systems     | 3 s.h. |

**International Business Financial Operations Certificate (10 s.h.):**

|          |   |        |
|----------|---|--------|
| ACC 5700 | International Accounting                  | 2 s.h. |
| BL 6260  | International Legal Environment           | 3 s.h. |
| FIN 6250 | International Finance                     | 2 s.h. |
| INB 5350 | International Trade Structure and Systems | 3 s.h. |

**International Business Management Certificate (9 s.h.):**

|          |                                 |        |
|----------|---------------------------------|--------|
| BL 6260  | International Legal Environment | 3 s.h. |
| INB 5450 | International Management        | 3 s.h. |
| INB 6150 | International Marketing         | 3 s.h. |

**Marketing Management Certificate (12 s.h.):**

|          |   |        |
|----------|---|--------|
| BR 6830  | Marketing Research Applications             | 3 s.h. |
| MIS 5640 | e-Business and e-Commerce in the Enterprise | 3 s.h. |
| MKT 6210 | Leadership in Marketing Management          | 3 s.h. |
| MKT 6310 | e-Marketing                                 | 3 s.h. |

‡ Denotes certificate having admission requirements and additional prerequisite.

**Non-Profit Leadership Certificate (9 s.h.):**

|          |   |        |
|----------|---|--------|
| MGT 6110 | Entrepreneurial Leadership in Non-Profits                   | 3 s.h. |
| MGT 6120 | Developing and Deploying Volunteers                         | 2 s.h. |
| MGT 6130 | Developing Partnerships with Boards, Suppliers, and Clients | 2 s.h. |
| MGT 6140 | Obtaining Funding, Program Management, and Evaluation       | 2 s.h. |

The following four certificates have suspended admissions for the 2013-2014 academic year, as course requirements are being re-structured. Please communicate with Dr. William McMillan, [wcmillan@nadonna.edu](mailto:wcmillan@nadonna.edu), to indicate your interest in any of these certificates and obtain information on their current status.

**Cost Management Certificate (12 s.h.):**

|          |  |        |
|----------|--|--------|
| ACC 5530 | Financial Statement Analysis           | 3 s.h. |
| ACC 5550 | Accounting Information Systems Design  | 3 s.h. |
| ACC 6300 | Advanced Management Accounting         | 3 s.h. |
| ACC 6500 | Contemporary Issues in Cost Accounting | 3 s.h. |

**e-Commerce Certificate (9 s.h.)**

|          |   |        |
|----------|---|--------|
| BL 6210  | e-Commerce Cyber Law and Ethics             | 3 s.h. |
| MIS 5640 | e-Business and e-Commerce in the Enterprise | 3 s.h. |
| MIS 6840 | Redesigning the Enterprise for e-Business   | 3 s.h. |

**Project Management Certificate (9 s.h.):**

REQUIRED CERTIFICATE PREREQUISITE:

|           |                               |        |
|-----------|-------------------------------|--------|
| MIS 5150* | Project Management Technology | 1 s.h. |
|-----------|-------------------------------|--------|

\* Students may apply for a waiver of MIS 5150 by documenting mastery of the course skills with the program director.

REQUIRED CERTIFICATE COURSES:

|          |   |        |
|----------|---|--------|
| MGT 5780 | Project Management Practices                    | 3 s.h. |
| MGT 6160 | Project Management: Scheduling and Cost Control | 2 s.h. |
| MGT 6170 | Project Management: Risk Analysis               | 2 s.h. |
| MGT 6250 | Procurement and Contract Management             | 2 s.h. |

**Quality Management Certificate (9 s.h.):**

|          |   |        |
|----------|---|--------|
| QOM 6210 | Total Quality: Building the Infrastructure        | 3 s.h. |
| QOM 6230 | Quality and Process Improvement Techniques        | 3 s.h. |
| QOM 6250 | Baldrige Award and Organizational Self-Assessment | 3 s.h. |



# Master of Science in Business Administration: International Business

The Master of Science in Business Administration (MSBA) in international business offers a planned program of educational experiences for the graduate student involved in international business. Students in this program are experienced employees who have demonstrated their potential for future achievement in the international arena. The content of the program is designed to provide the student with the following competencies:

- Demonstrate specialized knowledge, skills, and attitudes necessary for professional and effective performance in the international business area.
- Integrate professional ethics and social responsibility within the global community. Beyond the required course dealing with ethical considerations, the program stresses the importance of developing and maintaining an ethical value system.
- Apply a systematic approach to problem solving for effective decision making and integration of computerized information into the decision making process.
- Recognize societal and environmental issues and analyze their collective impact on human behavior and the global community. The methodologies of futures research allow the student to place him/herself in a proactive position, rather than a reactive one.
- Apply theory and skills needed to perform useful research within the international area.
- Demonstrate a sense of personal discipline to pursue life-long learning for professional growth.

## Admission Requirements

Admission to the MSBA program in international business is determined on the basis of the following:

1. Possession of a bachelor degree from a regionally-accredited institution, with an overall undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
3. Interview with a School of Business faculty advisor. International students unable to visit the campus for an interview will submit an autobiographical essay focusing on the questions in the application packet.
4. Full-time employment. *Note:* International students unable to pursue full-time employment in the United States while completing a graduate degree may be admitted to the program if the student has prior substantive full-time work experience. The work experience record will be reviewed by the School of Business Admission Committee.
5. Current résumé.

## Program Requirements (30 s.h.)

The international business program, 30 s.h. beyond the pre-requisite sequence, consists of a series of international courses, including a comprehensive international research project; a demonstrated foreign language proficiency; and foreign study or travel.

Following are required prerequisite courses. Prerequisite courses may be waived if courses stipulated in the right-hand column have been completed at the undergraduate level at a regionally-accredited college or university.

| Required Prerequisite Sequence                             | Undergraduate Courses              |
|--|------------------------------------|
| ACC 5150 Financial Accounting (3 s.h.)                     | Principles of Accounting I and II  |
| BR 5170 Quantitative Methods for Leadership Roles (3 s.h.) | Waived by examination only         |
| ECN 5180 National Income Analysis (3 s.h.)                 | Waived by examination only         |
| MIS 5580 Information Systems for Managers (2-3 s.h.)       | Introduction to Computers          |
| MKT 5160 Essentials of Marketing (3 s.h.)                  | One undergraduate marketing course |

## Required International Sequence (30 s.h.)

|           |   |        |
|-----------|---|--------|
| ACC 5250* | Managerial Accounting for Decision Making       | 3 s.h. |
| ACC 5700  | International Accounting                        | 2 s.h. |
| BL 6260   | International Legal Environment                 | 3 s.h. |
| BR 6450*  | Addressing Business Problems with Research** or |        |
| BR 6490   | Qualitative Research Methods**                  | 3 s.h. |
| FIN 6250  | International Finance                           | 2 s.h. |
| INB 5350* | International Trade Structure and Systems       | 3 s.h. |
| INB 5450  | International Management                        | 3 s.h. |
| INB 6150* | International Marketing                         | 3 s.h. |
| MGT 5220  | Issues in Leadership Studies                    | 1 s.h. |
| MGT 5550  | Ethical Considerations in Leadership            | 2 s.h. |
| MGT 5570  | Strategic Management: A Leader's Perspective    | 3 s.h. |

## Capstone:

|          |                                 |                |
|----------|---------------------------------|----------------|
| INB 6750 | International Business Research | 2 s.h.         |
|          |                                 | <b>30 s.h.</b> |

\* Denotes course with prerequisite.

\*\* BR 6450 or BR 6490 must be taken within first three semesters of admission.



# **Master of Science in Business Administration: Leadership Studies**

The Master of Science in Business Administration (MSBA) in leadership studies offers a planned program of educational experiences for the graduate interested in advancing in a key leadership role in business or other complex organizations. The content of the program is designed to provide the student with the following competencies:

- Demonstrate specialized knowledge, skills, and attitudes necessary for professional and effective performance as a leader in a managerial role. The content of the program was determined by gathering information from a variety of sources on what managers need to be and how they need to change to meet the challenges of the 21st century.
- Interpret the role of human behavior in the organizational environment. The program stresses the importance of people, the satisfaction of their needs and objectives, and the integration of these needs with the goals of the organization.
- Integrate professional ethics and social responsibility. Beyond the required course dealing with managerial ethical considerations, the program stresses the importance of developing and maintaining an ethical value system.
- Apply a systematic approach to problem solving for effective decision making. Methods of integrating computerized information into the decision making process are stressed in the program.
- Recognize the contribution of the traditional liberal arts disciplines to the current and future practice of management. Faculty with strong backgrounds in disciplines such as psychology, history, philosophy, ethics, mathematics, communications, and the humanities have been carefully selected to bring the liberal arts context to the study of leadership.
- Recognize societal and environmental issues and analyze their collective impact on human behavior and especially on the manager. The methodologies of futures research allow the manager to place him/herself in a proactive position rather than a reactive one, and to lead others in the 21st century.
- Apply theory and skills needed to perform useful research within a professional environment. In order to be a dynamic force, a manager must take charge. Reading and carrying out research provides the manager with a base from which to launch change.
- Demonstrate a sense of personal discipline to pursue life-long learning for professional growth.

The program emphasizes professional and managerial leadership and the development of human resources within the framework of social and environmental constraints which ultimately affect human behavior and performance in the work setting. It combines a broad theoretical base and a pragmatic case study approach, along with an integration of the liberal arts disciplines. Collectively, these prepare the graduate for more effective decision making.

## **Admission Requirements**

Admission to the MSBA program in Leadership Studies is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
3. Full-time employment or substantiated prior full-time work experience. International students unable to pursue full-time employment in the United States while completing a graduate degree may be admitted to the program if the student has prior substantive full-time work experience. The work experience record will be reviewed by the School of Business Admission Committee.
4. Current résumé.
5. Admission interview with a School of Business faculty advisor. International students unable to visit the campus for an interview will submit an autobiographical essay focusing on the questions in the application packet.

## **Program Requirements (30-31 s.h.)**

The leadership studies program, 30-31 s.h. beyond the prerequisite sequence, includes 19-20 semester hours of administration core courses, nine semester hours in leadership specialty electives, and two semester hours in a capstone project.

Following are required prerequisite courses. Prerequisite courses may be waived if courses stipulated in the right-hand column have been completed at the undergraduate level at a regionally-accredited college or university.

| <b>Required Prerequisite Sequence</b>                      | <b>Undergraduate Courses</b>            |
|--|---|
| ACC 5150 Financial Accounting (3 s.h.)                     | Two undergraduate courses in Accounting |
| BR 5170 Quantitative Methods for Leadership Roles (3 s.h.) | <i>waived by examination only</i>       |
| MKT 5160 Essentials of Marketing (3 s.h.)                  | An undergraduate course in Marketing    |

## **Required Administration Core Sequence (19-20 s.h.)**

|           |   |          |
|-----------|---|----------|
| ACC 5250* | Managerial Accounting for Decision Making | 3 s.h.   |
| BR 6430*  | Managerial Research Design                | 3 s.h.   |
| ECN 6300  | Managerial Perspectives on Economics      | 2 s.h.   |
| MGT 5220  | Issues in Leadership Studies              | 1 s.h.   |
| MGT 5300  | Leadership of Organizational Behavior     | 3 s.h.   |
| MGT 5550  | Ethical Considerations in Leadership      | 2 s.h.   |
| MIS 5580* | Information Systems for Managers          | 2-3 s.h. |
| MKT 6210  | Leadership in Marketing Management        | 3 s.h.   |

*continued*

### Leadership Specialty (9 s.h.)

Select 9 s.h. from the following:

|          |  |        |
|----------|--|--------|
| MGT 5400 | Organizational Effectiveness and Change Management | 3 s.h. |
| MGT 5470 | Ideas in Leadership Development and Literature     | 2 s.h. |
| MGT 5560 | Cases in Business Ethics                           | 1 s.h. |
| MGT 5570 | Strategic Management: A Leader's Perspective       | 3 s.h. |
| MGT 5920 | Seminar in Leadership: Analysis and Growth         | 2 s.h. |
| MGT 6370 | Multicultural Communications and Negotiations      | 2 s.h. |
| MGT 6400 | Power, Politics, and Networking                    | 2 s.h. |

### Capstone Course (2 s.h.)

|         |                        |                   |
|---------|------------------------|-------------------|
| BR 6840 | Project Research Study | 2 s.h.            |
|         |                        | <b>30-31 s.h.</b> |

\* Denotes courses with prerequisite

## Master of Science in Business Administration: Leadership Studies in Criminal Justice

The Master of Science in Business Administration (MSBA) in leadership studies in criminal justice offers a planned program of educational experiences for the graduate interested in advancing in a key leadership role in criminal justice. The program emphasizes professional and managerial leadership and the development of human resources within the framework of social and environmental constraints which ultimately affect human behavior and performance in the work setting.

The content of the program is designed to provide the student with the following competencies:

- demonstrate specialized knowledge, skills, and attitudes necessary for professional and effective performance as a leader in a managerial role in criminal justice.
- interpret the role of human behavior in the criminal justice organizational environment.
- integrate professional ethics and social responsibility.
- apply problem solving for effective decision making.
- recognize societal and environmental issues and analyze their collective impact on human behavior, especially on the manager.
- apply theory and skills needed to perform useful research within a professional environment.
- demonstrate a greater sense of personal discipline to pursue lifelong learning for professional growth.

### Admission Requirements

Admission to the MSBA program in Leadership Studies in Criminal Justice is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)

2. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
3. Full-time employment, or substantiated prior full-time work experience, in the criminal justice field is recommended. In the absence of this, a bachelor degree specifically in the field of criminal justice, from a regionally-accredited institution, is required.
4. Current résumé.
5. Admission interview with a School of Business faculty advisor.
6. Interview with the Criminal Justice Department Chair.

### Program Requirements (30-31 s.h.)

The leadership studies in criminal justice program, 30-31 s.h. beyond the prerequisite sequence, includes 19-20 semester hours of administration core courses, nine semester hours in criminal justice leadership courses, and two semester hours in a capstone study.

Following are required prerequisite courses. Prerequisite courses may be waived if courses stipulated in the right-hand column have been completed at the undergraduate level at a regionally-accredited college or university.

| Required Prerequisite Sequence                                    | Undergraduate Courses                   |
|---|---|
| ACC 5150 Financial Accounting (3 s.h.)                            | Two undergraduate courses in Accounting |
| BR 5170 Quantitative Methods for Leadership Roles (3 s.h.)        | Waived by examination only              |
| CJ 5010 Criminal Justice Organization and Administration (3 s.h.) | Criminal Justice major                  |
| MKT 5160 Essentials of Marketing (3 s.h.)                         | An undergraduate course in Marketing    |

### Required Administration Core Sequence (19-20 s.h.)

|           |   |          |
|-----------|---|----------|
| ACC 5250* | Managerial Accounting for Decision Making | 3 s.h.   |
| BR 6430*  | Managerial Research Design                | 3 s.h.   |
| ECN 6300  | Managerial Perspectives on Economics      | 2 s.h.   |
| MGT 5220  | Issues in Leadership Studies              | 1 s.h.   |
| MGT 5300  | Leadership of Organizational Behavior     | 3 s.h.   |
| MGT 5550  | Ethical Considerations in Leadership      | 2 s.h.   |
| MIS 5580* | Information Systems for Managers          | 2-3 s.h. |
| MKT 6210  | Leadership in Marketing Management        | 3 s.h.   |

### \*Required Criminal Justice Leadership Courses (9 s.h.)

|         |  |        |
|---------|--|--------|
| CJ 5100 | Legal and Ethical Issues in Criminal Justice Administration  | 2 s.h. |
| CJ 5200 | Labor Law Issues in Criminal Justice Management              | 2 s.h. |
| CJ 5300 | Advanced Criminal Justice Administration                     | 3 s.h. |
| CJ 5400 | Criminal Justice Operations and Programs in the 21st Century | 2 s.h. |

### Required Capstone Specialty Course (2 s.h.):

|         |                        |                   |
|---------|------------------------|-------------------|
| BR 6840 | Project Research Study | 2 s.h.            |
|         |                        | <b>30-31 s.h.</b> |

\* Denotes courses with prerequisite

**Note:** A Criminal Justice Leadership Certificate may be obtained through the Master of Business Administration program. Please refer to the MBA listing for specific admission and course requirements.

# Master of Science in Business Administration: Quality

The MSBA in Quality has suspended admissions for the 2013-2014 academic year, as course requirements are being re-structured. Please communicate with Dr. William McMillan, [wcmillan@madonna.edu](mailto:wcmillan@madonna.edu), to indicate your interest in any of these certificates and obtain information on their current status.

The Master of Science in Business Administration (MSBA) with a specialty in quality prepares current and future leaders for the changing organizational environment through a systematic approach to quality. The program will assist people in manufacturing, government, or service environments (including non-profit organizations). Its focus is on producing quality services or products and creating the infrastructure to manage projects that are on time, on budget, and meet customer requirements.

The objectives of the program are to enable the student to:

- describe the constructs which support quality in both manufacturing and non-manufacturing settings (whether in the U.S. or globally).
- synthesize the dimensions of quality into an integrated plan for introducing, monitoring, evaluating, and improving quality in the organization.
- utilize quantitative and computerized methods in the quality process.
- demonstrate leadership and management skills.
- use effective and efficient strategic management processes.
- analyze, apply, and evaluate quality management methods in manufacturing, government, education, and other non-manufacturing sectors.
- put the Malcolm Baldrige process into action.

## Admission Requirements

Admission to the MSBA program in Quality is determined on the basis of the following:

1. Possession of a bachelor degree from a regionally-accredited institution, with an overall undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be considered for conditional admission.)
2. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
3. Interview with a School of Business faculty advisor. International students unable to visit the campus for an interview will submit an autobiographical essay focusing on the questions in the application packet.
4. Full-time employment. International students unable to pursue full-time employment in the United States while completing a graduate degree may be admitted to the program if the student has prior substantive full-time work experience. The work experience record will be reviewed by School of Business faculty.
5. Current résumé.

## Program Requirements (30 s.h.)

The quality program is 30 s.h. beyond the required prerequisite sequence.

Prerequisite courses may be waived if courses stipulated in the right-hand column have been completed at the undergraduate level at a regionally-accredited college or university.

| Required Prerequisite Sequence                             | Undergraduate Courses             |
|--|-----------------------------------|
| ACC 5150 Financial Accounting (3 s.h.)                     | Principles of Accounting I and II |
| BR 5170 Quantitative Methods for Leadership Roles (3 s.h.) | Waived by examination only        |
| MIS 5580 Information Systems for Managers (2-3 s.h.)       | Introduction to Computers         |

## Required Administration Core Sequence (17 s.h.)

|   |        |
|---|--------|
| ACC 5250* Managerial Accounting for Decision Making   | 3 s.h. |
| MGT 5220 Issues in Leadership Studies                 | 1 s.h. |
| MGT 5300 Leadership of Organizational Behavior        | 3 s.h. |
| MGT 5550 Ethical Considerations in Leadership         | 2 s.h. |
| MGT 5570 Strategic Management: A Leader's Perspective | 3 s.h. |
| MGT 6150 Quality Management                           | 3 s.h. |
| QOM 5740* Forecasting and Planning                    | 2 s.h. |

## Required Quality Sequence (12 s.h.)

|   |        |
|---|--------|
| MGT 6220 Operations Management                      | 3 s.h. |
| MGT 6250 Procurement and Contract Management        | 2 s.h. |
| QOM 6230 Quality and Process Improvement Techniques | 3 s.h. |
| QOM 6700 Current Issues in Quality                  | 4 s.h. |

## Required Capstone (1 s.h.)

|                             |                |
|-----------------------------|----------------|
| QOM 6840 Project in Quality | 1 s.h.         |
|                             | <b>30 s.h.</b> |

\* Denotes course with prerequisite.

# Master of Science: e-Commerce

The MS in e-Commerce has suspended admissions for the 2013-2014 academic year, as course requirements are being re-structured. Please communicate with Dr. William McMillan, [wcmillan@madonna.edu](mailto:wcmillan@madonna.edu), to indicate your interest in any of these certificates and obtain information on their current status.

The Master of Science (MS) in e-Commerce, an interdisciplinary program offered jointly by the faculties of the School of Business and the Computer Science department of the College of Science and Mathematics, is a unique academic degree that blends course work and research to give students a broad overview of this emerging area of business.

Students in the program learn how to effectively identify, develop, and implement e-Commerce business strategies in various types of organizations. Competencies and skills are developed throughout the program in the areas of technology-driven change; dynamic innovation and creativity; globalization of commerce; ethics, social responsibility, and cultural sensitivity; and integrative systems thinking and practice.

## **Program Outcomes**

Upon successful completion of the program graduates will be able to:

- analyze, design, and construct e-commerce solutions that address the complex needs of businesses and organizations.
- apply appropriate application software tools and methods for business and organizational solutions.
- communicate complex ideas through oral presentations and written documents.
- effectively lead and manage IT professionals.
- take an active role in establishing an organizational culture that embraces the ethical use of information technologies.
- thrive professionally in a business environment that is constantly undergoing technological change.

## **Admission Requirements**

The Master of Science (MS) program in e-Commerce is open to any student with the desire and interest to acquire the knowledge necessary for applying the e-Commerce paradigm to succeeding in business. Admission is determined on the basis of the following:

1. A bachelor degree in computer science, computer or management information systems, or equivalent with a grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission).  
If the applicant's undergraduate degree is not in CIS, MIS, or CS, then consideration may be given to having a background of either (a) at least three years experience in business and either computer literacy or MIS 5580, or (b) at least one year of web language programming experience.
2. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
3. Current résumé.
4. Interview with a School of Business faculty advisor.

## **Program Requirements (30 s.h.)**

|           |   |        |
|-----------|---|--------|
| BL 6210   | e-Commerce Cyber Law and Ethics             | 3 s.h. |
| CSC 5350  | Advanced Web Programming                    | 3 s.h. |
| ECM 5220  | Seminar in e-Commerce                       | 2 s.h. |
| ECM 5300, | e-Commerce Applications and Operations      | 3 s.h. |
| ECM 6100  | e-Commerce Website Design                   | 3 s.h. |
| ECM 6440  | e-Commerce Information Security             | 3 s.h. |
| MIS 5640  | e-Business and e-Commerce in the Enterprise | 3 s.h. |
| MIS 6840  | Redesigning the Enterprise for e-Business   | 3 s.h. |
| MKT 6310  | e-Marketing                                 | 3 s.h. |

### **Capstone:**

|          |                               |                |
|----------|-------------------------------|----------------|
| ECM 6900 | Masters Project in e-Commerce | 4 s.h.         |
|          |                               | <b>30 s.h.</b> |

## **Master of Science: Health Services Administration**

The students in the health services administration program learn to solve health care business problems using technology, management, marketing, law, and finance with a focus on current and future issues in the discipline. Students completing the master's degree will be able to:

1. apply the theory of various business disciplines to health care settings.
2. assess health care information systems to allocate resources more efficiently.
3. examine health care legal issues relating to the delivery of patient care.
4. balance patient care needs with the financial restraints of the organization.
5. evaluate the effectiveness of quality measurement techniques on patient satisfaction and care.
6. integrate organizational change techniques in order to offer safe, efficient, timely, and patient-centered care.

## **Admission Requirements**

Admission to the Master of Science in Health Services Administration is determined on the basis of the following:

1. Possession of a bachelor degree from a regionally-accredited institution, with an overall undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be considered for conditional admission.)
2. Two letters of recommendation from current employer or professional associates: one must be from a health care provider supervisor familiar with the applicant's work or college performance.
3. Interview with a School of Business faculty advisor. International students unable to visit the campus for an interview will submit an autobiographical essay focusing on the questions in the application packet.
4. Full-time employment at least three out of the last five years, including at least one year in a health care organization working in a supervisory position. International students unable to pursue full-time employment in the United States while completing a graduate degree may be admitted to the program if the student has prior substantive full-time work experience. The work experience record will be reviewed by the School of Business Admission Committee.
5. Current résumé.

*continued*

## Program Requirements (30 s.h.)

The health services administration program, 30 s.h. beyond the prerequisite sequence, includes a foundation sequence, a 24 s.h. core, and a capstone project.

Following are required prerequisite courses. Prerequisite courses may be waived if courses stipulated in the right-hand column have been completed at the undergraduate level at a regionally-accredited college or university.

| Required Prerequisite Sequence                             | Undergraduate Courses      |
|--|----------------------------|
| BR 5170 Quantitative Methods for Leadership Roles (3 s.h.) | Waived by examination only |
| ECN 5180 National Income Analysis (3 s.h.)                 | Waived by examination only |
| MIS 5580 Information Systems for Managers (2-3 s.h.)       | Introduction to Computers  |

### Foundation Sequence (4 s.h.)

|                                      |        |
|--------------------------------------|--------|
| HSA 5300 Health Care Decision Making | 3 s.h. |
| MGT 5220 Issues in Leadership        | 1 s.h. |

### Core Curriculum (24 s.h.)

|   |        |
|---|--------|
| ACC 5320 Essentials of Health Care Financial Decision Making  | 3 s.h. |
| BR 6430 Managerial Research Design*                           | 3 s.h. |
| HSA 6030 Applied Health Care Economics and Policy*            | 3 s.h. |
| HSA 6040 High Performance Health Service Delivery*            | 3 s.h. |
| HSA 6050 Marketing for Improved Patient Satisfaction/Service* | 3 s.h. |
| HSA 6060 Legal Issues in Health Care                          | 3 s.h. |
| MGT 5400 Organizational Effectiveness and Change Management   | 3 s.h. |
| MIS 5230 Health Care Informatics*                             | 3 s.h. |

### Capstone (2 s.h.)

|                                 |                          |
|---------------------------------|--------------------------|
| BR 6840 Project Research Study* | <u>2 s.h.</u><br>30 s.h. |
|---------------------------------|--------------------------|

\* Denotes courses with prerequisite

## Master of Science: Project Management

The MS in Project Management has suspended admissions for the 2013-2014 academic year, as course requirements are being re-structured. Please communicate with Dr. William McMillan, [wcmillan@madonna.edu](mailto:wcmillan@madonna.edu), to indicate your interest in any of these certificates and obtain information on their current status.

The professional graduate degree in project management sets a standard of excellence, focusing on need-based content, and is offered through a variety of media.

The objectives of the program are to enable the student to:

1. Apply knowledge in new and unfamiliar circumstances through a conceptual understanding of project management.
2. Adapt and innovate to solve problems.
3. Critically analyze and question knowledge claims in the discipline.
4. Apply theories, models, and tools relevant to the field of project management.

## Admission Requirements

Admission to the Master of Science in Project Management is determined on the basis of the following:

1. Possession of a bachelor degree from a regionally-accredited institution, with an overall undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be considered for conditional admission.)
2. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
3. Interview with a School of Business faculty advisor. International students unable to visit the campus for an interview will submit an autobiographical essay focusing on the questions in the application packet.
4. Full-time employment. International students unable to pursue full-time employment in the United States while completing a graduate degree may be admitted to the program if the student has prior substantive full-time work experience. The work experience record will be reviewed by the School of Business Admission Committee.
5. Current résumé.

## Program Requirements (30 s.h.)

The project management program, 30 s.h. beyond the prerequisite sequence, includes an administration core sequence, a project management sequence, and a capstone project.

Following are required prerequisite courses. Prerequisite courses may be waived if courses stipulated in the right-hand column have been completed at the undergraduate level at a regionally-accredited college or university.

| Required Prerequisite Sequence                             | Undergraduate Courses             |
|--|-----------------------------------|
| ACC 5150 Financial Accounting (3 s.h.)                     | Principles of Accounting I and II |
| BR 5170 Quantitative Methods for Leadership Roles (3 s.h.) | Waived by examination only        |
| MIS 5580 Information Systems for Managers (2-3 s.h.)       | Introduction to Computers         |

### Required Administration Core Sequence (15 s.h.)

|   |        |
|---|--------|
| ACC 5250* Managerial Accounting for Decision Making         | 3 s.h. |
| MGT 5220 Issues in Leadership Studies                       | 1 s.h. |
| MGT 5300 Leadership of Organizational Behavior              | 3 s.h. |
| MGT 5400 Organizational Effectiveness and Change Management | 3 s.h. |
| MGT 5550 Ethical Considerations in Leadership               | 2 s.h. |
| MGT 5570 Strategic Management: A Leader's Perspective       | 3 s.h. |

### Project Management Sequence (12 s.h.)

|  |        |
|--|--------|
| MGT 5780 Project Management for Managers                 | 3 s.h. |
| MGT 6150 Quality Management                              | 3 s.h. |
| MGT 6160 Project Management: Scheduling and Cost Control | 2 s.h. |
| MGT 6170 Project Management: Risk Analysis               | 2 s.h. |
| MGT 6250 Procurement and Contract Management             | 2 s.h. |

### Required Capstone (3 s.h.)

|  |                          |
|--|--------------------------|
| MGT 6960 Enterprise Project Management | <u>3 s.h.</u><br>30 s.h. |
|--|--------------------------|

\* Denotes course with prerequisite



# Executive Master of Business Administration: Hospital Management

*The EMBA in Hospital Management is offered only in the People's Republic of China in a cohort-program format.*

The mission of the Hospital Management executive program is to provide hospital managers in China with the specialized knowledge and skills to:

- contribute to the efficiency, productivity, and cost-effectiveness of the health care system;
- encourage delivery of quality patient services;
- execute vision, initiative, leadership, and effective communication.

## Program Objectives

The Executive Master of Business Administration, Hospital Management, emphasizes the study and application of leadership and administrative methodologies as they apply to the medical environment. Students completing the EMBA Hospital Management will be able to:

1. demonstrate the knowledge, skills, and attitudes necessary for professional and effective performance as a leader and manager of a medical facility.
2. analyze the environmental factors, such as laws, regulations, insurance, and public opinion which directly impact health care administration.
3. compare and contrast the practice of accounting, financial principles, and various analytical methodologies to the hospital workplace for profit improvement.
4. develop collaborative relationships with professionals who provide services in the health care system.
5. apply the principles of the selection, orientation, evaluation, and development of human resources in the efficient administration of a medical facility.
6. use a systematic approach to strategic management including opportunity identification, problem analysis, marketing, quality assessment and strategic plan design.
7. incorporate a principled and ethical approach to the strategic leadership of a medical facility.

## Admission Requirements

Admission into the Executive Master of Business Administration program, Hospital Management, is determined on the basis of the following:

1. Possession of a completed bachelor degree from a college or university approved by the Ministry of Education of the People's Republic of China, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be considered for conditional admission.)
2. Appropriate prior work experience.
3. Two letters of recommendation from current employer or professional associates familiar with the applicant's work or college performance.
4. Current résumé.

## Program Requirements (40 s.h.)

The curriculum of the Executive Master of Business Administration, Hospital Administration, 40 s.h. beyond the prerequisite sequence, is comprised of thirteen courses and seminars, made up of integrated content areas.

### Required Prerequisite Sequence

*(Equivalents may be taught by Shanghai Institute of International Finance)*

|          |   |
|----------|---|
| ACC 5150 | Financial Accounting (3 s.h.)                                 |
| BR 5170  | Quantitative Methods for Leadership Roles (3 s.h.)            |
| ECN 5180 | National Income Analysis (3 s.h.)<br><i>(micro and macro)</i> |
| MKT 5160 | Essentials of Marketing (3 s.h.)                              |

### Program of Study (40 s.h.)

|          |  |                |
|----------|--|----------------|
| ACC 5250 | Managerial Accounting for Decision Making        | 3 s.h.         |
| FIN 5650 | Business Finance                                 | 3 s.h.         |
| HSA 5300 | Health Care Decision Making                      | 3 s.h.         |
| HSA 6030 | Applied Health Care Economics and Policy         | 3 s.h.         |
| HSA 6040 | High Performance Health Service Delivery         | 3 s.h.         |
| HSA 6050 | Marketing for Improved Satisfaction and Quality  | 3 s.h.         |
| HSA 6060 | Legal Issues in Health Care                      | 3 s.h.         |
| HSA 6740 | Topic Seminars: Current Issues                   | 4 s.h.         |
| MGT 5400 | Organization Effectiveness and Change Management | 3 s.h.         |
| MIS 5010 | Information Systems Planning for Health Care     | 3 s.h.         |
| MIS 5230 | Health Care Informatics                          | 3 s.h.         |
| BR 6490  | Qualitative Research Methods                     | 3 s.h.         |
| MGT 6990 | Individual Applied Research Project              | 3 s.h.         |
|          |  | <b>40 s.h.</b> |



# Education Programs

## Master of Science (MS)

Catholic School Leadership  
Educational Leadership

## Master of Arts in Teaching (MAT)

Autism Spectrum Disorders  
Curriculum and Instruction  
Early Childhood Education  
Educational Technology  
Learning Disabilities  
Literacy Education  
Online Teaching and eLearning

## Master of Arts (MA)

Higher Education and Student Affairs

Professional Development Program for Practicing Education Professionals

*Teachers are also referred to the MATESOL program under English Program, page 58.*

## Master of Science: Catholic School Leadership

Madonna University programs derive their philosophy and purpose from the institutional mission statement:

*The mission of Madonna University, a Catholic and Franciscan institution of higher learning, is to instill in its students Christian humanistic values, intellectual inquiry, a respect for diversity, and a commitment to serving others through a liberal arts education, integrated with career preparation and based on the truths and principles recognized within a Catholic tradition.*

In line with this mission, the master's degree program in educational leadership with a specialization in Catholic school leadership prepares graduates who not only possess the competencies to meet State of Michigan Standards for the Preparation of School Principals, but are also prepared for the distinctive role of leadership in Catholic schools, including the particular financial, legal, pastoral, and spiritual issues faced by administrators in these schools.

### Purpose

The purpose of this program is to provide principals and teachers currently serving in the Archdiocese of Detroit with an opportunity to enhance their leadership skills and in particular to meet the unique challenges of Catholic schools. The program focuses on areas of school effectiveness as well as spiritual health and community.

Ultimately this program aims to strengthen Catholic school education and the promotion of Catholic values and community.

### Program Objectives

The underlying goal of this program is to prepare educational leaders who can:

- develop and deliver appropriate curricula sensitive to cultural and environmental differences and implement effective instructional delivery systems that make efficient use of time, staff, technologies, community resources, and budgets.
- create staff development programs and evaluation systems to enhance the effectiveness of school personnel in their service of Catholic education.
- manage school operations and facilities to ensure successful student learning.
- implement effective financial management strategies to maximize resources.
- utilize significant professional research in problem solving and planning.

### Admission Requirements

Admission to the MS in Catholic school leadership is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisor or professional associates.
3. Valid Michigan teaching certificate, current or expired. Individuals without a valid teaching certificate will be reviewed on an individual basis.
4. Prior or concurrent teaching experience.
5. Admission interview with the Director of the Catholic School Leadership program.

### Program Requirements (33 s.h.)

Recognizing the need for Catholic school administrators to be prepared not only as curriculum, personnel, and financial leaders but also as leaders in the religious education ministry, Madonna University collaborates with the Archdiocese of Detroit Office for Catholic Schools and Sacred Heart Major Seminary to offer this graduate program leading to the Master of Science degree in Catholic School Leadership.

Following the guidelines for administrator preparation, this interdisciplinary program is designed for pursuit by part-time students with a full-time work commitment.



### Required Education Foundations Core (3 s.h.)

EDU 5060 Research and Educational Practice 3 s.h.

### Required Leadership and Supervision (8 s.h.)

EDU 5100 Data Management for Educational Leaders 2 s.h.

EDU 5300 Organizational Behavior in Schools *or*

EDU 5400 Human Resource Management and Organizational Development 2 s.h.

EDU 5650 Education and the Community 2 s.h.

EDU 5890 Legal and Ethical Issues in Educational Leadership 2 s.h.

### Required Program and Staff Development (7 s.h.)

EDU 5220 Essentials of Educational Leadership 1 s.h.

EDU 5950 Curriculum Leadership 3 s.h.

EDU 6930 Seminar in Educational Leadership 3 s.h.

### Required Catholic School Leadership Specialty (11 s.h.)

CSL 5400 Leadership in Catholic Identity 3 s.h.

CSL 5450 Leadership in Christian Development 2 s.h.

CSL 6400 Catechetical Leadership 2 s.h.

CSL 6450 Formation of Christian Community 2 s.h.

EDU 5760 Financing Public and Private Education 2 s.h.

### Required Clinical Experiences (4 s.h.)

EDU 6320 Internship/Project in Educational Leadership and Seminar 2 s.h.

EDU 6330 Internship/Project in Educational Leadership and Seminar 2 s.h.

**33 s.h.**

**Some courses are offered only at the Sacred Heart Major Seminary campus.**

Students who complete the M.S. in Catholic School Leadership may apply through the College of Education certification officer for State of Michigan administrator certification.

## ***Master of Science: Educational Leadership***

The education faculty of Madonna University is committed to the development of educational leaders who motivate and inspire the school community toward a shared vision; who have the knowledge, dispositions, and performances to be stewards of integrity and collective well-being; who have the organizational and communication skills necessary for an effective learning environment; who collaborate with internal and external stakeholders within a diverse community; and who integrate technology to support all aspects of school programs.

The program subscribes to the view that educational leadership manifests itself in a number of roles beyond that of administrator. A school leader fosters a collaborative leadership environment by building trust, facilitating relationships, and enabling others to develop self-determination and competence.

The graduate faculty, composed of both professors of education and practicing administrators, defines educational leadership as those activities, responsibilities, and processes which enhance the moral, intellectual, and social development of students through the effective organization of human resources and application of sound administrative practice. Because leadership competencies cannot be gained or evaluated solely

within the college classroom, learning experiences include leadership roles in the work place, in particular a year-long supervised internship in an educational setting.

### ***Purpose***

The Master of Science in educational leadership is designed to meet the need for leaders in diverse educational settings, who will not only be effective administrators but also visionary educators and instructional leaders. The program promotes a collaborative approach to leadership that empowers stakeholders to attain individual and institutional goals. The program seeks to develop educational leaders who:

- possess a critical perspective on learning and teaching and on significant issues of practice;
- understand the nature of schools and other centers of learning as complex social institutions;
- possess the conceptual, technical, and human relations skills to influence change as well as promote schools and programs for optimal student outcomes.

### ***Program Objectives***

Students who complete the graduate program in educational leadership will be able to demonstrate the following competencies, which are aligned with the Michigan Standards for Principal Preparation, the national Interstate School Leadership Licensure Consortium (ISLLC), and the Educational Leadership Constituent Council (ELCC) standards:

- facilitate the development, articulation, implementation, and stewardship of a vision of learning that is shared and supported by the school community.
- advocate, nurture, and sustain a school culture and instructional program conducive to student learning and staff professional growth.
- ensure management of the organization, operations, and resources for a safe, efficient, and effective learning environment.
- collaborate with families and community members, respond to diverse community interests and needs, and mobilize community resources.
- act with integrity, fairness, and in an ethical manner.
- understand, respond to, and influence the larger political, social, economic, legal, and cultural context.
- apply technology to advance student achievement..

### ***Admission Requirements***

Admission to the MS in educational leadership is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisor or professional associates.
3. Valid Michigan teaching certificate, current or expired. Individuals without a valid teaching certificate will be reviewed on an individual basis.
4. Prior or concurrent teaching experience.
5. Admission interview with the Director of the Educational Leadership program.

## **Program Requirements (30 s.h.)**

The 30-semester-hour program culminates in a two-semester supervised clinical experience and seminar which provides integration of learning across curricular areas below and leadership experience in an authentic setting.

### **Required Education Foundation Core (6 s.h.)**

|          |   |        |
|----------|---|--------|
| EDU 5050 | American Education: Historical, Social, and Political Perspectives, <i>or</i> |        |
| EDU 5070 | Schooling in Comparative and International Perspectives                       | 3 s.h. |
| EDU 5060 | Research and Educational Practice   | 3 s.h. |

### **Required Leadership and Supervision Courses (13 s.h.)**

|          |  |        |
|----------|--|--------|
| EDU 5100 | Data Management for Educational Leaders                  | 2 s.h. |
| EDU 5300 | Organizational Behavior in Schools                       | 2 s.h. |
| EDU 5400 | Human Resource Management and Organizational Development | 2 s.h. |
| EDU 5650 | Education and the Community                              | 2 s.h. |
| EDU 5750 | Financing of Education                                   | 2 s.h. |
| EDU 5890 | Legal and Ethical Issues in Educational Leadership       | 3 s.h. |

### **Required Program and Staff Development Courses (7 s.h.)**

|          |                                      |        |
|----------|--------------------------------------|--------|
| EDU 5220 | Essentials of Educational Leadership | 1 s.h. |
| EDU 5950 | Curriculum Leadership                | 3 s.h. |
| EDU 6930 | Seminar in Educational Leadership    | 3 s.h. |

### **Required Clinical Experience (4 s.h.)**

|          |  |                |
|----------|--|----------------|
| EDU 6320 | Internship/Project in Educational Leadership and Seminar | 2 s.h.         |
| EDU 6330 | Internship/Project in Educational Leadership and Seminar | <u>2 s.h.</u>  |
|          |  | <b>30 s.h.</b> |

Students who complete the M.S. in Educational Leadership may apply through the College of Education certification officer for State of Michigan administrator certification.

## **Master of Arts in Teaching: Autism Spectrum Disorders**

In line with the Madonna University mission, the master's degree program in autism spectrum disorders (ASD) is founded on intellectual inquiry, a respect for diversity, and a commitment to serving others. Because autism is a spectrum of disorders, this program is founded on an interdisciplinary



approach, integrating research and theory from developmental, behavioral, educational, and medical areas into best practice, to treat all symptoms of this disorder and all aspects of the child. The program also emphasizes understanding ecological forces on the child.

### **Purpose**

An MAT with a specialty in autism spectrum disorders is a comprehensive program for teachers who possess a valid Michigan teaching certificate. The program prepares teachers to understand and effectively work with the ASD student population. Candidates learn to administer and interpret formal and informal assessments, accurately identify student needs, and utilize best practice interventions. The curriculum enables teachers to critically analyze and utilize research-based instructional strategies to address ASD in all educational placements. Through course work and field experiences, candidates apply theory to practice as collaborators with other educators, families, and service providers in light of inclusion and transition planning.

Students may choose to pursue the ASD endorsement alone, or incorporate it into a master's degree in ASD.

### **Program Objectives**

The MAT in autism spectrum disorders is designed to develop teachers who are able to:

- describe the field of autism spectrum disorders from an interdisciplinary perspective from inception to current practice.
- employ current formal and informal assessment instruments and approaches while consistently linking assessment outcomes to planning and instruction.
- analyze interdisciplinary strategies, treatments, and interventions to effectively address socio-behavioral, communication, and academic symptoms of ASD in all educational settings.
- collaborate with parents, other educators, and allied service providers in educational planning, instructional modifications, and transitional considerations for students with ASD.
- evaluate and report research relevant to ASD within the context of special and general education.

### **Summer Student Teaching Opportunity**

Some students who participate are already teaching, and cannot take a semester off to do student teaching. In light of this, Madonna University works collaboratively with various schools and districts to provide summer programs for students with disabilities. In addition to providing valuable opportunities for K-12 students, these specially developed programs give student teachers in the ASD program the opportunity to complete student teaching requirements without having to experience loss of income.

### **Admission Requirements**

Admission to the MAT program in autism spectrum disorders is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)

- Two completed recommendation forms from current supervisor or professional associates.
- Valid Michigan teaching certificate, current or expired. An expired certificate must be renewed to be endorsed.
- Prior or concurrent teaching experience.
- Admission interview with the Director of the Autism Spectrum Disorders Program.

### **Program Requirements (41-42 s.h.)**

The MAT with a specialty in autism spectrum disorders reflects requirements of the Michigan Department of Education for K-12 endorsement in autism spectrum disorders.

#### **Required Education Foundation Core (6 s.h.)**

(required for degree):

|          |   |        |
|----------|---|--------|
| EDU 5050 | American Education: Historical, Social, and Political Perspectives, <b>or</b> |        |
| EDU 5070 | Schooling in Comparative and International Perspectives                       | 3 s.h. |
| EDU 5060 | Research and Educational Practice   | 3 s.h. |

#### **Special Education Core (13 s.h.)\***

(required for endorsement and degree):

|          |   |               |
|----------|---|---------------|
| SED 5330 | Transition Planning Issues and Practices            | 3 s.h.        |
| SED 5500 | Methods of Teaching Students with Mild Disabilities | 3 s.h.        |
| SED 6090 | Formal and Informal Assessment                      | 4 s.h.        |
| SED 6220 | Consultation and Collaboration                      | <u>3 s.h.</u> |
|          |   | 13 s.h.       |

#### **Autism Spectrum Disorders Sequence (15 s.h.)\***

(required for endorsement and degree):

|          |  |               |
|----------|--|---------------|
| ASD 5400 | Interdisciplinary Perspectives of ASD        | 2 s.h.        |
| ASD 5410 | Foundations of ASD: Educational Implications | 4 s.h.        |
| ASD 6410 | Social and Behavioral Issues in ASD          | 3 s.h.        |
| ASD 6420 | Communication and Language in ASD            | 3 s.h.        |
| ASD 6430 | ASD: Educational Interventions               | <u>3 s.h.</u> |
|          |  | 15 s.h.       |

\* Undergraduate prerequisite to the special education and autism spectrum disorders sequences: EDU 3300, *The Exceptional Learner in the Classroom*.

#### **Required Student Teaching or Practicum (5-6 s.h.)**

(required for endorsement and degree):

|                   |  |                 |
|-------------------|--|-----------------|
| ASD 6500          | Student Teaching Autism K-12 <b>or</b> |                 |
| ASD 6700 and 6720 | Autism K-12 Practicum I and II         | 4-5 s.h.        |
| ASD 6930          | Autism Seminar                         | <u>1 s.h.</u>   |
|                   |  | <u>5-6 s.h.</u> |
|                   | Subtotal for endorsement               | 33-34 s.h.      |

Endorsement requires MTTC Test 64: *Autism Spectrum Disorder*. Apply through the Madonna University certification officer on completion of endorsement course work and examination.

#### **ASD Research Project (2 s.h.)**

(required for degree):

|          |                         |                   |
|----------|-------------------------|-------------------|
| ASD 6960 | ASD Research Project    | <u>2 s.h.</u>     |
|          | <b>Total for degree</b> | <b>41-42 s.h.</b> |

## **Master of Arts in Teaching: Curriculum and Instruction**

The Master of Arts in Teaching in curriculum and instruction is designed to empower classroom teachers certified at the elementary, middle, or secondary level. The MAT: Curriculum and Instruction, is founded on the propositions of the National Board for Professional Teaching Standards (NBPTS). The degree emphasizes best practice in teaching and offers an innovative curriculum structured to serve the needs of busy professionals.

### **Program Objectives**

To develop teachers who are able to:

- understand how students develop and learn, incorporating the prevailing theories of cognition, motivation, and intelligence.
- use a variety of methods, materials, and strategies in core instruction that are appropriate to the diverse abilities and backgrounds of students.
- teach the school curriculum through rich, conceptual subject-matter understandings.
- demonstrate appropriate use of instructional media and technology.

### **Admission Requirements**

Admission to the MAT program in Curriculum and Instruction is determined on the basis of the following criteria:

- Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
- Two completed recommendation forms from current supervisors or professional associates.
- Valid Michigan teaching certificate, current or expired.
- Prior or concurrent teaching experience.
- Admission interview with the Director of the Curriculum and Instruction program.

### **Program Requirements (32 s.h.)**

#### **Required Education Foundation Core (6 s.h.)**

|          |   |        |
|----------|---|--------|
| EDU 5050 | American Education: Historical, Social, and Political Perspectives, <b>or</b> |        |
| EDU 5070 | Schooling in Comparative and International Perspectives                       | 3 s.h. |
| EDU 5060 | Research and Educational Practice   | 3 s.h. |

#### **Required Concentration (23 s.h.)**

|          |   |        |
|----------|---|--------|
| EDU 5240 | Application of Technology in P-12 Schools | 3 s.h. |
| EDU 5510 | Innovations in Classroom Literacy         | 3 s.h. |
| EDU 5650 | Education and the Community               | 2 s.h. |
| EDU 5710 | Change in Educational Organizations       | 3 s.h. |
| EDU 5820 | Diversity in the Classroom                | 2 s.h. |
| EDU 5950 | Curriculum Leadership                     | 3 s.h. |
| EDU 6240 | Information Management in the Classroom   | 3 s.h. |
| EDU 6360 | Motivation for Achievement                | 2 s.h. |
| EDU 6610 | Best Practice Classrooms                  | 2 s.h. |

#### **Seminar (3 s.h.)**

|          |  |                |
|----------|--|----------------|
| EDU 6950 | Project in Teaching and Learning Seminar | <u>3 s.h.</u>  |
|          |  | <b>32 s.h.</b> |

# Master of Arts in Teaching: Early Childhood Education

The Master of Arts in Teaching in early childhood education is designed to teach classroom teachers the distinctive aspects of teaching and learning for children ages 0-8 years. This program with its prerequisites also meets the State's requirements for the early childhood (ZS) endorsement.

## Program Objectives

At the conclusion of the program, students will be able to:

- create healthy, respectful, and supportive learning environments for young children that reflect an understanding of multiple and interrelated influences on learning, typical and atypical child development, and that are aligned with the Michigan State Board of Education's Universal Education Vision and Principles.
- engage in respectful, reciprocal relationships with families in order to involve them in their children's development and learning.
- articulate an understanding of the complex characteristics of families and communities as reflected in the Michigan State Board of Education Universal Education Vision and Principles.
- conduct themselves as ethical, reflective practitioners in the field of Early Childhood Education.
- integrate disciplinary knowledge with developmentally appropriate practice to design learning experiences that include educational technology and positive behavior supports in early childhood education settings.
- assess effectively and responsibly in early childhood education settings using valid instruments, systematic observation, and professional documentation.
- advocate for young children and families by adopting an evidence-based and collaborative approach founded on high-quality relationships with families and colleagues.

## Admission Requirements

Admission to the MAT: Early Childhood Education program is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisors or professional associates.
3. Applicants wishing the ZS endorsement must hold a valid Michigan teaching certificate with elementary-level endorsement, current or expired. An expired certificate must be renewed to be endorsed.
4. Prior or concurrent teaching experience.
5. Admission interview with the Director of the Early Childhood Education program.

## Program Requirements (30 s.h.)

**Prerequisite Courses** for those who do not already hold the ZS:

|           |   |                         |
|-----------|---|-------------------------|
| *CD 2160  | Child Development Birth through Age Eight (undergraduate level)                               | 3 s.h.                  |
| *ECE 3580 | Early Childhood Curriculum Development (undergraduate level)                                  | 3 s.h.                  |
| *ECE 4150 | Programming for Children with Special Needs in Early Childhood Settings (undergraduate level) | <u>3 s.h.</u><br>9 s.h. |

## Educational Foundation Core (6 s.h.)

|           |   |        |
|-----------|---|--------|
| EDU 5050  | American Education: Historical, Social, and Political Perspectives, <b>or</b> |        |
| EDU 5070  | Schooling in Comparative and International Perspectives                       | 3 s.h. |
| *EDU 5060 | Research and Educational Practice   | 3 s.h. |

## Teaching and Learning Concentration (13 s.h.)

|           |   |        |
|-----------|---|--------|
| EDU 5240  | Application of Technology in P-12 Schools | 3 s.h. |
| *EDU 5510 | Innovations in Classroom Literacy         | 3 s.h. |
| *EDU 5710 | Change in Educational Organizations       | 3 s.h. |
| EDU 5820  | Diversity in the Classroom                | 2 s.h. |
| EDU 6610  | Best Practice Classrooms                  | 2 s.h. |

## Advanced Early Childhood Core (10 s.h.)

|           |  |        |
|-----------|--|--------|
| *ECE 5120 | Early Childhood Curricula                          | 2 s.h. |
| *ECE 5130 | Home-School Partnerships to Support Young Learners | 2 s.h. |
| *ECE 5160 | Assessment of the Young Child                      | 2 s.h. |
| *ECE 5170 | Programming for Infant and Toddler Development     | 2 s.h. |
| *ECE 5930 | Practicum in Early Childhood Education             | 2 s.h. |

## Capstone (1 s.h.)

|          |  |                                 |
|----------|--|---------------------------------|
| ECE 6960 | Leadership and Advocacy in Early Childhood | <u>1 s.h.</u><br><b>30 s.h.</b> |
|----------|--|---------------------------------|

\* Designates 28 s.h. of course work which, along with MTTC test 106, Early Childhood Education, earn the Early Childhood Education (general and special education) (ZS) endorsement. Apply through the Madonna University certification officer upon completion of endorsement course work and examination.



## ***Master of Arts in Teaching: Educational Technology***

The Master of Arts in Teaching in educational technology is focused on overall best practice in teaching together with specialized course work in technology applications to teaching and learning.

The technology component is designed to meet, at a master's level, the State of Michigan's technology content standards for teachers. These standards include the use of technologies to organize and evaluate information; the application of appropriate technologies to creative expression; a systematic approach to technology solutions to improve systems; and the application of legal and ethical standards to the use of technology.

### ***Program Objectives***

To develop teachers who are able to:

- understand how students develop and learn, incorporating the prevailing theories of cognition, motivation, and intelligence.
- use a variety of methods, materials, and strategies in core instruction that are appropriate to the diverse abilities and backgrounds of students.
- use and transfer technological knowledge and skills for life roles.
- use technologies to input, retrieve, organize, manipulate, evaluate, and communicate information.
- apply appropriate technologies to critical thinking, creative expression, and decision-making skills.
- employ a systematic approach to technological solutions by using resources and processes to create, maintain, and improve products, systems, and environments.
- apply ethical and legal standards in planning, using, and evaluating technology.

### ***Admission Requirements***

Admission to the MAT: Educational Technology program is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisors or professional associates.
3. Valid Michigan teaching certificate, current or expired. An expired certificate must be renewed to be endorsed.
4. Prior or concurrent teaching experience.
5. Admission interview with the Director of the Curriculum and Instruction program.

### ***Program Requirements (34 s.h.)***

#### **Educational Foundation Core (6 s.h.)**

|          |   |        |
|----------|---|--------|
| EDU 5050 | American Education: Historical, Social, and Political Perspectives, <i>or</i> |        |
| EDU 5070 | Schooling in Comparative and International Perspectives                       | 3 s.h. |
| EDU 5060 | Research and Educational Practice   | 3 s.h. |

#### **Teaching and Learning Core (7 s.h.)**

|          |                                     |        |
|----------|-------------------------------------|--------|
| EDU 5650 | Education and the Community         | 2 s.h. |
| EDU 5710 | Change in Educational Organizations | 3 s.h. |
| EDU 5820 | Diversity in the Classroom          | 2 s.h. |

#### **Educational Technology Endorsement Requirements (21 s.h.)**

|           |   |                |
|-----------|---|----------------|
| *EDU 5240 | Application of Technology in P-12 Schools | 3 s.h.         |
| *EDU 5250 | Hardware Configurations in P-12 Schools   | 3 s.h.         |
| *EDU 5260 | Best Practice Teaching with Technology    | 3 s.h.         |
| *EDU 5410 | Instructional Design for Online Learning  | 3 s.h.         |
| *EDU 6240 | Information Management in the Classroom   | 3 s.h.         |
| *EDU 6260 | Instructional Design and Multimedia       | 3 s.h.         |
| *EDU 6270 | Leadership in Technology                  | 3 s.h.         |
|           |   | <b>34 s.h.</b> |

\* The educational technology (NP) endorsement is earned by successful completion of these 21 s.h. of course work. The endorsement is defined by the Michigan Department of Education not as a subject that the teacher teaches, but as a body of skills the teacher employs to teach a discipline. There is no MTTC examination for this endorsement. Apply through the Madonna University certification officer on completion of the endorsement course work.

## ***Master of Arts in Teaching: Learning Disabilities***

In keeping with the mission of Madonna University, the graduate program in learning disabilities (LD) is designed to promote service to the community and respect for human diversity through advanced career preparation. Candidates are members of a cohesive collegial learning community committed to serving the needs of their students with LD in all learning environments within the school setting. Through intellectual inquiry and collaboration, along with associated field work, candidates acquire comprehensive knowledge and skills to effectively address the individual needs of students with LD.

In-depth study of LD includes a broad understanding of all exceptionalities and of contemporary issues in the field of special education.

### ***Purpose***

The program prepares certified teachers to understand the field of LD as it relates to general education issues and practices as well as other exceptionalities in special education from inception to current practice. Candidates learn to effectively administer, interpret, and report formal and informal assessments to accurately identify disabilities and current levels of performance. Candidates also learn to develop and employ research-based instructional strategies to address individual needs in all school learning environments. Course work and field experiences emphasize consultation and collaboration with parents and allied service providers in light of inclusion and transition planning. The MAT in LD provides a comprehensive program of study to address the needs of students with LD so that they may reach their fullest potential in an academic setting.

The Master of Arts in Teaching with a specialty in learning disabilities is a rigorous program designed for teachers who possess a valid Michigan teaching certificate. Teachers who successfully complete the program are well prepared for the state proficiency test in the area of learning disabilities and eligible for K-12 endorsement in LD. Candidates may opt for the LD endorsement alone or incorporate it into a master's degree.



### **Program Objectives**

The MAT in learning disabilities is designed to develop teachers who are able to:

- examine the field of learning disabilities as it relates to educational issues and practices and other exceptionalities in special education from inception to current practice.
- administer and interpret formal and informal assessments to identify disabilities and report present levels of academic achievement and functional performance.
- utilize assessment data and research based instructional strategies and interventions to plan and implement individualized instruction, modifications, and adaptations in the least restrictive learning environment.
- employ consultation/collaboration skills with parents and other allied service providers in light of inclusion and transition service planning.
- critique and report current research in the field of learning disabilities and special education.

### **Summer Student Teaching Opportunity**

Some students who participate are already teaching and cannot take a semester off to do student teaching. In light of this, Madonna University works collaboratively with various schools and districts to provide summer programs for students with disabilities. In addition to providing valuable opportunities for K-12 students, these specially developed programs give student teachers in the LD program the opportunity to complete student teaching requirements without having to experience loss of income.

### **Admission Requirements**

Admission to the MAT program in learning disabilities is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisor or professional associates.
3. Valid Michigan teaching certificate, current or expired. An expired certificate must be renewed to be endorsed.
4. Prior or concurrent teaching experience.
5. Admission interview with the Director of the Learning Disabilities Program.

### **Program Requirements (38-39 s.h.)**

The MAT with a specialty in learning disabilities reflects requirements of the Michigan Department of Education for K-12 endorsement in learning disabilities.

#### **Required Education Foundation Core (6 s.h.)**

(required for degree):

|          |   |        |
|----------|---|--------|
| EDU 5050 | American Education: Historical, Social, and Political Perspectives, <b>or</b> |        |
| EDU 5070 | Schooling in Comparative and International Perspectives                       | 3 s.h. |
| EDU 5060 | Research and Educational Practice   | 3 s.h. |

#### **Special Education Core (13 s.h.)\***

(required for endorsement and degree):

|          |   |        |
|----------|---|--------|
| SED 5330 | Transition Planning Issues and Practices            | 3 s.h. |
| SED 5500 | Methods of Teaching Students with Mild Disabilities | 3 s.h. |
| SED 6090 | Formal and Informal Assessment                      | 4 s.h. |
| SED 6220 | Consultation and Collaboration                      | 3 s.h. |

#### **Learning Disabilities Sequence (12 s.h.)\***

(required for endorsement and degree):

|         |   |                          |
|---------|---|--------------------------|
| LD 5350 | Psychological Issues in Learning Disabilities | 3 s.h.                   |
| LD 5450 | Learning Disabilities                         | 3 s.h.                   |
| LD 5720 | Diagnostic and Remedial Techniques in Reading | 3 s.h.                   |
| LD 6010 | Language Problems in Learning Disabilities    | <u>3 s.h.</u><br>12 s.h. |

\* Undergraduate prerequisite to the special education and learning disabilities sequences: EDU 3300, *The Exceptional Learner in the Classroom*.

#### **Required Student Teaching or Practicum (5-6 s.h.)**

(required for endorsement and degree):

|                  |                                     |                 |
|------------------|-------------------------------------|-----------------|
| LD 6500          | Student Teaching, LD K-12 <b>or</b> |                 |
| LD 6700 and 6720 | LD K-12 Practicum I and II          | 4-5 s.h.        |
| LD 6930          | LD Seminar                          | <u>1 s.h.</u>   |
|                  |                                     | <u>5-6 s.h.</u> |
|                  | <i>Subtotal for endorsement</i>     | 30-31 s.h.      |

Endorsement requires MTTC Test 63: *Learning Disabled*. Apply through the Madonna University certification officer on completion of endorsement course work and examination.

#### **LD Research Project (2 s.h.)**

(required for degree):

|         |                         |                   |
|---------|-------------------------|-------------------|
| LD 6960 | LD Research Project     | <u>2 s.h.</u>     |
|         | <b>Total for degree</b> | <b>38-39 s.h.</b> |





# Master of Arts in Teaching: Literacy Education

The literacy education program leading to the Master of Arts in Teaching reflects the mission of Madonna University and the commitment of the College of Education to excellence in teacher preparation. The program enables certified classroom teachers to enhance their knowledge and experience and to perform at the mastery level in language and literacy education. The program prepares teachers to assume leadership roles as Reading Specialists/Literacy Coaches. To achieve these outcomes, course work is combined with clinical application and school-based experience.

Literacy Education, rather than Reading Education, as the descriptor for the degree program is in keeping with the philosophy that language learning is a multi-faceted process whose integral components are mutually supportive. The term literacy includes reading, writing, speaking, listening, viewing, visually representing, thinking critically, and using current technologies across the education spectrum and in the greater society.

## Purpose

The Master of Arts in Teaching: Literacy Education is a graduate degree program which combines academic and experiential learning. The program enables classroom teachers certified at the elementary level or the secondary level to meet the standards that qualify them as Reading Specialists/Literacy Coaches according to the criteria of the International Reading Association and the Michigan Department of Education. The program leads to state endorsement as a Reading Specialist K-12 if candidates successfully pass the MTTC examination.

During the course of the program, students will:

- develop and refine their beliefs about the nature of literacy, the uses for literacy in our society, and the way it is taught in our schools.
- demonstrate knowledge of reading processes, the developmental stages of literacy, best practices in instruction, approaches to assessment, the role of research, and the importance of continuing professional development.
- develop a philosophy based on a comprehensive, interactive, social-constructivist model of the reading process that accounts for learning differences, language differences, cultural diversity, and teacher responsibility.
- demonstrate knowledge of the legislative mandates influencing reading assessment and instruction.

## Program Objectives

Students who complete the graduate program in literacy education are able to:

- demonstrate knowledge in the six categories of the knowledge base required of reading professionals by the International Reading Association: Foundational Knowledge; Curriculum and Instruction; Assessment and Evaluation; Diversity; Creating a Literate Environment; and Professional Learning and Leadership.
- analyze the role of research in theory and practice.
- demonstrate competence in teaching in clinical and school settings and in providing differentiated instruction to diverse populations.

- demonstrate competence in decision making in diagnostic and instructional settings.
- analyze the role of the reading specialist/literacy coach and apply the skills of the reading specialist/literacy coach and apply the skills of the reading specialist/literacy coach in clinical and/or school settings.

## Admission Requirements

Admission to the MAT program in literacy education is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisors or professional associates.
3. Valid Michigan teaching certificate, current or expired. An expired certificate must be renewed to be endorsed.
4. Prior or concurrent teaching experience.
5. Admission interview with the Director of the Literacy Education program.

## Program Requirements (34 s.h.)

### Required Core Courses (27 s.h.)

|          |  |        |
|----------|--|--------|
| RDG 5110 | Foundations of Literacy Education  | 3 s.h. |
| RDG 5160 | Early Literacy Development   | 2 s.h. |
| RDG 5210 | Developing and Assessing Literacy Programs, Elementary and Secondary Schools | 3 s.h. |
| RDG 5250 | Creating Classroom Writers: Teachers and Students Writing Together           | 2 s.h. |
| RDG 5310 | Content Area Reading-Learning in Elementary and Secondary Schools            | 3 s.h. |
| RDG 5330 | Literature in the Context of Teaching Across the Curriculum                  | 3 s.h. |
| RDG 5350 | Language Development: Linguistic Foundations of Literacy                     | 3 s.h. |
| RDG 5410 | Interactive Computer Applications in Literacy Education                      | 2 s.h. |
| RDG 6530 | Diagnostic Procedures in Reading   | 3 s.h. |
| RDG 6850 | Literacy Coaching and Leadership   | 3 s.h. |

### Required Clinical Experience (4 s.h.)

|          |   |        |
|----------|---|--------|
| RDG 6930 | Practicum in Remediation                        | 2 s.h. |
| RDG 6940 | Practicum in Program Development (school-based) | 2 s.h. |

### Capstone (3 s.h.)

|          |                                       |                |
|----------|---------------------------------------|----------------|
| RDG 6950 | Seminar: Issues in Literacy Education | <u>3 s.h.</u>  |
|          |                                       | <b>34 s.h.</b> |

## Program Assessment

There are several key assessments that are used during the program to ensure that students have demonstrated attainment of the IRA Standards for Reading Professionals (2010).

The State of Michigan requires a competency examination, MTTC test 92, Reading Specialist, for endorsement as a Reading Specialist K-12. Because of accreditation policies, students are required to take this examination at the end of their course work.

For the endorsement, apply through the Madonna University certification officer on completion of degree course work and examination.

# Master of Arts in Teaching: Online Teaching and eLearning

The 2007 revision of the State of Michigan high school curriculum requires high school graduates to have an online course or learning experience. The MAT: Online Teaching and eLearning program prepares teachers to teach in the online environment.

## Program Objectives

At the conclusion of the program, students will be able to:

- explain how students develop and learn, incorporating the prevailing theories of cognition, motivation, and intelligence.
- use a variety of methods, materials, and strategies in core instruction that are appropriate to the diverse abilities and backgrounds of students.
- use instructional media and technologies to input, retrieve, organize, manipulate, evaluate, and communicate information.
- apply appropriate technologies to critical thinking, creative expression, and decision-making skills.
- employ a systematic approach to technological solutions by using resources and processes to create, maintain, and improve products, systems, and environments.
- apply ethical and legal standards in planning, using, and evaluating technology.

## Admission Requirements

Admission to the MAT: Online Teaching and eLearning program is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisors or professional associates.
3. Prior or concurrent teaching experience (P-12, higher education, or corporate training and development).
4. Admission interview with the Director of the Online Teaching and eLearning program.



## Program Requirements (30 s.h.)

### Educational Foundation Core (6 s.h.)

|          |   |        |
|----------|---|--------|
| EDU 5050 | American Education: Historical, Social, and Political Perspectives, <i>or</i> |        |
| EDU 5070 | Schooling in Comparative and International Perspectives                       | 3 s.h. |
| EDU 5060 | Research and Educational Practice   | 3 s.h. |

### Teaching and Learning Core (6 s.h.)

|          |  |        |
|----------|--|--------|
| EDU 5710 | Change in Educational Organizations                  | 3 s.h. |
| EDU 5720 | Diversity, Local Communities, and Global Connections | 3 s.h. |

### Online Instruction Concentration (15 s.h.)

|          |  |        |
|----------|--|--------|
| EDU 5410 | Instructional Design for Online Learning               | 3 s.h. |
| EDU 5430 | Media Production for Online Instruction                | 3 s.h. |
| EDU 6410 | Management and Evaluation of Online Learning Platforms | 3 s.h. |
| EDU 6430 | Online Assessment Practices                            | 3 s.h. |
| EDU 6450 | Best Practice in Teaching Online                       | 3 s.h. |

### Practicum (3 s.h.)

|          |                                       |                |
|----------|---------------------------------------|----------------|
| EDU 6880 | Online Teaching Project and Practicum | 3 s.h.         |
|          |                                       | <b>30 s.h.</b> |

# Master of Arts: Higher Education and Student Affairs

The Master of Arts program in Higher Education and Student Affairs (HESA) is designed to prepare students to be administrative professionals at colleges and universities, qualified to work in support and administrative positions in academic affairs, student affairs, or in the functional service areas of an institution.

The HESA program integrates theory and practice and is intended to provide students with a foundation in the literature, skills, and the habits of scholarship related to:

- the development of contemporary college students;
- how administration and leadership can create effective academic and student service environments;
- how student learning can be enhanced inside and outside of the classroom;
- and how all these understandings can be applied to the design of educational practice.

The degree can be made applicable many positions of leadership at higher education institutions through the types of experiences and practica undertaken during the program. It provides students with opportunities and skills to pursue areas of interest that they feel will contribute to personal and professional growth and development. Students can also take additional elective courses to augment their degree according to their interests and career plans, or if they decide to pursue a dual-degree.

## Goals of the Program

The HESA program has the following goals:

- To provide students with theoretical coursework and experiential learning opportunities which create an understanding of central issues in student affairs administration and connect theory to practice.
- To develop in students the competencies needed in human

development, interpersonal facilitation, group leadership, and assessment to effectively support undergraduate and graduate education.

- To facilitate an appreciation of the varied opportunities colleges and universities provide to help others participate in humanitarianism, civic engagement, and service.
- To cultivate student perspectives on leadership, scholarship, and management that prepare graduates to work in and to design educational environments that are receptive to diversity and multiculturalism in a globalized society.

### **Outcomes of the Program**

At the conclusion of this program, students will be able to:

- exhibit habits of mind as a proficient consumer of research regarding higher education.
- conduct evaluations and assessments of programs and initiatives.
- demonstrate proficiency with skills for management of functional units of higher education institutions.
- display facility with student and adult development theories and techniques for practical application.
- employ knowledge of the structure, administration, and environment of higher education institutions.
- present leadership skills and experience with personal and group facilitation/ intervention.
- apply perspectives involving multiculturalism and other forms of diversity.
- commit to social justice outcomes for individuals and groups.
- demonstrate integrity and the ethics and values of the profession.
- facilitate intrapersonal development and interpersonal competence.

### **Admission Requirements**

Admission to the HESA MA program is determined on the basis of the following criteria:

- Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
- Two completed recommendation forms from a current supervisor or academic/ professional associates.
- Admission interview with the Director of the HESA program.

### **Program Requirements (36 s.h.)**

|          |  |                |
|----------|--|----------------|
| EDU 5010 | Gateway: Higher Education Foundations        | 3 s.h.         |
| EDU 5060 | Research and Educational Practice            | 3 s.h.         |
| EDU 5120 | Student Development Theory                   | 3 s.h.         |
| EDU 5270 | Leadership and Intervention Skills           | 3 s.h.         |
| EDU 5340 | Organization, Governance, and Administration | 3 s.h.         |
| EDU 5670 | Service-Learning Practicum                   | 3 s.h.         |
| EDU 6120 | Impact of College on Students                | 3 s.h.         |
| EDU 6260 | Instructional Design and Multimedia          | 3 s.h.         |
| EDU 6340 | Policy, Finance, and Law                     | 3 s.h.         |
| EDU 6480 | Equity, Diversity, and Inclusion             | 3 s.h.         |
| EDU 6670 | Professional Experience Practicum            | 3 s.h.         |
| EDU 6970 | Student Affairs Research Project             | 3 s.h.         |
|          |  | <b>36 s.h.</b> |

## **Professional Development Program for Practicing Education Professionals**

This program assists administrators and other education professionals to earn graduate credit that may be used toward the renewal of teaching and administrative certificates. Participants may earn one hour of credit for every 15 actual clock hours taken at pre-approved workshops, seminars, or conferences at either the local, state, or national level. The student must complete a scholarly paper that includes a log of activities and application of content to work situations.

While these 15 hours do not need to cover the same activity or topic, they must all be related to the student's personal and professional growth. For example, a person could utilize 8-1/4 clock hours of credit from attending a local workshop, and another 7 clock hours from attending a state or national conference, for a total of 15-1/4 clock hours. This would qualify toward one hour of graduate credit, and participants would have an additional 1/4 hour toward their next 15 actual clock hours for one or more semester hour of graduate credit.

Students may register for 1-6 semester hours of graduate credit. The hours and assignment requirements must be met within two semesters. These hours/credits count only for this program and cannot count for both CEU hours and graduate credit. Papers must be submitted by the deadline of the second semester after registration. For example, if you register for a Fall Madonna course, you must submit your work no later than the deadline of Winter semester (April 1) to receive credit.

#### **Deadline to submit papers (all academic years)**

Fall course: April 1

Winter course: August 1

Spring/Summer course: December 1

The cost for one hour of graduate credit in the Professional Development Program is \$150.

More detailed information is at [www.madonna.edu/pdp](http://www.madonna.edu/pdp).



# **English Program**

## **Master of Arts in Teaching**

### **English to Speakers of Other Languages**

The Master of Arts in Teaching English to Speakers of Other Languages (MATESOL) is a graduate program designed to educate and train teachers of English as a second or foreign language. The program offers sound foundations in theoretical and applied linguistics as well as in educational theory and practice. It exposes students to a wide array of pedagogical methods used in second or foreign language teaching, testing, and assessment. The program also provides students with an opportunity to practice their knowledge in classroom settings during a practicum. The cultural aspects of language learning, teaching, testing, and assessment are emphasized throughout the curriculum.

The Master of Arts in Teaching English to Speakers of Other Languages consists of thirteen (13) required courses that total 32-33 semester hours. The courses fall into two (2) broad categories: theoretical foundations and pedagogical methods.

Madonna University also recommends the ESL endorsement (NS) to existing Michigan teaching certificates. Teachers who are interested only in the ESL endorsement have an option of completing the 28 credit hours of designated course work for this endorsement, along with the required examination from the Michigan Tests for Teacher Certification.

The Madonna MATESOL program distinguishes itself from other similar programs by its small size classes, personal attention given to students, graduate ESL endorsement, and the emphasis on literacy acquisition in English as a second language. Students who are specifically interested in the pedagogy of reading and writing may supplement their regular course work with electives available in the Master of Arts in Teaching program in literacy education.

#### **Program Objectives**

Students who complete the program are able to:

- apply knowledge of language systems and their interrelatedness to analyze language functioning, learning, and teaching.
- apply knowledge of biological, cognitive, and societal factors in language functioning to language learning and teaching.



- synthesize knowledge of prominent theories of second or foreign language acquisition and apply it to pedagogical practices.
- synthesize knowledge of prominent educational theories and relate it to English as a Second Language classroom practices.
- evaluate current research findings in the field and implement them in pedagogical practices.
- utilize various pedagogical methods of teaching English oral, listening, reading, and writing skills to English language learners.
- implement various assessment methods used in the English as a Second Language classroom.
- demonstrate knowledge of an interface between language and culture, and implement it in pedagogical practice.
- apply knowledge of ethical considerations in pedagogical practices to a given cultural context.

#### **Admission Requirements**

##### **For native speakers of English:**

1. Possession of a bachelor degree from a regionally-accredited institution or its foreign equivalent as evaluated by World Education Services.
2. Experience in learning a second language and culture (e.g., college level course work, studies abroad, Peace Corps service, and/or other appropriate experiences).
3. G.P.A. of 3.00 on a 4.00 scale (G.P.A. of 2.75 for a conditional admission).
4. Two completed recommendation forms from professionals familiar with a candidate's academic and/or teaching abilities.
5. An interview with the MATESOL Director to discuss a candidate's relevant past experiences and future professional goals.

##### **For non-native speakers of English:**

1. A bachelor degree from a regionally-accredited institution, or its foreign equivalent as evaluated by World Education Services.
2. Acceptable test scores:
  - Internet Based TOEFL (iBT) with a minimum score of 80; **or**
  - Test of English as a Foreign Language (TOEFL) paper-and-pencil test with a minimum score of 550, accompanied by the Test of Written English (TWE) with a minimum score of 5; **or**
  - MELAB score of 77 or higher on all parts; **or**
  - IELTS score of 65 or higher.

NOTE: The requirement is waived for applicants who graduated from colleges and universities in Australia, Canada, Great Britain, Ireland, New Zealand, or the United States.

Those candidates who do not meet the proficiency test criteria, but otherwise show potential, may be admitted conditionally to the program.

3. Two letters of recommendation forms from professionals familiar with a candidate's academic and/or teaching abilities.
4. An interview with the MATESOL Director to discuss a candidate's relevant past and future professional goals. Those international candidates who are unable to attend an interview are required to send a résumé and a statement of purpose describing their relevant past experiences and future professional goals.

**Upon arrival on campus, non-native speakers of English who have not provided the English proficiency information listed above will take Madonna University's English Placement Test. Some students may be required to take one or more ESL courses prior to or simultaneously with the content courses.**

***Program Requirements (32-33 s.h.)***

|          |   |                   |
|----------|---|-------------------|
| TSL 5000 | Current Developments in Teaching and Learning Theory ( <i>adult education track</i> ) |                   |
|          | <i>or</i>   |                   |
| TSL 5150 | Human Development and Schooling ( <i>K-12 track</i> )                                 | 2-3 s.h.          |
| ENG 5410 | Issues in Psycholinguistics and Sociolinguistics                                      | 3 s.h.            |
| ENG 5420 | General Linguistics   | 3 s.h.            |
| TSL 5110 | Issues in TESOL: Adult Education <i>or</i>  |                   |
| TSL 5120 | Issues in TESOL: K-12 Education   | 1 s.h.            |
| TSL 5140 | Applications of Language Assessment to Instruction                                    | 2 s.h.            |
| TSL 5190 | Second Language Acquisition   | 3 s.h.            |
| TSL 5210 | Teaching of Speaking/Listening to ESL Students  | 3 s.h.            |
| TSL 5220 | Teaching of Reading/Vocabulary to ESL Students  | 3 s.h.            |
| TSL 5240 | Teaching of Writing to ESL Students   | 3 s.h.            |
| TSL 5250 | Teaching of Grammar to ESL Students   | 2 s.h.            |
| TSL 6200 | Language and Culture  | 2 s.h.            |
| TSL 6300 | Practicum   | 2 s.h.            |
| TSL 6900 | Research Seminar in T.E.S.O.L.  | 3 s.h.            |
|          |   | <u>32-33 s.h.</u> |

***English as a Second Language (NS) Teaching Certificate Endorsement Requirements (28 s.h.)***

|          |  |                |
|----------|--|----------------|
| ENG 5410 | Issues in Psycholinguistics and Sociolinguistics   | 3 s.h.         |
| ENG 5420 | General Linguistics                                | 3 s.h.         |
| TSL 5120 | Issues in TESOL: K-12 Education                    | 1 s.h.         |
| TSL 5140 | Applications of Language Assessment to Instruction | 2 s.h.         |
| TSL 5150 | Human Development and Schooling                    | 3 s.h.         |
| TSL 5190 | Second Language Acquisition                        | 3 s.h.         |
| TSL 5210 | Teaching of Speaking/Listening to ESL Students     | 3 s.h.         |
| TSL 5220 | Teaching of Reading/Vocabulary to ESL Students     | 3 s.h.         |
| TSL 5240 | Teaching of Writing to ESL Students                | 3 s.h.         |
| TSL 6200 | Language and Culture                               | 2 s.h.         |
| TSL 6300 | Practicum  | 2 s.h.         |
|          |  | <u>28 s.h.</u> |

Candidates for the English as a Second Language (NS) endorsement need a valid Michigan teaching certificate, current or expired. An expired certificate must be renewed to be endorsed.

Endorsement requires MTTC Test 86, English as a Second Language, in addition to the required course work. Apply through the Madonna University certification officer in the College of Education on completion of endorsement course work and examination.



# History Program

## Master of Arts

### History — United States History in a Global Context

In line with the Madonna University mission, the Master of Arts program in history is founded on intellectual inquiry and is intended to promote the professional, career, and personal goals of students with a respect for its diversity.

Collectively, the program reflects our commitment to enhance the historical understanding of all Americans, by strengthening the ability of graduate students to analyze and interpret the past. Historical study is intended to enlarge us, deepen us, and draw us out of ourselves, by bringing us into a serious encounter with the “strangeness—and the strange familiarity—of a past that is already part of us.” The program trains students to understand historical scholarship and research in all its major aspects, and to prepare them to serve their communities as professionals.

The curriculum is characterized by an explicit effort to consider course themes from diverse viewpoints, from within and without the cultures being explored. Additionally, the graduate curriculum seeks to maximize inclusion; i.e., including diverse groups with the holistic and scholarly study of human experience in time. The curriculum includes a study of United States history, Western Civilization, global history, and history as a scholarly discipline.

The curriculum emphasizes information literacy; i.e., the ability to find, assess, and use scholarly sources available through modern libraries and professional library faculty.

The History Department faculty members encourage and support the use of student foreign language skills and foreign study and travel to enhance and enrich their graduate historical studies.

Graduate students in the Department of History are mentored carefully in order to maximize the rewards of historical study, with full support from a faculty advisor and a team of university support personnel. Special attention is given to the graduate student’s professional goals and career plans.

### Program Objectives

Students completing the curriculum and requirements for the Masters of Arts in History at Madonna University will be able to:

1. explain the content boundaries, methodology, epistemology, and teleology of the discipline of history.
2. explain the continuities and changes that characterize defined periods of United States and global history.
3. explain the causes and effects of selected pivotal events in United States and global history.
4. assess the impact of selected individuals and communities upon their own and subsequent history.
5. interpret, assess, and use professional journal articles, monographs, and primary sources related to the discipline of history.

6. assess scholarly works related to major themes in United States and global history and explain their historiographical context.
7. create historical scholarship and present this scholarship professionally in a variety of modes.

### Admission Requirements:

Admission to the program is determined on the basis of the following criteria:

- A bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale (an average of 2.75 to 2.99 will be reviewed for conditional admission);
- At least 20 semester hours in history from a regionally-accredited institution with an undergraduate grade point average of 3.0 in history (an average of 2.75 to 2.99 will be reviewed for conditional admission); and
- Letters of recommendation from two previous academic professors.
- An interview with a History Department faculty member.
- A writing sample.

### Program Requirements (30 s.h.):

#### Introductory Colloquium (3 s.h.)

HIS 5010 The Study of History 3 s.h.

#### United States Readings (15 s.h.)

HIS 5100 Colonial/Early National Era United States 3 s.h.

HIS 5300 Middle Period United States 3 s.h.

HIS 6000 Modern United States 3 s.h.

HIS 6500 Readings in U.S. Military/Political History 3 s.h.

HIS 6700 Readings in U.S. Economic/Social History 3 s.h.

#### European and Area Studies Readings (9 s.h.)

HIS 6330 Modern Western Civilization 3 s.h.

Select two of the following four courses: 6 s.h.

HIS 5631 Global Studies: Modern Africa (3 s.h.)

HIS 5632 Global Studies: Modern Asia (3 s.h.)

HIS 5633 Global Studies: Modern Latin America (3 s.h.)

HIS 5634 Global Studies: Modern Middle East (3 s.h.)

#### Capstone Colloquium (3 s.h.)

HIS 6950 Integrating Master’s Seminar in History 3 s.h.  
**30 s.h.**



# Hospice and Palliative Studies Program

## Master of Science in Hospice and Palliative Studies

Hospice provides support and care for persons in the last phases of incurable disease so that they may live as fully and as comfortable as possible.

Hospice recognizes dying as part of the normal process of living and focuses on maintaining the quality of remaining life. Hospice affirms life and neither hastens nor postpones death.

Hospice exists in the hope and belief that through appropriate care, and the promotion of a caring community sensitive to their needs, patients and their families may be free to attain a degree of mental and spiritual preparation for death that is satisfactory to them.

Hospice offers palliative care to terminally ill people and their families without regard for age, gender, nationality, race, creed, sexual orientation, disability, diagnosis, availability of a primary care giver, or ability to pay (National Hospice and Palliative Care Organization).

### Purpose

The Hospice and Palliative Studies faculty of the College of Nursing and Health of Madonna University believe in the hospice philosophy as defined by the National Hospice and Palliative Care Organization. In accordance with this belief, our purpose is to comprehensively prepare individuals to serve diverse client populations during the terminal phase of life, to perform effectively as members of an interdisciplinary team whose goal is to enhance the quality of life by focusing on the physical, psychological, social, emotional, and spiritual needs of the hospice patient and family, and to become leaders in the hospice movement by their expertise in their cognate area and research skills.

### Program Goals and Objectives

Students who complete the graduate program in hospice and palliative studies are able to demonstrate the following competencies:

- synthesize past hospice history and trends as a means of understanding the past and current hospice movement.
- analyze hospice models of care that support palliative, interdisciplinary interventions in an advanced hospice practice.
- analyze advanced bereavement models and relevant interdisciplinary theories that support bereavement counseling and spiritual interventions in advanced hospice practice.
- evaluate current transcultural, ethical/moral, and legal issues pertaining to hospice patients/families to develop a professional code of conduct in advanced hospice practice.
- develop expertise in a selected cognate area and apply concepts to areas in hospice.

- apply research methodology to the resolution of problems in advanced hospice practice.

### Admission Requirements

Admission to the MSHP is determined on the basis of the following:

1. Possession of a bachelor degree from a regionally-accredited institution with an overall grade point average of 3.0 on a 4.0 scale.
2. Satisfactory score on the GRE (Graduate Record Examination) for applicants with less than a 3.25 undergraduate grade point average.
3. Two completed recommendation forms from supervisors, undergraduate faculty, or professional associates.
4. Writing assessment: Completion of an extemporaneous writing sample on an issue related to hospice. This may be waived at the discretion of the Chair of the Hospice and Palliative Studies Department or assistant.
5. Interview with the Chair of the Hospice and Palliative Studies Department or assistant.

### Program Requirements (30-32 s.h.)

The program, 30-32 semester hours beyond the prerequisite sequence, has three components: (1) the hospice and palliative studies foundation core of 15 semester hours; (2) the research courses of 6 semester hours; and (3) a cognate of 9-11 semester hours.

#### Prerequisite Sequence (5-6 s.h.):

|  |          |
|--|----------|
| CIS 2250 or CIS 2380 or equivalent   | 2-3 s.h. |
| BR 5170 Quantitative Methods for Leadership Roles (for BR 6430) (waived by examination only) | 3 s.h.   |

#### Required Hospice and Palliative Studies Core Courses (15 s.h.)

|           |   |        |
|-----------|---|--------|
| HSP 5000* | History and Philosophy of Hospice                         | 3 s.h. |
| HSP 5010  | Dimensions of Bereavement: Theory, Research, and Practice | 3 s.h. |
| HSP 6000  | Advanced Holistic Palliative Care                         | 3 s.h. |
| HSP 6010  | Ethical and Legal Issues in End-of-Life Care              | 3 s.h. |
| HSP 6020  | Hospice Seminar/Practicum                                 | 3 s.h. |

#### Required Cognate (9-11 s.h.)

Choose one or more cognate(s) from Bereavement, Business, Education, Nursing, or Pastoral Ministry (see below) 9-11 s.h.

#### Required Research Courses (6 s.h.)

(All hospice and palliative studies core courses must have been completed)

|          |                            |        |
|----------|----------------------------|--------|
| BR 6430* | Managerial Research Design | 3 s.h. |
| HSP 6840 | Research Project/Thesis    | 3 s.h. |

**30-32 s.h.**

\* HSP 5000 is a prerequisite or corequisite for any of HSP 5010, 6000, 6010, 6020.

BR 5170 is prerequisite to BR 6430 (waived by examination only).

#### Bereavement Cognate (9 s.h.)

|          |   |        |
|----------|---|--------|
| HSP 5200 | Grieving Family Systems                       | 3 s.h. |
| HSP 5300 | Dimensions of Complicated Grief               | 3 s.h. |
| HSP 5400 | Developing Comprehensive Bereavement Programs | 3 s.h. |

### **Business Cognate (9 s.h.)**

|          |   |        |
|----------|---|--------|
| MGT 5300 | Leadership of Organizational Behavior     | 3 s.h. |
| MGT 5500 | Human Resource Management and Development | 3 s.h. |
| MKT 5160 | Essentials of Marketing                   | 3 s.h. |

### **Education Cognate (9-11 s.h.)**

|          |   |          |
|----------|---|----------|
| EDU 5060 | Research and Educational Practice <i>or</i> |          |
| NUR 5020 | Teaching-Learning Principles and Strategies | 3 s.h.   |
| EDU 5650 | Education and the Community                 | 2 s.h.   |
| EDU 5810 | Selected Topics in Educational Leadership   | 1-3 s.h. |
| EDU 5950 | Curriculum Leadership                       | 3 s.h.   |

### **Nursing Cognate (9 s.h.)**

|          |  |        |
|----------|--|--------|
| NUR 5010 | Professional Foundations for Advanced Nursing Practice Roles           | 3 s.h. |
| NUR 5150 | Translating and Integrating Scholarship into Advanced Nursing Practice | 3 s.h. |
| NUR 5480 | Theoretical and Scientific Foundations for Advanced Nursing Practice   | 3 s.h. |

### **Pastoral Ministry Cognate (9-10 s.h.)**

*These courses are offered through a consortium arrangement with Sacred Heart Major Seminary on the seminary campus.*

|                  |  |          |
|------------------|--|----------|
| EV 5300          | Conversion and Reconciliation <i>or</i>      |          |
| MT 6750*         | Foundations of Christian Moral Life          | 2-3 s.h. |
| PM 7150          | Pastoral Care of the Sick                    | 3 s.h.   |
| Choose two from: |  | 4 s.h.   |
|                  | PM 6600 Pastoral Counseling (2 s.h.)         |          |
|                  | PM 7000 Ministry to the Elderly (2 s.h.)     |          |
|                  | PM 7200 Pastoral Care of the Family (2 s.h.) |          |

\* Undergraduate prerequisite for MT 6750: *THE 2740, Moral Theology (2 s.h.)*

### **Electives**

*Students also have the opportunity to select from the following electives:*

|          |   |        |
|----------|---|--------|
| HSP 5800 | Current Trends and Topics in Hospice            | 3 s.h. |
| MGT 5300 | Leadership of Organizational Behavior           | 3 s.h. |
| MGT 6400 | Power, Politics, and Networking                 | 2 s.h. |
| WRT 5050 | Writing for Graduate School and the Professions | 3 s.h. |

## **Certificates in Hospice and Palliative Studies**

### **Graduate Certificate in Hospice and Palliative Studies**

The hospice and palliative studies certificate is recommended for students who wish to supplement an existing graduate degree and/or those desiring to enhance their knowledge base for advanced work within the field of hospice and palliative care.

This certificate provides students with a strong foundation regarding the core concepts and philosophy of interdisciplinary hospice care.

### **Certificate Requirements (15 s.h.)**

|           |   |                |
|-----------|---|----------------|
| HSP 5000  | History and Philosophy of Hospice                         | 3 s.h.         |
| HSP 5010* | Dimensions of Bereavement: Theory, Research, and Practice | 3 s.h.         |
| HSP 6000* | Advanced Holistic Palliative Care                         | 3 s.h.         |
| HSP 6010* | Ethical and Legal Issues in End-of-Life Care              | 3 s.h.         |
| HSP 6020* | Hospice Seminar/Practicum                                 | <u>3 s.h.</u>  |
|           |   | <b>15 s.h.</b> |

\* *HSP 5000 is a prerequisite or corequisite for any of the courses: HSP 5010, 6000, 6010, 6020.*

### **Post-Master's Certificate in Bereavement**

This certificate is recommended for graduate students who wish to supplement an existing graduate degree in counseling, psychology, or social work (or related field) with clinical knowledge and expertise in their work with grieving persons and families. It is also available as a cognate for students pursuing the Master of Science in Hospice and Palliative Studies (MSHP). All three courses may be scheduled online, as well as on campus.

Like the hospice and palliative studies curriculum, this specialized training in bereavement theory, counseling, and programming is available for college credit and is unique to Madonna University.

### **Certificate Requirements (9 s.h.)**

|          |   |               |
|----------|---|---------------|
| HSP 5200 | Grieving Family Systems                       | 3 s.h.        |
| HSP 5300 | Dimensions of Complicated Grief               | 3 s.h.        |
| HSP 5400 | Developing Comprehensive Bereavement Programs | <u>3 s.h.</u> |
|          |   | <b>9 s.h.</b> |

## **Madonna University / Sacred Heart Major Seminary Federation**

Madonna University has a special consortium arrangement with Sacred Heart Major Seminary.

Graduate students in the Pastoral Ministry cognate of the Master of Science in Hospice and Palliative Studies program take courses at Sacred Heart Major Seminary (SHMS) with consortium status.

Approval for enrolling in courses at Sacred Heart Major Seminary must be obtained from Madonna University. Consortium authorization form(s) must be completed by the student and signed by the Registrar. Students must follow all registration procedures at both home and host institutions. To add, drop, or withdraw from a course, a student must comply with the deadline of the home institution so that both registrars are notified.

Tuition is paid to Madonna University. Special course and/or other fees are paid directly to Sacred Heart Major Seminary.



# Liberal Studies Program

## Master of Arts in Liberal Studies and Leadership

The Master of Arts in Liberal Studies and Leadership (MA-LSL) focuses on a vision of leadership informed by ethical decision making, a sense of social responsibility, and a concept of human behavior as understood and analyzed by some of the great thinkers of the past and present. In a complex world, effective leaders respond with knowledge and skills that include interdisciplinary problem solving, critical analysis, and clear communication. The MA-LSL program prepares students to adapt to complex and evolving organizations (workplaces, communities, nonprofit organizations) and to be effective, ethical participants in wider communities and societies.

The MA-LSL program is designed for individuals who have a strong desire to actively pursue intellectual development for personal and professional development. The MA-LSL program at Madonna University employs an interdisciplinary perspective to leadership in personal, ethical, humane, and organizational contexts. A unique feature of the program is the students' ability to develop a personalized area of focus, either disciplinary or thematic based.

### Program Goals

The MA-LSL program is designed to develop graduates who are able to:

1. perform diverse leadership roles within complex organizations.
2. analyze the ethical dimensions of individual and collective behavior
3. evaluate social, ethical, and human problems utilizing interdisciplinary problem solving approaches in order to function effectively as agents of change
4. communicate effectively in writing and speaking in leadership contexts.
5. integrate a personal philosophy of leadership into their professional roles.



### Admission Requirements

Admission to the MA-LSL program is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution with an undergraduate grade point average of 3.0 on a 4.0. scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two letters of recommendation from employers, supervisors, or professors familiar with the applicant's work or college performance.
3. Statement of Purpose outlining one's goals in enrolling in the MA-LSL Program (250-300 words).\*
4. Writing sample (academic or professional).\*
5. Interview with the Liberal Studies Director.

\* Applicants are strongly encouraged to speak with the Liberal Studies Director before submitting 3 and 4.

### Post-Admission Writing Assessment

All newly admitted graduate students in Liberal Studies and Leadership are required to write an assessment essay created and scored by Madonna University writing faculty. Students who need writing instruction indicated by the scoring of the assessment may be required to take from one to three semester hours of WRT 5000, Writing Workshop for Graduate Students, in addition to their graduate program course work.

See the policy on page 22 of this Bulletin for more information.

### Program Requirements (30 s.h.)

#### Liberal Studies Core (10 s.h.)

|          |   |        |
|----------|---|--------|
| LS 5020  | Knowing the Self and the World<br>(taken in first year)               | 3 s.h. |
| LS 5300  | Humane Studies  | 2 s.h. |
| MGT 5550 | Ethical Considerations in Leadership                                  | 2 s.h. |
| WRT 5050 | Writing for Graduate School and the Professions (taken in first year) | 3 s.h. |

#### Leadership Core (6 s.h.)

|          |  |        |
|----------|--|--------|
| MGT 5220 | Issues in Leadership Studies                   | 1 s.h. |
| MGT 5300 | Leadership of Organizational Behavior          | 3 s.h. |
| MGT 5470 | Ideas in Leadership Development and Literature | 2 s.h. |

#### Interdisciplinary Studies (3 s.h.)

Select one of the following:

|                  |  |        |
|------------------|--|--------|
| HUM/NSC/SSC 5080 | The Nature and Scope of Inquiry                                | 3 s.h. |
| HUM 5090         | Holocaust: Issues and Themes in the Genocide of European Jewry | 3 s.h. |
| HUM 5110         | Do Animals Matter? (LS/SSC)                                    | 3 s.h. |

#### Individualized Theme Studies (9 s.h.)

Course work agreed with the Liberal Studies Director 9 s.h.

#### Capstone (2 s.h.)

|         |                  |                 |
|---------|------------------|-----------------|
| LS 6950 | Capstone Seminar | <u>2 s.h.</u>   |
|         |                  | <b>30 s.h..</b> |

# Nursing Programs

## Graduate Certificate

Nurse/Health Educator

## Nurse Practitioner Programs

### Master of Science in Nursing (MSN)

Adult-Gerontology Primary Care Nurse Practitioner (NP)

Adult-Gerontology Acute Care Nurse Practitioner (NP)

Adult-Gerontology Primary Care Nurse Practitioner (NP)  
with Advanced Practice (AP) Hospice and Palliative  
Care Specialty

Adult-Gerontology Acute Care Nurse Practitioner (NP)  
with Advanced Practice (AP) Hospice and Palliative  
Care Specialty

### Post-Master's (Post-MSN) Certificates

Adult-Gerontology Primary Care Nurse Practitioner (NP)

Adult-Gerontology Acute Care Nurse Practitioner (NP)

Adult Advanced Practice (AP) Hospice and Palliative Care  
Nurse Specialty

## Nursing Administration Programs

### Master of Science in Nursing (MSN)

Nursing Administration

### Master of Science in Nursing / Master of Business Administration (MSN/MBA)

Nursing Administration/Business Administration  
Dual Degree

### Post-Master's (Post-MSN) Certificate

Business Strategies for Nurses in Advanced Practice  
and Role Specialties

## Second Master of Science in Nursing (2nd MSN)

Nurses holding an MSN may complete an additional specialty offered by Madonna University through an individually-tailored 2nd MSN program. Please see the Chair of the Graduate Nursing Program for further information.

## Doctoral Program

Doctor of Nursing Practice (DNP) (*Post-MSN model*)



## Department of Nursing Graduate Program Mission

The mission of the Madonna University Department of Nursing graduate program is to educate nurses to assume a variety of advanced nursing roles based on completion of certificates, master's, and doctoral degrees that promote excellence and leadership in the nursing profession. The program exemplifies the Catholic Franciscan intellectual tradition of Madonna University, Christian humanistic values, and a commitment to serve the community.

## Graduate Nursing Curriculum Conceptual Model

Concepts within the graduate nursing conceptual model were derived from a review of influential national documents, such as recent Institute of Medicine reports, the Quality and Safety Education for Nurses initiative (QSEN), MSN and DNP *Curricular Essentials* articulated by the American Association of Colleges of Nursing, *Nurse Practitioner Core Competencies* articulated by the National Organization of Nurse Practitioner Faculties (NONPF), and the ANA publication *Nursing Administration: Scope and Standards of Practice*.



The model assumes that graduate nursing education builds upon undergraduate nursing education. Furthermore, a dynamic interplay among the concepts forms the basis for both master and doctoral levels of education. The model is trans-theoretical, meaning that it transcends any particular theoretical lens, and invites new ways of knowing and being as a nurse within a learner-centered community.

### Definitions

#### Creative Inquiry

Constant movement between observation, reflection, action, and knowledge (iterative process) of one or more ways of knowing to achieve quality health care based on understanding phenomena in question and exploration of possible solutions.

#### Leadership

Dynamic and complex processes that influence the attainment of quality health care.

#### Relationship-Based Care

A transformational interaction that is reciprocal between self and others to influence positive health outcomes.

## Nursing Master's-Level Outcomes

At the conclusion of the program, the student is able to:

1. demonstrate the appropriate specialized body of knowledge and experiential base for the assumption of roles within advanced nursing practice.

- integrate theory, knowledge, skills, and abilities associated with creative inquiry, leadership, and relationship-based care to inform advanced nursing practice and to foster personal and professional growth.
- engage in advanced nursing practice that promotes quality health care that is ethically based and guided by values of stewardship.
- use scholarly processes to improve practice and associated health outcomes through integration of theory, research, evidence, clinical judgment, and interprofessional collaboration.

NOTE: One semester credit hour requires one clock hour in the classroom or four clock hours in practicum per week of the semester.

### **Doctor of Nursing Practice (DNP Level) Additional Curriculum Guiding Definition and Program Outcomes**

The Doctor of Nursing Practice is a post-master's degree that builds on advanced nursing roles. This program is built on *The Essentials of Doctoral Education for Advanced Nursing Practice* (AACN, 2006). In particular, the program embraces the definition of advanced nursing practice of the AACN (2004): "any form of nursing intervention that influences health care outcomes for individuals or populations, including the direct care of individual patients, management of care for individuals and populations, administration of nursing and health care organizations, and the development and implementation of health policy." (*DNP Essentials*, p. 2).

### **Nursing Doctoral-Level Outcomes**

At the conclusion of the program, the student is able to:

- synthesize knowledge from multiple disciplines/perspectives to assume clinical leadership responsibilities at the highest level of nursing practice.
- integrate theoretical and interprofessional collaborative skills in diverse and complex environments to influence health care outcomes and impact health care policy.
- engage in leadership roles based on values of stewardship to promote quality health care that is ethically based.
- use creative inquiry to generate knowledge and practice innovations through synthesis and translation of evidence from nursing and other disciplines.

### **Post-Admission Writing Assessment**

All newly admitted graduate students in nursing are required to write an assessment essay created and scored by Madonna University writing faculty. Students who need writing instruction indicated by the scoring of the assessment may be required to take from one to three semester hours of WRT 5000, Writing Workshop for Graduate Students, in addition to their graduate program course work.

See the policy on page 22 of this Bulletin for more information.

## **Graduate Certificate: Nurse/Health Educator**

The focus of this graduate certificate is to prepare educators for teaching positions in higher education and practice settings. The curriculum focuses on theories that guide the instructional process, teaching strategies, technology that supports quality instruction, and the evaluation of learning outcomes in health-related settings. Note: Program runs as a cohort model.

### **Outcomes**

At the conclusion of the program, the student is able to:

- distinguish between the specialized body of knowledge and experiential base for the assumption of the nurse/health educator role.
- integrate theory, knowledge, skills, and abilities to inform the delivery of quality instruction and evaluation of learning outcomes.
- engage in the educational enterprise based on values of stewardship to promote quality education that is ethically based.
- use scholarly processes that support quality instruction and inform personal and professional growth.

### **Admission Requirements**

The Nurse/Health Educator certificate accepts applications on a continuing basis, but the course sequence is offered within a cohort model. Once a completed applicant file is received by the Nursing Department, the applicant will be notified to schedule an admission interview.

Applicants for admission to the Nurse/Health Educator Certificate are evaluated on the basis of the following criteria:

- Qualify for graduate academic standing, including possession of an undergraduate degree from a regionally-accredited institution with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
- Satisfactory score on the GRE (Graduate Record Exam) for applicants with less than 3.25 undergraduate grade point average.
- Two completed recommendation letters from professional associates.
- Current résumé.
- Current employment status: significant work experience provides a basis for achievement of graduate course objectives. It is recommended that students have professional work experience prior to and/or concurrent with enrollment in the specialty. This will be addressed at the admission interview.
- Admission interview with the Chair of Nursing Graduate Program.
- Criminal background clearance.

### **Certificate Requirements (9 s.h. \*)**

|          |  |                                     |
|----------|--|-------------------------------------|
| NUR 5020 | Teaching-Learning Principles and Strategies                              | 3 s.h.                              |
| NUR 6420 | Curriculum Design and Evaluation   | 3 s.h.                              |
| NUR 6520 | The Scholarship of Teaching Practice<br>(with 3 s.h. includes practicum) | <u>2-3 s.h.</u><br><b>8-9* s.h.</b> |

Note: The Nurse/Health Educator Graduate Certificate requires the completion of 9 s.h. of credit. Students who complete NUR 6520 for 2 s.h. of credit are not eligible to apply for the certificate.

## ***Nurse Practitioner Programs***

**MSN:** Adult-Gerontology Primary Care Nurse Practitioner (NP)

**MSN:** Adult-Gerontology Acute Care Nurse Practitioner (NP)

**MSN:** Adult-Gerontology Primary Care Nurse Practitioner (NP) with Advanced Practice (AP) Hospice and Palliative Care Specialty

**MSN:** Adult-Gerontology Acute Care Nurse Practitioner (NP) with Advanced Practice (AP) Hospice and Palliative Care Specialty

**Post-MSN Certificate:** Adult-Gerontology Primary Care Nurse Practitioner (NP)

**Post-MSN Certificate:** Adult-Gerontology Acute Care Nurse Practitioner (NP)

**Post-MSN Certificate:** Adult Advanced Practice (AP) Hospice and Palliative Care Nurse Specialty

## ***NP Program Admission Process***

### **Admission for Fall semester only (MSN NPs)**

Applications will be accepted for each Fall semester only. Admission is competitive and on a space-available basis. The application deadline is January 2, with admission interviews scheduled in February and March; applicants will receive the University's decision by April 15. Applications will be accepted after the January deadline at the discretion of the Graduate Nursing Chairperson, if spaces remain in the program. All application materials must be received by January 31.

### **Early Admission Decision Option (MSN NPs)**

October 31 is the application deadline for the Early Admission Decision option. Applicants with a cumulative undergraduate GPA of at least 3.7 on a 4.0 scale with complete admission files will be interviewed during November and December, and will receive the University's decision by the end of December. Those who do not qualify for an early admission decision may be held for consideration in the spring admission cycle.

### **Deadline and Deposit to Hold Seat (MSN NPs and DNP)**

An applicant receiving an offer of admission must respond to that offer within the timeframe specified in the offer letter. An applicant accepting an offer of admission must submit a non-refundable admission deposit equal to one semester hour of current graduate tuition; this deposit is applied to the second semester's tuition (see page 8). If the deposit is not received by the date indicated, the applicant's seat may be given to another incoming student. Seats are limited in number.

### **New NP students begin the program only in the fall semester.**

Although applications are accepted at any time, the review process begins for early admission decision on September 1 and for regular admission cycles on January 2 for admissions the following fall.

To apply, submit all of the required admission documents to the Graduate School. After all of these materials are received, the file is sent to the Graduate Nursing Department for review. After reviewing the completed files, the department then invites applicants who meet threshold criteria to campus for an admission interview. The Dean of the Graduate School sends a letter regarding the admission decision.

## ***Master of Science in Nursing: Adult-Gerontology Primary Care Nurse Practitioner (NP)***

This program prepares the advanced practice nurse to diagnose and manage primary health needs of adolescents and adults, especially those of the vulnerable, the underserved, and diverse populations.

The curriculum addresses comprehensive health assessment of clients, disease management, health promotion, guidance and counseling of individuals and families, and multi-disciplinary collaboration and referral.

### ***Certification Eligibility***

The curriculum meets the content and clinical requirements for eligibility for national certification as an Adult-Gerontology Nurse Practitioner (ANCC or AANP) and NP specialty certification by the State of Michigan.

The program provides 849 clock hours of supervised practicum experience with 659 clock hours in direct patient care

### ***Outcomes***

At the conclusion of the program, the student is able to:

1. demonstrate the specialized body of knowledge and clinical competencies needed to assume the adult-gerontology primary care nurse practitioner role and to foster personal and professional growth.
2. integrate theory, knowledge, skills, and abilities to provide direct comprehensive patient-centered primary care across the care continuum, through independent and collaborative primary care practice, to diverse populations, including adolescents, adults, and older adults.
3. engage in community-based primary care, viewed through the constellation of the family system, which assures quality primary health care that is ethically based and guided by the values of stewardship.
4. synthesize theory, research, evidence, clinical judgment, and interprofessional collaboration to promote access to high quality cost-effective care for patients, communities, and systems.

### ***Admission Requirements***

Applicants for admission to the Adult-Gerontology Primary Care Nurse Practitioner specialty are evaluated on the basis of the following criteria:

1. Possession of a Bachelor of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
2. Satisfactory score on the GRE (Graduate Record Exam) for applicants with less than a 3.25 undergraduate grade point average.
3. Two completed recommendation letters from people who directly supervise your work in a nursing role or from health professionals who can assess your potential to provide primary health care and/or your potential for graduate studies.
4. Current résumé.
5. Statement of goals for graduate education in specialty.

6. Employment history. Significant work experience provides a basis for course assignments. It is recommended that students have professional nursing experience prior to and/or concurrent with enrolling in the program.
7. Current unencumbered Michigan RN license, or eligibility for same.
8. Admission interview with the NP Program Director or designee. Prerequisite course work will be determined at this time.
9. Criminal background clearance.

### **Clinical Progression Policy:**

All nursing graduate students are required to achieve a grade of B or higher in specialty clinical courses in order to progress into the next clinical specialty course (begins post-NUR 5250).

### **Program Requirements (48 s.h.)**

#### **Nursing Core (15 s.h.)**

|           |  |        |
|-----------|--|--------|
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles           | 3 s.h. |
| NUR 5050  | Leadership in Health Care Systems                                      | 2 s.h. |
| NUR 5120  | Health Policy and Advocacy in Advanced Nursing Practice                | 2 s.h. |
| NUR 5150* | Translating and Integrating Scholarship into Advanced Nursing Practice | 3 s.h. |
| NUR 5480  | Theoretical and Scientific Foundations for Advanced Nursing Practice   | 3 s.h. |
| NUR 5860  | Impacting Change through Advanced Nursing Practice                     | 2 s.h. |

#### **Advanced Practice Core (15 s.h.)**

|           |   |        |
|-----------|---|--------|
| BIO 5610* | Advanced Human Pathophysiology I                                | 2 s.h. |
| BIO 5620  | Advanced Human Pathophysiology II                               | 2 s.h. |
| NUR 5240  | Health Promotion in Advanced Practice                           | 3 s.h. |
| NUR 5250* | Health Assessment in Advanced Practice<br>(includes laboratory) | 4 s.h. |
| NUR 5360  | Advanced Pharmacology I   | 2 s.h. |
| NUR 5370  | Advanced Pharmacology II  | 2 s.h. |

#### **Specialty Curriculum (18 s.h.)**

|          |   |                |
|----------|---|----------------|
| NUR 5320 | Adult-Gerontology Primary Care I (includes practicum)   | 6 s.h.         |
| NUR 6530 | Adult-Gerontology Primary Care II (includes practicum)  | 6 s.h.         |
| NUR 6750 | Adult-Gerontology Primary Care III (includes practicum) | <u>6 s.h.</u>  |
|          |   | <b>48 s.h.</b> |

#### **\* Note Course Prerequisites:**

For BIO 5610: Completion of BIO 3710 or equivalent.

For NUR 5150: MTH 2350 or equivalent within past five years.

For NUR 5250: admission to an advanced practice nursing specialty (APRN) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.

## **Master of Science in Nursing: Adult-Gerontology Acute Care Nurse Practitioner (NP)**

The program prepares the advanced practice nurse to function at an advanced practice level within acute and critical care environments, while building on the core competencies of nurse practitioner practice.

The curriculum addresses advanced nursing care across the continuum of health care services to meet the specialized physiologic and psychological needs of patients with complex acute, critical, and chronic health conditions.

### **Certification Eligibility**

The curriculum meets the content and clinical requirements for eligibility for national certification as an Adult-Gerontology Acute Care Nurse Practitioner and NP specialty certification by the State of Michigan.

The program provides 849 clock hours of supervised practicum experience with 612 clock hours in direct patient care.

### **Outcomes**

At the conclusion of the program, the student is able to:

1. demonstrate the specialized body of knowledge and clinical competencies needed to assume the adult-gerontology acute care nurse practitioner role and to foster personal and professional growth.
2. integrate theory, knowledge, skills, and abilities to provide direct comprehensive patient-centered care to the acutely ill and vulnerable in complex health care systems and across the continuum of care.
3. engage in advanced nursing practice, viewed through the constellation of the family system, to assure quality health care that is ethically based and guided by the values of stewardship.
4. synthesize theory, research, evidence, clinical judgment, and interprofessional collaboration to promote access to high quality cost-effective care for patients, communities, and systems.

### **Admission Requirements**

Applicants for admission to the Adult-Gerontology Acute Care Nurse Practitioner specialty are evaluated on the basis of the following criteria:

1. Possession of a Bachelor of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
2. Satisfactory score on the GRE (Graduate Record Exam) for applicants with less than a 3.25 undergraduate grade point average.

3. Two completed recommendation letters from people who directly supervise your work in a nursing role or from health professionals who can assess your potential to provide high acuity advanced nursing care and/or your potential for graduate studies.
4. Current résumé.
5. Statement of goals for graduate education in specialty.
6. Employment history. Significant work experience provides a basis for course assignments. It is recommended that students have professional nursing experience prior to and/or concurrent with enrolling in the program.
7. Current unencumbered Michigan RN license, or eligibility for same.
8. Admission interview with the NP Program Director or designee. Prerequisite course work will be determined at this time.
9. Criminal background clearance.

### **Clinical Progression Policy:**

All nursing graduate students are required to achieve a grade of B or higher in specialty clinical courses in order to progress into the next clinical specialty course (begins post-NUR 5250).

### **Program Requirements (48 s.h.)**

#### **Nursing Core (15 s.h.)**

|           |  |        |
|-----------|--|--------|
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles           | 3 s.h. |
| NUR 5050  | Leadership in Health Care Systems                                      | 2 s.h. |
| NUR 5120  | Health Policy and Advocacy in Advanced Nursing Practice                | 2 s.h. |
| NUR 5150* | Translating and Integrating Scholarship into Advanced Nursing Practice | 3 s.h. |
| NUR 5480  | Theoretical and Scientific Foundations for Advanced Nursing Practice   | 3 s.h. |
| NUR 5860  | Impacting Change through Advanced Nursing Practice                     | 2 s.h. |

#### **Advanced Practice Core (15 s.h.)**

|           |   |        |
|-----------|---|--------|
| BIO 5610* | Advanced Human Pathophysiology I                                | 2 s.h. |
| BIO 5620  | Advanced Human Pathophysiology II                               | 2 s.h. |
| NUR 5240  | Health Promotion in Advanced Practice                           | 3 s.h. |
| NUR 5250* | Health Assessment in Advanced Practice<br>(includes laboratory) | 4 s.h. |
| NUR 5360  | Advanced Pharmacology I   | 2 s.h. |
| NUR 5370  | Advanced Pharmacology II  | 2 s.h. |

#### **Specialty Curriculum (18 s.h.)**

|          |   |                |
|----------|---|----------------|
| NUR 5330 | Adult-Gerontology Acute Care I (includes practicum)   | 6 s.h.         |
| NUR 6540 | Adult-Gerontology Acute Care II (includes practicum)  | 6 s.h.         |
| NUR 6751 | Adult-Gerontology Acute Care III (includes practicum) | 6 s.h.         |
|          |   | <u>6 s.h.</u>  |
|          |   | <b>48 s.h.</b> |

#### **\* Note Course Prerequisites:**

For BIO 5610: Completion of BIO 3710 or equivalent.

For NUR 5150: MTH 2350 or equivalent within past five years.

For NUR 5250: admission to an advanced practice nursing specialty (APRN) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.

## **Master of Science in Nursing: Adult-Gerontology Primary Care Nurse Practitioner (NP) with Advanced Practice (AP) Hospice and Palliative Care Specialty**

This program prepares the nurse practitioner in both the adult-gerontology primary care population focus and the adult-gerontology advanced practice hospice and palliative care specialty. Diagnosis and management of primary health needs of adults, especially those of the vulnerable, the underserved, and diverse populations, are focal.

The curriculum addresses comprehensive health assessment of clients, disease management, guidance and counseling of individuals and families, and interprofessional practice and referral.

Advanced practice palliative care nursing serves patients, families, and caregivers during serious, progressive illnesses. Palliative care provides holistic care that focuses on disease management, symptom relief, emotional distress, care transitions, and loss.

### **Certification Eligibility**

Graduates of this program are prepared to take two national specialty examinations:

- Adult-Gerontology Nurse Practitioner (ANCC: American Nurses Credentialing Center, or AANP: American Academy of Nurse Practitioners)
- Advanced Certified Hospice and Palliative Nurse (ACHPN) (NBCHPN: National Board for Certification of Hospice and Palliative Care Nurses)

This renders the graduate eligible for nurse practitioner specialty certification by the Michigan Board of Nursing.

The program provides 969 clock hours of supervised practicum experience, with 779 clock hours in direct patient care.

### **Outcomes**

At the conclusion of the program, the student is able to:

1. demonstrate the specialized body of knowledge and clinical competencies needed to assume the roles of adult-gerontology primary care nurse practitioner and palliative care specialist and to foster personal and professional growth.



- integrate theory, knowledge, skills, and abilities to provide direct comprehensive patient-centered primary care across the care continuum, through independent and collaborative practice, to diverse populations, including adolescents, adults, older adults, and those facing the life-limiting illness,.
- engage in community-based primary and palliative care practice, viewed through the constellation of the family system, which assures quality care that is ethically based and guided by the values of stewardship.
- synthesize theory, research, evidence, clinical judgment, and interprofessional collaboration to promote access to high quality cost-effective care for patients, communities, and systems and to promote quality of life.

### **Admission Requirements**

Applicants for admission to the primary care NP/palliative specialist program are evaluated on the basis of the following criteria:

- Possession of a Bachelor of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
- Satisfactory score on the GRE ( Graduate Record Exam) for applicants with less than a 3.25 undergraduate grade point average.
- Two completed recommendation letters from people who directly supervise your work in a nursing role or from health professionals who can assess your potential to provide palliative or primary health care and/or your potential for graduate studies.
- Current résumé.
- Employment history. Significant work experience provides a basis for course assignments. It is recommended that students have professional nursing experience prior to and/or concurrent with enrolling in the program.
- Current unencumbered Michigan RN license, or eligibility for same.
- Admission interview with the NP Program Director or designee. Prerequisite course work will be determined at this time.
- Statement of goals for graduate education in dual program.
- Criminal background clearance.

### **Clinical Progression Policy:**

All nursing graduate students are required to achieve a grade of B or higher in specialty clinical courses in order to progress into the next clinical specialty course ( begins post-NUR 5250).

### **Program Requirements (56 s.h.)**

#### **Nursing Core (15 s.h.)**

|           |  |        |
|-----------|--|--------|
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles           | 3 s.h. |
| NUR 5050  | Leadership in Health Care Systems                                      | 2 s.h. |
| NUR 5120  | Health Policy and Advocacy in Advanced Nursing Practice                | 2 s.h. |
| NUR 5150* | Translating and Integrating Scholarship into Advanced Nursing Practice | 3 s.h. |
| NUR 5480  | Theoretical and Scientific Foundations for Advanced Nursing Practice   | 3 s.h. |
| NUR 5860  | Impacting Change through Advanced Nursing Practice                     | 2 s.h. |

#### **Advanced Practice Core (15 s.h.)**

|           |  |        |
|-----------|--|--------|
| BIO 5610* | Advanced Human Pathophysiology I                             | 2 s.h. |
| BIO 5620  | Advanced Human Pathophysiology II                            | 2 s.h. |
| NUR 5240  | Health Promotion in Advanced Practice                        | 3 s.h. |
| NUR 5250* | Health Assessment in Advanced Practice (includes laboratory) | 4 s.h. |
| NUR 5360  | Advanced Pharmacology I                                      | 2 s.h. |
| NUR 5370  | Advanced Pharmacology II                                     | 2 s.h. |

#### **Specialty Curricula (26 s.h.)**

##### *Adult-Gerontology Primary Care (14 s.h.)*

|          |   |        |
|----------|---|--------|
| NUR 5320 | Adult-Gerontology Primary Care I (includes practicum)   | 4 s.h. |
| NUR 6530 | Adult-Gerontology Primary Care II (includes practicum)  | 5 s.h. |
| NUR 6750 | Adult-Gerontology Primary Care III (includes practicum) | 5 s.h. |

##### *Adult Hospice and Palliative Care (12 s.h.)*

|          |  |                |
|----------|--|----------------|
| HSP 5010 | Dimensions of Bereavement: Theory, Research, and Practice  | 3 s.h.         |
| NUR 5011 | Multidimensional Assessment in Palliative Care: Psychosocial and Bereavement Issues (includes practicum) | 4 s.h.         |
| NUR 6800 | Advanced Clinical Management of Complex Symptoms and Syndromes in Palliative Care (includes practicum)   | <u>5 s.h.</u>  |
|          |  | <b>56 s.h.</b> |

#### *\* Note Course Prerequisites:*

For BIO 5610: Completion of BIO 3710 or equivalent.

For NUR 5150: MTH 2350 or equivalent within past five years.

For NUR 5250: admission to an advanced practice nursing specialty ( APRN) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.



# **Master of Science in Nursing: Adult-Gerontology Acute Care Nurse Practitioner (NP) with Advanced Practice (AP) Hospice and Palliative Care Specialty**

The program prepares the nurse practitioner in both the adult-gerontology acute care population focus and the adult-gerontology advanced practice hospice and palliative care specialty. The nurse practitioner will function at an advanced practice level within acute and critical care environments, while building on the core competencies of nurse practitioner practice.

The curriculum addresses advanced practice nursing care across the continuum of health care services to meet the specialized physiologic and psychological needs of patients with complex acute, critical, and chronic health conditions.

Advanced practice palliative care nursing serves patients, families, and caregivers during serious, progressive illnesses. Palliative care provides holistic care that focuses on disease management, symptom relief, emotional distress, care transitions, and loss.

## **Certification Eligibility**

Graduates of this program are prepared to take two national specialty examinations:

- Adult-Gerontology Acute Care Nurse Practitioner (ANCC: American Nurses Credentialing Center)
- Advanced Certified Hospice and Palliative Nurse (ACHPN) (NBCHPN: National Board for Certification of Hospice and Palliative Care Nurses)

This renders the graduate eligible for nurse practitioner specialty certification by the Michigan Board of Nursing.

The program provides 1,089 clock hours of supervised practicum, with 899 clock hours in direct patient care.

## **Outcomes**

At the conclusion of the program, the student is able to:

1. demonstrate the specialized body of knowledge and clinical competencies needed to assume the roles of adult-gerontology acute care nurse practitioner and palliative care specialist and to foster personal and professional growth.

2. integrate theory, knowledge, skills, and abilities to provide direct, comprehensive patient-centered care to the acutely ill and vulnerable in complex health care systems, including persons facing life-limiting illnesses.
3. engage in advanced nursing practice viewed through the constellation of the family system, to assure quality care that is ethically based and guided by the values of stewardship.
4. synthesize theory, research, evidence, clinical judgment, and interprofessional collaboration to provide access to high quality cost-effective care for patients communities, and systems, and to promote quality of life.

## **Admission Requirements**

Applicants for admission to the ACNP/palliative specialist program are evaluated on the basis of the following criteria:

1. Possession of a Bachelor of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
2. Satisfactory score on the GRE (Graduate Record Exam) for applicants with less than a 3.25 overall undergraduate grade point average.
3. Two completed recommendation letters from people who directly supervise the applicant's work in a nursing role or from health professionals who can assess the applicant's potential to provide palliative or acute care at an advanced level.
4. Current résumé.
5. Employment history. Significant work experience provides a basis for course assignments. It is recommended that applicants have professional nursing experience prior to and/or concurrent with enrolling in the program.
6. Current unencumbered Michigan RN license, or eligibility for same.
7. Admission interview with the NP Program Director or designee. Prerequisite course work will be determined at this time.
8. Statement of goals for graduate education in dual program.
9. Criminal background clearance.

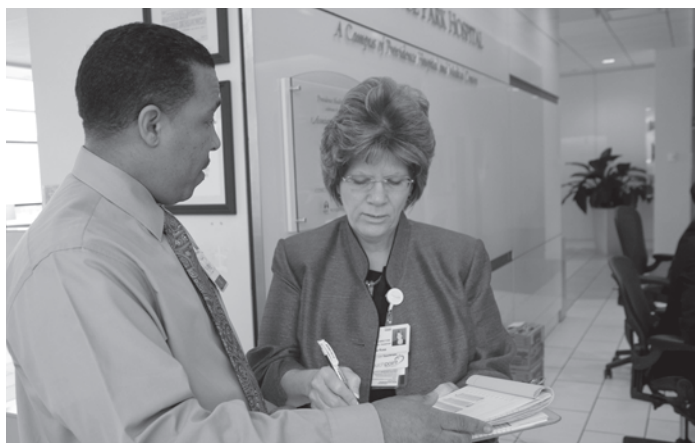
## **Clinical Progression Policy:**

All nursing graduate students are required to achieve a grade of B or higher in specialty clinical courses in order to progress into the next clinical specialty course (begins post-NUR 5250)

## **Program Requirements (57 s.h.)**

### **Nursing Core (15 s.h.)**

|           |  |        |
|-----------|--|--------|
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles           | 3 s.h. |
| NUR 5050  | Leadership in Health Care Systems                                      | 2 s.h. |
| NUR 5120  | Health Policy and Advocacy in Advanced Nursing Practice                | 2 s.h. |
| NUR 5150* | Translating and Integrating Scholarship into Advanced Nursing Practice | 3 s.h. |
| NUR 5480  | Theoretical and Scientific Foundations for Advanced Nursing Practice   | 3 s.h. |
| NUR 5860  | Impacting Change through Advanced Nursing Practice                     | 2 s.h. |





### Advanced Practice Core (15 s.h.)

|           |   |        |
|-----------|---|--------|
| BIO 5610* | Advanced Human Pathophysiology I                                | 2 s.h. |
| BIO 5620  | Advanced Human Pathophysiology II                               | 2 s.h. |
| NUR 5240  | Health Promotion in Advanced Practice                           | 3 s.h. |
| NUR 5250* | Health Assessment in Advanced Practice<br>(includes laboratory) | 4 s.h. |
| NUR 5360  | Advanced Pharmacology I   | 2 s.h. |
| NUR 5370  | Advanced Pharmacology II  | 2 s.h. |

### Specialty Curricula (27 s.h.)

#### Adult-Gerontology Acute Care (15 s.h.)

|          |  |        |
|----------|--|--------|
| NUR 5330 | Adult-Gerontology Acute Care I (includes<br>practicum)   | 5 s.h. |
| NUR 6540 | Adult-Gerontology Acute Care II (includes<br>practicum)  | 5 s.h. |
| NUR 6751 | Adult-Gerontology Acute Care III (includes<br>practicum) | 5 s.h. |

#### Adult Hospice and Palliative Care (12 s.h.)

|          |  |                |
|----------|--|----------------|
| HSP 5010 | Dimensions of Bereavement: Theory,<br>Research, and Practice   | 3 s.h.         |
| NUR 5011 | Multidimensional Assessment in Palliative<br>Care: Psychosocial and Bereavement<br>Issues (includes practicum) | 4 s.h.         |
| NUR 6800 | Advanced Clinical Management of Complex<br>Symptoms and Syndromes in Palliative<br>Care (includes practicum)   | 5 s.h.         |
|          |  | <u>5 s.h.</u>  |
|          |  | <b>57 s.h.</b> |

#### \* Note Course Prerequisites:

For BIO 5610: Completion of BIO 3710 or equivalent.

For NUR 5150: MTH 2350 or equivalent within past five years.

For NUR 5250: admission to an advanced practice nursing specialty (APRN) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.

## Post-MSN Certificate:

### Adult-Gerontology Primary Care Nurse Practitioner (NP)

**Because enrollment capacity has been reached at this time for clinical segments of the NP programs, enrollment has been suspended to the Post-MSN certificates: Adult-Gerontology Primary Care NP and Adult-Gerontology Acute Care NP. However, please contact the Graduate School at grad@madonna.edu for potential updates on admissions to these programs.**

The focus of this post-master's certificate is to prepare nurse practitioners to diagnose and manage primary health care needs of adolescents and adults, especially those of the vulnerable, the underserved, and diverse populations. The curriculum addresses comprehensive health assessment of clients, disease management, health promotion, guidance and counseling of individuals and families, and interprofessional collaboration and referral.

### Certification Eligibility

Graduates of this certificate program are prepared to take the national certification examination as an Adult-Gerontology Nurse Practitioner offered by the American Nurses Credentialing Center (ANCC) or the American Academy of Nurse Practitioners (AANP). This renders the graduate eligible for Nurse Practitioner specialty certification by the Michigan Board of Nursing.

The certificate provides 659 clock hours of supervised direct patient care. Currently-certified NP's who are expanding into this area of practice may request a waiver of selected courses and clinical experiences. This is individually determined upon admission by gap analysis.

### Outcomes

At the conclusion of the certificate program, the student is able to:

1. demonstrate the specialized body of knowledge and clinical competencies needed to assume the adult-gerontology primary care nurse practitioner role and to foster personal and professional growth.
2. integrate theory, knowledge, skills, and abilities to provide direct comprehensive patient-centered primary care, across the care continuum, through independent and collaborative primary care practice, to diverse populations, including adolescents, adults, and older adults.
3. engage in community-based primary care, viewed through the constellation of the family system, which assures quality primary health care that is ethically based and guided by the values of stewardship.
4. synthesize theory, research, evidence, clinical judgment, and interprofessional collaboration to promote access to high quality cost-effective care for patients, communities, and systems.

### Admission Requirements

Admission to the Adult-Gerontology Primary Care Nurse Practitioner Certificate is based upon evaluation of the following criteria:



1. Possession of a Master of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with a graduate grade point average of 3.0 on a 4.0 scale. Applicants may be considered for admission to the graduate certificate prior to completion of the master's degree; however, the certificate will be awarded only upon completion of the master's degree.
2. Two completed recommendation letters from people who directly supervise your work in a nursing role or from health professionals who can assess your potential to provide primary health care.
3. Current résumé.
4. Employment history. Significant work experience provides a basis for course assignments. It is recommended that students have professional nursing experience prior to and/or concurrent with enrolling in the program. This will be addressed during the admission interview.
5. Current unencumbered Michigan RN license, or eligibility for same. NP's in other specialties must submit a copy of current national certification.
6. Statement of goals for post-graduate education as an Adult-Gerontology Primary Care Nurse Practitioner.
7. Admission interview with the NP Program Director or designee. (Prerequisites are determined at this time.)
8. Criminal background clearance.

### **Certificate Requirements (25 s.h.)**

The Adult-Gerontology Primary Care Nurse Practitioner certificate requires 25 semester hours of graduate-level course work beyond the prerequisite sequence.

#### **PREREQUISITE SEQUENCE:**

(USUALLY MET BY CURRENT CERTIFICATION AS APRN)

|           |  |        |
|-----------|--|--------|
| BIO 5610* | Advanced Human Pathophysiology I                             | 2 s.h. |
| BIO 5620  | Advanced Human Pathophysiology II                            | 2 s.h. |
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles | 3 s.h. |
| NUR 5360  | Advanced Pharmacology I                                      | 2 s.h. |
| NUR 5370  | Advanced Pharmacology II                                     | 2 s.h. |

#### **Certificate Requirements (25 s.h.)**

|           |   |                |
|-----------|---|----------------|
| NUR 5240  | Health Promotion in Advanced Practice                           | 3 s.h.         |
| NUR 5250* | Health Assessment in Advanced Practice<br>(includes laboratory) | 4 s.h.         |
| NUR 5320  | Adult-Gerontology Primary Care I (includes practicum)           | 6 s.h.         |
| NUR 6530  | Adult-Gerontology Primary Care II (includes practicum)          | 6 s.h.         |
| NUR 6750  | Adult-Gerontology Primary Care III (includes practicum)         | 6 s.h.         |
|           |   | <b>25 s.h.</b> |

#### **\* Note Course Prerequisites:**

For BIO 5610: Completion of BIO 3710 or equivalent.

For NUR 5250: admission to an advanced practice nursing specialty (APRN) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.

**Prior to being awarded the certificate, a student must have completed a Master of Science in Nursing degree.**

## **Post-MSN Certificate:**

### **Adult-Gerontology Acute Care Nurse Practitioner (NP)**

**Because enrollment capacity has been reached at this time for clinical segments of the NP programs, enrollment has been suspended to the Post-MSN certificates: Adult-Gerontology Primary Care NP and Adult-Gerontology Acute Care NP. However, please contact the Graduate School at grad@madonna.edu for potential updates on admissions to these programs.**

The certificate program prepares the nurse practitioner to function at an advanced practice level within acute and critical care environments, while building on the core competencies of nurse practitioner practice.

The curriculum addresses advanced practice nursing care across the continuum of health care services to meet the specialized physiologic and psychological needs of patients with complex acute, critical, and chronic health conditions.

#### **Certification Eligibility**

Graduates are prepared to take the national certification examination as an Acute Care Nurse Practitioner offered by the American Nurses Credentialing Center (ANCC). This renders the graduate eligible for nurse practitioner specialty certification by the Michigan Board of Nursing.

The certificate provides 612 clock hours of supervised direct patient care. Currently-certified NP's who are expanding into this area of practice may request a waiver of selected courses and clinical experiences. This is individually determined upon admission by gap analysis.

#### **Outcomes**

At the conclusion of the certificate program, the student is able to:

1. demonstrate the specialized body of knowledge and clinical competencies needed to assume the adult-gerontology acute care nurse practitioner role and to foster personal and professional growth.
2. integrate theory, knowledge, skills, and abilities to provide direct comprehensive patient-centered care to the acutely ill and vulnerable in complex health care systems and across the continuum of care.
3. engage in advanced nursing practice, viewed through the constellation of the family system, to assure quality health care that is ethically based and guided by the values of stewardship.
4. synthesize theory, research, evidence, clinical judgment, and interprofessional collaboration to promote access to high quality cost-effective care for patients, communities, and systems.

#### **Admission Requirements**

Admission to the ACNP Post-MSN Certificate is based upon evaluation of the following:

1. Possession of a Master of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with a graduate grade point average of 3.0 on a 4.0 scale. Applicants may be considered for admission to the graduate certificate prior to com-

pletion of the master's degree; however, the certificate will be awarded only upon completion of the master's degree.

2. Current national certification in Advanced Practice Nursing as: Adult NP, Adult-Gerontology Primary Care NP, Family NP, Gerontological NP, Women's Health NP, or Adult Health CNS. Length of plan of study and additional required course work depends on assessment of competency attainment via previous NP specialty preparation and current clinical experience.
3. Current unencumbered Michigan RN license and Board of Nursing Specialty Certification as a Nurse Practitioner. MSN degree holders who are not currently certified as NPs in the State of Michigan will require individualized plans of study, including completion of the advanced practice prerequisite sequence. This plan will be developed at the admission interview.
4. Two completed recommendations from people who directly supervise the applicant's work in a nursing role or from health professionals who can assess the applicant's potential to provide high acuity advanced nursing care.
5. Current résumé.
6. Employment history. Significant work experience provides a basis for course assignments. It is recommended that students have professional nursing experience prior to and/or concurrent with enrolling in the program.
7. Statement of goals for post-graduate education in advanced practice acute care.
8. Admission interview with the NP Program Director or designee. ( Prerequisites are determined at this time.)
9. Criminal background clearance.

**Certificate Requirements (11-18 s.h. \*\*)**

The Adult-Gerontology ACNP post-MSN certificate requires 11-18 semester hours of graduate-level course work beyond the prerequisite sequence:

**PREREQUISITE SEQUENCE:**

( USUALLY MET BY CURRENT CERTIFICATION AS APN )

|           |  |        |
|-----------|--|--------|
| BIO 5610* | Advanced Human Pathophysiology I                             | 2 s.h. |
| BIO 5620  | Advanced Human Pathophysiology II                            | 2 s.h. |
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles | 3 s.h. |
| NUR 5240  | Health Promotion in Advanced Practice                        | 3 s.h. |
| NUR 5250* | Health Assessment in Advanced Practice (includes laboratory) | 4 s.h. |
| NUR 5360  | Advanced Pharmacology I                                      | 2 s.h. |
| NUR 5370  | Advanced Pharmacology II                                     | 2 s.h. |

**Certificate Requirements (11-18 s.h.)**

|          |   |                   |
|----------|---|-------------------|
| NUR 5330 | Adult-Gerontology Acute Care I (includes practicum)   | 4-6 s.h.          |
| NUR 6540 | Adult-Gerontology Acute Care II (includes practicum)  | 5-6 s.h.          |
| NUR 6751 | Adult-Gerontology Acute Care III (includes practicum) | 2-6 s.h.          |
|          |   | <b>11-18 s.h.</b> |

\* Note Course Prerequisites:

For BIO 5610: Completion of BIO 3710 or equivalent.

For NUR 5250: admission to an advanced practice nursing specialty ( APRN ) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.

\*\* Any prior clinical experience in acute care advanced clinical practice ( not required ) will be evaluated at admission interview, and may be applied to clinical hours required for the certificate. A maximum of 240 hours ( 4 s.h. clinical, validated by supervisor ) can be applied to the certificate requirements.

**Prior to being awarded the certificate, a student must have completed a Master of Science in Nursing degree.**

**Post-MSN Certificate:  
Adult Advanced Practice (AP)  
Hospice and Palliative Care  
Nurse Specialty**

The focus of this post-master's certificate program is to further prepare nurses who are currently certified in advanced practice to provide palliative care services. Advanced practice palliative care nursing serves patients, families, and caregivers during serious, progressive illnesses. Palliative care nurses provide holistic care that focuses on disease management, symptom relief, emotional distress, care transitions, and loss.

Prior certification as a Nurse Practitioner in the State of Michigan is required.

**Certification Eligibility**

Graduates of this certificate program are prepared to take the national certification exam:

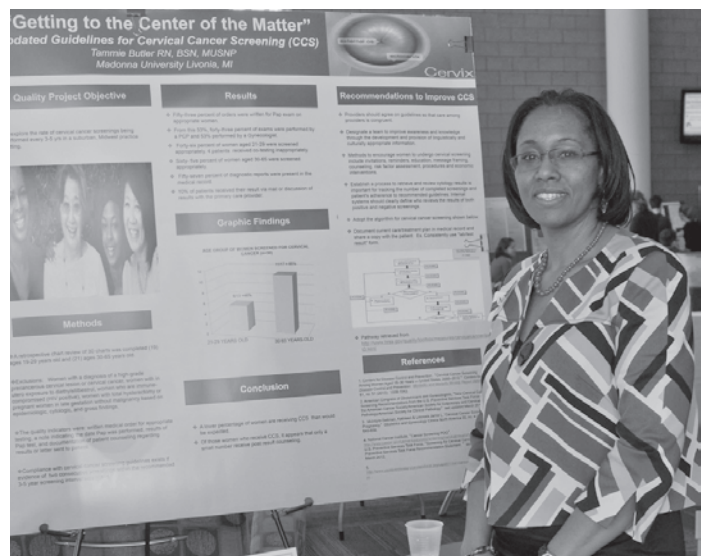
- Advanced Certified Hospice and Palliative Nurse ( ACHPN ), offered by the NBCHPN ( National Board for Certification of Hospice and Palliative Care Nurses ).

The certificate provides 540 clock hours of supervised practice in advanced practice palliative care.

**Outcomes**

At the conclusion of the certificate program, the student is able to:

1. demonstrate the specialized body of knowledge and clinical competencies needed to assume the role of advanced practice nurse in hospice and palliative care and to foster personal and professional growth.



- integrate theory, knowledge, skills, and abilities to provide direct comprehensive hospice and palliative care, through independent and collaborative practice, to patients and families facing life-limiting illnesses in palliative and hospice care settings.
- engage in palliative care practice, viewed through the constellation of the family system, to assure quality care that is ethically based and guided by the values of stewardship.
- synthesize theory, research, evidence, clinical judgment, and interprofessional collaboration to provide access to high quality cost-effective care for patients, communities, and systems, and to promote quality of life.

### **Admission Requirements**

The Advanced Practice Hospice and Palliative Care certificate accepts admissions applications on a rolling basis for Fall, Winter, and Spring/Summer semesters.

Once a completed applicant file is received by the Nursing Department, the applicant will be notified to schedule an admission interview.

Admission to the Adult Advanced Practice Palliative Care Certificate is based upon evaluation of the following criteria:

- Possession of a Master of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with a graduate grade point average of 3.0 on a 4.0 scale. Applicants may be considered for admission to the graduate certificate prior to completion of the master's degree; however, the certificate will be awarded only upon completion of the master's degree.
- Current national certification in Advanced Practice Nursing as: Adult NP, ACNP, Family NP, Gerontological NP, Adult-Gerontology Primary Care NP, Adult-Gerontology Acute Care NP, or Adult Health CNS.
- Current unencumbered Michigan RN license and Board of Nursing Specialty Certification as Nurse Practitioner.
- Two completed recommendation letters from people who directly supervise your work in a nursing role or from health professionals who can assess your potential to provide palliative care.
- Current résumé.
- Employment history. Significant work experience provides a basis for course assignments. It is recommended that students have professional nursing experience prior to and/or concurrent with enrolling in the program. Prior clinical experience in advanced practice palliative care (not required) will be evaluated and may be applied to the clinical hours required for the certificate. This is addressed during the admission interview. A maximum of 180 hours (3 s.h.) clinical, with validation by supervisor, can be applied to certificate requirements.
- Statement of goals for post-graduate education in advanced practice hospice and palliative care.
- Admission interview with the NP Program Director or designee. (Prerequisites are determined at this time.)
- Criminal background clearance.

### **Certificate Requirements (12-17 s.h.)**

The Adult Advanced Practice Hospice and Palliative Care certificate requires 12-17 semester hours of graduate-level course work beyond the prerequisite sequence:

#### **PREREQUISITE SEQUENCE:**

(USUALLY MET BY CURRENT CERTIFICATION AS APN)

|           |  |        |
|-----------|--|--------|
| BIO 5610* | Advanced Human Pathophysiology I                             | 2 s.h. |
| BIO 5620  | Advanced Human Pathophysiology II                            | 2 s.h. |
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles | 3 s.h. |
| NUR 5240  | Health Promotion in Advanced Practice                        | 3 s.h. |
| NUR 5250* | Health Assessment in Advanced Practice (includes laboratory) | 4 s.h. |
| NUR 5360  | Advanced Pharmacology I                                      | 2 s.h. |
| NUR 5370  | Advanced Pharmacology II                                     | 2 s.h. |

#### **Certificate Requirements (12-17 s.h.)**

|          |  |                   |
|----------|--|-------------------|
| HSP 5010 | Dimensions of Bereavement: Theory, Research, and Practice  | 3 s.h.            |
| NUR 5011 | Multidimensional Assessment in Palliative Care: Psychosocial and Bereavement Issues (includes practicum) | 4-7 s.h.          |
| NUR 6800 | Advanced Clinical Management of Complex Symptoms and Syndromes in Palliative Care (includes practicum)   | 5-7 s.h.          |
|          |  | <b>12-17 s.h.</b> |

#### **\* Note Course Prerequisites:**

For BIO 5610: Completion of BIO 3710 or equivalent.

For NUR 5250: admission to an advanced practice nursing specialty (APRN) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.

**Prior to being awarded the certificate, a student must have completed a Master of Science in Nursing degree.**



# Nursing Administration Programs

**MSN:** Nursing Administration

**MSN/MBA:** Nursing Administration/Business Administration

**Post-MSN Certificate:** Business Strategies for Nurses in Advanced Practice and Role Specialties

## Rolling Admissions

The Nursing Administration programs (MSN, MSN/MBA, and Business Strategies Certificate) accept admissions applications on a rolling basis for Fall, Winter, and Spring/Summer semesters. Once a completed applicant file is received by the Nursing Department, the applicant will be notified to schedule an admission interview.

## Master of Science in Nursing: Nursing Administration

The Nursing Administration specialty is developed within the framework of the graduate nursing program. This specialty is designed to prepare the nurse as an administrator who will be able to synthesize advanced knowledge from nursing and related disciplines, integrate organizational and administrative theories into research-based problem solving and decision making, and implement effective communication related to collaborative and conflict management strategies.

The graduate will also be able to incorporate the nursing leadership role by designing strategies to impact policies that influence the delivery of health care, apply principles of Christian humanism to the process of nursing administrative decision making, and develop and implement standards of nursing practice and policies with a stated philosophy and mission congruent with health care settings.

## Certification Eligibility

Graduates of the nursing administration program may elect to become certified by the American Nurses Credentialing Commission (ANCC) as either Nurse Executive or Advanced Nurse Executive, depending on their administrative experience or the American Organization of Nurse Executives (AONE) as either a Nurse Manager Leader or an Executive in Nursing Practice.

The program provides 420 clock hours of supervised practicum.

## Outcomes

At the conclusion of the program, the student is able to:

1. demonstrate the appropriate specialized body of knowledge and experiential base for the assumption of various nursing administration roles.
2. integrate theory, knowledge, skills, and abilities associated with creative inquiry, leadership, and relationship-based care to direct the master's-prepared nurse administrator's personal and professional growth.
3. engage in nursing administration practice based on values of stewardship to promote quality health care that is ethically based

4. use scholarly processes to improve nursing administration practice associated with population health outcomes through integration of theory, research, evidence, clinical judgment, and intraprofessional and interprofessional collaboration.

## Admission Requirements

Applicants for admission to the program in nursing administration are evaluated on the basis of the following criteria:

1. Possession of a Bachelor of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
2. GRE (Graduate Record Examination) for applicants with an overall undergraduate grade point average of less than 3.25.
3. Two completed recommendation letters from professional associates (one of whom must be a nurse) who can assess your potential for an administrative role and/or your potential for graduate study.
4. Current résumé.
5. Statement of goals for graduate education in specialty.
6. Current unencumbered Michigan RN license, or eligibility for same.
7. Current employment status: Significant work experience provides a basis for achievement of graduate course objectives. It is recommended that students have relevant professional work experience prior to and/or concurrent with enrollment in the program.
8. Interview with the Nursing Administration Program Director or designee. Prerequisite course work will be determined at this time.
9. Criminal background clearance.

## Clinical Progression Policy

All nursing administration graduate students are required to achieve a grade of B or higher in specialty clinical courses in order to progress into the next clinical specialty course (begins post-NUR 5230/ MIS 5230).

## Program Requirements (39 s.h.)

### Nursing Core (15 s.h.)

|           |  |        |
|-----------|--|--------|
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles           | 3 s.h. |
| NUR 5050  | Leadership in Health Care Systems                                      | 2 s.h. |
| NUR 5120  | Health Policy and Advocacy in Advanced Nursing Practice                | 2 s.h. |
| NUR 5150* | Translating and Integrating Scholarship into Advanced Nursing Practice | 3 s.h. |
| NUR 5480  | Theoretical and Scientific Foundations for Advanced Nursing Practice   | 3 s.h. |
| NUR 5860  | Impacting Change through Advanced Nursing Practice                     | 2 s.h. |

### Advanced Core (13 s.h.)

|           |   |        |
|-----------|---|--------|
| ACC 5320  | Essentials of Health Care Financial Decision Making | 3 s.h. |
| MIS 5230* | Health Care Informatics                             | 2 s.h. |
| MGT 6300  | Organizational Theory and Behavior                  | 3 s.h. |
| MKT 5160  | Essentials of Marketing                             | 3 s.h. |
| NUR 5230  | Applied Nursing Informatics (includes practicum)    | 1 s.h. |
| NUR 5670  | Nursing Quality Practicum                           | 1 s.h. |

### Specialty Curriculum (11 s.h.)

|          |  |                          |
|----------|--|--------------------------|
| NUR 5660 | Nursing Administrative Practice in the Complex Health Care Environment | 3 s.h.                   |
| NUR 6100 | Operational Accountabilities for Outcomes in Health Care               | 5 s.h.                   |
| NUR 6310 | Nursing Administration Integration (includes practicum)                | <u>3 s.h.</u><br>39 s.h. |

#### \* Note Course Prerequisites:

For NUR 5150: MTH 2350 or equivalent within past five years.

For MIS 5230: Completion of CIS 2380, Introduction to Computers, or equivalent and experience in a health care field; corequisite NUR 5230.

## **MSN/MBA Nursing Administration / Business Administration Dual Degree**

The Master of Science in Nursing/Master of Business Administration dual degree program is developed within the structures of the Department of Nursing and the School of Business. The MSN/MBA course of study is designed for the baccalaureate-prepared nurse whose career goals are in upper management in health care facilities, business, or other complex service organizations.

Graduates of this program will be able to synthesize advanced knowledge from nursing and related disciplines to manage client care and human and fiscal resources, integrate organizational and administrative theories into research-based problem solving and decision making in nursing, and implement effective communication related to collaborative and conflict management strategies within the practice environment. The graduate will also be able to incorporate the nursing leadership role by designing strategies to impact policies that influence the delivery of health care, apply principles of Christian humanism to the process of nursing administrative decision making, and develop and implement standards of nursing practice and policies with a stated philosophy and mission congruent with health care settings.

In addition to meeting the nursing graduate program outcomes, the student in the MSN/MBA specialty is also responsible for achieving the competencies for the Master of Science in Business Administration as stated in the Business Administration section of this Graduate Bulletin.

### **Certification Eligibility**

Graduates of the nursing administration program may elect to become certified by the American Nurses Credentialing Commission (ANCC) as either Nurse Executive or Advanced Nurse Executive, depending on their administrative experience or the American Organization of Nurse Executives (AONE) as either a Nurse Manager Leader or an Executive in Nursing Practice.

The program provides 420 clock hours of supervised practicum.

### **Outcomes**

At the conclusion of the program, the student is able to:

1. demonstrate the appropriate specialized body of knowl-

edge and experiential base for the assumption of executive-level nursing administration roles.

2. integrate theory, knowledge, skills, and abilities associated with creative inquiry, leadership, and relationship-based care to direct the master's-prepared executive-level nurse administrator's personal and professional growth.
3. engage in nursing administration practice based on values of stewardship to promote quality health care that is ethically based.
4. use scholarly processes to improve executive-level nursing administration practice associated with population health outcomes through integration of theory, research, evidence, clinical judgment, and intraprofessional and inter-professional collaboration.

### **Admission Requirements**

Applicants for admission to the MSN/MBA dual degree are evaluated on the basis of the following criteria:

1. Possession of a Bachelor of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with an overall undergraduate grade point average of 3.0 on a 4.0 scale.
2. GRE (Graduate Record Examination) for applicants with an overall undergraduate grade point average of less than 3.25.
3. Two completed recommendation letters from professional associates (one of whom must be a nurse) who can assess your potential for an administrative role and/or your potential for graduate study.
4. Statement of goals for graduate education in specialty.
5. Current résumé.
6. Current unencumbered Michigan RN license, or eligibility for same.
7. Current employment status: Significant work experience provides a basis for achievement of graduate course objectives. It is recommended that students have relevant professional work experience prior to and/or concurrent with enrollment in the program.
8. Interview with the Nursing Administration Program Director or designee. Prerequisite course work will be determined at this time.
9. Criminal background clearance.

### **Clinical Progression Policy:**

All nursing administration graduate students are required to achieve a grade of B or higher in specialty clinical courses in order to progress into the next clinical specialty course (begins post-NUR 5230/ MIS 5230).

### **Program Requirements (61 s.h.)**

#### **Nursing Core (15 s.h.)**

|           |  |        |
|-----------|--|--------|
| NUR 5010  | Professional Foundations for Advanced Nursing Practice Roles           | 3 s.h. |
| NUR 5050  | Leadership in Health Care Systems                                      | 2 s.h. |
| NUR 5120  | Health Policy and Advocacy in Advanced Nursing Practice                | 2 s.h. |
| NUR 5150* | Translating and Integrating Scholarship into Advanced Nursing Practice | 3 s.h. |
| NUR 5480  | Theoretical and Scientific Foundations for Advanced Nursing Practice   | 3 s.h. |

NUR 5860 Impacting Change through Advanced Nursing Practice 2 s.h.

**Advanced Core (7 s.h.)**

ACC 5320 Essentials of Health Care Financial Decision Making 3 s.h.  
 MKT 5160 Essentials of Marketing 3 s.h.  
 NUR 5230 Applied Nursing Informatics (includes practicum) 1 s.h.

**Specialty Curricula (39 s.h.)**

*Business Administration (24 s.h.)*

ACC 6320 Management Control Systems in Health Care 4 s.h.  
 BL 6040 Legal Issues in Business 2 s.h.  
 INB 6080 Perspectives in International Business 2 s.h.  
 MGT 5550 Ethical Considerations in Leadership 2 s.h.  
 MGT 6150 Total Quality Management 3 s.h.  
 MGT 6300 Organizational Theory and Behavior 3 s.h.  
 MGT 6950 Strategic Management of Business Policy 3 s.h.  
 MIS 5230\* Health Care Informatics 2 s.h.  
 MKT 5790 Marketing Strategy 3 s.h.

*Nursing Administration (15 s.h.)*

NUR 5660 Nursing Administrative Practice in the Complex Health Care Environment 3 s.h.  
 NUR 5670 Nursing Quality Practicum 1 s.h.  
 NUR 5800.07 Economics and Financing of the Nursing Enterprise 3 s.h.  
 NUR 6100 Operational Accountabilities for Outcomes in Health Care 5 s.h.  
 NUR 6310 Nursing Administration Integration (includes practicum) 3 s.h.  
**61 s.h.**

*\* Note Course Prerequisites:*

For NUR 5150: MTH 2350 or equivalent within past five years.

For MIS 5230, completion of CIS 2380, Introduction to Computers, or equivalent and experience in a health care field; corequisite: NUR 5230.

**Post-MSN Certificate:**

**Business Strategies for Nurses in Advanced Practice and Role Specialties**

The focus of this post-master's certificate program is to prepare nurses in advanced practice and role specialties to gain business knowledge in developing and managing independent or interdisciplinary nursing services/programs. The certificate is meant to supplement clinical knowledge of nurses in a variety of advanced practice and role specialties. The curriculum focuses on theories in marketing, informatics, financial decision making in health care, and applied managerial decision making.

**Outcomes**

At the conclusion of this certificate program, the student is able to:

1. demonstrate essential knowledge and an experiential base for the assumption of various clinical service/program management roles.

2. demonstrate the ability to use creative inquiry, leadership, and relationship-based care principles in preparation for programmatic responsibilities that nurses in advanced practice and role specialties face and for personal and professional growth.
3. engage in operational practices based on values of stewardship to promote quality health care that is ethically based.
4. develop, implement, and evaluate the effectiveness of services in achieving desired outcomes through the application of knowledge and skills.

**Admission Requirements**

Applicants to the post-master's certificate program in Business Strategies for Nurses in Advanced Practice and Role Specialties are evaluated on the basis of the following criteria:

1. Possession of a Master of Science in Nursing degree from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with a graduate grade point average of 3.0 on a 4.0 scale. Applicants may be considered for admission to the graduate certificate prior to completion of the master's degree; however, the certificate will be awarded only upon completion of the master's degree.
2. Two completed recommendation letters from professional associates.
3. Current résumé.
4. Employment history: Significant work experience provides a basis for achievement of graduate course objectives. It is recommended that students have relevant professional work experience prior to and/or concurrent with enrollment in the specialty. This will be addressed at the admission interview.
5. Admission interview with the Nursing Administration Program Director or designee.
6. Current unencumbered Michigan RN license, or eligibility for same.
7. Statement of goals for graduate education in specialty.
8. Criminal background clearance.

**Certificate Requirements (11 s.h.)**

ACC 5320 Essentials of Health Care Financial Decision Making 3 s.h.  
 MIS 5230\* Health Care Informatics 2 s.h.  
 MKT 5160 Essentials of Marketing 3 s.h.  
 NUR 5800.06 Selected Topics in Nursing (Operational Accountabilities topic, theory only) 3 s.h.  
**11 s.h.**

*\* Note Course Prerequisites:*

For MIS 5230: Completion of CIS 2380, Introduction to Computers, or equivalent and experience in a health care field.

**Prior to being awarded the certificate, a student must have completed a Master of Science in Nursing degree.**

# **Doctoral Program**

## **Doctor of Nursing Practice (DNP) (Post-MSN Model)**

The Doctor of Nursing Practice (DNP) is a professional degree designed for nurses seeking a terminal degree in nursing practice. As an alternate to research-focused doctoral programs, it is a practice doctorate designed to develop health care leaders who maximize quality, reduce cost, and increase access to health care. Changing demands in the nation's health care environment require nurses to have the highest level of scientific knowledge, practice expertise, and organizational skills in order to assume clinical leadership positions within health care organizations. In addition, DNP graduates are prepared to fill the national need for more doctorally-prepared nursing faculty.

The Madonna University DNP curriculum is based on the AACN (2006) *Essentials of Doctoral Education for Advanced Practice*, which builds on current nursing master's programs by deepening knowledge in evidence-based practice, quality improvement, and systems thinking, among other key areas. A highlight of the DNP program is completion of a DNP practice immersion experience in which new knowledge is applied within real-world settings, culminating in a scholarly project.

Madonna's post-master's Doctor of Nursing Practice degree is designed for those nurses who hold advanced-practice credentials, are working in clinical practice, and for those in positions that support clinical practice such as nursing administration, organizational leadership, clinical education, or health policy. The 38-semester hour program uses a combination of teaching and learning approaches, including traditional classroom and online modalities.

### **DNP Program Admission Process**

#### **Admission for Fall semester only (Post-MSN DNP)**

Applications will be accepted for each September (fall semester) only. Admission is competitive and on a space-available basis. The application deadline is May 1 with admission interviews scheduled monthly from October through June. Applicants are notified monthly following their admission interview



the required admission documents to the Graduate School. After all of these materials are received, the file is sent to the Graduate Nursing Department for review. After reviewing the completed files, the department then invites applicants who as to their admission status. At the discretion of the Graduate Nursing Chairperson, if spaces remain in the program, applications will be accepted after the May deadline with a subsequent interview arranged.

New DNP students begin the program only in September (fall semester). Although applications are accepted at any time, the review process begins on October 1 for admission the following September during fall semester. To apply, submit all of meet threshold criteria to campus for an admission interview with the DNP Admissions Committee. Within the month following the admission interview, the Dean of the Graduate School sends a letter regarding the admission decision.

An applicant receiving an offer of admission must respond to that offer within the time frame specified in the Dean's letter. An applicant accepting an offer of admission must pay a non-refundable admission deposit equal to one semester hour of current graduate tuition; this deposit is applied to the second semester's tuition (see page 8). Until this deposit is paid, a seat will not be held and may be given to another incoming student. Seats are limited in number. For further information, please contact the Graduate School.

### **Admission Requirements**

1. Completion of a Master of Science in Nursing degree (40 s.h. minimum) from a program accredited by a nursing professional accreditation agency, i.e., CCNE or NLNAC, with an overall graduate grade point average of 3.0 on a 4.0 scale.
2. Two completed recommendation letters from professional associates (one of whom must be a nurse with an advanced degree) who can assess applicant's potential for professional doctoral study.
3. Admission essay: In essay format, respond to the following questions; each question should be answered in one word-processed or typewritten page or less.
  - a. Discuss your professional goals, short-and long-term, and how the DNP degree will facilitate their accomplishment.
  - b. Describe a clinical problem and how you facilitated changes to assure best practices.
4. Résumé or curriculum vitae that includes employment history, military service, community service, professional awards, honors, fellowships, memberships, and publications and presentations.
5. Current unencumbered Michigan RN license (or eligibility for same) and Board of Nursing Specialty Certification, if applicable (NP, CNM, CRNA, or CNS). Submit photocopy with application.
6. Interview with the DNP Admission Committee.
7. Criminal background clearance.



## Practicum Experience

A total of 1000 clock hours of practicum experience post-BSN is required for the DNP.

On admission, post-MSN students may receive credit for up to 500 clock hours of practicum accrued in the MSN degree and subsequent professional practice. Post-BSN practicum hour equivalents are assessed individually on each applicant by résumé and/or portfolio review. Some students may require additional practicum credit hours to meet the 1000 post-BSN clock hour requirement.

Program requirements include a minimum of 500 clock hours of practicum, course-embedded hours, and DNP project hours.

## Program Requirements (38 s.h. Post-Master's—MSN degree minimum of 40 s.h.)

|           |  |                |
|-----------|--|----------------|
| NUR 7000* | Advanced Scientific Perspectives Informing Nursing Practice          | 3 s.h.         |
| NUR 7110* | Ethics Informing Health Care   | 2 s.h.         |
| NUR 7120  | Policy Advocacy in Health Care                                       | 2 s.h.         |
| NUR 7290* | Quality Improvement Methods to Maximize Health Care                  | 3 s.h.         |
| NUR 7300* | Transformative and Collaborative Leadership for Promoting Innovation | 4 s.h.         |
| NUR 7430  | Concepts and Methods of Healthcare Informatics and Data Mining       | 4 s.h.         |
| NUR 7890  | Analytic Methods for Evaluation of Clinical Practice                 | 4 s.h.         |
| NUR 8700  | DNP Practicum  | 4 s.h.         |
| NUR 8950  | Planning and Designing a DNP Capstone Project                        | 2 s.h.         |
| NUR 8990  | DNP Capstone Project   | 4 s.h.         |
|           | Electives ( <i>see note below</i> )                                  | <u>6 s.h.</u>  |
|           | <b>Total Post-Master's</b>   | <b>38 s.h.</b> |

### \*Note, University of Detroit Mercy Consortium Options

To increase flexibility in the scheduling of courses, admitted DNP students have the option, through the Detroit Area Catholic Higher Education Consortium, of substituting the starred courses in the plan of study with equivalent courses taught at the University of Detroit Mercy (UDM). In the case that the UDM course is fewer credits than the Madonna requirement, the student must increase elective credits to meet the plan minimum total of 38 s.h. Please meet with your DNP program advisor to discuss these options.

For UDM course equivalencies listed below, see pages 121-122 of this Bulletin.

For NUR 7000:

UDM: NUR 7000, *Advanced Theory and Knowledge Development for Clinical Nursing Practice* 3 s.h.

For NUR 7110:

UDM: ETH 7010, *Ethical Issues in Advanced Nursing Practice* 3 s.h.

For NUR 7300:

UDM: NUR 7300, *Transformation Leadership and Innovation in Advanced Nursing Practice* 3 s.h.

For NUR 7290:

UDM: NUR 7350, *Business Management to Ensure Quality in Health Care* 3 s.h.

## Note, Elective Credits:

Required electives are determined by the student in conjunction with, and with the recorded approval of, the DNP program advisor and a content area advisor working together. The electives are to be related to one or more of the *DNP Essentials* and to the student's overall professional goals. The following is an approved elective list (not exhaustive: see program advisor to discuss).

|          |  |          |
|----------|--|----------|
| ACC 5320 | Essentials of Health Care Financial Decision Making                  | 3 s.h.   |
| BL 6060  | The Legal and Risk Aspects of Health Care Entrepreneurship           | 3 s.h.   |
| BR 6490  | Qualitative Research Methods   | 3 s.h.   |
| BR 6830  | Marketing Research Applications                                      | 3 s.h.   |
| HSA 6060 | Legal Issues in Health Care  | 3 s.h.   |
| HSP 5000 | History and Philosophy of Hospice                                    | 3 s.h.   |
| HSP 5010 | Dimensions of Bereavement: Theory, Research, and Practice            | 3 s.h.   |
| HSP 5200 | Grieving Family Systems  | 3 s.h.   |
| HSP 5300 | Dimensions of Complicated Grief                                      | 3 s.h.   |
| HSP 6010 | Ethical and Legal Issues in End-of-Life Care                         | 3 s.h.   |
| MGT 5300 | Leadership of Organizational Behavior                                | 3 s.h.   |
| MGT 5400 | Organizational Effectiveness and Change Management                   | 3 s.h.   |
| MGT 5470 | Ideas in Leadership Development and Literature                       | 2 s.h.   |
| MGT 5500 | Human Resources Management and Development                           | 3 s.h.   |
| MGT 5550 | Ethical Considerations in Leadership                                 | 2 s.h.   |
| MGT 5570 | Strategic Management: A Leader's Perspective                         | 3 s.h.   |
| MGT 6110 | Entrepreneurial Leadership in Non-Profits                            | 3 s.h.   |
| MGT 6120 | Developing and Deploying Volunteers                                  | 2 s.h.   |
| MGT 6140 | Obtaining Funding, Program Management, and Evaluation                | 2 s.h.   |
| MGT 6300 | Organizational Theory and Behavior                                   | 3 s.h.   |
| MKT 5160 | Essentials of Marketing  | 3 s.h.   |
| MKT 5790 | Marketing Strategy   | 3 s.h.   |
| MPM 5125 | Spirituality and Faith Development                                   | 2 s.h.   |
| MPM 5225 | Franciscan Themes: Justice, Peace, and Christian Conscience          | 2 s.h.   |
| MPM 5510 | Women and Ministry   | 2 s.h.   |
| MPM 5560 | Pastoral Care Across Cultures  | 2 s.h.   |
| NUR 7800 | Selected Topics in Nursing ( <i>max. 3 s.h.</i> )                    | 1-3 s.h. |
| PSY 6100 | Biological Bases of Behavior: Neuropsychology and Psychopharmacology | 3 s.h.   |
| QOM 5740 | Forecasting and Planning   | 2 s.h.   |



# **Pastoral Ministry Program**

## **Master of Arts in Pastoral Ministry**

The mission of the Religious Studies Department is to assist students to develop skills and knowledge necessary for the maturation of Judeo-Christian humanistic values, appreciation for cultural and ecumenical diversity, exercise of critical thinking, and responsible moral decision making, through the pursuit of truth and commitment to the service of others.

The academic means through which this mission is realized include:

- critical study of Sacred, classical, and contemporary works;
- open discussion of Moral and Ethical situations;
- involvement in Praxis experience and participation in colloquy exchange.

### **Program Purpose and Design**

The Master of Arts in Pastoral Ministry is designed to prepare new and seasoned persons for service in various fields of ministry. It includes cognates in two specific majors with emergent needs for well-trained professionals.

The program is designed to deepen the student's skills and awareness of the obligations of ministry, through study and through cooperation and communication with established agencies and persons already in place.

The uniqueness of the program lies in the options open to professionals who seek to enhance their areas of expertise. These options are:

- a concentrated Pastoral Ministry program focusing on church-related services.
- pastoral ministry with a Criminal Justice component, focusing on the needs of potential and current juvenile offenders, incarcerated adults, and their family members; jail ministry.
- pastoral ministry with a Hospice component, focusing on the needs of sick/dying/grieving persons, their family members and caregivers.
- pastoral ministry with a Bereavement component, focusing on clinical knowledge and expertise in working with grieving persons and families.

The program applies principles of Christian humanism to the spiritual, social, and service needs of those served. In the spirit of the Franciscan philosophy which provides the foundation of Madonna University, the program responds to the invitation to be "awake, aware, and in touch" with the realities of life as proposed by the 2004 Franciscans International Organization. It is in that spirit that the Master of Arts in Pastoral Ministry provides students with a wide range of opportunities to follow the mandate to "Go forth and serve!"

### **Program Objectives**

At the conclusion of the program, the student will be able to:

- integrate knowledge of basic Christian tradition, teachings, and interpretations in the practical application of ministerial service;
- demonstrate written, verbal, and hands-on capabilities appropriate to the chosen field;
- apply principles of counseling, effective listening skills, team approach skills, and cross-disciplinary expertise to contemporary cross-cultural and ecumenical facets of ministry;
- demonstrate practical and strategic decision making skills for implementation in multicultural venues.

### **Admission Requirements**

Admission to the MAPM program is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution with an undergraduate grade point average of 3.0 on a 4.0 scale. (An average of less than 3.0 will be reviewed for conditional admission.)
2. Two letters of recommendation letters from current employers or professional associates who recognize the applicant's aptitude for this program.
3. Submission of a statement of purpose with projected goals and objectives to be realized through the MAPM program.
4. Admission interview with a member of the Pastoral Ministry Department, with personal background clearance of any past criminal record.

### **Post-Admission Writing Assessment**

All newly admitted graduate students in pastoral ministry are required to write an assessment essay created and scored by Madonna University writing faculty. Students who need writing instruction indicated by the scoring of the assessment will be required to take from one to three semester hours of WRT 5000, Writing Workshop for Graduate Students, in addition to their graduate program course work. (See also page 22.)

### **Program Requirements (34 s.h.)**

#### **Prerequisite Sequence (undergraduate):**

Students who have similar courses from other institutions of higher learning may request evaluation for equivalence by the Director of the MAPM program.

|          |  |        |
|----------|--|--------|
| PHL 1010 | <i>Introduction to Philosophy</i>                                | 3 s.h. |
| RST 1500 | <i>Catholicism</i>   | 3 s.h. |
| RST 2560 | <i>Old Testament: Torah and Historical Writings</i> <b>or</b>    |        |
| RST 2570 | <i>Old Testament: Prophets, Wisdom, and Apocalyptic Writings</i> | 3 s.h. |
| RST 2580 | <i>New Testament: Four Gospels</i> <b>or</b>                     |        |
| RST 2590 | <i>New Testament: Acts, Epistles and Revelation</i>              | 3 s.h. |

# Psychology Program

## Master of Science in Clinical Psychology

The Master of Science in Clinical Psychology (MSCP) program trains students to perform clinical assessments and conduct treatment with children, adolescents, and adults. Through a combination of classroom and practicum-based learning, the program prepares students to apply for the limited license in psychology from the State of Michigan.

In line with the mission of Madonna University, the program embodies the Judeo-Christian emphasis on respect for the individual. The MSCP program teaches students to view people as complicated, multi-faceted individuals endowed with physical, spiritual, cognitive, and emotional dimensions. The program emphasizes respect for human diversity, ethical decision-making skills, and attention to under-served populations. Students become familiar with a variety of perspectives; however the predominant theoretical orientation in the program is psychoanalytic, with an emphasis on evidence-based approaches toward assessment and intervention. By studying contemporary psychoanalytic theory, students develop an appreciation for the unique and idiosyncratic elements that contribute to an individual's difficulties and learn to develop interventions accordingly.

Additional detailed information about the MSCP is available at [www.madonna.edu](http://www.madonna.edu).

### Unique Program Features

- Practicum experience integrated into the curriculum.
- Experienced practitioners as faculty.
- Emphasis on evidence-based approaches to assessment and intervention.
- Contemporary psychoanalytic approach.
- Full- or part-time study.
- Small class sizes.

### Accreditation

Applicants often inquire about accreditation. It is important to understand that the American Psychological Association (APA) accredits only doctoral programs. Therefore, the MSCP program is not APA accredited, but neither is any other institution's master's degree program in psychology.

### Application Requirements

Admission to the Master of Science in Clinical Psychology is based on the faculty's evaluation of the applicant's suitability for clinical training, as reflected in the following elements:

1. Possession of a bachelor degree from a regionally-accredited institution, with an overall undergraduate grade point average of at least 3.0 on a 4.0 scale. Strong preference is given to applicants whose undergraduate GPA is at least 3.5.
2. Evidence of successful completion of at least 15 undergraduate semester hours in psychology, including abnormal psychology, research methods, physiological psychol-

### Pastoral Ministry Core (14 s.h.)

|  |        |
|--|--------|
| MPM 5000 Prophets and Preprophetic Ministry                                    | 2 s.h. |
| MPM 5050 Gospel Writers: Gospel Writings                                       | 2 s.h. |
| MPM 5100 Ministerial Identity and Pastoral Skills                              | 3 s.h. |
| MPM 5225 Franciscan Themes: Justice, Peace, and Christian Conscience           | 2 s.h. |
| MPM 6010 Bioethics and Sexuality <i>or</i>                                     |        |
| MPM 6020 Public Issues and Christian Morality <i>or</i>                        |        |
| MPM 6030 Values: Biblical and Modern   | 2 s.h. |
| MPM 6600 Praxis: Colloquy and Defense ( <i>capstone: final 1-2 semesters</i> ) | 3 s.h. |

### Required Cognate (20 s.h.)

Choose one of Pastoral Ministry, Hospice, Bereavement, or Criminal Justice (*see below*)

20 s.h.  
34 s.h.

### Pastoral Ministry cognate (20 s.h.)

|  |                           |
|--|---------------------------|
| MPM 5440 Grief Ministry  | 2 s.h.                    |
| MPM electives, which may include topic courses and independent study courses | <u>18 s.h.</u><br>20 s.h. |

### Hospice cognate (20 s.h.)

|  |                          |
|--|--------------------------|
| HSP 5000 History and Philosophy of Hospice                                   | 3 s.h.                   |
| HSP 5010* Dimensions of Bereavement: Theory Research, and Practice           | 3 s.h.                   |
| HSP 6000* Advanced Holistic Palliative Care                                  | 3 s.h.                   |
| HSP 6010* Ethical and Legal Issues in End-of-Life Care                       | 3 s.h.                   |
| MPM electives, which may include topic courses and independent study courses | <u>8 s.h.</u><br>20 s.h. |

\* HSP 5000 is a prerequisite or corequisite for any of HSP 5010, 6000, 6010

### Bereavement cognate (20 s.h.)

Note: candidates completing the MAPM with one of the other cognates may wish to consider the post-master's certificate in Bereavement described on page 62.

|  |                          |
|--|--------------------------|
| HSP 5200 Grieving Family Systems   | 3 s.h.                   |
| HSP 5300 Dimensions of Complicated Grief                                     | 3 s.h.                   |
| HSP 5400 Developing Comprehensive Programs                                   | 3 s.h.                   |
| HSP graduate electives (5xxx and 6xxx)                                       | 9 s.h.                   |
| MPM electives, which may include topic courses and independent study courses | <u>2 s.h.</u><br>20 s.h. |

### Criminal Justice cognate (20 s.h.)

|  |                          |
|--|--------------------------|
| CJ 5010 Criminal Justice Organization and Administration                     | 3 s.h.                   |
| CJ 5020 The Criminal Justice System  | 3 s.h.                   |
| CJ 5210 Corrections Process  | 3 s.h.                   |
| CJ 5230 Juvenile Justice   | 3 s.h.                   |
| MPM electives, which may include topic courses and independent study courses | <u>8 s.h.</u><br>20 s.h. |

ogy, and life-span developmental psychology. ( May be partially waived by the Program Director.)

3. Human service experience that has prepared you to work in the mental health field, on a volunteer or paid basis.
4. Submission of a personal statement written using the directions found below.
5. For selected applicants, an admissions interview to assess personal and intellectual maturity, compatibility with program goals and objectives, and the capacity for professional conduct. At the time of the interview, an extemporaneous writing sample is completed, to determine whether the applicant's writing skills meet or exceed standards for beginning master's-level students. Applicants should note that the interview is an element in the admissions process and is factored into the faculty's decision; an invitation to interview is not a guarantee of admission.
6. Two letters of recommendation from faculty, current employer/supervisor and/or professionals familiar with the applicant's college performance or work. Academic recommendation sources are preferred. Personal recommendations are not acceptable.
7. Completed Criminal Background Information form.

### **Admission Process**

New students begin the program only in the Fall semester. Although applications are accepted at any time, the review process begins on February 1st for the following Fall and available seats may fill quickly. Students who apply after the entering class is full may have their names placed on a waiting list if they are admitted. They will be contacted if a seat becomes available prior to the start of Fall classes.

To apply, submit all of the following documents to the Graduate School:

1. Completed Application for Admission to the Graduate Program form, with the application fee.
2. Two letters of recommendation from faculty, current employer/supervisor and/or professionals familiar with the applicant's college performance or work. Academic recommendation sources are preferred. Personal recommendations are not acceptable. ( NOTE: MU students or alumni may not request letters from PSY department faculty, full-time or adjunct.)
3. Personal statement ( specific requirements follow on this page).



4. Official transcripts sent directly to the Graduate School Office from every undergraduate and graduate institution attended.
5. Completed Criminal Background Information form.

*After all of these materials are received,* the file is sent to the Psychology Department for review.

After reviewing the completed files, the department then invites applicants who meet threshold criteria to campus for an application interview.

At the time of the interview, applicants also complete an extemporaneous writing sample on an issue related to clinical psychology.

The Dean of the Graduate School sends a letter regarding the decision, usually 2-3 weeks after the interview.

An applicant receiving an offer of admission must respond to that offer within the time frame specified in the Dean's letter. An applicant accepting an offer of admission must pay a non-refundable admissions deposit equal to one semester-hour of current graduate tuition. The deposit will be applied toward your second semester of enrollment. The deposit is non-refundable and will not be returned if you enroll then drop or withdraw prior to or during the first semester. Until this deposit is paid, a seat will not be held and may be given to another incoming student. Seats are limited in number.

For further information, please refer to the Frequently Asked Questions page in the application packet, or contact the Graduate School.

### **Important Dates**

#### **Early Decision Application Deadline: October 31**

An option for applicants with a cumulative undergraduate GPA of at least 3.4 on a 4.0 scale. Those using this option will receive the University's decision by the end of December.

#### **Regular Application Deadline: February 1\*\***

#### **Interviews in March, April, May, June, and July**

*\*\*Applications will be accepted after the February 1 deadline at the discretion of the MSCP director if spaces remain in the program.*

### **Guidelines for Completing the Personal Statement**

Applicants to the Master of Science in Clinical Psychology ( MSCP) are required to submit a personal statement. To be most helpful to the admission committee, the statement should explain the student's rationale for pursuing clinical training. What led to your decision to become a psychotherapist? What experiences have led you to seek training in this field? Describe any human service experience or field placement that has prepared you to work in mental health or social services. This information will help the committee assess whether an individual appears well-suited to work in this field.

In addition, the statement should provide some information regarding your career goals. While many applicants may not

know exactly what they would like to do, usually they have some general ideas. Some may wish to work in a clinic with children. Others wish to work in a forensic setting or with older adults. Some plan to combine their degree with other training or to seek a doctorate. Applicants should provide as much information as they can about their plans and their reasons for those plans.

The statement should also address why the applicant is particularly interested in attending the MSCP at Madonna. What qualities of the program did the applicant find appealing? Why is the applicant well suited to our program, given its contemporary psychoanalytic perspective? *What is the basis for your interest in contemporary psychoanalytic psychotherapy?*

Finally, the statement should highlight any personal qualities or capacities the applicant believes makes him or her well qualified to pursue a career as a therapist. The admission committee is particularly interested in determining whether prospective students are “psychologically minded.” This term refers to an individual’s propensity to seek psychological explanations for human behavior, and their capacity to do so.

While there are no particular requirements for the length of the statement, as a general guideline, it should be at least five double-spaced pages.

### **Criminal Background Check Process**

Applicants are asked in writing whether they have ever been convicted of a criminal offense other than a minor traffic violation, whether such charges are currently pending against them, and whether a Family/Juvenile Court has ever determined that they were responsible for the abuse or neglect of a minor child.

An affirmative response will not necessarily lead to a denial of admission of an otherwise qualified applicant; however it will prompt an augmented admissions procedure that will involve more intensive interviewing. Applicants with pending criminal charges may be asked to place their application on hold until such time as those charges are resolved.

Applicants are advised that a history of criminal conviction may complicate or even prevent the attainment of psychology licensure in the state of Michigan. If an applicant with a history of criminal conviction is offered admission and completes the program, the decision to grant or deny licensure is the prerogative of the State Board of Psychology. Madonna University does not accept any responsibility for the Board’s decision.



### **Program Requirements (50 s.h.)**

The program, 50 s.h. beyond the prerequisite course, includes a knowledge base component, research foundations, clinical skills, and field experiences, as well as a comprehensive examination. *Course descriptions are available on the web at [www.madonna.edu](http://www.madonna.edu).*

#### **Required Prerequisite Course\***

|          |  |        |
|----------|--|--------|
| PSY 5010 | Statistical Foundations of Psychological Testing | 1 s.h. |
|----------|--|--------|

\* PSY 5010 may be waived for students who have satisfactorily completed MTH 2350 or other approved statistics course, or who pass a departmental equivalence examination.

#### **Knowledge Base (15 s.h.)**

|          |   |        |
|----------|---|--------|
| PSY 5100 | Introduction to Clinical Theory I: Psychoanalytic Approaches      | 3 s.h. |
| PSY 5110 | Introduction to Clinical Theory II: Non-Psychoanalytic Approaches | 3 s.h. |
| PSY 5500 | Psychopathology in Adults   | 3 s.h. |
| PSY 5550 | Child Psychopathology   | 3 s.h. |
| PSY 6100 | Biological Bases of Behavior                                      | 3 s.h. |

#### **Research Foundations (4 s.h.)**

|          |                                |        |
|----------|--------------------------------|--------|
| PSY 6300 | Statistics and Research Design | 4 s.h. |
|----------|--------------------------------|--------|

#### **Clinical Skills (22 s.h.)**

|          |  |        |
|----------|--|--------|
| PSY 5300 | Psychological Assessment I                                 | 4 s.h. |
| PSY 5310 | Psychological Assessment II                                | 4 s.h. |
| PSY 5320 | Psychological Assessment III                               | 4 s.h. |
| PSY 5700 | Introduction to Psychotherapeutic Intervention             | 2 s.h. |
| PSY 5750 | Psychotherapeutic Interventions with Children and Families | 2 s.h. |
| PSY 5800 | Ethics and Professional Practice                           | 3 s.h. |
| PSY 6450 | Advanced Clinical Methods                                  | 3 s.h. |

#### **Field Experience (9 s.h.)**

|          |                                   |                |
|----------|-----------------------------------|----------------|
| PSY 5930 | Clinical Psychology Practicum I   | 3 s.h.         |
| PSY 6930 | Clinical Psychology Practicum II  | 3 s.h.         |
| PSY 6940 | Clinical Psychology Practicum III | 3 s.h.         |
|          |                                   | <b>50 s.h.</b> |

All students will take a **Comprehensive Examination** in their final two semesters in the program. This will be graded as High Pass, Pass, Low Pass, or Fail. Any student who receives a grade of Fail will be required to retake the Comprehensive Examination until such time as a grade of Pass is attained. Performance on the Comprehensive Examination is noted on the transcript.

In all phases of the program and in all program activities, students are expected to adhere to the most recent edition of the American Psychological Association's Ethical Principles of Psychologists and Code of Conduct ([www.apa.org/ethics](http://www.apa.org/ethics)).

#### **Thesis Option (4 s.h.)**

MSCP students who plan to pursue doctoral studies or desire research experience may complete a research-based master’s thesis under the supervision of a faculty advisor.

|          |        |        |
|----------|--------|--------|
| PSY 6840 | Thesis | 4 s.h. |
|----------|--------|--------|

# Social Sciences Program

## Master of Science: Humane Studies

The Master in Science program in Humane Studies prepares leaders, consultants, and educators for newly-emerging positions in the cutting-edge field of humane studies, while drawing on the rich Franciscan tradition of Madonna University and the idea of the interconnectedness of social justice, sustainability, and animal protection.

It is designed for those who wish to work in a variety of professional settings ( non-profit organizations, businesses, governmental agencies, churches, and educational institutions) geared toward developing practical solutions to current challenges affecting the well-being of people, the environment, and animals.

### Program Outcomes

Upon the completion of the program, graduates will be able to:

1. analyze connections among current challenges to the well-being of people, animals, and the environment.
2. propose workable solutions to challenges in the areas of social justice, sustainability, and animal protection.
3. apply professional leadership skills within the field of humane studies.
4. use effective communicative and pedagogical skills applicable to professional roles in the field of humane studies.
5. apply professional skills to solve real-life problems in the areas of social justice, sustainability, and animal protection.
6. evaluate the effectiveness of solutions to problems proposed in humane studies.

### Admission Requirements

Admission to the M.S. in Humane Studies is determined on the basis of the following criteria:

1. Possession of a bachelor degree from a regionally-accredited institution, with an undergraduate grade point average of 3.0 on a 4.0 scale. ( An average of less than 3.0 will be reviewed for conditional admission.)
2. Two completed recommendation forms from current supervisor or professional associates.
3. Admission interview with the Director of the Humane Studies program.

### Program Requirements (32 s.h.)

The program consists of 32 semester hours, which include the Non-Profit Leadership Certificate ( 9 semester hours) and an internship focused on developing professional skills relevant to obtaining jobs in the field. Students also have the opportunity to select one elective course ( 3 semester hours), depending on their interests.

#### Humane Studies Core ( 17 s.h.)

|          |   |        |
|----------|---|--------|
| LS 5300  | Humane Studies                                | 2 s.h. |
| HUM 5110 | Do Animals Matter?                            | 3 s.h. |
| HUS 5120 | Diversity, Discrimination, and Social Justice | 3 s.h. |
| HUS 5130 | Environmental Ethics                          | 3 s.h. |
| HUS 6010 | Pedagogical Strategies in Humane Studies      | 3 s.h. |
| HUS 6930 | Internship                                    | 3 s.h. |

#### Leadership Core ( Non-Profit Leadership Certificate) ( 9 s.h.)

|          |   |        |
|----------|---|--------|
| MGT 6110 | Entrepreneurial Leadership in Non-Profits                   | 3 s.h. |
| MGT 6120 | Developing and Deploying Volunteers                         | 2 s.h. |
| MGT 6130 | Developing Partnerships with Boards, Suppliers, and Clients | 2 s.h. |
| MGT 6140 | Obtaining Funding, Program Management, and Evaluation       | 2 s.h. |

#### Electives ( 3 s.h.)

Select one of the following:

|                   |  |        |
|-------------------|--|--------|
| EDU 5710          | Change in Educational Organizations                            | 3 s.h. |
| *HUM/NSC/SSC 5080 | The Nature and Scope of Inquiry                                | 3 s.h. |
| HUM 5090          | Holocaust: Issues and Themes in the Genocide of European Jewry | 3 s.h. |
| LS 5410           | Sustainability: Vision and Values                              | 3 s.h. |
| WRT 5050          | Writing for Graduate School and the Professions                | 3 s.h. |

#### Capstone Experience ( 3 s.h.)

|          |  |                |
|----------|--|----------------|
| EDU 6950 | Project in Teaching and Learning Seminar | 3 s.h.         |
|          |  | <b>32 s.h.</b> |

\* Advisor's approval required.





# Course Descriptions

# Course Descriptions

## Accounting

### ACC 5150 Financial Accounting 3 s.h.

Fundamental principles of external financial reporting emphasizing the accounting concepts, procedures, and standards that guide the preparation, interpretation and reporting of financial accounting information. Prerequisite: none.

### ACC 5250 Managerial Accounting for Decision Making 3 s.h.

The development and use of accounting information used to make improved managerial decisions in the areas of planning, controlling, and performance evaluation. Emphasis is placed on analyzing cost management systems and improving organizational performance in order to enhance the administrative and leadership functions. Prerequisite: ACC 5150 and MIS 5580 or equivalent.

### ACC 5320 Essentials of Health Care Financial Decision Making 3 s.h.

Essential knowledge of economics, finance, and budgeting for health care professionals in a variety of settings. Emphasis placed on the skills needed to obtain, justify, and manage fiscal resources to influence day-to-day performance and decision making to assure long-term survival of health care organizations.

### ACC 5530 Financial Statement Analysis 3 s.h.

The analysis of externally reported financial statements for any organization with financial resources. Topics include analysis of profitability, dividend policy, long and short-term debt payment ability, and cash flow. Prerequisite: ACC 5250.

### ACC 5550 Accounting Information Systems Design 3 s.h.

The applicable skills in the design and implementation of an effective accounting information system. Emphasis placed on the role accountants play as designer, user, and evaluator of information systems. Topics include accounting information technologies, with special emphasis on ethics, fraud and business environment, enterprise resource planning systems, resource events agents approach, electronic commerce, and new internal control techniques such as CORBIT, as well as system design and documentation techniques. Prerequisite: ACC 5250.

### ACC 5700 International Accounting 2 s.h.

A study of accounting and taxation in an international environment. Topics include accounting and taxation issues of transactions denominated in a foreign currency, translation/remeasurement issues, accounting for forward exchange contracts, management planning, control and performance evaluation of a foreign nation-state, and international taxation issues. A comparative analysis of U.S., foreign nation-states, and international accounting standards is conducted. Prerequisite: ACC 5250.

### ACC 6300 Advanced Management Accounting 3 s.h.

Advanced managerial accounting topics such as cost-based management techniques, including activity-based costing, target costing, and life cycle costing. Other topics include decentralization, incentive compensation systems, and financial and non-financial measures of performance, including balanced score card, ROI, and economic value added. Prerequisite: ACC 5250.

### ACC 6320 Management Control Systems in Health Care 4 s.h.

Issues pertinent to health care, including advanced financial and economic topics such as financial and non-financial measurement of performance; incentive compensation systems, Kaplan's Balanced Scorecard, capital structures in various health care settings, and financial risk assessment. Includes the role that individual components of the economy play as they work together in competitive markets. Economic models such as EVA and return on investment (ROI) are studied and analyzed. Although not a case-study course, health care cases are used to illustrate and apply health care concepts. Prerequisite: ACC 5320 or two undergraduate courses in accounting.

### ACC 6500 Contemporary Issues in Cost Management 3 s.h.

Exploration of current issues in management accounting practice and theory. Topics include activity-based management techniques, performance motivation and evaluation issues, and cost of quality. Prerequisites: ACC 5250 and ACC 6300.

## Addiction Studies

### AS 5000 Addiction Studies: General Information 1 s.h.

Introduction to the field of addiction studies and the scope of chemical dependency issues in the United States. Definition of terms, review of different theories of addiction, examination of the disease concept of chemical dependency, and of the continuum of care options for clients. Discussion of standards for ethical behavior in the field and opportunities for professional practice.

### AS 5390 Addiction Studies: Dual Diagnosis (PSY) 1 s.h.

An introduction to understanding the assessment and treatment of individuals who have a dual disorder of mental illness and chemical dependency, including presentation of specific intervention strategies and program designs.

### AS 5440 Addiction Studies: Family Systems 1 s.h.

Chemical dependency and the family: analysis of family roles, rules, relationships, and rituals. Discussion of the dynamics of codependency, adult children of chemically dependent families, family violence, and resources for recovery.

### AS 5460 Addiction Studies: Prevention 1 s.h.

An overview of current strategies used in prevention programs. Introduction to school-based and community programs on the primary, secondary, and tertiary levels of prevention. Review of local, state, and national efforts including campus prevention.



**AS 5490    Addiction Studies: Planning and Treatment 1 s.h.**

Introducing the procedures of planning and treatment in the field: assessment of problems, development of treatment plans, creation of behaviorally-specific goals and objectives, designing interventions, and planning for the termination of treatment. Students learn skills in clinical problem solving and the documentation of interventions and outcomes.

**AS 5560    Addiction Studies: Grief and Loss 1 s.h.**

The grief and loss issues that confront individuals in recovery: concerns such as family dysfunction, interpersonal loss, life review and repair, and life-style changes discussed in the context of chemical dependency treatment.

**AS 5870    Neurobiology of Drug Addiction (PSY) 1 s.h.**

An overview of normal brain functioning and the influence of addictive drugs like heroin and cocaine on brain cells; the evidence for the brain's reward pathway as a crucial neural substrate for drug addiction; drug tolerance, dependence, and withdrawal defined in neurophysiological terms.

## ***Autism Spectrum Disorders***

**EDU 3300    The Exceptional Learner in the Classroom 3 s.h.**

*(undergraduate prerequisite to ASD graduate courses)* Development of a working knowledge of the historical perspective of present special education programs, the effects of litigation, and the continuum of special education services. Identifying, evaluating, and differentiating instruction for students with special needs by way of a continuum of services in the least-restrictive environment. Response-to-intervention; positive behavior support; collaboration with school personnel and parents; community resources. Fifteen-clock-hour field experience required.

**ASD 5400    Interdisciplinary Perspectives of ASD 2 s.h.**

Examines the theoretical underpinnings of Autism Spectrum Disorders. The behavioral, developmental, educational, and medical research relative to ASD is explored to develop an understanding of this disorder from an interdisciplinary perspective. Students learn to identify the ecological forces in a child's life to maximize intervention.

**ASD 5410    Foundations of ASD: Educational Implications 4 s.h.**

An overview of the ASD field to include history, etiology, policy, conditions, characteristics, and diagnosis. Learning characteristics and sensory integration patterns are addressed with a focus on critical analysis of intervention research, theory, and practice. Sociocultural issues such as the impact of the legal system and resources for independent living are explored, with an emphasis on collaboration with general educators, families, and allied service providers.

**ASD 6410    Behavioral and Social Issues in ASD 3 s.h.**

Examines the educational implications of the diverse behavioral and social characteristics associated with autism spectrum disorders. Procedures for identification and research-based interventions; team based assessments and behavioral supports; sensory needs and behavior; and designing environments for preventing sensory overload. Research-

based interventions are examined to maximize behavioral and social skills for students with ASD. Prerequisite: ASD 5410.

**ASD 6420    Communication and Language in ASD 3 s.h.**

An overview of expressive and receptive language development, patterns, and difficulties with ASD. Traits and characteristics of language and communication are explored. Students learn the functions of communication and language and their relationships to behavior and social skills, and to align student needs to skill-based interventions and treatment programs, including use of assistive technology. Prerequisite: ASD 5410.

**ASD 6430    ASD: Educational Interventions 3 s.h.**

Assessment, teaching, and modifying curricula and instruction for children and youth with ASD. Current assessment instruments and tying assessment outcomes to curricular planning, selecting best practice educational intervention programs, treatments and instructional strategies, adapting individualized programs to the general education curriculum, and utilizing various data keeping systems to monitor and evaluate interventions. A focus on collaboration with parents and service providers is embedded. Prerequisite: ASD 5410.

**ASD 6500    Student Teaching: Autism 5 s.h.**

*Required when ASD is the initial special education endorsement.* Student teachers apply theory to practice with a focus on formal and informal assessments, instructional planning and implementation, behavioral assessments and supports, and collaborative partnerships with parents and allied service providers. 300 hours of professional field experience required. Prerequisite: admission to student teaching. *To be taken with the autism spectrum disorders seminar, ASD 6930.*

**ASD 6700    Autism Practicum I 2 s.h.**

**ASD 6720    Autism Practicum II 2 s.h.**

*Required when the ASD endorsement candidate has prior special education endorsement(s).* Applying theory to practice, emphasizing academic and behavioral assessments, instructional planning and implementation, and professional competencies of special education teachers. Students complete 90 hours of practice in each of ASD 6700 and ASD 6720. Prerequisite: admission to student teaching. *To be taken with the autism spectrum disorders seminar, ASD 6930.*

**ASD 6930    Autism Spectrum Disorders Seminar 1 s.h.**

Seminar to support students as they practice and integrate teaching behaviors stemming from "best practice" and empirical research. Students evaluate and reflect on the effectiveness of their teaching, a critical attribute of effective educators. Current issues in education, special education and the field of autism spectrum disorders are discussed in the traditional seminar format. Student critiques of associated research lay the foundation for class discussions. *To be taken with ASD 6500 or ASD 6700-6720.*

**ASD 6960    Autism Spectrum Disorders Project 2 s.h.**

Students propose and complete a project demonstrating significant scholarly work in the field of autism spectrum disorders, or related area of professional inquiry. The project is developed under the guidance of a member of the faculty and is necessary for completion of the Master of Arts in Teaching. Prerequisite: completion of Autism specialty; taken in last year of program.

## ***Biology***

**BIO 5550 Advanced Human Physiology 3 s.h.**

An advanced course in human physiology examining, in detail, the physical and chemical principles of the human body, regulatory systems, metabolism, excretory systems, and the variances that can be found in patients with chronic conditions. Prerequisites: BIO 2430 and 2440.

**BIO 5610 Advanced Human Pathophysiology I 2 s.h.**

Focus on advanced pathophysiologic concepts over the life span using a research-based, system-focused approach, including developmental physiology, normal etiology, pathogenesis, and clinical manifestations of commonly found/seen altered health states that include the following: cellular injury, immunology, circulation, oxygenation, coagulation, and metabolic functions. Acquisition of knowledge to guide the Advanced Practice Nurse (APN) in clinical assessment, differential diagnosis, decision making, and clinical management of persons with various health conditions is emphasized. Prerequisite: BIO 3710 or equivalent.

**BIO 5620 Advanced Human Pathophysiology II 2 s.h.**

Focus on advanced pathophysiologic concepts over the life span using a research-based, system-focused approach, including developmental physiology, normal etiology, pathogenesis, and clinical manifestations of commonly found/seen altered health states that include the following: inflammation, hematology, neurology, gastrointestinal, and genital urinary functions. Acquisition of knowledge to guide the Advanced Practice Nurse (APN) in clinical assessment, differential diagnosis, decision making, and clinical management of persons with various health conditions is emphasized. Prerequisite: BIO 5610.

## ***Business***

**BUS 5010 Cultures and Languages of the European Union 1951-2003 (ENG\*) 1 s.h.**

See listing under ENG 5010.

**BUS 5020 Cultures and Languages of the European Union 2004-Present (ENG\*) 1 s.h.**

See listing under ENG 5020.

**BUS 5030 Contemporary French Culture through Film (ENG\*) 1 s.h.**

See listing under ENG 5030.

**6710-6750 SEMINARS 1-3 s.h. (max. 4 s.h.)**

Five categories of seminars are defined to be offered as topics and presenters are available. Each offering within a category has a number unique by its decimal extension. The course prefix may also vary to other School of Business rubrics: e.g., ACC, MGT, MIS, MKT.

**BUS 6710 Brunch with an Expert Seminar 1 s.h.**

An "expert" from business, government, health care, or other environment is invited to share experiences, philosophy, industry predictions, or other information that will assist students.

**BUS 6720 Literature Review Seminar 3 s.h.**

A comprehensive review of the literature on a specific topic. Students prepare a summary presentation which would be suitable for corporate or appropriate audiences.

**BUS 6730 Research Seminar 3 s.h.**

Students and faculty work together on a research project. Topics may be suggested by students to faculty, may emerge as a result of study in a class, or may be an area of interest for the faculty.

**BUS 6740 General Topic Seminar 1-3 s.h.**

State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

**BUS 6750 Leadership Seminar 1 s.h.**

Focus on content important to leadership development.

## ***Business Law***

**BL 6040 Legal Issues in Business 2 s.h.**

An examination of the nature of the legal environment and issues that confront business managers. Emphasis is given to the operation of our legal system, including international aspects, and underlying issues as they relate to the decision functions of management. Topics include the adjudicatory process, antitrust, contract law, entity selection issues, and other contemporary issues.

**BL 6060 The Legal and Risk Aspects of Health Care Entrepreneurship 3 s.h.**

An overview of the law and its impact on the health care entrepreneurial practice. An assessment of risk management factors and actions to employ in managing insurance issues.

**BL 6100 Contract Administration 1 s.h.**

Introduction to the legal environment which governs the methods and processes in the negotiation and administration of operational contracts. Topics include the negotiation process, operational and financial concerns, and the remedies available for breach of contract.

**BL 6210 e-Commerce Cyber Law and Ethics 3 s.h.**

A detailed review and investigation of the new legal challenges that changes in technology have created for business managers in the e-commerce and e-business arena. A study of the critical elements essential to success in dealing with contracting for software development, business organization of cyber companies, e-commerce contract law, cyber torts, and ethical considerations. Prerequisite: ECM 5300.

**BL 6260 International Legal Environment 3 s.h.**

Introduction to the legal environment in which a multinational enterprise must operate. Exploration of private versus public international customary practices, treaties including NAFTA, GATT (WTO), APEC, and Maastricht, the international dimensions of litigation, CISG issues, documentary letters of credit, and various trade actions and regulations. The regulation of import-export activities, including competition issues and unfair trade issues is analyzed from the perspective of strategic planning concepts with regard to international activities and linkages.

**6710-6750 SEMINARS** **1-3 s.h. (max. 4 s.h.)**

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**BL 6740 General Topic Seminar** **1-3 s.h.**

State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

**BL 6750 Leadership Seminar** **1 s.h.**

Focus on content important to leadership development.

## ***Business Research***

**BR 5170 Quantitative Methods for Leadership Roles** **3 s.h.**

Introduction to the pragmatic uses of statistical methods in business. Emphasis on statistical analysis, statistical software, interpretation of data from printouts, and quantitative/qualitative approaches in business research. *Waived by examination only.*

**BR 6430 Managerial Research Design** **3 s.h.**

Study of the quantitative and qualitative research processes as used in academic and business environments. Course content includes: research topic development, hypotheses, instrumentation development, sampling, literature review techniques, statistical analysis, computerization of data input and analysis, focus group methodology, graphics construction and report writing. Integral to the course is a research topic of the student's choosing; in many cases this topic will be expanded in the following semester to become the capstone MSBA project or MSHP thesis. Prerequisite: BR 5170 (*waived by examination only*). *Must be taken the semester before BR 6840 or HSP 6840.*

**BR 6450 Addressing Business Problems with Research** **3 s.h.**

Introduction to research processes and applications in business, both qualitative and quantitative methods. Students gain experience designing and conducting research and interpreting research findings. Prerequisite: BR 5170 (*waived by examination only*). (*Must be taken prior to MGT 6950 or INB 6750. Students consult the MGT 6950 or INB 6750 instructor in preparing their research designs in BR 6450.*)

**BR 6490 Qualitative Research Methods** **3 s.h.**

An introduction to qualitative methodology in research on managerial leadership. Includes historical, biographical, longitudinal, case study, explicative and critical, and field research methods, as distinct from but complementary to, and sometimes including, quantitative research. *Must be taken prior to INB 6750 or MGT 6950. School of Business students consult the instructor of INB 6750 or MGT 6950 in preparing their research designs in BR 6490. DNP students must obtain the approval of their academic advisor or the Director of the DNP program.*

**6710-6750 SEMINARS** **1-3 s.h. (max. 4 s.h.)**

Five categories of seminars are defined to be offered as topics and presenters are available. Each offering within a category has a number unique by its decimal extension. The course prefix may also vary to other School of Business rubrics: e.g., ACC, MGT, MIS, MKT.

**BR 6710 Brunch with an Expert Seminar** **1 s.h.**

An "expert" from business, government, health care, or other environment is invited to share experiences, philosophy, industry predictions, or other information that will assist students.

**BR 6720 Literature Review Seminar** **3 s.h.**

A comprehensive review of the literature on a specific topic. Students prepare a summary presentation which would be suitable for corporate or appropriate audiences.

**BR 6730 Research Seminar** **3 s.h.**

Students and faculty work together on a research project. Topics may be suggested by students to faculty, may emerge as a result of study in a class, or may be an area of interest for the faculty.

**BR 6740 General Topic Seminar** **1-3 s.h.**

State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

**BR 6750 Leadership Seminar** **1 s.h.**

Focus on content important to leadership development.

**BR 6830 Marketing Research Applications** **3 s.h.**

The practice of marketing research at the graduate level, including the conceptualization and identification of audiences/segments. Message and delivery method development and testing. Prerequisite: BR 5170 (*waived by examination only*).

**BR 6840 Project Research Study** **2 s.h.**

Continuation and completion of research started as part of BR 6430. Completed research is presented at the conclusion of the course. Prerequisite: BR 6430.

# **Catholic School Leadership**

## **CSL 5400 Leadership in Catholic Identity 3 s.h.**

Focus on the doctrinal foundation of Catholicism, especially the nature and mission of Catholic education ( its history and philosophy) as part of the larger nature and mission of the Church and the content and use of multiple documents and resources for leadership in Catholic identity.

## **CSL 5450 Leadership in Christian Development 2 s.h.**

Explores the responsibilities of leadership in nurturance of spiritual development, particularly moral and faith development, including the role of the leader in facilitating conversion, discipleship, and prayer as well as practices of various prayer forms and theological reflection. Attention is given to the challenges of cultural influence in the developmental process.

## **CSL 6400 Catechetical Leadership 2 s.h.**

The four dimensions of catechesis—message, community, worship ( including liturgy and sacraments), and service—and their relationship to the responsibilities of the catechetical leader. Includes an examination of the major catechetical documents and current forms and methods.

## **CSL 6450 Formation of Christian Community 2 s.h.**

A study of the Rite of Christian Initiation of Adults ( RCIA) as the normative paradigm for the parish that unites sacramental catechesis, liturgical celebration, and Christian service; conversion and stages of adult faith development; initiation of children; theology of Baptism and Confirmation; ministries of the RCIA; and the catechetical use of the Lectionary.

# **Computer Science**

## **CSC 5350 Advanced Web Programming 3 s.h.**

Creating ( designing and developing) database-driven web programs using server-side programming languages such as ASP, ColdFusion and PHP; creating web pages by linking to an ODBC database of the MS-Access or SQL-type. Students learn to hand-code programs as well as to use code generators such as Visual Interdev or Macromedia Ultra-Dev. Prerequisite: MIS 5640.

# **Criminal Justice**

## **CJ 5010 Criminal Justice Organization and Administration 3 s.h.**

The organization and management of the various criminal justice agencies throughout the United States. Includes systems of management, substance abuse as a management problem, and systems analyses and their relationships.

## **CJ 5020 The Criminal Justice System 3 s.h.**

An overview of the criminal justice system in the United States. Topics include the history of law enforcement, the political, sociological, and philosophical background of police functions, and the courts and corrections system. Constitutional problems as they relate to the police function are surveyed, and the use of recent technology in criminal justice

is explored. Each student conducts a seminar on an issue related to our changing criminal justice system as a result of the terrorist attack of September 11, 2001, and follow-up legislation.

## **CJ 5100 Legal and Ethical Issues in Criminal Justice Administration 2 s.h.**

An examination of the nature of the legal environment and issues that confront managers and administrators in a criminal justice agency: the underlying legal process and issues as related to the decision functions of managers and administrators; the adjudicatory process ( civil, administrative, and criminal); contract law; and other contemporary issues. Emphasis is given to the operation of our legal system, including an examination of employment issues, such as discrimination, administrative agencies, civil liability, and vicarious liability. Emphasis on the ethical administration and application of authority to both internal and external entities.

## **CJ 5200 Labor Law Issues in Criminal Justice Management 2 s.h.**

Examination of various labor law issues as they relate to law enforcement/criminal justice management. Focus on public sector labor relations, specifically the Public Employment Relations Act ( PERA), with some historical references to general labor laws on a national level, i.e., National Labor Relations Act. The course also includes applicable arbitration decisions.

## **CJ 5210 Corrections Process 3 s.h.**

Examination of the adult corrections component of the criminal justice system, its history, philosophy and practice at the local, state, and federal levels of government. Discussion of alternatives to incarceration, such as parole, probation, and community corrections. A research project is assigned and the student must lead a class discussion related to the issues researched.

## **CJ 5230 Juvenile Justice 3 s.h.**

Study of the legal and philosophical basis of the juvenile justice process, along with a review of the juvenile court procedures in Michigan and an examination of theories related to juvenile delinquency. A field assignment within the juvenile justice system is required, and students must document their experiences and share them with fellow students in an oral presentation.

## **CJ 5300 Advanced Criminal Justice Administration 3 s.h.**

An examination of the functions of the police, court, and corrections in the Criminal Justice System; concepts and principles of organizational structure; concepts and principles of administration; and management with an emphasis on budgets, change, conflict, strategy, and evolution.

## **CJ 5400 Criminal Justice Operations and Programs in the 21st Century 2 s.h.**

Review of contemporary policy issues, programs, and strategies. Assessment of reform measures, and accountability mechanisms. Detailed analysis of present practices within each criminal justice component and investigation of what may be changed in the future.

## ***e-Commerce***

### **ECM 5220 Seminar in e-Commerce 2 s.h.**

Developing a framework for the e-commerce and e-business environment and introducing the synergy that must take place between technology and such business management issues as organization structure, marketing, law, ethics, cost structures, and managerial leadership. *Must be taken in first year of program.*

### **ECM 5300 e-Commerce Applications and Operations 3 s.h.**

An extensive overview of e-commerce applications and operations. Technical topics ( the Internet, intranets, extranets, portals), Enterprise Resource Planning ( ERP) as the e-business backbone, the fundamental applications associated with electronic end-to-end business ( messaging technologies, electronic document management, workflow, data warehousing and data mining, knowledge management, decision support systems), flow analysis of e-business transactions, and the role of the various software servers in executing e-commerce business-to-business transactions. Prerequisite: MIS 5640.

### **ECM 6100 e-Commerce Website Design 3 s.h.**

Designing and implementing a functional comprehensive e-commerce website: database driven, visually attractive, and easily navigated. Students follow a process that includes preliminary requirements documentation; a website proposal that includes time constraints, scope of project, and cost; a preliminary website template; and a final demonstration, including a user evaluation. Prerequisite: ECM 5300.

### **ECM 6440 e-Commerce Information Security 3 s.h.**

Evaluations of various e-commerce security policies. Students learn to analyze the business requirements for security that balances access, protection, and cost; and best practices in security including controlling access to resources, auditing access to resources, authentication, and encryption. Security topics include: security threats, security tools, system security, firewalls, virtual private networks, digital signatures, authentication, and non-repudiation. Prerequisite: ECM 5300.

### **ECM 6900 Masters Project in e-Commerce 4 s.h.**

Capstone course covering advanced strategies and techniques of e-commerce systems development and project management. Each student demonstrates competency in the core discipline of e-commerce systems, using industry-standard software to complete project assignments. Course continues over two consecutive terms under the guidance of an approved advisor. *Must be taken within final 6 hours of program.*

## ***Early Childhood Education***

### **ECE 5120 Early Childhood Curricula 2 s.h.**

Historical and philosophical foundations of early childhood curricula; effects of curriculum standards in early childhood education for the state of Michigan; creating supportive learning environments with community curricular expectations; adapting learning tasks in light of learning profiles, interests, and developmental challenges.

### **ECE 5130 Home-School Partnerships to Support Young Learners 2 s.h.**

The role of the family in children's learning and development; the importance of forming positive home/school relationships with all families; strategies for working in partnership with parents, caregivers, and other professionals for the purpose of supporting the learning and development of children. Readings and experiences focus on the development of advocacy skills for children and their families.

### **ECE 5160 Assessment of the Young Child 2 s.h.**

Theoretical foundations and procedures appropriate for evaluating the development and learning of the young child; understanding and appropriate usage of formal and informal assessment; current assessment issues and assessment strategies. Special consideration given to the assessment of young children with special needs and diversity issues.

### **ECE 5170 Programming for Infant and Toddler Development 2 s.h.**

Understanding of typical and atypical development of infants and toddlers in order to create developmentally appropriate learning environments meeting Michigan Standards of Quality for Infant and Toddler Programs. Creating respectful, responsive, supportive and challenging learning experiences and activities for all infants and toddlers. Strategies for partnering with families to support infant and toddler development, including participation in IFSPs ( Individual Family Service Plans) and IEPs ( Individualized Educational Plans).

### **ECE 5930 Practicum in Early Childhood Education 2 s.h.**

Practicum of 120 clock hours in a childcare center, with a seminar to support students in the experience. Cumulative assumption of responsibilities in the early childhood classroom. Corequisite: ECE 3580.

### **ECE 6960 Leadership and Advocacy in Early Childhood 1 s.h.**

Application of theoretical understandings of school organizational change and informed advocacy gained through the Early Childhood Program. Students create a workshop for early childhood professionals based on research completed in EDU 5710. Prerequisite: EDU 5710.

## ***Economics***

### **ECN 5180 National Income Analysis 3 s.h.**

Examines the overall mechanics of the national economy: components of national income; relationship to the global economy; money, banking, and the central bank; economic cyclical fluctuations; economic growth theories; government's role in a modern economy; monetary and fiscal policy. Emphasis is placed on current economic conditions, with discussion of national economic policy formation and desirable policies. *Waived by examination only.*

### **ECN 6100 The Economics of Markets, with Statistical Applications 3 s.h.**

A survey and application of microeconomics. The important determinatives of a market economy, with the application of statistical techniques to practical economic and business problems. Focus on the economics of the individual, the firm, and the industry in both a private and a public setting; various market structures; regulation and government intervention in

both domestic and international markets. Current events affecting the economy integrated throughout. Prerequisites: BR 5170 or equivalent and ECN 5180 or equivalent.

**ECN 6240 Labor Economics 3 s.h.**

Beginning from a broad survey of modern macro-economic theory and introduction to the economics of labor, the course focuses on economic approaches to the various topics within the field of human resources management such as workforce demographics, productivity, employees, employee appraisal and reward, pay/compensation systems, training and development, and international HRM considerations.

**ECN 6300 Managerial Perspectives on Economics 2 s.h.**

Examination and application of theoretical and analytical tools economists use. Determination of the significance of macro- and microeconomic principles on the management of organizations. Emphasizes the applications of economic analysis through examination of empirical studies and cases involving actual managerial situations at many levels of commerce, for-profit, non-profit, and government. Areas of analysis include unemployment, inflation, monetary and fiscal policy, the pricing system, capital structure strategies, and government regulations.

**6710-6750 SEMINARS 1-3 s.h. (max. 4 s.h.)**

Five categories of seminars are defined to be offered as topics and presenters are available. Each offering within a category has a number unique by its decimal extension. The course prefix may also vary to other School of Business rubrics: e.g., ACC, MGT, MIS, MKT.

**ECN 6710 Brunch with an Expert Seminar 1 s.h.**

An "expert" from business, government, health care, or other environment is invited to share experiences, philosophy, industry predictions, or other information that will assist students.

**ECN 6720 Literature Review Seminar 3 s.h.**

A comprehensive review of the literature on a specific topic. Students prepare a summary presentation which would be suitable for corporate or appropriate audiences.

**ECN 6730 Research Seminar 3 s.h.**

Students and faculty work together on a research project. Topics may be suggested by students to faculty, may emerge as a result of study in a class, or may be an area of interest for the faculty.

**ECN 6740 General Topic Seminar 1-3 s.h.**

State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

**ECN 6750 Leadership Seminar 1 s.h.**

Focus on content important to leadership development.

## Education

**EDU 5010 Gateway: Higher Education Foundations 3 s.h.**

The foundational history and philosophy of the profession of student affairs in post-secondary education in the United States. An overview of the organizational structure, functional units, and administrative relationship of personnel services in two- and four-year institutions of higher education. The variety of roles student affairs professionals play on college campuses and in different institutional cultures. The ways that college environments affect the educational experience and personal development of diverse student populations.

**EDU 5050 American Education: Historical, Social, and Political Perspectives 3 s.h.**

A focus on the historical events, ideological controversies, and political and social forces that have shaped the American education system from the colonial period to the present. Designed to develop in educational leaders an understanding of the relationship between schooling and society.

**EDU 5060 Research and Educational Practice 3 s.h.**

A focus on the knowledge and skills needed by educators to understand, evaluate, and use research. Critical analysis of the major principles of teaching and classroom learning. Applying research skills to researching and critically analyzing recent trends and traditional theories in the field of education. Prerequisite: permission of advisor.

**EDU 5070 Schooling in Comparative and International Perspectives 3 s.h.**

Provides an overview of education systems and developments in selected countries; describes major similarities and differences among these systems of education; and delineates exemplary practices of some countries that may be worth emulating by others. Particular attention is given to assessing American education in international context, and to inquiring about developments around the world that may have important implications for the improvement of American schools.

**EDU 5100 Data Management for Educational Leaders 2 s.h.**

The design, implementation, and evaluation of typical data management activities at the building and school system levels. Attention is given to (1) standards-based evaluation, (2) survey data collection and analysis, (3) technology-based strategies for disseminating findings, and (4) ethical considerations in data management.

**EDU 5120 Student Development Theory 3 s.h.**

Major bodies of theory and research related to college student development in higher education and the contexts in which that development occurs. The history and nature of student development theory, how it is and has been created, used, and modified. How to locate, synthesize, and apply student development literature related to real-world issues in student affairs/higher education practice. Students apply existing theory to their actual experiences and consider additional ways of looking at those experiences.

**EDU 5220 Essentials of Educational Leadership 1 s.h.**

An introduction to educational leadership, current educational leadership research, and exemplary leadership characteristics and practices. Focus on professional development plan and leadership philosophy vision. Examination of knowledge, dispositions, and performances of national (ISLLC)

and State standards of leadership particular to an orientation to the field of study and practice. Overview of competencies and expectations of the master's programs in Educational Leadership.

**EDU 5240 Application of Technology in P-12 Schools 3 s.h.**

Exploration of the historical and social context of current technology and projection of future roles and trends based on published research. Discussion of issues relating to professional development, resources evaluation, professional empowerment, and diversity. Examination of social and ethical issues facing P-12 schools. Students survey the software and hardware available to support teaching, communication, and multimedia.

**EDU 5250 Hardware Configurations in P-12 Schools 3 s.h.**

Key elements of system design, installation, and configuration, including security and data integrity. Students survey current adaptive/assistive technology and explore issues related to the promotion of health and safety. Students manage and evaluate hardware assets in the context of school-level and district-level decision making.

**EDU 5260 Best Practice Teaching with Technology 3 s.h.**

Strategies for integrating technology into instructional units to promote creativity and higher order thinking. Emphasis is placed on aligning instruction with the Michigan Curriculum Framework while facilitating secondary behaviors such as collaboration, problem solving, and communication. A 20-hour field experience is required.

**EDU 5270 Leadership and Intervention Skills 3 s.h.**

Examination of traditional and contemporary issues confronting leaders in higher education institutions, and the building of leadership skills within the area of student affairs. The principles and dynamics of group interaction and processes/strategies for working with groups in higher education settings. Students develop a leadership profile and learn skills to effectively engage others, manage conflict and change, and build and sustain productive relationships. Emphasis on learning how to resolve moral and ethical questions prevalent across the spectrum of higher education.

**EDU 5300 Organizational Behavior in Schools 2 s.h.**

Theories and models of leadership in organizations; design, structure, and the behavior of organizations within the larger community; and models and strategies of change and conflict management within the political, social, cultural, and economic contexts of schools.

**EDU 5340 Organization, Governance, and Administration 3 s.h.**

Organizational and management theory as it relates to issues in higher education, with exploration of the culture of higher education institutions. Conceptual models of colleges and universities as large, complex systems, and application of these models to real institutions' contexts and problems. The distinct, overlapping, and sometimes conflicting roles and responsibilities of particular administrative positions within a college or university. How change occurs in institutions and how that process can be conceived, designed, and implemented. Prerequisite: EDU 5010.

**EDU 5400 Human Resource Management and Organizational Development 2 s.h.**

Theories and models of organizations and the principles of organizational development, human resource management and development; and operational designs and procedures to achieve the vision and goals of the school.

**EDU 5410 Instructional Design for Online Learning 3 s.h.**

Evaluation and application of instructional design theories and principles for online course delivery. Examination of fully online, hybrid, self-paced, and facilitated e-learning experiences delivered via learning management systems. Focus on the authorship of instructional units that include information retrieval, web site construction and evaluation, and the integration of video and multimedia. Application of accessibility and usability guidelines in web-based course design.

**EDU 5430 Media Production for Online Instruction 3 s.h.**

Students learn techniques and strategies for creating new instructional media for use with online instruction, and ways to convert conventional resources into appropriate electronic formats. Technical issues related to balancing media quality and user bandwidth limitations are analyzed.

**EDU 5510 Innovations in Classroom Literacy 3 s.h.**

The study of current issues and best classroom practices that inform the ongoing evolution of reading/writing education. The course emphasizes the theoretical perspectives of each practice, and the implications for program development. Best practice research is drawn from the areas of reading and writing across the curriculum. Students complete a theory-to-practice study of literacy that demonstrates their professional growth.

**EDU 5650 Education and the Community 2 s.h.**

The development of the knowledge and competencies needed by educational leaders to work professionally with their communities, including understanding of school governance, communication, community organizations and structures, roles of key community actors and parents, volunteerism, and the community education concept.

**EDU 5670 Service-Learning Practicum 3 s.h.**

Experiential learning within student affairs. Study of the civic roles of post-secondary education institutions, contemporary philosophies and practices of engagement, and how engagement is expressed through service-learning to help higher education institutions become more productively involved with communities they serve. Students work with an experienced practitioner as a supervisor, and program faculty as instructor, to examine their experience in a seminar format and through a reflective portfolio. Prerequisites: EDU 5010 and EDU 5270.

**EDU 5710 Change in Educational Organizations 3 s.h.**

Important components of educational change and collaborative leadership are explored. The course emphasizes methods for fostering analysis and communication necessary for changing standards of practice. A field component encouraging participating as an educational change agent is a vital part of this experience, enabling students to make connections to holistic evaluation, program improvement, and community involvement. *Recommended to be taken early in the master's program.*

**EDU 5720 Diversity and Local and Global Communities** 3 s.h.

Study of diversity in modern eLearning settings and the implications for practice. The course focuses on a critical theory interpretation of multiculturalism, changing demographics, and the building of partnerships. Global connections are made in order to enable instructors to work professionally with their diverse learning communities. A field component consisting of a learning community case study is integrated into the course.

**EDU 5750 Financing of Education** 2 s.h.

The development of the knowledge and skills needed by educational leaders to provide leadership in the debate over appropriate financial support of education and how to implement a fiscally sound school program. Focus on the sources and nature of funding for public education, budget development, expenditure control, and current state and national trends in the financing of public education.

**EDU 5760 Financing Public and Private Education** 2 s.h.

Development of the knowledge and skills needed by education leaders to provide leadership in the debate over appropriate financial support of education, and to implement a fiscally sound school program. Focus on the sources and nature of funding for public and private education, budget development, expenditure control, and current state and national trends in the financing of public and private education.

**EDU 5800 Selected Topics in Educational Practice** 1-6 s.h. (max. 30 s.h.)

The study of issues, trends, and topics relevant to current practice in K-12 education. Courses may be offered in a workshop, seminar, online, hybrid, or independent research format. *Course does not apply to any Madonna University graduate program.*

**EDU 5810 Selected Topics in Educational Leadership** 1-3 s.h. (max. 6 s.h.)

Study of issues, trends, and topics relevant to educational leaders. Courses may be offered on a workshop, seminar, or independent research format.

**EDU 5820 Diversity in the Classroom** 2 s.h.

The study of factors which contribute to diversity in modern classrooms and the implications for practice. The course focuses on a critical theory interpretation of inclusion, multiculturalism, power relations, and changing demographics. Connections are made to wider sociological issues. A field component consisting of a classroom case study is integrated into the course.

**EDU 5830-5840 Teacher Education Institute courses.**  
For these course numbers, see listings under Teacher Education Institute.

**EDU 5850-5861 Selected Topics in Educational Practice** 1-6 s.h. (max. 30 s.h.)

The study of issues, trends, and topics relevant to current practice in K-12 education. Courses may be offered in a workshop, seminar, online, hybrid, or independent research format. *Course does not apply to any Madonna University graduate program.*

**EDU 5890 Legal and Ethical Issues in Educational Leadership** 2-3 s.h.

Emphasizes the knowledge needed by educational leaders to carry out professional responsibilities mindful of the legal and ethical implications of educational decisions. A study of educational policy and governance, the role of the governor, legislature, State Board of Education, boards, courts, and business/community organizations in determining educational policy; mechanisms for enforcing policy; the relation of fiscal resources to policy direction; major educational policy issues and decisions that have shaped the delivery of education; legal and ethical parameters of educational policy initiatives; student rights, legal status of teachers, administrators, boards of education, the State Tenure Act, and teacher certification. Examines how educational leaders can understand, respond to, and influence the larger political, social, economic, legal, ethical, and cultural context of education.

**EDU 5950 Curriculum Leadership** 3 s.h.

Examines a broad perspective of leadership in instructional areas, current issues in the educational field, and processes of change and reculturing in teaching and learning based on the latest research. Focus on leaders in the field of educational change and curriculum theory; managing change within the committee infrastructure and collaborative process to improve student instruction; communication processes; the restructuring movement; and leadership qualities of teachers and administrators involved in systemic change. Emphasis on the concept of the coherent curriculum and the interconnection of teaching and learning standards, as well as the "best practices" research. Learning opportunities are kept flexible to reflect current issues in instructional leadership, student growth, and staff professional development.

**EDU 5960 Teacher Education Institute courses.**  
For these course numbers, see listings under Teacher Education Institute.

**EDU 6120 Impact of College on Students** 3 s.h.

The impact that college has on students, both during college and in their lives afterward, explored through various conceptualizations, models, and literatures concerned with explaining and/or examining student outcomes, and the methods employed to translate these concepts into practice. Factors that influence college impact, including student characteristics, college experiences, and institutional types. Consideration of questions surrounding college impact: what are the desired consequences of college; who cares about it and why; how do we conceive of and measure it? Prerequisite: EDU 5120.

**EDU 6240 Information Management in the Classroom** 3 s.h.

The study of technology-based strategies for the collection, management, and analysis of classroom information to enhance learning and increase teacher productivity. Students learn to develop web-based resources for instruction and for communication with parents. Emphasizes the use of both generic and education-specific applications for data management and statistical computation. Connections are made to student motivation, holistic evaluation, program improvement, and parental involvement.



**EDU 6260 Instructional Design and Multimedia 3 s.h.**

How learning principles and research can be used to guide the development of computer-based instruction. Emphasis on the authorship of instructional units that include information retrieval, web site construction, distance learning, and the integration of video and multimedia. Students are required to become familiar with professional authoring packages. Emphasis on strategies for assessing the efficacy of different media with different types of learning.

**EDU 6270 Leadership in Technology 3 s.h.**

Prepares students to provide technology leadership, including strategic planning, purchasing, and evaluation at the district level. Design and delivery of professional development opportunities for in-service teachers. Emphasis on district-level curriculum alignment, program evaluation, and resource management. Social and ethical issues are addressed.

**EDU 6320 Internship/Project in Educational Leadership and Seminar 2 s.h.**

The first of a two-semester internship and seminar designed to provide a field experience in a school setting which allows the student to gain experience in leadership activities. The course addresses the proposal and initial planning phases of a school improvement project. Experiences may fall within traditional administrative roles and/or extend to other areas of leadership, including extended school services, staff development, curriculum development, school improvement, collective bargaining, budget development, and community relations.

**EDU 6330 Internship/Project in Educational Leadership and Seminar 2 s.h.**

The second of a two-semester internship and seminar designed to provide a field experience in a school setting which allows the student to gain experience in leadership activities. The course focuses on effective implementation and assessment of a school improvement initiative. Prerequisite: EDU 6320.

**EDU 6340 Policy, Finance, and Law 3 s.h.**

Public policymaking processes and the roles of the state and federal governments in relation to higher education; selected current public policy issues; financial issues such as government support for institutions, cost of attendance, financial aid and student indebtedness, access and opportunity. Legal issues such as freedom of expression and religious freedoms, affirmative action; student, faculty, and institutional rights and responsibilities, rights of students with disabilities, employment discrimination, and institutional liability for student behavior. Prerequisite: EDU 5010.

**EDU 6360 Motivation for Achievement 2 s.h.**

The study of contemporary motivation theories and the potential application of this knowledge in educational settings. The course stresses the costs of competitive learning environments that emphasize performance goals and the benefits of learning environments that maximize learning goals and students' intrinsic interest in learning. The relationships among achievement goals, social goals, cognition, and assessment are highlighted throughout.

**EDU 6410 Management and Evaluation of Online Learning Platforms 3 s.h.**

Examination and comparison of various online learning platforms for content, communication, and management. Scenario-based simulations and online platforms case study analy-

sis. Ethical considerations in teaching online. Examination of best practices in the management of e-learning and development of strategies for integrating OLP into institutional policies. Prerequisites: EDU 5410 and 5430.

**EDU 6430 Online Assessment Practices 3 s.h.**

Construction of a valid assessment plan for online courses. The assessment plan incorporates the standards embodied in The Michigan Curriculum Framework using a web-based course management system. Principles of valid assessment are enacted through technology tools that include online assignments, pod casts, threaded discussions, test preparation tools, secure tests, and differentiated assessment strategies. Prerequisites: EDU 5410 and 5430.

**EDU 6450 Best Practice in Teaching Online 3 s.h.**

Best practices in online teaching and learning. Participants analyze exemplary models of fully online and blended methods of instruction. Activities include hands-on experience with free online surveys, rubrics, quizzes, blogs, search tools, and discussion systems. Analysis and application of best practices for grading procedures, prevention of plagiarism in the digital environment, electronic evaluation tools, time-saving methods for evaluating e-portfolios, discussion postings, and group projects. Active facilitation of questioning skills, conflict resolution, netiquette, and collaborative learning through problem-based scenarios, simulations, and hands-on practice moderating online discussions. Prerequisites: EDU 5410 and 5430.

**EDU 6480 Equity, Diversity, and Inclusion 3 s.h.**

Historical, contemporary, and research aspects of diversity and equity in post-secondary education: access and participation, campus climate, curriculum, and outcomes. Information, concepts, policies, and controversies related to gender, racial, ethnic, sexual orientation, socio-economic, ability, and religious differences among students, faculty, administrators, and other employees. Emphasis is placed on critical reading, writing, and class participation. The array of post-secondary educational environments and the administrative competencies necessary to ensure academic equity. Critical stance development is cultivated throughout the course. Prerequisite: EDU 5120.

**EDU 6610 Best Practice Classrooms 2 s.h.**

The study of best practice in classrooms involves a critical analysis of current best instructional practices. The course emphasizes an investigation of the research and theoretical foundations of each practice, as they relate to practical applications in the classroom. A field component, consisting of classroom observations focusing on comparative analyses of each practice is a vital part of the experience. Connections are made to student motivation, program improvement, and enhanced pedagogy.

**EDU 6670 Professional Experience Practicum 3 s.h.**

In-depth experiential learning within a functional unit within student affairs. Students take on professional responsibilities in a functional area of a college or university to apply ideas from course work and readings to the practicum setting. Concepts of leadership and innovation are integrated with career development perspectives to support and analyze professional goals. Prerequisites: EDU 5010 and EDU 5270.

**EDU 6880 Online Teaching Project and Practicum 3 s.h.**  
Students design a teaching unit for online instruction and field test the lessons with a sample of age appropriate students. Prerequisites: EDU 6410, 6430, and 6450.

**EDU 6910-6920 Selected Topics in Educational Practice 1-6 s.h. (max. 30 s.h.)**  
The study of issues, trends, and topics relevant to current practice in K-12 education. Courses may be offered in a workshop, seminar, online, hybrid, or independent research format. *Course does not apply to any Madonna University graduate program.*

**EDU 6930 Seminar in Educational Leadership 3 s.h.**  
Capstone course intended to provide a synthesis of course work and professional experiences as students near the completion of the program, with the central focus on examination of concepts of leadership in education. Development and articulation of a professional vision of high standards for learning supported by the school community. Final preparation and evaluation of professional portfolio based on the Michigan Program Standards for the Preparation of School Principals.

**EDU 6950 Project in Teaching and Learning Seminar 3 s.h.**  
Provides a synthesis of course work and professional experiences as students near completion of their program. Action research topics will be classroom-centered and drawn from the professional experiences of the students. The culminating portfolio assignment consists of an oral presentation and a written report of a classroom-based or school district-based action research project.

**EDU 6960 Selected Topics in Educational Practice 1-6 s.h. (max. 30 s.h.)**  
The study of issues, trends, and topics relevant to current practice in K-12 education. Courses may be offered in a workshop, seminar, online, hybrid, or independent research format. *Course does not apply to any Madonna University graduate program.*

**EDU 6970 Student Affairs Research Project 3 s.h.**  
Integrating material from prior course work and experiences through the assessment and evaluation of a program or unit at a college or university. Students draw on theory and research regarding institutions and students to design a project leading to original research and the presentation of findings and recommendations for practice. The experience is designed to replicate a professional situation of problem-solving as an incoming manager. Prerequisites: EDU 5060, EDU 5670, EDU 6670.



## **English**

**ENG 5010 Cultures and Languages of Europe (1951-2003) (BUS) 1 s.h.**

The cultures and languages of the original fifteen European nations, how each nation is distinct yet interconnected, and how, despite their differences, a new sense of a shared vision of Europe is emerging that will help define their goals for the future.

**ENG 5020 Cultures and Languages of Europe (2004-Present) (BUS) 1 s.h.**

The recent expansion of the European Union, the positive and negative impact of the expansion on the EU, as well as the mentality, expectations, and economic and cultural diversity that the new nations bring to the entity that is Europe.

**ENG 5030 Contemporary French Culture through Film (BUS) 1 s.h.**

A primer on French culture focusing primarily on the French education system, child rearing, lifestyle, personal values, work ethic, communication, and interpersonal relationships. Scenes from French films are used to demonstrate common French attitudes and behaviors.

**ENG 5410 Issues in Psycholinguistics and Sociolinguistics 3 s.h.**

A survey of issues focused on language: its systematic nature, acquisition, and functioning. Current theories and research findings pertinent to biological, cognitive, sociocultural, and political aspects of language acquisition and language functioning are reviewed. Knowledge of sociolinguistic elements such as language varieties, dialects, registers, and the value of bilingualism/multilingualism are analyzed. Practical applications of psycholinguistic and sociolinguistic knowledge are addressed. Prerequisite: graduate standing.

**ENG 5420 General Linguistics 3 s.h.**

An in-depth survey of language systems: phonology, morphology, syntax, semantics, pragmatics, and discourse. The dynamic nature of the systems is emphasized. The main schools of thought in theoretical linguistics and various methods of analysis are discussed. Students have an opportunity to engage in the systematic analysis of linguistic data on the basis of the structure, historical development, and dialects of the English language and other languages. Prerequisite: graduate standing

## **English as a Second Language**

**ESL 5230 Graduate Research Paper Writing 3 s.h.**

Research writing skills required for graduate studies: incorporating sources into the body of a paper, using APA style, principles of professional ethics and academic integrity applied to the writing process. Students write a research paper and a research proposal relevant to their fields of study and develop a portfolio of their writing.

## **Evangelization**

See listing under Sacred Heart Major Seminary.

## ***Finance***

### **FIN 5650 Business Finance 3 s.h.**

Study of the financial management of non-financial entities and the analysis of the principle financial decisions of a firm. Topics include present value concepts, short-term cash budgeting and working capital needs, capital budgeting, long-term capital needs, long-term capital structure planning and dividend policies. Prerequisites: ACC 5250.

### **FIN 6250 International Finance 2 s.h.**

Examines the systems, methods, and institutions for investing, financing and managing international enterprises. Emphasis is on the analysis and financial decision making function of international activities including foreign currency futures and options, managing exchange risk and operating and transaction exposure, financing sources, capital budgeting and working capital management. Prerequisites: ACC 5700 and INB 5350.

## ***Health Services***

### **HS 5010 Cultural Competency for Health Care Providers and Consumers 1 s.h.**

Instruction and practice in recognition of client needs related to differences in culture and language of health care providers and consumers. Students complete modules leading to a certificate in cultural competence according to Culturally and Linguistically Appropriate Services (CLAS) standards.

## ***Health Services Administration***

### **HSA 5300 Health Care Decision Making 3 s.h.**

Examination, for the health care professional, of managerial and operational responsibilities in a variety of health care settings. Key management processes such as managing human resources, working with regulatory agencies and requirements, and identifying fiscal opportunities and constraints within the organization. Promotion of positive organizational change, the impact of external factors on the operations of the organization, and analysis of the organization's ability to provide care that is safe, efficient, timely, equitable, patient-centered, and effective.

### **HSA 6030 Applied Health Care Economics and Policy 3 s.h.**

Evaluation of supply and demand for health care services using analysis from varying economic models. Emphasis is placed on productivity evaluation as these models answer questions related to quality of care, efficiency, and cost containment. Economic market structure, profits, and market power are evaluated. Government intervention and regulation in health care markets are analyzed. Prerequisites: ECN 5180 (*waived by examination only*).

### **HSA 6040 High Performance Health Service Delivery 3 s.h.**

The development of a comprehensive performance management system studied through application of key components of health care organizations. Students practice skills in selecting, appraising, and developing staff in various

departments and types of health care facilities. Content areas include: recruiting, orienting, selecting, setting performance expectations, evaluating performance, work correctives, and dismissal practices; developing and training employees. Prerequisite: HSA 5300.

### **HSA 6050 Marketing for Improved Satisfaction and Quality 3 s.h.**

The application of marketing process planning concepts from a management perspective to solve problems related to increased patient satisfaction and quality in various health care settings. Special attention is paid to the public image of the organization and how patient care standards are presented in various media. The preparation and marketing of on-going quality and satisfaction measures for long term success are addressed in health care. Prerequisite: HSA 5300.

### **HSA 6060 Legal Issues in Health Care 3 s.h.**

Examination of the nature of the legal environment and issues that confront the health care industry. Risk management policies and procedures within the organization are examined as they relate to insurance, federal, and state laws.

### **6710-6750 SEMINARS 1-3 s.h. (max. 4 s.h.)**

Five categories of seminars are defined to be offered as topics and presenters are available. Each offering within a category has a number unique by its decimal extension. The course prefix may also vary to other School of Business rubrics: e.g., ACC, MGT, MIS, MKT.

### **HSA 6710 Brunch with an Expert Seminar 1 s.h.**

An "expert" from business, government, health care, or other environment is invited to share experiences, philosophy, industry predictions, or other information that will assist students.

### **HSA 6720 Literature Review Seminar 3 s.h.**

A comprehensive review of the literature on a specific topic. Students prepare a summary presentation which would be suitable for corporate or appropriate audiences.

### **HSA 6730 Research Seminar 3 s.h.**

Students and faculty work together on a research project. Topics may be suggested by students to faculty, may emerge as a result of study in a class, or may be an area of interest for the faculty.

### **HSA 6740 General Topic Seminar 1-3 s.h.**

State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

### **HSA 6750 Leadership Seminar 1 s.h.**

Focus on content important to leadership development.

## ***History***

- HIS 5010 The Study of History** 3 s.h.  
Fundamentals of historical studies, including content boundaries, methodology, epistemology, goals, historiography, and scholarship.
- HIS 5100 Colonial/Early National Era, United States** 3 s.h.  
Study of colonial and early national American political, economic and social institutions, current scholarship and interpretation.
- HIS 5300 Middle Period, United States** 3 s.h.  
Study of major events with interpretation in the period 1800-1900, reviewing political, economic and social institutions. Current scholarship reviewed.
- HIS 5631 Global Studies: Modern Africa** 3 s.h.  
Study of selected historical problems and themes related to Modern sub-Saharan Africa, with attention to relationships with the non-African world.
- HIS 5632 Global Studies: Modern Asia** 3 s.h.  
Study of selected historical problems and themes related to modern Asia, with an emphasis on China, Japan, and India, and attention to domestic developments and global relationships.
- HIS 5633 Global Studies: Modern Latin America** 3 s.h.  
Study of selected historical problems and themes related to modern Latin America, with attention to regional and global relationships.
- HIS 5634 Global Studies: Modern Middle East** 3 s.h.  
Study of selected historical problems and themes related to the modern Middle East, with an emphasis on Arab and Islamic cultures, attention to the non-Arab and non-Islamic dimensions of the region and to global relationships.
- HIS 5800 Foreign Study (HUM)** 3 s.h.  
Travel to international locations with an emphasis on the study of history, government, language, society, and/or culture. Coordinated with the Center for Study Abroad. Either individuals or groups may enroll.
- HIS 6000 Modern United States** 3 s.h.  
Study of selected topics in the history of the United States from 1900 to present, emphasizing political, economic, and social issues. Current scholarship reviewed.
- HIS 6330 Modern Western Civilization** 3 s.h.  
Study of selected problems and themes related to European and United States history since the French Revolution, with attention to relationships with the non-western world.
- HIS 6500 Readings in United States Military/Political History** 3 s.h.  
Explore military or political history focusing on a different special topic which varies from semester to semester.
- HIS 6700 Readings in United States Economic/Social History** 3 s.h.  
Explore economic or social history focusing on a different special topic which varies from semester to semester.
- HIS 6950 Integrating Master's Seminar in History** 3 s.h.  
Create, analyze, and present historical scholar-

ship as well as completing the portfolio of scholarly accomplishments in the graduate history program.

## ***Hospice and Palliative Studies***

*See also the listings under Sacred Heart Major Seminar*

- HSP 5000 History and Philosophy of Hospice** 3 s.h.  
The historical events, religious, cultural, and social forces that have shaped the global hospice systems from inception to the present time. Emphasis is on the hospice philosophy of care with its humanistic and interdisciplinary approach by team members.
- HSP 5010 Dimensions of Bereavement: Theory, Research, and Practice** 3 s.h.  
Identification and examination of current and emerging bereavement theories, emphasizing transdisciplinary clinical application with grieving individuals and families. The grieving process as a progression of coping, management, and growth through significant losses and life transitions. Skill development in designing effective coping strategies that facilitate healing in families and communities. Intended for persons desiring to work in palliative/end-of-life care settings and related health care and human service fields. Corequisite or prerequisite: HSP 5000.
- HSP 5200 Grieving Family Systems** 3 s.h.  
The application of knowledge about the complexity of dynamics as they occur in grieving families following the death of a loved one, preparing students to be effective helpers in the field of hospice bereavement. Theoretical foundations include family systems theory, family developmental theory, family communication theory, and grief theories as they specifically address the growth potential from grief and how loss affects individual and family development over time. Students explore their own family-of-origin loss experiences through analysis of case studies, popular cultural portrayal of loss in videos and music, and selected experimental activities such as relaxation, meditation, and journaling.
- HSP 5300 Dimensions of Complicated Grief** 3 s.h.  
Examination of dimensions of complicated grief with special attention to assessment, diagnosis, intervention, current research, and community referral resources. The factors involved in the increased number of individuals and families experiencing complicated or unresolved grief are explored, such as the incidence of murder, suicide, accidental death, the death of infants and children, pre-existing psychiatric disorders of the bereaved, and dysfunctional family dynamics.
- HSP 5400 Developing Comprehensive Bereavement Programs** 3 s.h.  
Examination of the wide range of services that may be offered to the community, ranging from basic bereavement support, to professional grief therapy and patient hospitalization, so as to prepare students to develop a comprehensive bereavement program that takes into consideration limited resources while delivering quality grief services. Content includes assessing hospice and community bereavement needs, staffing patterns, community referral resources, and program development in various aftercare settings.

**HSP 5800 Current Trends and Topics in Hospice 3 s.h.**  
Study of current topics, issues, and trends relevant to hospice leaders and professionals. Courses may be offered in a workshop, seminar, or independent research format. Corequisite or prerequisite: HSP 5000.

**HSP 6000 Advanced Holistic Palliative Care 3 s.h.**  
Focus on comprehensive holistic palliative care for the terminally ill and their families. Examination of the interrelatedness between the various types of pain experienced by the dying patient and the impact on the family and hospice staff. Multidimensional aspects of pain are discussed in theoretical and practical perspectives. A research-based approach is used to synthesize palliative care within the hospice care delivery system. Prerequisite or corequisite: HSP 5000.

**HSP 6010 Ethical and Legal Issues in End-of-Life Care 3 s.h.**  
Development of a framework, in seminar/discussion, for analyzing ethical and legal issues in the delivery of end-of-life care and making end-of-life care decisions. Includes the examination of cross-cultural beliefs and practices related to end-of-life care as a basis for ethical decision making in hospice care.

**HSP 6020 Hospice Seminar/Practicum 3 s.h.**  
Concurrent seminar and practicum experience. The synthesis of hospice concepts and theories related to selected hospice functions and roles of the team members, with examination of a variety of issues which impact on the team members' roles in a hospice agency. In the practicum, the student observes and further examines the impact of various strategies of role enactment. The seminar is focused on student-centered topics from the practicum experience and allows for communication, discussion, and sharing among students and professor. Corequisite or prerequisite: HSP 5000.

**HSP 6840 Research Project Thesis 3 s.h.**  
Preparation, composition, and completion of a project or thesis related to hospice education. Discussion of legal and ethical issues related to research within a hospice setting. Research procedures and requirements specific to Madonna University discussed. Students work with a thesis advisor to assure agreement as to goals. Prerequisite: all core courses, cognates, and electives must have been completed and a thesis advisor selected.

## ***Humane Studies***

**HUS 5120 Diversity, Discrimination, and Social Justice 3 s.h.**  
Issues of diversity, discrimination, and social justice with particular attention given to institutions that provide human services (sociology, criminal justice, nursing, gerontology, social work, psychology, education): how marginalized populations (e.g. race/ethnicity, religion, age, gender, sexual orientation, social class, medical/mental disability) are socially constructed; how these groups have been affected in the contexts of social stratification; institutional and structural discrimination; how economic, political, and cultural systems pose challenges to these marginalized groups; exploration of possible solutions.

**HUS 5130 Environmental Ethics 3 s.h.**  
A study of moral/ethical dilemmas of equitable and responsible stewardship over creation. Judeo-Christian/

Franciscan and non-Western perspectives of contemporary issues of war and peace, abundance and want, stewardship and domination, excess and poverty, etc., are explored.

**HUS 6010 Pedagogical Strategies in Humane Studies 3 s.h.**  
Exploration of principles underpinning humane education and its pedagogical strategies. The interface between humane education, the Franciscan values, and critical pedagogy is analyzed. An emphasis on the application of instructional and communicative strategies to various professional settings and evaluating their effectiveness.

**HUS 6930 Internship in Humane Studies 3 s.h.**  
An instructor-supervised internship in a professional setting compatible with humane studies and tailored to the student's interests. The focus is on applying the principles of humane studies in practice and developing professional skills relevant to the setting.

## ***Humanities***

**HUM 5080 The Nature and Scope of Inquiry 3 s.h. (max. 6 s.h.)**

Theme-based, highly interactive interdisciplinary course designed to enable students to explore the different approaches and ways of knowing that contribute to understanding and resolving complex issues, problems, or dilemmas of contemporary life. Utilizing the different modes of inquiry which characterize the various disciplines, the course involves students in readings, discussions, works of art, lectures by expert informants, team collaboration, and independent research focused on a compelling theme and designed to develop the commitment to intellectual inquiry, humanistic values, and service to others embodied in the mission of Madonna University.

**HUM 5090 Holocaust: Issues and Themes in the Genocide of European Jewry 3 s.h.**  
Examination of the social and political forces and actions that enabled the Nazi regime to plan and carry out the systematic extermination of European Jewry. Analysis of the Nazi genocidal agenda, utilizing materials from history, literature, film, music, and the fine arts. An overview of the roots of anti-Semitism and of how a modern authoritarian regime employed historic stereotypes and prejudices in effectively enlisting a majority of its citizens in active or passive criminal complicity. Examination of the institutions of mass murder, the silence of church and state, and, despite this silence, the forces of resistance. Prerequisite: graduate standing.

**HUM 5110 Do Animals Matter? (LS/SSC) 3 s.h.**  
Examination of religious, philosophical, cultural, aesthetic, and societal conceptualizations of animals and their impact on human-animal relations as well as on uses, treatment, and legal standing of animals. Emphasis is on proposing solutions regarding human-animal co-existence and interdependence through the lenses of humanities and social sciences within the framework of the Franciscan tradition. The course includes a service-learning project.

**HUM 5800 Foreign Study (HIS\*) 3 s.h.**  
See listing under History.

## ***International Business***

### **INB 5350 International Trade Structure and Systems 3 s.h.**

An examination of the economic theories underlying international trade, including terms of trade, international monetary system, foreign exchange markets, trade barriers, and their effects and balance of payments mechanisms. Survey of the history of international trade relationships and structures, comparative economic systems, the development of trading blocs, firm-level trade relationships, and the role of multinational enterprises. Prerequisite: ECN 5180 or equivalent.

### **INB 5450 International Management 3 s.h.**

Study of international management as a function of characteristics of the nation state and its international trade practices, policies, and management expectations.

### **INB 6080 Perspectives in International Business 2 s.h.**

Provides an understanding of the many issues confronting executives engaged in international business. Particular emphasis is placed on trade and management issues which are analyzed with a political, economic, social/cultural, and historical context.

### **INB 6150 International Marketing 3 s.h.**

Examines the development of international marketing programs; evaluating international market opportunities, determining marketing objectives appropriate for specific world markets, and coordinating strategies in world markets. Emphasizes application of marketing principles in the multinational environment. Prerequisites: MKT 5160 or undergraduate course in marketing principles.

### **INB 6750 International Business Research 2 s.h.**

The culmination of the student's study of international business; completion of the research study outlined in the proposal prepared as a part of BR 6450 or BR 6490. Prerequisite: BR 6450 or BR 6490. (*Taken in the final semester of the program.*)

## ***Learning Disabilities***

### **EDU 3300 The Exceptional Learner in the Classroom 3 s.h.**

(*undergraduate prerequisite to LD graduate courses*) Development of a working knowledge of the historical perspective of present special education programs, the effects of litigation, and the continuum of special education services. Identifying, evaluating, and differentiating instruction for students with special needs by way of a continuum of services in the least-restrictive environment. Response-to-intervention; positive behavior support; collaboration with school personnel and parents; community resources. Fifteen-clock-hour field experience required.

### **LD 5350 Psychological Issues in Learning Disabilities 3 s.h.**

Review of current psychological research on P-12 grade students with learning disabilities in speech/language, academic skills, attention, fine motor skills, and other functions. Emphasis on stage-related issues in several developmental domains: neurological, cognitive, and socioemotional. Implications for development and learning are considered within the contexts of culture/ethnicity, family systems, and gender. Psychologically-based service delivery models for teaching and related professions are also discussed.

### **LD 5450 Learning Disabilities 3 s.h.**

An introduction to the field of learning disabilities: the historical development of the field and theoretical models of learning disabilities; current definitions of learning disabilities which address the etiological factors and characteristics associated with the condition; the components of the IEP document, including associated regulatory mandates; research findings regarding service delivery models; and program interventions currently used in public and private schools for learning disabled students.

### **LD 5720 Diagnostic and Remedial Techniques in Reading 3 s.h.**

Study of methods of assessment and remediation of reading problems and the causes and correlates of reading disabilities. Emphasis placed on informal testing procedures, planning for instruction, and implementing and evaluating remedial programs for students with disabilities.

### **LD 6010 Language Problems in the Learning Disabled Student 3 s.h.**

Key concepts and essential framework for understanding language development and language learning disorders in the learning disabled population. Emphasis on identifying language disorders, analyzing patterns of language deficits, and determining appropriate intervention strategies and approaches. Specific intervention procedures tailored to patterns of language impairment are presented. Special emphasis on the interrelatedness of disorders of spoken (listening and speaking) and written (reading and writing) language development and disorders.

### **LD 6500 Student Teaching: Learning Disabilities 5 s.h.**

*Required when LD is the initial special education endorsement.* Student teachers apply theory to practice with a focus on instructional planning and implementation, formal and informal assessments, behavioral assessments and supports, and collaborative partnerships with parents and allied service providers. 300 hours of professional field experience required. Prerequisite: admission to student teaching. *To be taken with the learning disabilities seminar, LD 6930.*

### **LD 6700 LD Practicum I 2 s.h.**

### **LD 6720 LD Practicum II 2 s.h.**

*Required when the LD endorsement candidate has prior special education endorsement(s).* Applying theory to practice, emphasizing academic and behavioral assessments, instructional planning and implementation, and professional competencies of special education teachers. Students complete 90 hours of practice in each of LD 6700 and LD 6720. Prerequisite: admission to student teaching. *To be taken with the learning disabilities seminar, LD 6930.*

### **LD 6930 Learning Disabilities Seminar 1 s.h.**

Seminar to support students as they practice and integrate teaching behaviors stemming from "best practice" and empirical research. Students are given opportunities to evaluate and reflect on the effectiveness of their teaching in the classroom, a critical attribute of good educators. Current issues in education, special education and the field of learning disabilities are discussed in the traditional seminar format. Student critiques of associated research lay the foundation for class discussions. *To be taken with LD 6500 or LD 6700-6720.*

**LD 6960 Learning Disabilities Project 2 s.h.**  
Students propose and complete a project demonstrating significant scholarly work in the field of learning disabilities, or related area of professional inquiry. The project is developed under the guidance of a member of the faculty and is necessary for completion of the Master of Arts in Teaching. Prerequisite: completion of LD specialty; taken in last year of program.

## ***Liberal Studies***

**LS 5020 Knowing the Self and the World 3 s.h.**  
Introduces students to interdisciplinary thinking, analysis, and research through graduate-level scholarship and the development of individualized plans of study. An examination of appropriate disciplinary theories and methodologies whereby students consider how the social sciences, humanities, and natural sciences address culture, communication, social issues, and leadership. Using a liberal studies/interdisciplinary approach, students investigate contemporary questions, including: What is the individual's role in societal change? What does it mean to be human? How do individuals and organizations exert influence on each other? How can individuals become agents of social change? (To be taken the first year enrolled.)

**LS 5110 Do Animals Matter? (HUM\*/SSC) 3 s.h.**  
See listing under HUM 5110.

**LS 5300 Humane Studies 2 s.h.**  
An exploration of the interface between social justice, animal welfare and environmental protection through the lenses of the major theorists in humane studies. Current issues are analyzed and possible solutions are sought within the leadership framework reflecting the Franciscan tradition.

**LS 5410 Sustainability: Vision and Values 3 s.h.**  
Interdisciplinary overview of the concepts of sustainability, including its origins in spiritual traditions and its environmental, social, and economic dimensions. Allows for individualized exploration of topics such as food systems, climate, public policy, renewable energy, and green building.

**LS 6950 Capstone Seminar 2 s.h.**  
A research-focused course, students appraise how Liberal Studies methodology enables them to assess the role of the individual in social change in America, evaluate the ethical dimensions of individuals and collective behavior, and imagine improvement of the human condition. Students review, synthesize, and integrate their previous master's degree research and course work with extended interdisciplinary investigations. (To be taken in the last semester enrolled, after the completion of the required and elective courses.)

## ***Management***

**MGT 5220 Issues in Leadership Studies 1 s.h.**  
An assessment of the student's leadership and managerial competencies, resulting in an individual plan of development; overview of information sources, including the library and basic graduate research tools; assessment of computer literacy skills. (Must be taken as the first course in programs requiring this course.)

**MGT 5300 Leadership of Organizational Behavior 3 s.h.**  
Introduces students to research-based principles and practices for leading high performance individuals, teams, and organizations (nonprofit, for-profit, health care, and educational). Students learn to de-construct complex organizational dynamics that help and hinder goal achievement and employ critical thinking skills in providing practical applications for enhancing high performance.

**MGT 5400 Organizational Effectiveness and Change Management 3 s.h.**  
Methods and models to collect data and analyze and diagnose large-system organizational effectiveness; designing change strategies, tactics, and action plans to introduce innovation, address improvements, and capitalize on opportunities. Case studies, simulations, and projects include nonprofit, municipal, for profit, health care, and educational organizations.

**MGT 5470 Ideas in Leadership Development and Literature 2 s.h.**  
An overview of the evolution of management thought from its earliest beginnings to the present, with emphasis on pivotal writings in the field. Critical examination of the quantitative approach to management; people-orientation on organizational life; response of management thinkers to scientific and technological change, and a growing emphasis on humanism.

**MGT 5500 Human Resource Management and Development 3 s.h.**  
Theory and practice of Human Resources Management and Development in proprietary and not-for-profit organizations. Emphasis is placed on the relevant psychological and theoretical foundations for the "technologies" of HRM/D such as staffing, recruitment, selections, performance assessment, career development, education and training, labor relations, reward systems (special emphasis on compensation), employee health and safety. Discussion of contemporary management views and applications clarify the appropriate role of human resources within the organizational and business planning and operations.

**MGT 5550 Ethical Considerations in Leadership 2 s.h.**  
Students explore ethical dimensions of the character, roles and functions of the leader; sources of individual and group ethics and their application to behavior of and within organizations, including in students' own work situations; values and moral dilemmas in individual and administrative decision-making; corporate ethics; and codes of ethics. Students consider comparative ethical systems as they bear on cross-border business and professional communication and interaction; and current and historic business ethics cases including social responsibility and sustainable development.

**MGT 5560 Cases in Business Ethics** 1 s.h.  
Continues MGT 5550 and presumes the background provided in that course. Deals exclusively with current and historic business ethics cases as reported in the professional literature and in the press. Prerequisites: MGT 5550 or consent of the instructor.

**MGT 5570 Strategic Management: A Leader's Perspective** 3 s.h.  
The fundamentals of the strategic management process; tools and techniques to efficiently and effectively implement the process; an emphasis is on the visioning and forecasting steps of the process.

**MGT 5780 Project Management Practices** 3 s.h.  
The foundation of project management from a managerial point of view. Emphasis on managing each stage of the project life cycle through an overview of the ten knowledge areas of project management. A research project that begins with an introduction to the meta-analysis methodology. Prerequisite: MIS 5580 and BR 5170.

**MGT 5920 Seminar in Leadership: Analysis and Growth** 2 s.h.  
Clarifying and strengthening the student's leadership role in the social responsibility arena in terms of how environmental, political, and social issues affect and are dealt with by the organizational leader. Analysis of the student's original Plan of Development and assessment of the Master of Science in Business Administration goal attainment. Development of team skills through class assignments and projects.

**MGT 6110 Entrepreneurial Leadership in Non-Profits** 3 s.h.  
Feasibility and market research analysis for the start-up of a new nonprofit venture or a subsidiary entity. Assessment of a present nonprofit organization and introducing an organizational renewal initiative where appropriate: entity formation, values, mission, vision, goals, and operational objectives formation. The second half of the course provides students the opportunity to work with nonprofit executives in applying their competencies in the field in partnership with them.

**MGT 6120 Developing and Deploying Volunteers** 2 s.h.  
A comprehensive system for attracting, recruiting, selecting, placing, developing, deploying, and managing the performance of volunteer staff. Instruction in designing a complete volunteer performance management system followed by the opportunity to work with nonprofit executives in addressing the nonprofit's needs in any of the performance management subsystems.



**MGT 6130 Developing Partnerships with Boards, Suppliers, and Clients** 2 s.h.  
The art and science of nurturing and developing partnerships between a nonprofit's officers and its board and among stakeholders and constituents. Students apply a template of partnering principles to scenarios such as board/officer relationships, competitor alliances, supplier contracts, community strategic agreements, and donor relations. After practicing the principles of partnering in a variety of scenarios, students work with nonprofit executives in addressing the nonprofit's needs.

**MGT 6140 Obtaining Funding, Program Management, and Evaluation** 2 s.h.  
Development and the fundraising strategies to support the non-profit mission, vision, and goals: constructing a funding campaign based on an analysis of the short and long term strategic, operational, and capital financial needs of the nonprofit; various forms of fund raising (events, donor development, capital campaigns, planned giving and grants); designing marketing and promotion plans, media outreach, and websites as parts of a comprehensive and integrated approach to funding. Students then work with nonprofit executives in applying their fundraising competencies in the field in partnership with them.

**MGT 6150 Quality Management** 3 s.h.  
Introducing the student to the development and philosophy of total quality and performance excellence from a systems approach. Focus is given to studying the interplay of culture, quality, technical tools, and organizational culture. Students are introduced to national and international quality standards. Prerequisite: BR 5170 (*waived by examination only*).

**MGT 6160 Project Management: Scheduling and Cost Control** 2 s.h.  
Measures for scheduling and controlling projects, including estimating, forecasting, budgeting, monitoring, controlling, analyzing, and reporting schedules and costs, and interpreting the meaning of earned-value data. Prerequisite: ACC 5250.

**MGT 6170 Project Management: Risk Analysis** 2 s.h.  
Examination of threat and opportunity from a top-down and bottom-up perspective. Evaluation of and response to risk at the project and task levels. Prerequisite: BR 5170 (*waived by examination only*).

**MGT 6220 Operations Management** 3 s.h.  
The objectives of operations management in manufacturing and service industries. Historical and current literature relating to the methods employed by managers to plan and control operating systems. Students examine various problems in operations management. Prerequisite: BR 5170 (*waived by examination only*).

**MGT 6240 Competitive Strategy Analysis and Planning** 2 s.h.  
Using a team teaching approach, a capstone POM study of the techniques used in industry analysis and in the strategic posturing of a firm within its competitive environment; the integration of the analysis process and planning process. Topics include inventory management, material planning, operations scheduling, project management, and competitive advantage in world-class manufacturing or service environments. Prerequisite: QOM 5740 and MGT 5780.



**MGT 6250 Procurement and Contract Management 2 s.h.**  
Introduction to the environment in which procurement contracts are negotiated and administered. Topics include all phases of procurement and contracting, from requirements development to closeout. Studies of procurement and contract administration are analyzed as part of a meta-analysis of project management literature.

**MGT 6300 Organizational Theory and Behavior 3 s.h.**  
A study of theories of organizations from historical and contemporary perspectives, focusing on how they inform our understanding of behaviors in, for, and of small and large for-profit and not-for-profit business organizations, with an emphasis on the images and metaphors of organizations.

**MGT 6370 Multicultural Business Communications and Negotiations 2 s.h.**  
Approaches effective multicultural communications as an essential professional skill and as an important function of international management today. Discusses the cultural aspects of verbal and nonverbal behaviors of persons from different cultures, the negotiation process with those from differing cultures, and presents techniques and experiences for increasing one's effectiveness.

**MGT 6400 Power, Politics, and Networking 2 s.h.**  
Examination of the theoretical base for investigating the power structure and its pragmatic use within the organization.

**MGT 6500 Contemporary Workforce Issues 3 s.h.**  
Summary survey course to the human resource cognate area, serving to identify both futuristic and global issues within human resources management which will most likely impact on strategic planning and management of a firm. Prerequisites: MGT 5500 and ECN 6240.

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**MGT 6710 Brunch with an Expert Seminar 1 s.h.**  
An "expert" from business, government, health care, or other environment is invited to share experiences, philosophy, industry predictions, or other information that will assist students.

**MGT 6720 Literature Review Seminar 3 s.h.**  
A comprehensive review of the literature on a specific topic. Students prepare a summary presentation which would be suitable for corporate or appropriate audiences.

**MGT 6730 Research Seminar 3 s.h.**  
Students and faculty work together on a research project. Topics may be suggested by students to faculty, may emerge as a result of study in a class, or may be an area of interest for the faculty.

**MGT 6740 General Topic Seminar 1-3 s.h.**  
State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.)

**MGT 6750 Leadership Seminar 1 s.h.**  
Focus on content important to leadership development.

**MGT 6950 Strategic Management of Business Policy 3 s.h.**  
Development and application of business policy using techniques of strategic management of an organization as a whole, both internally and externally and locally and globally, taken primarily from the perspectives of middle and top management. Emphasis is on the long view, but does not neglect short term situation management of operational problems, technology, diversity, change, and ethics. Examines how strategy is developed; considers the respective roles of stakeholders. Employs quantitative and qualitative methods and data, including case studies and simulation. Prerequisite: successful completion of all foundation courses.

**MGT 6960 Enterprise Program Management 3 s.h.**  
Implementing business strategy through a portfolio of projects involving the management of teams of professionals and executive-level stakeholders. Conclusion of the meta-analysis research project conducted throughout the project management concentration. Must be the final course taken in the program.

**MGT 6990 Individual Applied Research Project 3 s.h.**  
The approved research question addressing a current problem or opportunity within the health care practice that was formulated in BR 6490 is brought to culmination with a formal five-chapter thesis-style document. Students present their findings in an oral presentation format to the class and available professors.

## ***Management Information Systems***

**MIS 5010 Information Systems Planning for Health Care 3 s.h.**  
The role of information systems (IS) in health care organizations and industries. Emphasis on integrating the IS function and integrating IS technologies. Addresses primarily the internal IS needs of the health care organization.

**MIS 5150 Project Management Technology 1 s.h.**  
Developing competency in the use of industry-standard project management software and the methodology for use of the software in the development and management of projects in the organization.

**MIS 5230 Health Care Informatics 2-3 s.h.**  
Presentation of applications of informatics systems to nursing and health care practitioners: hardware, software, databases, communications applications, computer developments, and associated legal and ethical issues. Students learn to assess, develop, and use nursing and health information systems to work more efficiently, allocate resources more effectively, and improve client care. *Nursing administration students register for 2 s.h.; non-nursing students register for 3 s.h.* Prerequisite: CIS 2380 or equivalent and experience in the health care field. Corequisite for nursing administration students: NUR 5230.

**MIS 5580 Information Systems for Managers 2-3 s.h.**  
A generic approach to information systems providing a comprehensive conceptual foundation through the study of the psychological and sociological aspects of information systems, decision making and the value of information, the Systems Life Cycle, and office automation technology. Prerequisite: computer literacy or register as 3 s.h. course.

**MIS 5640 e-Business and e-Commerce in the Enterprise 3 s.h.**  
A detailed review and investigation of establishing, developing, and managing web strategy in the e-commerce and e-business arena. A study of the critical elements essential to successful website implementation and management. Applying the systems approach to examine some of the radically new business models emerging from web-based businesses. Prerequisite: MIS 5580 or equivalent or CS/IS degree.

**MIS 6250 Advanced Database Concepts 3 s.h.**  
Students explore the concepts of active databases using both the relational and the object oriented database model. The Object Oriented (OO) model introduced through an explanation of the shortcomings of the relational database model. Issues involved in transaction processing are also discussed. Prerequisite: MGT 6300.

**MIS 6400 Data Communications and Networking 2 s.h.**  
Development of a managerial level of technical knowledge and terminology for data, voice, image, and video communications and computer networks to effectively communicate with technical, operational, and management people in telecommunications. Investigation of the concepts, models, architectures, protocols, standards, and security for the design, implementation, and management of digital networks. Prerequisite: MIS 5580 or CIS/MIS/CS bachelor degree, and MGT 6300.

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State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

**MIS 6750 Leadership Seminar 1 s.h.**  
Focus on content important to leadership development.

**MIS 6840 Redesigning the Enterprise for e-Business 3 s.h.**  
Investigating and applying e-business and enterprise resource planning (ERP) concepts and methods at both the enterprise and supply chain level, to take advantage of Internet connectivity. Application of ERP software to develop and implement new business models to effect the change. Prerequisite: MIS 5640.

**MIS 6890 Managing Enterprise Information Systems 3 s.h.**  
Exploration of the Information Systems (IS) role in transforming organizations and industries. Emphasizes the integrative role of information systems and resources, addressing three areas of integration: integrating the enterprise, integrating the IS function, and integrating IS technologies. Addresses both the internal and external IS needs of the organization. Prerequisite: MIS 5580 or CIS/MIS undergraduate degree, MGT 6300, and BL 6040. (*This is a capstone course. All required ITM courses must have been completed.*)

## **Marketing**

**MKT 5160 Essentials of Marketing 3 s.h.**  
The study of marketing concepts, terminology, and applications, with special emphasis on the marketing mix relationships: e.g., product, price, promotion, and distribution; global marketing, target marketing, and integrated marketing. Study of the role and operation of marketing functions and their influence on the organization both internally and externally.

**MKT 5790 Marketing Strategy 3 s.h.**  
The use of strategic planning as an advancement of traditional marketing management. Students sharpen managerial perspectives and analytical techniques for achieving corporate-wide marketing objectives. Prerequisite: one course in marketing or MKT 5160

**MKT 6210 Leadership in Marketing Management 3 s.h.**  
Exploring and applying marketing tools available to managers and leaders in an organization for the purpose of maximizing the organization potential in consumer and business environments.

**MKT 6310 e-Marketing 3 s.h.**  
Exploring the integration of electronic marketing strategies with non-electronic strategies to enhance the offering of an organization. Applying marketing principles and practices electronically to marketing situations.

**6710-6750 SEMINARS 1-3 s.h. (max. 4 s.h.)**  
*Five categories of seminars are defined to be offered as topics and presenters are available. Each offering within a category has a number unique by its decimal extension. The course prefix may also vary to other School of Business rubrics: e.g., ACC, MGT, MIS, MKT.*

**MKT 6710 Brunch with an Expert Seminar 1 s.h.**  
An "expert" from business, government, health care, or other environment is invited to share experiences, philosophy, industry predictions, or other information that will assist students.

**MKT 6720 Literature Review Seminar 3 s.h.**

A comprehensive review of the literature on a specific topic. Students prepare a summary presentation which would be suitable for corporate or appropriate audiences.

**MKT 6730 Research Seminar 3 s.h.**

Students and faculty work together on a research project. Topics may be suggested by students to faculty, may emerge as a result of study in a class, or may be an area of interest for the faculty.

**MKT 6740 General Topic Seminar 1-3 s.h.**

State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

**MKT 6750 Leadership Seminar 1 s.h.**

Focus on content important to leadership development.

## ***Moral Theology***

See listing under Sacred Heart Major Seminary.

## ***Music***

**MUS 5090 Orff-Schulwerk 1 s.h. (max. 16 s.h.)**

Topics course in aspects of the Orff-Schulwerk process of teaching active and creative music making for all children, not just the musically talented. Concepts of learning through imitation, exploration, and improvisation; the total approach of synthesizing speech, singing, movement, and instrumental music in educational settings; the Orff instruments. The course may be repeated for credit, since each offering covers distinct aspects of theory and practice. Prerequisite: baccalaureate degree in music.

## ***Natural Science***

**NSC 5080 The Nature and Scope of Inquiry 3 s.h. (max. 6 s.h.)**

Theme-based, highly interactive, interdisciplinary course designed to enable students to explore the different approaches and ways of knowing that contribute to understanding and resolving complex issues, problems, or dilemmas of contemporary life. Utilizing the different modes of inquiry which characterize the various disciplines, the course involves students in readings, discussions, works of art, lectures by expert informants, team collaboration, and independent research focused on a compelling theme and designed to develop the commitment to intellectual inquiry, humanistic values, and service to others embodied in the mission of Madonna University.

## ***Nursing***

*Doctoral students: see also the listings under University of Detroit Mercy.*

**NUR 5010 Professional Foundations for Advanced Nursing Practice Roles 3 s.h.**

The professional foundations of advanced nursing practice. Examination of nursing as a profession and practice discipline, ethics, scope of practice, and roles of graduate-prepared nurses.

**NUR 5011 Multidimensional Assessment in Palliative Care: Psychosocial and Bereavement Issues 4-7 s.h. (max. 7 s.h.)**

The role of the advanced practice palliative and hospice care nurse in the care of patients/ families experiencing life-limiting progressive illness. The clinical practicum focuses on assessment of the physiological, psychosocial, cultural, spiritual, and bereavement aspects of care. Students gain knowledge of the palliative care system, ranging through palliative care, hospice care, and family support services in bereavement. Prerequisites: NUR 5250 and HSP 5010.

**NUR 5020 Teaching-Learning Principles and Strategies 3 s.h.**

The theoretical perspectives and factors that influence teaching and learning in higher and continuing education are analyzed. Emotional, social, cultural, and cognitive factors that affect learning are considered. The impact of these variables on planning and instruction, classroom management and teaching methodology are explored.

**NUR 5050 Leadership in Health Care Systems 2 s.h.**

Leadership skills and responsibilities of nurses in advanced roles in health care delivery systems and organizations. Analysis of the theoretical and contextual basis for effective interprofessional, collaborative, and team-based relationships.

**NUR 5060 Nicotine Dependence and Smoking Cessation Interventions 1 s.h.**

Examination of smoking and nicotine dependence from the perspective of neurobiological and learning theories that contribute to an understanding of drug dependence and the difficulty smokers have in quitting. General guidelines in treating the nicotine-dependent smoker, to include assessment, treatment, and educational strategies. The epidemiology of cigarette use and the stages of the global smoking epidemic are also examined. Prerequisite: graduate standing.

**NUR 5110 Culturally Appropriate Care: Concepts, Theories, and Evidence 1 s.h. or 3 s.h.**

Focus on the synthesis of the concepts, issues, selected practices, and phenomena of transcultural nursing and theories of culture care. Theoretical and evidence based approaches are examined to analyze transcultural nursing from local and global perspectives. Students selecting the course for 3 semester hours develop a research proposal designed to advance the knowledge and/or practice of transcultural nursing. Prerequisite: graduate standing.

**NUR 5120 Health Policy and Advocacy in Advanced Nursing Practice 2 s.h.**

Examine issues and develop critical thinking skills used in advanced nursing practice that help shape the health care system and advance values such as social justice through policy

processes and advocacy. Legal and political aspects of the health care system are explored to prepare nurses in advanced roles to partner to improve societal health outcomes and the effectiveness of the health care system.

**NUR 5150 Translating and Integrating Scholarship into Advanced Nursing Practice** 3 s.h.

The methods, tools, performance measures, and standards related to quality improvement and research. Integration of theory, evidence, clinical judgment, research, and interprofessional perspectives using translational scholarship. Prerequisite: MTH 2350 or equivalent within past five years.

**NUR 5230 Applied Nursing Informatics** 1 s.h.

Practicum in putting into practice theoretical knowledge of information systems/technology to bring to the forefront the value-added component of nursing to the health care enterprise. Prerequisite: admission to a Nursing Administration program. Corequisite: MIS 5230.

**NUR 5240 Health Promotion in Advanced Practice** 1-3 s.h. (max. 3 s.h.)

Analyze the evidence basis of health promotion practice with adolescents and adults. Analyze models of clinical decision making. Use logical reasoning to interpret and tailor health promotion interventions for client populations within the context of family, culture, systems, and community. Synthesize evidence supporting selected health screening and health promotion practices. Prerequisite: NUR 5010; prerequisite or corequisite: NUR 5480.

**NUR 5250 Health Assessment in Advanced Practice** 4 s.h.

Development of advanced-practice level health assessment knowledge and skills in preparation for entry into APRN clinical course work. Emphasis is placed on health assessment across the lifespan, including diagnostic reasoning and data synthesis for health-illness determination, risk factor reduction, health protection, and health maintenance needs. Prerequisite: admission to an advanced practice nursing specialty (APRN) program, BIO 5610; prerequisites or corequisites: BIO 5620, NUR 5240.

**NUR 5320 Adult-Gerontology Primary Care I** 2-6 s.h. (max. 6 s.h.)

The primary care needs of adolescents, adults, and older adults experiencing common acute health conditions. Activities include providing health promotion/health protection interventions, illness management, and the demonstration of knowledge of appropriate developmental, age-related, and gender specific considerations. Includes a clinical practicum. Prerequisites: NUR 5010, NUR 5250, and NUR 5360; prerequisite or corequisite: NUR 5370.

**NUR 5330 Adult-Gerontology Acute Care I** 2-6 s.h. (max. 6 s.h.)

The analysis of foundational and complex care of patients across the adult-older adult age spectrum within acute care settings. Activities include diagnostic reasoning and managing complex health problems in order for the patient to return to an optimal state of wellness. Includes practicum in an acute care setting. Prerequisites: NUR 5010, NUR 5250, and NUR 5360; prerequisite or corequisite: NUR 5370

**NUR 5360 Advanced Pharmacology I** 2 s.h.

Broad knowledge for the advanced practice nurse (APN) of pharmacotherapeutics across the lifespan. Examina-

tion of the evidence-based prescribing standards for clients across the health care continuum. Focus on pharmacologic agents used to manage cardiovascular, hematological, respiratory, allergic, and endocrine disorders.

**NUR 5370 Advanced Pharmacology II** 2 s.h.

Examination of the evidence-based prescribing standards for clients across the health care continuum. Focus on pharmacologic agents used to manage infectious diseases, neurological and pain disorders, gastrointestinal, renal, dermatological, ophthalmological, otological, renal, and reproductive disorders and conditions. Students synthesize the APN's ethical approach and legal basis for prescriptive practice in the State of Michigan. Prerequisite: NUR 5360.

**NUR 5430 Management of Instructional Systems in a Diversified Environment** 3 s.h.

Examining and applying efficient cost-effective methods to the development, implementation, and evaluation of instructional and/or training programs for health care professionals and consumers in a multicultural society.

**NUR 5480 Theoretical and Scientific Foundations for Advanced Nursing Practice** 3 s.h.

Analysis of nursing and other theories from the humanities and related sciences that are used in advanced nursing practice roles, with a focus on selected grand and middle-range theories and concepts related to teaching and learning, epidemiology, genetics, and health promotion. Prerequisite or corequisite: NUR 5010.

**NUR 5660 Nursing Administrative Practice in the Complex Health Care Environment** 3 s.h.

Builds upon a multiplicity of nursing and business theories and principles related to the complex health care environment. Organizational leadership and professional issues and trends are analyzed related to the responsibilities for providing a professional vision conducive to excellence in practice. The practicum exposes the student to effective strategies for addressing the complexities of the health care environment that influence practice. Prerequisites: MIS 5230, NUR 5010, NUR 5050, NUR 5230.

**NUR 5670 Nursing Quality Practicum** 1 s.h.

Facilitates the integration of theoretical content with practical experience. In collaboration with a nurse preceptor, the student identifies, negotiates, and participates in the evaluation of outcomes of an existing practice or in the evaluation of an evidence-based practice change to promote quality/safety outcomes. Includes practicum. Prerequisites: MIS 5230, NUR 5150, NUR 5230, and admission to a Nursing Administration program.

**NUR 5800 Selected Topics in Nursing 1-3 s.h. (max. 12 s.h.)**

Study of topics, issues, or methodologies of particular relevance to nurses in advanced roles. Courses may be offered in a workshop, seminar, or other format.

**NUR 5800.04: Post-Master Advanced Role Competencies** 1-6 s.h.

Demonstration through synthesis, integration, and application of advanced role competencies within selected health care environments, based on post-MSN-level knowledge. Prerequisite: post-MSN standing. *To be completed before enrolling in NUR 8700, DNP Practicum.*

- NUR 5800.06: Operational Accountabilities for Outcomes in Health Care** 3 s.h.  
Provides an opportunity for the professional nurse to examine operational processes, the complexity of factors that influence outcomes, and the appropriateness of interventions to assure organizational viability. Theory only. Prerequisites: ACC 5320, MIS 5230, NUR 5010, NUR 5050, NUR 5230.
- NUR 5800.07: Economics and Financing of the Nursing Enterprise** 3 s.h.  
The development of business and financial acumen to assure that cost-effective nursing care is meeting both quality and financial goals within an organization. The economic context of the nursing enterprise is explored in terms of how current reimbursement mechanisms will affect the future of nursing. Prerequisite or corequisite: NUR 5010, NUR 5050, NUR 5120, NUR 5150, NUR 5480, NUR 5860; ACC 5320.
- NUR 5860 Impacting Change through Advanced Nursing Practice** 2 s.h.  
Examination of multiple theories of change and their relationships to the practice of nursing within an interprofessional environment. Exploration of change principles in relationship to healthcare organizational systems, leadership, quality improvement, and safety. Prerequisites or corequisites: NUR 5010 and NUR 5480.
- NUR 6100 Operational Accountabilities for Outcomes in Health Care** 5 s.h.  
Provides an opportunity for the professional nurse to examine operational processes, the complexity of factors that influence outcomes, and the appropriateness of interventions to assure organizational viability. The practicum allows the student to gain competencies in addressing a variety of organizational outcomes. Prerequisites: ACC 5320, MIS 5230, NUR 5010, NUR 5050, NUR 5230.
- NUR 6220 Mental Health Nursing Competencies for Advanced Nursing Practice** 1 s.h. or 3 s.h.  
Mental health nursing competencies for advanced nursing practice in multiple health care settings. Common and complex mental health issues are examined along with strategies for coordinated care management.
- NUR 6310 Nursing Administration Integration** 3 s.h.  
Affords the student the opportunity to examine and deepen knowledge and skills in strategic management practices. The major focus of the practicum experience is to synthesize knowledge and demonstrate skills to assure organizational outcomes. Prerequisite: NUR 6100.
- NUR 6420 Curriculum Design and Evaluation** 3 s.h.  
Integration of various theoretical perspectives with curriculum design. Strategies include design, implementation, and evaluation of curriculum in an area of health care interest. Prerequisite: NUR 5020.
- NUR 6520 The Scholarship of Teaching Practice** 2-3 s.h.  
The application of curriculum design theory in selected health care settings. Instructional strategies are implemented and evaluated in an actual learning environment. Includes a practicum when taken for 3 s.h. Prerequisite: NUR 6420.
- NUR 6530 Adult-Gerontology Primary Care II** 2-6 s.h. (max. 6 s.h.)  
The diagnosis and clinical management of chronic physical and mental illnesses, disease progression, and associated complications in adults and older adults. Clinical activities include clinical decision-making to minimize the effect of illness and disability on the individual's functional status, independence, health, and well-being based on contemporary theories of adult development, aging, and chronicity. Includes a clinical practicum. Prerequisite: NUR 5320.
- NUR 6540 Adult-Gerontology Acute Care II** 2-6 s.h. (max. 6 s.h.)  
Further analysis of concepts related to the care of patients across the entire adult-older adult age spectrum in acute care settings with complex, acute health care needs. Chronic disease processes will be explored in relation to exacerbation of illness, impact on mental health, as well as returning the patient to an optimal state of wellness. Includes a practicum in an acute care setting and an academic service-learning component. Prerequisite: NUR 5330.
- NUR 6750 Adult-Gerontology Primary Care III** 2-6 s.h. (max. 6 s.h.)  
The implementation and evaluation of treatment plans for adults and older adults experiencing complex, chronic and /or multi-system health problems. Emphasis on the care of the older adult and those at the end of life. Expertise developed in articulating the nursing perspective in multidisciplinary, collegial relationships. Current trends and business/organizational practices and opportunities to impact on quality of care and efficient use of resources. Includes clinical practicum. Prerequisite: NUR 6530.
- NUR 6751 Adult-Gerontology Acute Care III** 2-6 s.h. (max. 6 s.h.)  
Further development of the adult-gerontology acute care nurse practitioner role in achieving improved health outcomes for patients and families with diverse care needs. Expertise developed in strengthening the nurse practitioner-patient relationship in addition to managing and negotiating health care delivery systems. Current trends and business/organization practices and opportunities to impact on quality of care and efficient use of resources. Includes practicum in an acute care setting. Prerequisite: NUR 6540.
- NUR 6800 Advanced Clinical Management of Complex Symptoms and Syndromes in Palliative Care** 2-7 s.h. (max. 7 s.h.)  
Discriminating plans of care and implementing treatment plans for clients experiencing complex symptoms and syndromes of terminal illness. Emphasis is on care of the client and family who are on a palliative care trajectory. Development of expertise in reflecting the nursing perspective and its contribution to transforming palliative care practice. Analysis of current trends and business practices that affect provision of quality care at the end of life and compassionate use of resources. Includes a clinical practicum. Prerequisites: NUR 6750 or NUR 6751.

**NUR 7000 Advanced Scientific Perspectives Informing Nursing Practice 3 s.h.**

Advanced scientific perspectives and current findings from nursing science and selected natural and social sciences. Knowledge and evidence as the basis of clinical prevention and population health practices are examined. Emphasis is placed on the pragmatic adequacy of various theories, concepts, and models, and on the use of knowledge to design practice innovations within the complexity of DNP practice.

**NUR 7110 Ethics Informing Health Care 2 s.h.**

Integrate nursing science with knowledge from relevant theories of ethics to inform practice, research, and policy. Evaluate ethical models and their potential impact on health care outcomes.

**NUR 7120 Policy Advocacy in Health Care 2 s.h.**

Critically analyze health policy proposals, health policies, services, and related issues from the perspective of consumers, nursing, other health professions, and other stakeholders in the policy development process. Through synthesis and integration, propose and advocate for health care policies that address issues of social justice and equity in the delivery of health care at all levels in health care.

**NUR 7290 Quality Improvement Methods to Maximize Health Care 3 s.h.**

The design, application, and evaluation of quality improvement theories, methods, and outcomes used to promote the delivery of quality and safe patient centered care. Methodological strategies derived from quality improvement models are presented with the expectation that the student will use analytical methods within an evidence-based practice. Students explore economic, health policy, and standards of care concepts that influence practice.

**NUR 7300 Transformative and Collaborative Leadership for Promoting Innovation 4 s.h.**

Collaborative leadership responsibilities for the promotion of change and innovation by nurses in advanced roles within health care organizations. Critical topics from business and economic sciences related to the promotion of innovations to transform practice/service delivery, improve outcomes, and ensure safety are explored. Emphasis is placed on organizational culture, change, and collaborative goal achievement to assure accountability for patient safety.

**NUR 7430 Concepts and Methods of Health Care Informatics and Data Mining 1-4 s.h. (max. 4)**

The application and utilization of nursing and health information systems and technology to discover meaning from existing data sets to improve health outcomes. *Students may take the full 4 s.h. in one semester or take separate 1-credit and 3-credit modules. The degree requirement is 4 s.h.*

**NUR 7800 Selected Topics in Nursing 1-3 s.h. (max. 12 s.h.)**

Study of topics, issues, or methodologies of particular relevance to nurses preparing to practice at the highest level of nursing practice. Course may be offered in a workshop, seminar, or other format, and may include a practicum or field experience.

**NUR 7890 Analytic Methods for Evaluation of Clinical Practice 4 s.h.**

Quantitative and qualitative analytic methods and models for the evaluation of clinical practices. Students use analytical

methods to evaluate evidence-based practices in order to translate research into health care decision-making.

**NUR 8700 DNP Practicum 4 s.h.**

The integration of advanced knowledge related to organizational systems, clinical prevention or population health, mentoring, and reflective practice within the DNP practicum. Synthesis of conceptual, analytical, collaborative, and financial competencies are addressed. Students actively participate in innovative, scholarly interprofessional practicum activities to promote excellence in practice as a DNP leader. Prerequisites: NUR 7000, NUR 7110, NUR 7290, NUR 7300.

**NUR 8950 Planning and Designing a DNP Capstone Project 2 s.h.**

Analysis of models of scholarship appropriate for pursuit within practice doctorates and trends in DNP-level scholarship. Students synthesize relevant evidence related to their DNP project focus and prepare a draft outline of an initial DNP project prospectus, including a proposed timeline and budget. Prerequisites: NUR 7000; NUR 7110; NUR 7290; NUR 7300; NUR 7430; NUR 7890; DNP Project Committee Chair designated.

**NUR 8990 DNP Capstone Project 1-4 s.h. (max. 10 s.h.)**

*Degree requirement is a minimum 4 s.h. in the project but some students may need to register for additional credits. See the Graduate Nursing Handbook for a full discussion.* Conduct an evidence-based outcome project within a particular practice setting. Students incorporate advanced clinical judgment, systems thinking, accountability, and analytic and collaborative competencies throughout planning, development, implementation, evaluation, and dissemination of the project. Prerequisite for final 2 semester hours: all other DNP courses except electives. *Student must have the approval of the Capstone Project Advisor for each semester's registration.*

## ***Pastoral Ministry***

*For courses with the rubric PM, see listing under Sacred Heart Major Seminary.*

**MPM 5000 Prophets and Preprophetic Ministry 2 s.h.**

A review of Old Testament prophets, their role and impact on the transmission of God's message to His people over the ages. Study includes literary, historical, and spiritual dimensions of the role of "prophet" as conveyor of truth; challenges and obstacles faced and overcome; and the evaluation of prophecy authenticity over the span of time.

**MPM 5025 Contemporary Prophets: Their Lives and Their Message 2 s.h.**

Vibrant examples of men and women of today whose lives testify that prophets are not a thing of the past. A challenging course in which students review the lives of contemporary "prophets" as they search their own minds and lives to discover the gifts and opportunities that beset them in their efforts to put their faith into action.

**MPM 5050 Gospel Writers, Gospel Writings 2 s.h.**

Examination of the presentations of the Life and Mission of Jesus Christ through the works of the four gospel writers, from the Old Testament fulfillment through the ascension. The Synoptic Question through the study of witness, ministry, and faith is compared to Johannine Christological and

eschatological revelation and examined from diverse approaches, including rabbinical teaching, tradition, and canonical/noncanonical works.

**MPM 5060 Models of Ministry in the Pauline Corpus 2 s.h.**

An exploration of the historical Paul beginning with a reconstruction of his life, the series of events that contributed to his conversion, his writings, his ministerial efforts, and his reception by the early church in the first two centuries. A critical study of ancient texts as well as the introduction and use of numerous contemporary methodologies exploring themes such as law and liberty, leadership and service, justice and mercy, and freedom and license.

**MPM 5100 Ministerial Identity and Pastoral Skills 3 s.h.**

Introduction to the role of ministerial discipleship: the requirements for effective leadership, beginning with required background history of the minister, development of skills in effective communication techniques, personal integrity, psychological preparation, respect for diversity, response to needs of special groups, team approaches to community dilemmas, and involvement of professional services to support and broaden effectiveness of ministerial service. A minimum of 30 hours of mentored field experience is required.

**MPM 5125 Spirituality and Faith Development 2 s.h.**

Focus on the need for ongoing faith development throughout life as applied to service and ministry. Study of practical examples of types of cross-cultural ministerial service through teaching, counseling, empathetic listening, liturgy, and prayer.

**MPM 5140 Christian Spiritualities 2 s.h.**

A study of past and contemporary Christians whose lives have served to inspire and direct others to a greater love of God and neighbor: Augustine, John Vianney, Dietrich Bonhoeffer, Teresa of Calcutta, Dr. Tom Dooley, John Bosco, et. al.

**MPM 5225 Franciscan Themes: Justice, Peace, and Christian Conscience 2 s.h.**

Based on the life and ideals of Francis of Assisi: a study of the foundations for social morality, major social issues (e.g., peace, war, poverty, reconstruction of social structures, effects of violence/prejudice/racism, etc.), and the ministerial response of the informed Christian conscience.

**MPM 5440 Grief Ministry 2 s.h.**

Introduction to "Pastoral Care of the Sick", with emphasis on ministry to grieving persons as a result of illness, death, domestic/personal violation, or criminal behavior. Presentation of the role of the minister in situations that involve cooperative communication and support of health care and law enforcement agencies.

**MPM 5510 Women and Ministry 2 s.h.**

The impact of women like Francis Cabrini, Corrie and Betsie ten Boom, Edith Stein, Teresa of Calcutta, Cicely Saunders, et. al. who by their commitment to others lived the mandate of love. Application of their contributions to contemporary challenges faced in ministry.

**MPM 5560 Pastoral Care Across Cultures 2 s.h.**

Practical preparation for cross-cultural ministry. Study of the impact of culture on tradition, prayer styles and worship, language, role of the sick/elderly, disenfranchised, as

well as gender, education, and economics. Exposure to local practices of employment and service opportunities, and development of profiles for future use are included.

**MPM 5730 Independent Study 1-2 s.h. (max. 6 s.h.)**

Students either individually or in colleague groups, under the direction of a faculty member, design, and carry out investigative independent studies of approved topics. *May be repeated for credit.*

**MPM 5750 Special Topics 1 s.h. (max. 6 s.h.)**

Electives offered for persons in any of the chosen formats of the MPM program. *May be repeated for credit.*

**MPM 6010 Bioethics and Sexuality 2 s.h.**

Contemporary issues of bioethics and human sexuality, including health care dilemmas, the beginning and end of life; genetics, human experimentation, artificial reproduction, et. al., examined in the light of principles and norms of Sacred Scripture.

**MPM 6020 Public Issues and Christian Morality 2 s.h.**

Study of the relationship between Christian ethics and daily life, following a review of major ethical themes: e.g., conscience, sin, Scripture and the moral life, natural law, authority, and fidelity.

**MPM 6030 Values: Biblical and Modern 2 s.h.**

Modern ethical principles studied against Scriptural backgrounds. Demonstration of the underlying value of the Decalogue and discussion of Absolutism and Subjectivism; Social Convention and Natural Law.

**MPM 6040 Leadership and Authority 2 s.h.**

A study of diverse dimensions of occasional offices that minister to life's journeys and passages: initiation, conscience formation, reconciliation, counseling/direction, and other forms of spiritual mentoring, to persons of all ages and backgrounds, including the disenfranchised, the incarcerated, and the alienated.

**MPM 6600 Praxis: Colloquy and Defense 3 s.h.**

The capstone course, centered on a mentored onsite praxis (140 hours) in one's chosen field. The praxis may span one or two semesters and concludes with the presentation and defense of a written work of original systematic research which includes the substantive exposition of the theoretical basis and rationale of the subject, together with a demonstration of familiarity with the appropriate scholarly and professional dimensions of the chosen ministry. The written work may be rendered in one of three forms: detailed and structured empirical field work; or a development of ministry praxis; or an original creative artifact. *To be taken in the final semester of program.*

**MPM 6730 Independent Study 1-2 s.h. (max. 6 s.h.)**

Students either individually or in colleague groups, under the direction of a faculty member, design, and carry out investigative independent studies of approved topics. *May be repeated for credit.*

**MPM 6750 Special Topics 1 s.h. (max. 6 s.h.)**

Electives offered for persons in any of the chosen formats of the MAPM program. *May be repeated for credit.*

# Psychology

## **PSY 5010 Statistical Foundations of Psychological Testing 1 s.h.**

Statistical and psychometric concepts such as properties of the normal curve, measures of central tendency and dispersion, score standardization, norms and interpretation of test scores, reliability, and validity. Calculation of selected measures. Emphasis is on the integration of these concepts and measures with the use of standardized psychological tests. The course is intended to prepare students who do not have undergraduate course work in statistics for PSY 5300 and subsequent assessment courses. Prerequisite: admission to the MSCP program.

## **PSY 5100 Introduction to Clinical Theory I: Psychoanalytic Approaches 3 s.h.**

An introduction to contemporary psychoanalytic theory: an historical review of the development of the theory, grounding in its philosophical underpinnings, and an appreciation for areas of current debate. Overview of the main schools of psychoanalytic thought with a focus on psychoanalytic concepts of special relevance to clinicians conducting assessments and treatment with child and adult patients. Current empirical research concerning psychoanalytic treatment and concepts is considered. Prerequisite: admission to MSCP program.

## **PSY 5110 Introduction to Clinical Theory II: Non-Psychoanalytic Approaches 3 s.h.**

An introduction to the major non-psychoanalytic theoretical approaches in clinical psychology, including cognitive-behavioral, person-centered, and family systems. Focus is on each approach's philosophical assumptions about the individual, historical background, and key theoretical constructs. Discussion of research and clinical approaches (both child and adult) consistent with each approach, with efforts to focus on areas of overlap and difference among various approaches. Prerequisite: PSY 5100.

## **PSY 5300 Psychological Assessment I 4 s.h.**

The fundamental issues and concepts within assessment, including test validity and reliability, with a focus on the adult patient. Students learn the administration, scoring, and interpretation of those instruments used to assess cognitive and intellectual functioning. Emphasis on the development of sophisticated, multi-level interpretations of assessment data, awareness of professional and ethical issues inherent in assessment, and the need for special considerations in assessing diverse groups. Prerequisite: admission to MSCP program.



## **PSY 5310 Psychological Assessment II 4 s.h.**

The second semester of the three-semester assessment sequence. The rationale and development of projective tests, their reliability and validity, and considerations in their use, including their applicability to diverse groups; training in administering and interpreting projectives with adults. Questionnaire methods of assessment, with training in administration and interpretation of the Minnesota Multiphasic Personality Inventory (MMPI-2). Emphasis is on teaching an approach to testing that prepares psychologists to evaluate and select tests they need in their practice. Prerequisites: PSY5300 and PSY5010 or completion of an equivalent statistics course with a minimum final grade of a B (3.0) or a passing score on the department's statistics placement exam.

## **PSY 5320 Psychological Assessment III 4 s.h.**

Using background gained through participation in Assessment I and II, Assessment III is a comprehensive survey of the issues and skills involved in the assessment of children, emphasizing the development of a sophisticated portrait of the child's functioning in all clinically-relevant domains. Tests covered include the WISC, WIAT, Rorschach, CAT, etc. Students complete a comprehensive assessment with a child patient. Prerequisite: PSY 5310.

## **PSY 5390 Addiction Studies: Dual Diagnosis (AS\*) 1 s.h.**

See course description under AS 5390.

## **PSY 5500 Psychopathology in Adults 3 s.h.**

An introduction to the nature of psychopathology in adults and an in-depth study of the major diagnostic categories: issues in the definition of psychopathology in adults; approaches to clinical diagnosis of psychopathological syndromes; clinical syndromes: their major symptoms, courses, prognoses, with current understandings of each disorder's etiology and phenomenology. The impact of multicultural factors upon diagnosis and the clinical presentation of the various syndromes is considered. Prerequisite: admission to MSCP program.

## **PSY 5550 Child Psychopathology 3 s.h.**

A rigorous introduction to both the theoretical content used to comprehend early pathology and the clinical processes employed in diagnosis and formulation: biological, cognitive, affective, and relational contributions to childhood psychopathology. The impact of multicultural factors upon diagnosis and the clinical presentation of the various syndromes is considered. Prerequisite: PSY 5500.

## **PSY 5700 Introduction to Psychotherapeutic Intervention 2 s.h.**

The basic skills required for effective interventions, with an emphasis on pragmatic elements: attending to clinical material on several different levels simultaneously, listening for derivatives and other evidence of conflict; consideration of the current material in the larger context of the overall case formulation and treatment objectives and the individual's cultural, economic, and racial background; basic clinical technique. Prerequisite: PSY 5100.

## **PSY 5750 Psychotherapeutic Interventions with Children and Families 2 s.h.**

Conceptual and technical frameworks for psychotherapeutic intervention with children and families, which requires a nuanced understanding of child development and psychopathology, as well as of the dynamics of the individual child, the



parent-child dyad, the larger family unit, and the family's diverse background. Prerequisite: PSY 5700.

**PSY 5800 Ethics and Professional Practice 3 s.h.**

A thorough examination and analysis of the ethical dimensions of professional practice, with a focus on sound decision making processes across varied work settings. Topics covered include confidentiality, informed consent, and privileged communication. Additionally, the various entities that govern practice (licensing boards, etc.) are discussed, so that the student may understand their role and function. Prerequisite: admission to MSCP program.

**PSY 5870 Neurobiology of Drug Addiction (AS\*) 1 s.h.**  
See course description under AS 5870.

**PSY 5930 Clinical Psychology Practicum I 3 s.h.**

The first semester of a three-semester sequence. Students attend a weekly two-hour seminar while completing a 15-hour per week practicum experience in an agency where they provide clinical services. Hands-on learning of case formulation through presentation of their cases, clinical interaction, and clinical technique. Selected consultants may attend seminars to respond to case presentations. Topics to be covered this term include: methods to begin treatment or evaluation; assessing suitability for various interventions; making recommendations; developing helpful relationships with supervisors and staff; and elements of clinical listening and ongoing case formulation. Prerequisites: PSY 5110, PSY 5300, PSY 5310, PSY 5500, PSY 5700, and permission of program co-director.

**PSY 6100 Biological Bases of Behavior: Neuropsychology and Psychopharmacology 3 s.h.**

Two areas within the broad field of neuroscience (the biological bases of behavior): neuropsychology, the study of brain-behavior relationships, and psychopharmacology, the study of the behavioral effects of interaction between exogenous chemicals (drugs) and the brain's own neurotransmitters. Approaches to and methods of neuropsychological testing and pharmacological treatment with both child and adult patients. Prerequisite: admission to MSCP program, PSY 5700, or permission of instructor.

**PSY 6300 Statistics and Research Design 4 s.h.**

Advanced knowledge and skills related to quantitative research in clinical psychology: basic research designs, univariate and bivariate statistics, and data analysis. Introduction to multivariate research design, statistical analysis, and clinical research design and measurement. Application and synthesis of these concepts through review, summary and critical analysis of clinical psychology research articles, and through analysis and interpretation of existing databases. Prerequisite: admission to MSCP program or permission of instructor.

**PSY 6450 Advanced Clinical Methods 3 s.h.**

Advanced interpretation of projective tests; the theory and process of clinical inference and reasoning; advanced psychotherapy skills and concepts, such as countertransference, enactments, and resistance analysis; techniques for working with more challenging patients; psychological approaches to substance abuse; advanced discussion of work with diverse populations; and advanced topics in risk management. Prerequisite: PSY 6930.

**PSY 6840 Thesis 4 s.h.**

Original research on a topic of significance in clinical psychology, to be approved by the thesis advisor: a thorough literature review, formulating a research question or hypothesis, selecting the appropriate research design and methods, collecting and analyzing data, interpreting results in light of the hypothesis, and drawing conclusions. Preparation of the written thesis. Optional oral presentation and defense of findings to the thesis committee. Prerequisite: permission of instructor.

**PSY 6930 Clinical Psychology Practicum II 3 s.h.**

The second semester of the three-semester practicum sequence, with 15-hour per week clinical experiences. The seminar focuses on issues related to conducting treatment in established cases, with special attention towards clinical listening, identification of transference themes, and making appropriate interventions. Additional focus on appropriate documentation, ethical concerns raised in treatment, and liability issues, as well as students developing the ability to reflect upon themselves and their reactions to clinical interactions. Prerequisite: PSY 5930.

**PSY 6940 Clinical Psychology Practicum III 3 s.h.**

The third semester of the practicum sequence, with 15-hour per week clinical experiences. The seminar focuses on more advanced clinical listening, intervention, and self-reflection skills, with a special focus upon issues related to termination and transfer as students complete their practicum: ways to evaluate treatment progress and the use of termination and transfer as an opportunity to advance and solidify treatment gains. Prerequisite: PSY 6930.

## ***Quality and Operations Management***

**QOM 5740 Forecasting and Planning 2 s.h.**

Conceptual framework and theoretical knowledge of forecasting methodologies; practical uses of forecasting in common management/administrative situations, via case study and literature review; use of micro- and mainframe computer in forecasting. Prerequisite for Business students: BR 5170 (*waived by examination only*) and MIS 5580; prerequisite for DNP students: NUR 7890.

**QOM 6210 Total Quality: Building the Infrastructure 3 s.h.**

Introducing the methods and processes for bringing total quality to an organization. Students are provided with proven methods for installing the infrastructure to support a total quality process and to evaluate its effectiveness on an ongoing basis. Prerequisite: MGT 5300.

**QOM 6230 Quality and Process Improvement Techniques 3 s.h.**

The study of continuous process improvement, process management, and quality management systems. Course work includes case studies and group work which explore data analysis tools and methods, including SPC, flowcharting, and root causes analysis. Students define, analyze, and evaluate a process in a workplace setting. A final report is produced which outlines a process and recommends process improvement. Prerequisite: BR 5170.

**QOM 6250 Baldrige Award and Organizational Self-Assessment** 3 s.h.

Introduces the student to the Malcolm Baldrige Award, systems thinking, fact-based management, and continuous quality improvement methods that have application in service, manufacturing-assembly, nonprofit, and municipal organizations. Examination of the seven Baldrige Award Criteria through case studies. Field study analysis to determine changes to be made within organizations seeking Award certification.

**QOM 6700 Current Issues in Quality** 4 s.h.

Instruction in the field of quality, including current trends and evolving practices. Special topics include areas such as quality auditing, customer-focused satisfaction measures, supplier certification strategies, and implementation plan development for measuring supply chain efficiency and effectiveness.

**6710-6750 SEMINARS** 1-3 s.h. (max. 4 s.h.)

Five categories of seminars are defined to be offered as topics and presenters are available. Each offering within a category has a number unique by its decimal extension. The course prefix may also vary to other School of Business rubrics: e.g., ACC, MGT, MIS, MKT.

**QOM 6710 Brunch with an Expert Seminar** 1 s.h.

An "expert" from business, government, health care, or other environment is invited to share experiences, philosophy, industry predictions, or other information that will assist students.

**QOM 6720 Literature Review Seminar** 3 s.h.

A comprehensive review of the literature on a specific topic. Students prepare a summary presentation which would be suitable for corporate or appropriate audiences.

**QOM 6730 Research Seminar** 3 s.h.

Students and faculty work together on a research project. Topics may be suggested by students to faculty, may emerge as a result of study in a class, or may be an area of interest for the faculty.

**QOM 6740 General Topic Seminar** 1-3 s.h.

State-of-the-art or leading edge or applied topics that need to be expanded beyond the courses offered by the School of Business.

**QOM 6750 Leadership Seminar** 1 s.h.

Focus on content important to leadership development.

**QOM 6840 Project in Quality** 1 s.h.

The student works with a Madonna University faculty member to develop a project which combines skills acquired in the degree program to be presented during this course. Prerequisite: QOM 6700.

## Reading

**RDG 5110 Foundations of Literacy Education** 3 s.h.

Study of the cognitive, linguistic, sociological, cultural, and psychological bases of the reading/writing process. Emphasis is on developing a reflective philosophy of literacy learning as a foundation for the program and on linking theory and research findings to classroom practice.

**RDG 5160 Early Literacy Development** 2 s.h.

Study of relevant research and theory in the area of emergent and beginning literacy development; effective instruction of children at these early stages of development; administration of assessments in order to monitor student performance and provide effective instruction; and design and implementation of the various critical components of a balanced literacy program for pre-K-3rd grade.

**RDG 5210 Developing and Assessing Literacy Programs in Elementary and Secondary Schools** 3 s.h.

Study of the organization, planning, management, evaluation, and developmental scope and sequence of effective classroom reading/writing programs. This includes knowledge of state and national standards for reading instruction, requirements for meeting individual learning needs, and criteria for selecting materials to support instruction. Recommended prerequisite: RDG 5110.

**RDG 5250 Creating Classroom Writers** 2 s.h.

Theory, research, and pedagogy as they apply to effective writing programs at the elementary and secondary levels. Students explore the writing process, develop strategies for enhancing the skills of individual student writers in the classroom, and learn appropriate assessment practices, as they personally experience the writing workshop approach as a model for effective instruction.

**RDG 5310 Content Area Reading-Learning in Elementary and Secondary Schools** 3 s.h.

Study of the teaching, learning, and assessment strategies contained in effective instruction in content area learning in all subjects, at all grade levels. This includes knowledge of contextual factors that influence decision making. Prerequisite: RDG 5110.

**RDG 5330 Literature in the Context of Teaching Across the Curriculum** 3 s.h.

Investigation of the body of literature available for students, K-12. Presents criteria for selection, methods of integrating literature into the curriculum at all grade levels, and strategies to provide formalistic and sociocultural readings of text.

**RDG 5350 Language Development: Linguistic Foundations of Literacy** 3 s.h.

Investigation of major theories of language development in the normal child and implications for cognition and literacy acquisition. Attention to the dimensions of oral and written language, including linguistic knowledge, cognition, language performance, and cultural and environmental factors that promote language difference.

**RDG 5410 Interactive Computer Applications in Literacy Education** 2 s.h.

Investigation of the technology available for literacy instruction in the classroom and the media laboratory. Focus on technological applications for computer-aided instruction to

meet individual needs, computer-managed instruction to meet classroom needs, software applications and assessment, and information retrieval.

**RDG 5510 Reading Process, Assessment, and Instruction for Elementary Teachers 3 s.h.**

*This course satisfies the Michigan Department of Education requirement for Professional Certification; it is not part of the literacy education master's degree program.* Course content emphasizes the importance of ongoing assessment to appropriately differentiate instruction for diverse students in any elementary classroom. Field experiences provide opportunities to administer assessments in the following areas: interest inventories; English language learning and language expression and processing; visual and auditory discrimination; phonemic awareness; phonics; fluency; spelling and writing; and vocabulary and comprehension. Students learn instructional strategies needed to effectively develop these critical literacy-related areas. Prerequisite: elementary teacher certification.

**RDG 5520 Reading Process, Assessment, and Instruction for Secondary Teachers 3 s.h.**

*This course satisfies the Michigan Department of Education requirement for Professional Certification; it is not part of the literacy education master's degree program.* Course content emphasizes the importance of ongoing assessment to appropriately differentiate instruction for diverse students in any secondary classroom. Field experiences provide opportunities to administer assessments in the following areas: interest inventories; English language learning and language expression and processing; visual and auditory discrimination; phonemic awareness; phonics; fluency; spelling and writing; and vocabulary and comprehension. Students learn instructional strategies needed to effectively develop these critical literacy-related areas. Prerequisite: secondary teacher certification.

**RDG 6530 Diagnostic Procedures in Reading 3 s.h.**

Study of the psychology of reading, the nature of reading disability, and the nature of individual differences. Focus on diagnostic techniques, formal and informal assessment procedures, designing remedial programs to meet individual and group needs, preparing case studies and reports. Prerequisites: RDG 5110, RDG 5160, RDG 5210, RDG 5310.

**RDG 6850 Literacy Coaching and Leadership 3 s.h.**

Application of relevant research, theory, and best practices in the area of adult learning, professional development, and literacy coaching in order to effectively support K-12 schools and classroom teachers in improving literacy instruction, assessment, and student learning.

**RDG 6930 Practicum in Remediation 2 s.h.**

A supervised clinical practicum focusing on the evaluation of students with reading/learning problems. Emphasis on the design, implementation, and assessment of remedial programs to meet individual students' needs, and the communication of pertinent information to students, parents, and teachers. Prerequisite: completion of required course work and permission of instructor.

**RDG 6940 Practicum in Program Development (School-Based) 2 s.h.**

A supervised school-based practicum designed to prepare classroom teachers as Reading Specialists. Emphasis is on instructional differentiation, implementing learning objectives,

organizing and managing programs, assisting classroom teachers, evaluating students, and communicating effectively with all members of the school community. Prerequisite: completion of required course work and permission of instructor.

**RDG 6950 Seminar: Issues in Literacy Education 3 s.h.**

An in-depth examination of current major issues in theoretical processes and classroom practices that inform the ongoing debate in reading/writing education. Emphasis is on the research pertaining to the historical and theoretical perspectives of each issue, their implications for teacher preparation, school program development, and community involvement in diverse populations. Prerequisites: completion of required course work and permission of instructor.

## ***Sacred Heart Major Seminary***

**THE 2740 Introduction to Moral Theology 2 s.h.**  
(undergraduate prerequisite for MT 6750)

(Sacred Heart Major Seminary) An introduction to the study of the moral principles and norms in the Catholic Tradition as the foundation for decision making and pastoral ministry. Special emphasis is given to the relationship of Moral Theology to other theological disciplines, the teaching of the Magisterium, and the centrality of conscience.

**EV 5300 Conversion and Reconciliation 2 s.h.**  
(Sacred Heart Major Seminary)

A study of the personal and social realities of evil, sin, guilt, sickness, alienation in light of the restoration of the created order in Jesus Christ. Emphasis will be placed on Christian reconciliation and the dynamics of conversion as a life long process and sacramental event. The historical, theological, and pastoral aspects of the sacraments of Penance and Anointing will be examined.

**MT 6750 Foundations of Christian Moral Life 3 s.h.**  
(Sacred Heart Major Seminary)

A systematic examination of the Christian moral life and the virtues, moral principles, and norms necessary for living that life. The course investigates Sacred Scripture, human reason, human nature, the Magisterium, sin and grace, the different methods of moral decision making, and Catholic social teaching. (Co- or prerequisite: THE 2740 or equivalent)



**PM 6600 Pastoral Counseling** 2 s.h.  
(*Sacred Heart Major Seminary*) A study and practice of the elements of the counseling relationship including confidentiality, listening skills, counselor-client agreement. Special attention is paid to the distinction between pastoral counseling and spiritual direction and the process of assessment and referral.

**PM 7000 Ministry to the Elderly** 2 s.h.  
(*Sacred Heart Major Seminary*) A study of ministry to the aging: the aging process and the death and dying process and their personal, relational, theological, sacramental, and pastoral dimensions; some ethical questions posed by modern medical technology.

**PM 7150 Pastoral Care of the Sick** 3 s.h.  
(*Sacred Heart Major Seminary*) A study of the spiritual, sacramental, and physical needs of the sick and terminally ill; introduction to the Catholic Rite "Pastoral Care of the Sick"; ministry to the sick in their home and institutional setting with special attention to various religious and cultural customs, communication, and helping skills. Each student will participate as a presenter and facilitator in theological reflection.

**PM 7200 Pastoral Care of the Family** 2 s.h.  
(*Sacred Heart Major Seminary*) An examination of psychological, biblical, and magisterial foundations of family life and ministry. An exploration of contemporary family issues, such as marriage enrichment, parenting, extended family dynamics, crisis intervention and referral, and cultural concerns. This course will also consider the skills and resources necessary for competent pastoral care of the family.

## ***Social Science***

**SSC 5080 The Nature and Scope of Inquiry** 3 s.h. (*max. 6 s.h.*)

Theme-based, highly interactive interdisciplinary course designed to enable students to explore the different approaches and ways of knowing that contribute to understanding and resolving complex issues, problems, or dilemmas of contemporary life. Utilizing the different modes of inquiry which characterize the various disciplines, the course involves students in readings, discussions, works of art, lectures by expert informants, team collaboration, and independent research focused on a compelling theme and designed to develop the commitment to intellectual inquiry, humanistic values, and service to others embodied in the mission of Madonna University.

**SSC 5110 Do Animals Matter? (HUM\*/LS)** 3 s.h.  
See listing under HUM 5110.

## ***Special Education***

**EDU 3300 The Exceptional Learner in the Classroom** 3 s.h.  
(*undergraduate prerequisite to special education graduate courses*) Development of a working knowledge of the historical perspective of present special education programs, the effects of litigation, and the continuum of special education services. Identifying, evaluating, and differentiating instruction for students with special needs by way of a continuum of services in the least-restrictive environment. Response-to-intervention; positive behavior support; collaboration with school personnel and parents; community resources. Fifteen-clock-hour field experience required.

**SED 5330 Transition Planning Issues and Practices** 3 s.h.  
The legal basis and practices of transition planning, articulating both philosophical and pragmatic concerns. Given the unique needs of students with disabilities in light of the demands posed by various curriculum areas, situations, and settings, course participants acquire skills and techniques designed to help students experience less dependence on care givers and greater independence in school settings and the broader community.

**SED 5500 Methods of Teaching Students with Mild Disabilities** 3 s.h.  
Overview and analysis of special education practices based on current learning theories and research findings related to teaching students who experience high incidence learning and behavior problems. Review of specific procedures for planning via IEPs and delivering instruction in both academic and non-academic areas. Specific topics addressed include social skills development, prevocational and vocational training, general curriculum modification, and accommodation strategies.

**SED 6090 Formal and Informal Assessment** 4 s.h.  
Students become skilled in the administration, interpretation and reporting of educational evaluations. Emphasis on the selection of instruments, administration, scoring, interpreting, and recommendation aspects of the evaluation process, examining formal and informal tests in oral and written language, reading, and mathematics and emphasizing an understanding of the psychometric properties of assessment methods. The content of the course familiarizes students with the nature and purpose of psychological assessment. Practitioners develop and refine diagnostic skills that assist in the understanding and improvement of student learning.

**SED 6110 Legal and Ethical Issues in Special Education** 3 s.h.  
Overview of the field of special education law, including historical perspectives, Individuals with Disabilities Education Act (IDEA), Section 504 of the Rehabilitation Act of 1973, and the Americans with Disabilities Act (ADA). Focus on basic legal and ethical principles of special education law, including Free Appropriate Public Education (FAPE), Least Restrictive Environment (LRE), procedural due process, fair and just practices, zero reject, Individual Educational Plan (IEP), nondiscriminatory assessment, and student misconduct.

**SED 6220 Consultation and Collaboration** 3 s.h.  
An overview of the staff and parent interaction roles and responsibilities of the teacher consultant in inclusive settings. The distinct and differentiating characteristics of consultation and collaboration are delineated, and extensive

guided practice opportunities are afforded to students in both areas. Inter-agency collaboration strategies are presented and students review and discuss selected pieces of broader ranging organizational change literature.

## ***Teacher Education Institute (TEI)***

The following courses are offered online by the Teacher Education Institute and granted credit by Madonna University.

Note that registration is through the TEI website and that these courses are not incorporated in any Madonna University graduate degree program. They are intended for the recertification of veteran teachers, primarily those with expiring Professional Education certificates.

You may visit [www.teachereducation.com](http://www.teachereducation.com) to review the FAQ, obtain more detailed course descriptions, and register for any of these courses.

### **EDU 5830.04 Adolescent Literacy Strategies 3 s.h.**

Developing instructional practices that foster adolescents' literacy development. Teachers learn to implement research-based instructional practices that scaffold adolescents' literacy development in the areas of motivation, engagement, reading expository text, using prior knowledge, vocabulary, comprehension, writing, and studying. Presents implementation of research-based assessment techniques for monitoring students' growth and adjusting instructional practices to foster continued progress.

### **EDU 5830.05 Self-Esteem for Educators 3 s.h.**

Enhance your self-esteem and that of your students. Teachers learn skills and principles for integrating a model to enhance student self-esteem and performance in the classroom. A four-phase intervention model for enhancing self-esteem is applied to classroom situations. Instructional theories and models concerning self-esteem and related research are examined. Hands-on experience allows students to customize assignments for their specific grade level and curriculum specialty.

### **EDU 5830.06 Kids in Context: Implications for Classrooms 3 s.h.**

Explores the backgrounds and experiences of current students with the goal of enabling educators to design instruction and provide guidance to meet every student's needs. Engages participants in a sociological study of young people. Explores opportunities to gain insights from students themselves. Their perspective, ideas, and input should be sought and studied.

### **EDU 5830.07 Measurement and Evaluation in Education 3 s.h.**

Provides the student with current theories and trends in educational testing and classroom assessment. Covers concepts of measurement and evaluation, classroom test construction, creation and use of derived scores, selection and use of published measurement instruments, alternative assessment, and current issues. Explores how to construct well-designed tests that yield valid and reliable measures of teaching and learning. Addresses how to judge the advantages and limitations of tests and test scores, so that teachers will be able to use test results appropriately and effectively.

### **EDU 5830.08 Discipline with Dignity 3 s.h.**

Prevent discipline problems. Presents a flexible program for effective school and classroom management that teaches responsible thinking, cooperation, mutual respect, and shared decision-making. Educators are provided with a sound theoretical basis followed by an exploration of personal values, attitudes, and beliefs so that they can examine their beliefs and

biases pertaining to behavior management. Practical application with an emphasis on specific strategies followed by practice is a frequent sequence of instruction.

### **EDU 5830.09 Resolving Conflicts in Schools and Classrooms 3 s.h.**

Resolve conflicts effectively. Presents a proven and innovative approach to creating safer, more productive classroom environments based on creating "Peaceable Classrooms." This model emphasizes the classroom and the school as communities of caring and respect where six themes are emphasized: cooperation, communication, emotional expression, responsible decision-making, appreciation for diversity, and conflict resolution. This approach was developed out of classroom teachers' practice and has been tested in schools across the United States and Canada.

### **EDU 5830.10 The Collaborative Classroom 3 s.h.**

Co-teaching in inclusive settings. Provides educators with a strong foundation for planning, implementing and maintaining successful co-teaching programs. Policy makers and school reformers have set higher standards making teachers and administrators responsible for ensuring students meet the higher standards on state assessments. Addresses effective methods to help a diverse student population achieve greater success. This course examines the most commonly accepted co-teaching practices between general and special education teachers on the elementary, middle and high school levels. Based on current research and experiences of prominent individuals in the field of education including Richard A. Villa, Dr. Marilyn Friend and Carol Ann Tomlinson.

### **EDU 5830.12 Differentiated Instruction in the Classroom: 3 s.h.**

Effectively meet the needs of diverse students. Focuses on creating a learning environment that will maximize the potential for student success by using the strategies associated with differentiated instruction. Educators will learn how to manage instructional time in a way that meets standards and also provides motivating, challenging, and meaningful experiences for school age students. They will understand what defines differentiation and recognize their role and responsibilities in a differentiated learning community. Practical applications of how to differentiate with the content, process, and product will be explored while planning differentiated lessons. They will establish quality criteria and assessments to clarify and evaluate assignments.

### **EDU 5830.13 Emergent Literacy Development: Pre K-Grade 3 3 s.h.**

Current research on recommended "best practices" in emergent and early literacy are explored. Emphasis is placed on classroom environment, organization, effective practices and learning resources designed to maximize literacy achievement. Practical hands-on projects will provide guided practice in using new methods and materials. Technology resources for integrating literacy instruction and assessment will also be introduced.

### **EDU 5830.15 K-12 Application Software: 3 s.h.**

Technology, teaching, and learning. Highlights application software used in the K-12 curriculum. Emphasis is placed on student use and teacher productivity. Teachers will work with integrated application programs and their components, graphics programs, and desktop publishing software to integrate the applications into various curriculum areas.

### **EDU 5830.18 Technology and the K-12 Curriculum 3 s.h.**

Enhancing Standards-Based Instruction with Technology. Designed to provide students with strategies for integrating instructional technology into all areas of the PK-12 curriculum in alignment with state and national standards.

**EDU 5830.19 Trends and Issues in Reading Education 3 s.h.**

(Note: this is not the reading course required for the Michigan Professional Education certificate.) Exploring Quality – Research-based literacy instruction for the 21st century. Examines the significant issues and rapid changes facing reading teachers and school administrators that may require modification to curriculum, programs, policies, procedures, and assessment of literacy achievement. Students will participate in forum discussions on these important and varied issues, analyze solutions found in the readings and suggest solutions based on readings and their experiences. Students will review their local classrooms, schools, and districts for the status or presence of these issues and the steps that may be taken to resolve the problems.

**EDU 5830.20 Teaching Reading Strategies: 3 s.h.**

(Note: this is not the reading course required for the Michigan Professional Education certificate.) Improve comprehension across the curriculum. Assists teachers (elementary through high school) in the development of specific skills/methods needed to effectively teach strategic reading that improves comprehension across the curriculum. These methods will be used as a tool for thinking and learning in all content areas. Will include strategies for comprehending non-fiction, informational, and narrative text, vocabulary development, Reciprocal Teaching, reflective strategies, writing strategies that construct and extend meaning, assessments, and strategic lesson planning. A framework for teaching reading will be established by examining current research and effective practices that will allow the teacher to develop content literacy for them and their students. Reading is a complex process and teachers will gain an understanding of the metacognitive skills and strategic reading strategies needed to effectively utilize specific skills to facilitate student growth in the reading process.

**EDU 5830.21 Professional Learning Communities 3 s.h.**

Educators as learners and leaders. Teachers and administrators in public and private schools will develop a clear and compelling vision of how an organization must shift in order to help all students learn. Members of Professional Learning Communities use results-oriented action steps to clarify exactly what each student must learn, monitor each student's learning on a timely basis, provide systematic interventions, and use collective inquiry/feedback to create a collaborative atmosphere of continual improvement. Self-assessments and reflective exercises will help the student to assess their own teaching environment.

**EDU 5830.22 Strategic Lesson Planning 3 s.h.**

Research-based strategies for every lesson. Designed to assist teachers in public and private schools in creating more effective lesson plans by aligning their plans with their students' learning styles. Lesson plans are a teacher's self-created guide to content presentations that maximize mastery by the student. Combines meta-analysis with current action research to create lesson plans that are both efficient and effective. Research-based lesson plans address both today's high standards and the differentiated learning styles of the student.

**EDU 5830.23 Peer Mentoring and Coaching 3 s.h.**

Supporting the novice and veteran teacher. Designed to assist all educators in developing and utilizing effective practices to successfully mentor novice teachers. Explores the benefits that experienced teachers can gain by collaborating with colleagues in peer coaching programs. Supports the premise that all educators are lifelong learners and that working in partnership with colleagues enhances classroom practices, improves students learning and builds social communities.

**EDU 5830.24 Multicultural Education: Appreciating Diversity 3 s.h.**

Acquire specialized competencies and skills to effectively teach across the curriculum, i.e., knowledge of how language is structured, how first languages are acquired and developed, and how languages vary. Learn instructional strategies that benefit ESL students and that are consistent with strategies that benefit all students.

**EDU 5830.25 Brain-Based Teaching for the Adolescent Learner 3 s.h.**

Adolescent learning strategies. Focuses on adolescent learning, curriculum design, and research-based instruction in the context of brain development. Examines conditions that support adolescent learning, developmental tendencies, personal development, social development and intellectual development. Explores essential components of inquiry lessons and plan lessons that reflect the Adolescent-Centered Teaching (ACT) Model (Crawford, 2007). Create class profiles to target instruction based on the learning styles of students. Addresses related issues such as classroom management, motivation, and building a learning community. Introduces alternative methods to assess learning while incorporating them into practical and classroom-friendly activities.

**EDU 5830.26 Combating Problem Behaviors in a Respectful, Responsible, and Cooperative Way 3 s.h.**

Provides busy educators with practical, easy-to use strategies for preventing and responding to misbehavior in ways that will build respectful, responsible and cooperative classroom communities. Focuses on creating a classroom of exceptional learners committed to the learning process when dealing with diverse learners, including those with special needs. Examines the causes of misbehavior, classroom disruptions and oppositional behaviors that affect student learning. Examines specific techniques you can use to prevent problems from occurring, why kids misbehave, and how to intervene when one student or a small group of students disrupt the learning process for all.

**EDU 5830.29 Strategies for Teaching Students with Autism/Asperger's Syndrome 3 s.h.**

Focuses on developing an understanding of Autism and Asperger's Syndrome, of intervention strategies to enhance communication and learning for these students and methods of teaching social skills to assist them in interacting with their peers. Provides teachers with tools and strategies to implement effective teaching practices for students with Autism/Asperger's Syndrome.

**EDU 5830.30 Writing Across the Curriculum, K-12 3 s.h.**

Content area writing. Provides participants with an understanding of the factors and traits of writing, a common language for teaching and assessing student writing, and a practical prescription for teaching the tools of self-assessment. Writing should be an essential and integral part of all instruction. Provides participants with ideas and strategies to be more effective teachers of writing.

**EDU 5830.31 Service Learning: 3 s.h.**

Learning through community service: educators explore the concept of service learning, the guiding principles of service learning activities and how to implement, monitor and evaluate effective service learning projects. Examines the current and past practices of service learning in educational settings. Discover the varied and diverse activities providing service learning opportunities for students and how to connect service learning activities to state curriculum objectives and learning standards. Explore how service learning affects the cognitive and affective domains of learning, enhances brain development and engages the learner/service provider.

- EDU 5830.32 Information Literacy** 3 s.h.  
 Navigating the information society. Designed to help you become a more comprehensive participant in our information society. Will enable you to be able to think more critically about research and research strategies, recognize when and what information is needed, locate and critically evaluate information, and use information effectively.
- EDU 5830.33 Multiple Intelligences** 1 s.h.  
 Assists educators in the K-12 setting to develop an awareness of the role multiple intelligences play in acquiring knowledge. Educators will gain insight into their own preferred learning style and be equipped with the tools necessary to identify the learning niche of their students.
- EDU 5830.34 Teaching Millenials** 1 s.h.  
 Assists educators in identifying and meeting the needs of Millennial students. A study of generational attributes will assist the learner in identifying each archetype in their educational setting.
- EDU 5830.35 Teachers and the Law** 3 s.h.  
 Examines the legal system and the role it plays in the educational setting for the teacher. Focuses on the practical application of legal concepts and how they apply to the numerous daily decisions teachers must make. Provides teachers with up-to-date and relevant information so they will be knowledgeable in school law issues that impact them.
- EDU 5830.37 Linguistically Diverse Students and Literacy** 3 s.h.  
 Language development for ESL learners. Designed to help teachers develop the skills and practices necessary to be facilitators of language and academic development of K-12 learners whose native tongue is other than English. The prevalence of English as second language users in America's schools has led to the need for teachers who have a sound knowledge base of research proven theories, techniques, methods, and assessment for teaching literacy to such populations.
- EDU 5830.38 Web 2.0 in the Classroom** 3 s.h.  
 Discovering ways to utilize technology to facilitate student learning. Provides teachers with the tools necessary for effectively utilizing multimedia technology in the classroom. Incorporates the National Educational Technology Standards (NETS). Topics include planning and designing effective lessons using multimedia, implementation of the designed lessons, assessment and evaluation of the lessons, professional productivity, and social, ethical and legal issues concerning the utilization of the technology. Reflects multimedia technologies such as Powerpoint, graphic software, audio, video, podcasting and Web 2.0 technologies.
- EDU 5830.39 Leadership Development** 2 s.h.  
 Designed so participants work collaboratively to build an empirical model of effective leadership based upon their own observations and personal experience, as well as professional research findings. The empirical model consists of an operational definition of leadership; identification of the essential qualities and characteristics of leadership; and specific skills necessary for educators to realize their unique potential as leaders.
- EDU 5830.40 Combating the Effects of Poverty in the Classroom** 3 s.h.  
 Explore the nature of poverty and its effects on child development and learning. Provides teachers with an understanding of poverty, but more importantly gives them the strategies and tools they need to create an educational framework to meet the needs of impoverished children and help them succeed in school.
- EDU 5830.41 Cyber-Bullying and Safety on the Net** 3 s.h.  
 Examine the impact of online harassment on teaching and learning and apply strategies that will help reduce and/or eliminate the instances of cyber-bullying in classrooms, students' homes, and schools. Using the CyberSmart curriculum that stresses that cyber bullying can be controlled, teachers will develop classroom lesson plans and materials for parents that protect students' rights and consider applicable laws when confronting these situations in the school community.
- EDU 5830.42 Leadership of Literacy Instruction** 3 s.h.  
 Guides strategically positioned practitioners in transforming literacy practices in the school in which they work. Apply principles and procedures for selecting teams of competent professionals to direct a school's literacy and academic program; for conditioning the school environment so the necessary supports are available for literacy improvement; for establishing a core set of beliefs on which schools can build a vision of successful literacy education; for establishing a sustainable professional development system to undergird and support a school's programs; for building and sustaining a comprehensive, data-based literacy instructional and assessment system; for monitoring, assessing and advocating for improvements in program delivery. Addresses Standards 5 and 6 of the International Reading Association's (2010) Standards for Reading Professionals which covers supervision and professional learning, as well as elements under other standards that address the leadership role of the literacy professional.
- EDU 5830.43 RTI<sup>2</sup>–Response to Instruction/Intervention** 3 s.h.  
 Combines the research-based philosophy of providing effective instruction for all students with proven strategies to facilitate the academic and behavioral success of every student. Teachers learn to use the RTI<sup>2</sup> framework for allocating instructional and behavioral services, supports, strategies, interventions, assessments, or programs that are aligned to students' individual needs. The ultimate goal of RTI<sup>2</sup> is to provide early, effective services at a necessary level of intensity, so that students maximize their academic and behavioral potential and proficiency. In addition, it aims to prevent inappropriate assignments to special education through early intervention and the provision of multiple tiers in a fluid environment that utilizes continuous progress monitoring. RTI<sup>2</sup> will assist all educators to ensure that both high-achieving and struggling learners in every discipline and at every grade level will become competent and armed for their future educational and professional endeavors.
- EDU 5830.44 Teaching Algebra K-8** 3 s.h.  
 Introduces primary and intermediate teachers to the scaffolding of algebraic thinking. Explores the reasoning behind the need for this type of instruction. Teachers will be encouraged to look at their current mathematics curriculum through a new lens. They will see that, in many cases, algebraic thinking activities in the early grades can serve as natural extensions of their students' number sense. Many activities suggested and those developed by the teachers throughout this course will support and enhance current instruction.
- EDU 5830.45 Teaching and Learning with Documents** 3 s.h.  
 Examines the practice of using Document-based questions and data. Explores the application of documents in the classroom for the purpose of increasing student understanding, encouraging analytical skills and maximizing performance. Focuses on exploring the skills necessary to make classroom exercises, activities and assessment using documents and document-based questions successful and productive. Teachers address how to differentiate instruction based on available documents. Teachers learn how to assess students based on document-based questions both with a scaffold and unguided.

**EDU 5830.46 Common Core Mathematics 3 s.h.**

Examine the Common Core State Standards for Mathematics (CCSSM). Explore the factors that led to the present Common Core initiative. Examine the Mathematical Practices and delineate how current research supports these practices. Compare the Mathematical Practices and the NCTM Process Standards. A final focus will be on how CCSSM relates to the classroom and how to implement CCSSM in the classroom.

**EDU 5830.47 Getting to the Core 3 s.h.**

Explore the Common Core State Standards. Provides teachers with an understanding of the CCSS. They will explore the strategies and tools necessary to create an educational framework to meet the needs of students, to help them achieve success, and be fully prepared for college and the workforce.

**EDU 5840.04 Inclusion: Including Students with Disabilities in Public Education 3 s.h.**

Focuses on inclusion as it relates to children with disabilities and how to include them into public education. Current issues and trends, parent/professional relationships, legislation and legal rights, and other related topics are covered. In addition, current resources available on the World Wide Web are explored and utilized.

**EDU 5840.05 Reaching Today's Students 3 s.h.**

Building the community circle of caring. Synthesis of the most current theories, strategies, and practices to comprehensively address the needs of children and youth at risk within educational settings. Building upon traditional philosophy and educational commitment with current research and proven strategies, strives to fulfill the promise that all children and teachers can succeed. Explores the motives and dynamics surrounding misbehavior and the desire to learn, how to create a Community Circle of Caring—a healthy and positive environment—that meets children's basic needs. Presents specific interventions, strategies, and techniques to avoid and to defuse potential conflict situations.

**EDU 5840.06 Teaching With WebQuests 3 s.h.**

How to use the Internet in the classroom. Teachers learn to create a web-based lesson that engages students in higher order thinking and cooperative learning. The WebQuest model is applicable to a wide range of topics, goals, classroom environments, and learners. Participants learn how to develop attractive web pages, locate useful information on the web, work collaboratively with other teachers at remote sites, and evaluate complex achievement by students. Teaching for understanding and developing a set of teaching and assessment strategies to be used with or without the Internet are covered.

**EDU 5840.07 Preventing School Violence 3 s.h.**

What classroom teachers need to know. Teachers learn a comprehensive and proven theoretical model for explaining, predicting, and preventing violence. They acquire the skills and methods necessary to design and develop violence prevention strategies, effectively evaluate violence prevention programs. They also learn how to use a model to compile baseline data for predicting violence in their schools and classrooms.

**EDU 5840.08 Integrating Technology into the Reading and Language Arts Curriculum K-8 3 s.h.**

Exposes teachers to a variety of ways that technology can promote the development of reading, writing, spelling, and mechanics of English language. Rationales for integration of technology into the reading and language arts classroom are explained and translated into actual classroom practice. Guides teachers through a series of research activities through which they can learn the basic use of the Internet and other electronic tools to support literacy, word processing, and the publishing of students' works. The role of the teacher as a facilitator of learning is

examined. Teachers complete the course by designing and completing a multimedia integration project, ready to use in their teaching.

**EDU 5960.03 Bully Prevention in Schools 3 s.h.**

Creating a safe climate for all students. Focus on creating a classroom climate in which all students feel safe. One child in four is bullied at school. One in five admits bullying. In schools where fear and anxiety are the norm, students cannot learn and achieve. In this course, teachers review the research on the causes and effects of bullying, as well as study best practices. In addition, they learn strategies for meeting the underlying needs of bullies.

**EDU 5960.04 Teachers and Parents 3 s.h.**

Winning and keeping parent support. Presents proven and innovative methods to gain and keep parent support. Emphasizes interventions through a cooperative team approach between teachers and parents. Based on research endorsed by the National PTA, the skills and procedures taught in this course and practiced in applied assignments enable educators to maintain supportive involvement from parents of even the most challenging students.

**EDU 5960.05 Teaching Gifted and Talented Students 3 s.h.**

Tested practical approaches to challenging the most able students. Examines the strategies and techniques classroom teachers can use to meet the academic and emotional needs of the gifted and talented. Course content includes practical approaches for challenging the most able students in the regular classroom, pull-out, or full-time classes for gifted students. Examines ways of knowing (epistemology) unique to gifted students and an appropriate pedagogy to specifically enhance each student's giftedness.

**EDU 5960.06 Teaching and Learning With Groups 3 s.h.**

Keys to success. Presents proven methods for teaching students through group projects. Based on research and years of practice, this model helps teachers avoid the pitfalls and capitalize on the many benefits of cooperative learning. The skills and procedures taught in this course and practiced in applied assignments enable educators to motivate students to develop important life skills for working in teams while learning subject matter more completely.

**EDU 5960.08 Stress Management for Teachers 3 s.h.**

Minimize the negative effects of stress in the classroom. Teachers learn an operational definition of stress, study the major research findings on the nature of stress, learn the major theories explaining its impact upon teaching and learning, and conduct a thorough assessment of stress factors operating in their classrooms. This knowledge is then integrated, by applying strategies to identify and address specific sources of stress that undermine effective teaching and learning in their classrooms. Teachers learn to identify specific students experiencing debilitating stress and take actions to address these problems and help the student restore personal equilibrium and enhance their performance.

**EDU 5960.09 The Personally Intelligent Teacher 3 s.h.**

Teachers learn to apply a model for developing personal intelligence that includes research, theory, and practical skills for developing the five dynamics of personality. Based on the research and theories of Howard Gardner and William James, PIT teaches teachers how to become master coaches in the classroom and bring out the best in themselves and their students.

**EDU 5960.10 Effective Classroom Management 3 s.h.**

Develop skills to effectively manage challenges in the classroom. Designed to assist teachers and administrators in public and private schools to develop skills to help them effectively manage the behavior problems that today's students bring



to school. Students participate in several assignments that reinforce the concepts and strategies related to classroom management. Most of the assignments require access to a classroom and are designed for currently employed teachers. Special provisions are made for participants who do not have access to a classroom.

**EDU 5960.13 Teaching Creativity, Creatively 3 s.h.**

A guide to enhancing creativity in both teaching and learning. Examines creativity and analyzes behaviors most often associated with creative behavior. Systematically applies a model that teachers may use to develop creative lessons. Examines each part of the model by adding and covering topics that range from finding problems to critical thinking. Each topic is functionally related to model components. Emphasizes the application of the model to lesson development and teaching creatively.

**EDU 5960.14 Action Research in the Classroom 3 s.h.**

Using action research to improve teaching and learning in the classroom. Action research is a specific process for problem solving, verification, and discovery. The process can be used by an individual, teacher or student, but experience indicates the process works best through cooperation and collaboration. The participants employ the process to answer prescribed questions, and discover solutions to persistent problems.

**EDU 5960.15 Whole Brain Learning 3 s.h.**

Actively experience the process of whole brain learning. Provides teachers with the brain-based tools and understanding necessary to assist students in reaching their full potential for test-taking, increasing overall focus, enhancing reading and math skills, improving general study skill techniques, and building self-confidence in today's classrooms. The brain's developmental stages and how they affect learning and behavior are examined along with body and brain integration and the physical components of learning. Teachers are presented with specific movements that can assist with balancing the vestibular system in the brain and the knowledge of how these movements can be easily assimilated into the lessons as part of the learning process and the overall school day.

**EDU 5960.16 Educating Special Needs Students 3 s.h.**

Provide tools and strategies to develop a clinical eye toward all students. Designed for all educators and related providers who work with students that have learning disabilities, attention deficits (with or without hyperactivity), developmental delays, behavior problems, or other distinctive disorders. Participants also gain understanding of students with dyslexia, autism, and multiple disabilities. Federal laws are explored along with many required applications to the classroom. Participants develop a clinical eye towards all students (with or without an IEP) as they learn about differentiated instruction and apply various curriculum adaptations to their specific educational setting.

**EDU 5960.17 Preparing for the National Board and Beyond 3 s.h.**

Understand elements of National Board portfolio. Designed to prepare teachers to achieve National Board Certification by introducing them to the standards and core propositions of the National Board for Professional Teaching Standards. Course participants are asked to develop reflective practices by writing about their classrooms, their lessons, and their involvement in the community and profession. Participants gain knowledge of the National Board process as they read and reflect on standards and on elements of the national board portfolio.

**EDU 5960.18 Character Education in the Classroom 3 s.h.**

Develop moral and ethical behavior in students. Examines the role of educators in developing moral and ethical behavior in students. Educators explore different theories of moral

development and identify skills that can be integrated into the classroom. Practical application of the concepts shared is emphasized. Educators prepare lessons/vignettes that they will use in their classrooms. Avenues to involve the entire school, parents, and the community are addressed.

**EDU 5960.20 Effects of Poverty on Education 3 s.h.**

Removing the barriers of poverty to learning. Considers the impact of poverty on academic achievement. Course content includes effective ways teachers may empower students to overcome the barriers to learning that result from enduring the impact of poverty. Course emphasis is to develop a minimal, error-free, instructional system classroom teachers may use to teach all disadvantaged students. Equal emphasis upon the sociology of American schools and the cultural "trap" of poverty. The innovative feature of this course is bringing together the framework for understanding poverty and the sociology (social context) that traps so many bright and capable students in a self-fulfilling dead end.

**EDU 5960.21 Preventing Gang Activity in Schools 3 s.h.**

A new approach for teachers and students. Gangs are found within practically every major urban high school in the country. So much of what teachers and administrators think about gangs is embedded in popular myth and inconsistent with factual knowledge about the reality of gangs. The need for accurate analysis of the realities of various aspects of gangs is important for all educators to know. This course brings together several theories along with several longitudinal studies to compose a strategy educators may use to prevent gang formation, curb gang activity in the school, and to confront gang expansion.

**EDU 5960.24 Integrating Technology in the Classroom 3 s.h.**

Enhance student learning with technology. Designed for educators and administrators with activities appropriate for students at both the introductory and intermediate level. Examines the integration of technology that facilitates student learning. Includes evaluating online resources and designing learning activities with new technologies. Hands-on experience allows students to customize assignments for their specific grade level and curriculum specialty. Involves participant learning strategies for technology integration, assessment in technology integrated lessons, and teaching cyber ethics. The course curriculum earned the International Society for Technology in Education (ISTE) Seal of Alignment for National Educational Technology Standards for Teachers (NETS-T).

**EDU 5960.25 Accelerated Learning 3 s.h.**

Using brain research in the classroom. Examines the unique relationship between the body and the brain (Hart, 1998), and between students and teachers. Based on current brain research, emphasizes and creates opportunities for a balanced approach between traditional teaching approaches and new approaches. Examines techniques and strategies of Accelerated Learning that will improve student curiosity and satisfaction with the learning process. A working knowledge of the brain is essential. Not weighted with complex terminology. Students who have completed the Teacher Education Institute's Whole Brain Learning class will benefit from this course; however it is not necessary to have completed WBL to enroll in the Accelerated Learning.

**EDU 5960.26 Dropout Prevention: A Strategic Approach 3 s.h.**

Based on the assumption that antecedents to a decision to drop out of school are more amendable to intervention than "end" attributes, the course begins with various ways to identify antecedents. There is abundant research on school dropouts, but there is no indisputable solution to the dropout problem. A need is to review the research and develop an explanation of school dropout. Once an explanation is developed, the explanation will be used to evaluate existing dropout programs, to

use as a basis in developing dropout prevention strategies, to provide a reference for identified antecedents, and to develop an appropriate pedagogy for potential dropouts.

**EDU 5960.28 New Faces: Immigrant Education 3 s.h.**

Meeting the challenge of immigrant education. Teachers across America are looking into the eyes of new faces. Demographic shifts are both informing and alarming, and assure that classroom teachers will be seeing “new” faces in ever growing numbers. This will be true as long as this great country offers hope and opportunity to the world; they will keep coming, both legally and illegally. The children of immigrants are bringing to our classrooms new and formidable challenges and now is the time to prepare to meet those challenges. This course has been designed to provide skills and knowledge that will empower the classroom teacher to meet the needs of “new faces,” and at the same time improve the educational opportunity for all students.

**EDU 5960.29 Innovative Testing Tools 3 s.h.**

Merging assessment and instruction. Assessment is the key element in any restructuring of the educational system. This course will deal directly with the issue of integrating instruction with assessment or what has been popularly referred to as teaching to the test. The focus will be on creating the skills necessary to make classroom exercises and activities so compelling and powerful that the two separate fields of instruction and assessment will merge into a single domain. Teachers will begin instructional planning, with the end (assessment) in mind, then address how evidence is gathered through a variety of formal and informal assessments to effectively gauge student performance. Related issues such as classroom management, motivation and test anxiety will be addressed. Alternative methods of assessment will be introduced and incorporated into practical and classroom-friendly activities.

## ***Teaching English to Speakers of Other Languages***

**TSL 5000 Current Developments in Teaching and Learning Theory 2 s.h.**

A critical analysis of the major principles of teaching and classroom learning. An investigation of the theoretical, sociological, and philosophical foundations of various theories of learning as applied to effective instruction; recent trends and traditional theories which contribute to excellence in the teaching and learning process. Prerequisite: permission of advisor.



**TSL 5110 Issues in TESOL: Adult Education 1 s.h.**

An overview of practical considerations of concern to teachers of English as a second or foreign language to adults. Past and current second and foreign language teaching methodologies are surveyed. Student advocacy is discussed in the context of social, political, and legal ramifications governing the lives of foreign students, workers, and immigrants in the United States. Students observe ESL classrooms and evaluate their experiences based on the criteria drawn from the course material. Prerequisite: graduate standing.

**TSL 5120 Issues in TESOL: K-12 Education 1 s.h.**

An overview of practical considerations of concern to teachers of English as a second language in K-12 settings. Past and current second language teaching methodologies are surveyed. The standards and benchmarks of the Michigan English Language Proficiency Standards, Michigan Curriculum Framework, and ESL Standards for Pre-K-12 Students are discussed and their applications to curricular planning, instruction, and assessment are analyzed. Student advocacy is discussed in the context of building partnership with students' families and communities. Students observe ESL classrooms and evaluate their experiences based on the criteria drawn from the course material. Prerequisite: graduate standing.

**TSL 5140 Applications of Language Assessment to Instruction 2 s.h.**

An in-depth survey of the applications of language testing methods to second or foreign language instruction. Focus is on the ongoing nature of assessment and multiple ways to assess that are age and level appropriate. Various assessment techniques are analyzed and applied to an array of instructional settings representing diverse pedagogical, cultural, and political contexts.

**TSL 5150 Human Development and Schooling 3 s.h.**

Study of normal growth and development, birth through late adolescence with attention to the impact of physical, emotional, social, cultural, intellectual, and environmental factors on learning, language development, and literacy.

**TSL 5190 Second Language Acquisition 3 s.h.**

A survey of prominent theories and current research findings in the field of second language acquisition. Emphasis is given to the ways these theories and research shape pedagogical practices in English as a second language classrooms. Major theoretical concepts and methods of analysis in the field are discussed. Biological, cognitive, personality, and socio-cultural factors influencing second language acquisition are investigated.

**TSL 5210 Teaching of Speaking/Listening to ESL Students 3 s.h.**

A survey of contemporary methods of teaching speaking and listening skills to learners of English as a second or foreign language. Current research findings in the field are analyzed and evaluated. Several methods, along with their strengths and limitations, are addressed in detail. The criteria for selecting appropriate instructional materials are discussed. Different classroom assessment techniques measuring progress in acquiring oral skills are presented. Students have an opportunity to conduct various oral language teaching activities.

**TSL 5220 Teaching of Reading/Vocabulary to ESL Students 3 s.h.**

A survey of methods of developing literacy skills in learners of English as a second or foreign language, based on the knowledge of linguistic systems. Current research findings in the field are analyzed and evaluated. Various instructional methods are presented; their theoretical underpinnings and rationales for their use are examined. The criteria for selecting appropriate instructional materials are discussed. Different classroom assessment techniques measuring progress in acquiring reading skills are presented. An integrated approach is emphasized. Students have an opportunity to conduct an array of teaching activities pertinent to reading and vocabulary instruction.

**TSL 5240 Teaching of Writing to ESL Students 3 s.h.**

A survey of methods of teaching writing to learners of English as a second or foreign language. Current research findings in the field are analyzed and evaluated. The systematic features of the English spelling are addressed. The stages of a writing process are investigated. Students have an opportunity to engage in individual and group writing in various genres. The influence of culture on writing styles is addressed. The criteria for selecting appropriate instructional materials are discussed. Different classroom assessment techniques measuring progress in acquiring writing skills are presented. Prerequisite: graduate standing.

**TSL 5250 Teaching of Grammar to ESL Students 2 s.h.**

A survey of methods of teaching grammar to learners of English as a second or foreign language. Current research findings in the field are analyzed and evaluated. Pedagogically relevant grammatical structures of the English language are reviewed and the instructional challenges they pose are addressed. Students have an opportunity to prepare and conduct grammar lessons. The criteria for selecting appropriate instructional materials are discussed. Different classroom assessment techniques measuring progress in acquiring grammar skills are presented.

**TSL 6200 Language and Culture 2 s.h.**

A study of interface between language and culture. Various aspects and purposes of culture are analyzed in reference to language. Focus is on cross-cultural communication and acquisition of a foreign culture. The main premises of the American culture are contrasted with the premises of other cultures to exemplify issues in cross-cultural communication. Prerequisite: graduate standing.

**TSL 6300 Practicum 2 s.h.**

An instructor-supervised classroom practicum during which students implement various methods of teaching and assessing learners of English as a second or foreign language. Emphasis is given to guided reflections on teaching skills of students. 120 classroom contact hours (30 hours observation, 90 hours teaching) are required. Prerequisite: prior completion of or simultaneous enrollment in TSL 5210, TSL 5220, TSL 5240, and TSL 5250.

**TSL 6900 Research Seminar in T.E.S.O.L. 3 s.h.**

A survey of current research approaches and techniques used in the field of Teaching English to Speakers of Other Languages. Focus is on informing instruction through implementation of current research findings. Students evaluate research studies in the field and are expected to design their

own research projects. Ethical considerations in research and teaching are analyzed in a cross-cultural context.

## ***University of Detroit Mercy***

**ETH 7010 Ethical Issues in Advanced Nursing Practice 3 s.h.**

This seminar explores the philosophic basis and derived theories of ethics and their implications for advanced clinical practice. Using ethical principles, students will examine a variety of clinical, research, and practice management dilemmas that arise in the provision of advanced practice nursing services to individuals, populations, and communities. Course content includes issues related to social justice, health care disparities, vulnerable populations, professional interactions, genetic screening and diagnostic testing, end of life, conflicts of interest, reproductive technology, and scientific research agendas.

**NUR 7000 Advanced Theory and Knowledge Development for Clinical Nursing Practice 3 s.h.**

NUR 7000 builds upon an introductory knowledge of nursing theory and the ability to analyze and evaluate the utility of selected theoretical models within nursing and other disciplines. This course integrates nursing science with knowledge from the biophysical, social, and organizational sciences as the basis for doctoral-level advanced nursing practice. Students will critically evaluate, compare, and contrast relevant theoretical approaches for their utility in advanced nursing practice in their area of interest/expertise. Using theory as a guide, students will develop their theoretical model for clinical practice and demonstrate how that model can be used to design clinically relevant strategies aimed at improving health and/or health care in diverse settings.

**NUR 7300 Transformation Leadership and Innovation in Advanced Nursing Practice 3 s.h.**

This course addresses the leadership role of the advanced practice nurse within health care organizations to affect change and ensure quality improvement, with a focus on inter- and intra-professional collaboration. This course will explore critical topics in organizational and systems leadership that emphasizes the primacy of clinical work and the opportunity for nursing innovation to transform service delivery, improve health outcomes and ensure patient safety. Interdisciplinary theories and practice of leadership will be explored at



different levels of nursing practice: individual practice settings, health care organizations, and the national health care system. Leadership, management, and communication strategies to move interdisciplinary groups toward common goals and objectives will be examined.

**NUR 7350 Business Management to Ensure Quality in Health Care** 3 s.h.

This course builds upon the leadership and organizational change course to examine health care economics and the business of clinical practice as it relates to the delivery of quality health care services. The course will analyze the dynamic interplay between the driving forces of economics, health policy, quality improvement, and standards of care in the delivery of health care services to maximize health outcomes. Within a quality improvement framework, students will explore economic concepts and measurement tools to critically appraise a health care issue, design strategies to improve clinical outcomes and evaluate the achievement of the improvement goals including not only the outcome but safety, fiscal principles, efficiency, and quality.

## ***Writing***

**WRT 5000 Writing Workshop for Graduate Students** 1-3 s.h. (max. 3 s.h.)

Individualized instruction for graduate students seeking to develop post-graduate intensive writing competencies. Includes an introduction to research writing. Working with tutors in the Writing Center, either on-ground or online, for a prescribed number of hours per week is a requirement for this course. *May be repeated for a maximum of three semester hours.*

**WRT 5050 Writing for Graduate School and the Professions** 3 s.h.

An overview of genres, purposes, and approaches for successful writing in graduate school, the professions, and in business. The role of research in scholarship, business, and the professions. Students individualize course content on research and writing to their own programs by creating their own course packs and projects within course guidelines. Development of electronic portfolios is a key element of the course.





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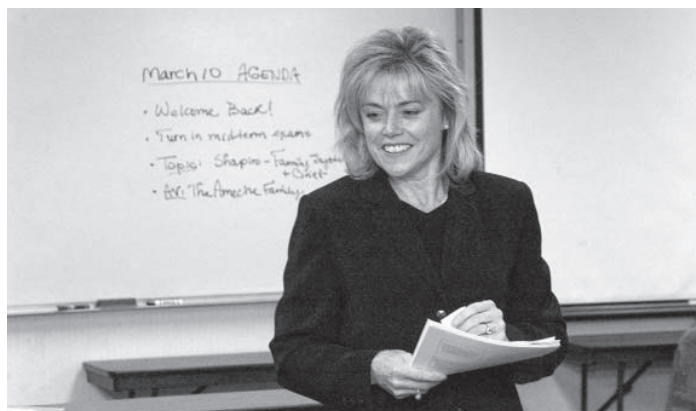
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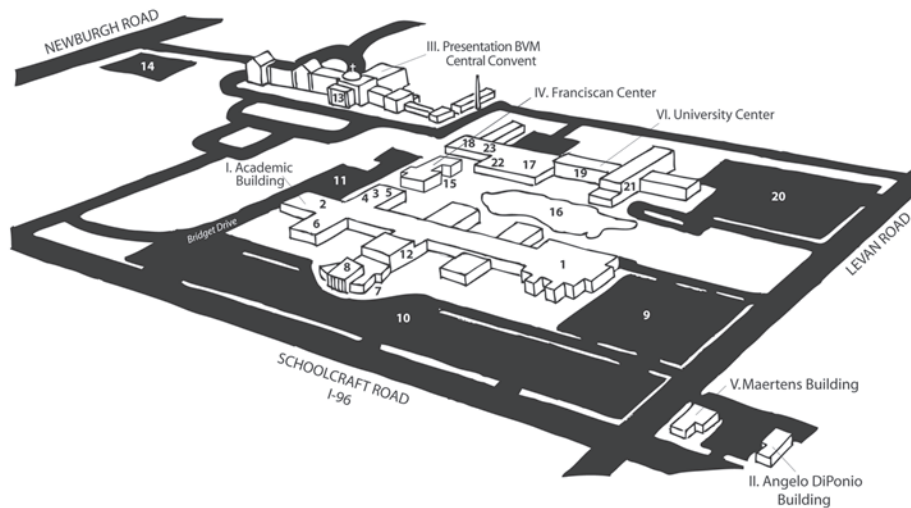
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9. Parking Lot – East

## 10. Parking Lot – South

11. Parking Lot – West
12. Science Lecture Hall

## II. Angelo DiPonio Building

College of Nursing and Health;  
Classrooms D100-D175

## III. Felician Sisters Presentation BVM Central Convent

13. Presentation BVM Chapel
14. Parking Lot – Central Convent

## IV. Franciscan Center for Science and Media

Science; Franciscan Studios;  
Gathering Area; Lecture Hall;  
Classrooms S100-S218

15. Cardinals Square
16. St. Francis Pond

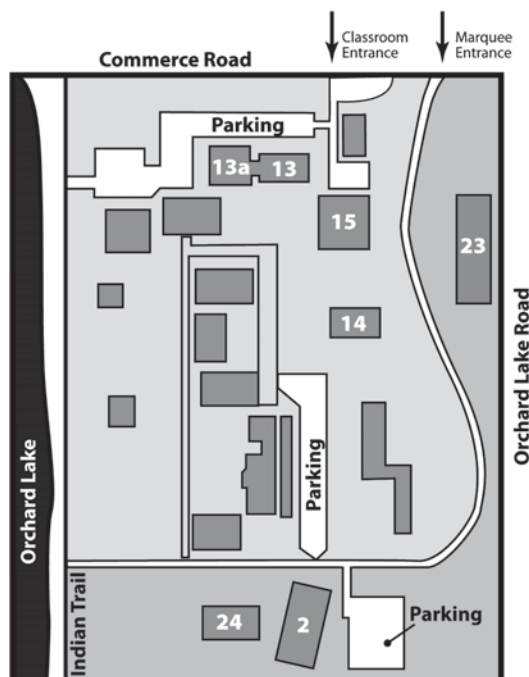
## V. Maertens Building

School of Business; Office of Continuing Education and Professional Studies; Livonia SWEEP Office  
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## VI. University Center

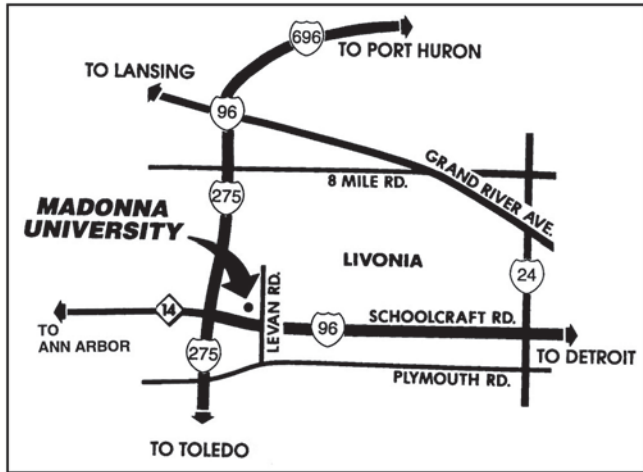
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# Orchard Lake Center



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- 14 Shrine Chapel
- 15 College Dining Hall
- 23 Dombrowski Fieldhouse
- 24 Frank T. and Mary C. Padzieski Science Center

# Driving Maps



## *Livonia Campus*

Madonna University is located east of the I-96 and I-275 intersection

36600 Schoolcraft Road  
Livonia, Michigan 48150

(734) 432-5300

[www.madonna.edu](http://www.madonna.edu)

## *Orchard Lake Center*

3735 Commerce Road  
Orchard Lake, Michigan 48324

(248) 683-1757



# Telephone Directory

All phone numbers are preceded by area code 734

## Deans and Graduate Program Directors

|   |                 |
|---|-----------------|
| <b>School of Business</b>                                     | <b>432-5355</b> |
| Dr. Stuart Arends, Dean                                       | 432-5366        |
| Management and Marketing Chair,<br>Dr. Betty Jean Hebel       | 432-5357        |
| Management Information Systems Chair,<br>Dr. William McMillan | 432-5367        |

|  |                 |
|--|-----------------|
| <b>College of Arts and Humanities</b>                                  | <b>432-5543</b> |
| Dr. Kathleen O'Dowd, Dean  | 432-5659        |
| Pastoral Ministry Director, Dr. Jane Linahan                           | 432-5657        |
| TESOL Director and Humane Studies Co-Director,<br>Dr. Andrew Domzalski | 432-5420        |

|   |                 |
|---|-----------------|
| <b>College of Education</b>   | <b>432-5644</b> |
| Dr. Karen Obsniuk, Dean   | 432-5648        |
| Catholic School Leadership <i>and</i> Educational Leadership Director, Dr. Marjorie Checkoway                       | 432-5653        |
| Curriculum and Instruction Director, Anne Morris  | 432-5854        |
| Early Childhood Education Director,<br>Dr. Mary Tomczyk   | 432-5536        |
| Educational Technology Director, Anne Morris  | 432-5854        |
| Higher Education and Student Affairs Director,<br>Todd Symington  | 432-5793        |
| Literacy Education Director   | 432-5655        |
| Off-Campus Education Master's Programs Coordinator and Professional Development Program Coordinator, Mr. John Sprys | 793-2462        |
| Online Teaching and eLearning Director, Anne Morris   | 432-5854        |
| Special Education Director, Dr. Jill Robinson   | 432-5651        |

|  |                 |
|--|-----------------|
| <b>College of Nursing and Health</b>                                   | <b>432-5464</b> |
| Dr. Teresa Cervantez Thompson, Dean                                    | 432-5465        |
| Graduate Nursing Chair and DNP Program Director,<br>Dr. Nancy O'Connor | 432-5461        |
| Hospice and Palliative Studies Chair,<br>Dr. Kelly Rhoades             | 432-5478        |
| Nurse Practitioner Program Director, Dr. Betty Dornbrook               | 432-5443        |
| Nursing Administration Program Director,<br>Dr. Phyllis Brenner        | 432-5780        |
| Nursing Clinic Laboratory, DiPonio                                     | 793-2466        |
| Nursing Simulation Laboratory, academic building                       | 432-5596        |

|   |                 |
|---|-----------------|
| <b>College of Science and Mathematics</b> | <b>432-5523</b> |
| Dr. Theodore Biermann, Dean               | 432-5515        |

|  |                 |
|--|-----------------|
| <b>College of Social Sciences</b>                              | <b>432-5570</b> |
| Dr. Karen Ross, Dean   | 432-5529        |
| Clinical Psychology Director,<br>Jane Alexandra Kessler, M. A. | 432-5776        |
| Criminal Justice Chair, Tara M. Kane                           | 432-5546        |
| History Department Chair, Dr. Roger Crownover                  | 432-5637        |
| Humane Studies Co-Director, Dr. Michelle Proctor               | 432-5569        |

|  |                 |
|--|-----------------|
| <b>Outreach and Distance Learning</b>            | <b>432-5374</b> |
| Dr. James Novak, Dean                            | 432-5731        |
| Liberal Studies Director, Dr. Kathleen Edelmayer | 432-5560        |

|                            |                       |
|----------------------------|-----------------------|
| <b>Central Switchboard</b> | <b>(734) 432-5300</b> |
|                            | (800) 852-4951        |

|                        |                 |
|------------------------|-----------------|
| <b>Graduate School</b> | <b>432-5667</b> |
| Dr. Deborah Dunn, Dean | 432-5457        |

|                   |                       |
|-------------------|-----------------------|
| <b>VideoPhone</b> | <b>(734) 259-3796</b> |
|-------------------|-----------------------|

## Service Offices

|   |                 |
|---|-----------------|
| Admissions to Graduate School                               | 432-5667        |
| Alumni Office   | 432-5811        |
| Bookstore   | 432-5613        |
| Campus Ministry   | 432-5839        |
| Career Services   | 432-5623        |
| <b>Center for Research</b>                                  | <b>432-5666</b> |
| Center for Study Abroad                                     | 432-5669        |
| Coordinator of English as a Second Language                 | 432-5397        |
| Financial Aid   | 432-5663        |
| International Students Office                               | 432-5791        |
| <b>IT Help Desk</b> ( <i>helpdesk@madonna.edu</i> )         | <b>432-5800</b> |
| Library   | 432-5703        |
| Office of Disability Resources                              | 432-5639        |
| Office of Diversity and Multicultural Affairs               | 432-5672        |
| Psychological Services Clinic                               | 432-5493        |
| Registrar's Office ( <i>registration and records</i> )      | 432-5400        |
| Residence Hall  | 432-5755        |
| Student Accounts  | 432-5600        |
| Student Affairs, Office of the Vice-President               | 432-5881        |
| Technology Learning Center ( <i>computer laboratories</i> ) | 432-5376        |
| Transcultural Nursing Society                               | 432-5470        |
| Writing Center  | 432-5304        |



**YOUR SUCCESS IS OUR  
GREATEST ACHIEVEMENT**



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Livonia, Michigan 48150-1176  
[www.madonna.edu](http://www.madonna.edu)